

# The Hospitality Forum

For the Private Club, Hotel/Resort, Food, and Service Industries

Published by *The Hospitality Resource Group*

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www.hrg-consulting.com

### Special points of interest:

- The Hospitality Resource Group expands it's Client services
- HRG announces a new Executive Search Division. Robert Penland, one of the founding Principals, of The Hospitality Resource Group has been named President of the new Division
- HRG launches two new ,and exciting, cutting edge programs. The Chefs Assist Program and Diamond Club Services
- To learn more, visit our new website: [www.hrg-consulting.com](http://www.hrg-consulting.com)

## HRG EXPANDS IT'S SERVICES TO CLIENTS

We are proud to announce several new services that are now available to our Clients either directly, or through one of our highly qualified affiliates. We continue to develop these services in order that we may assist our Clients with the very challenging and often costly effort in seeking solutions to troubling problems.

### EXECUTIVE SEARCH DIVISION

### CHEFS ASSIST PROGRAM

### DIAMOND CLUB SERVICES

Our **Executive Search Division** was formed to assist Hospitality Professionals and decision makers in either job placement or in finding a key management person. Supporting data shows

that 50% of hires are mis-hires. These positions are too critical to make a costly error in the screening and hiring process. Let us do the work for you.

Our new affiliate, **Chefs Assist**, is an idea whose time has come. This program provides a highly qualified industry Chef to spend three days working with your existing chef in every facet of your kitchen operations. Our Chef will make suggestions pertaining to efficiency, productivity, food preparation, menu items, and food costs. As most everyone knows, this area of operations can always use improvement.

In addition, we can also simultaneously provide a front-of-the-house professional to train your

dining supervisors and serving staff, thus providing comprehensive solutions to one of our industry's problem areas. The results achieved are worth far more than the modest fee for this program.

**Diamond Club Services**, another new affiliate, provides another unique service to the private club industry. They construct a revenue producing, free standing, architecturally compatible, free standing car wash on your Club property. This is a great idea and we have provided an Executive Summary on our website, [www.hrg-consulting.com](http://www.hrg-consulting.com), to explain all the details.

For further information, call us at **800-249-9973**

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## RECENT CLIENTS

We are proud that The Hospitality Resource Group has been chosen to assist our most recent Clients with services ranging from comprehensive Membership Surveys, Strategic Plans, Operational Audits, Staff Training, Renovation Consultation, and Board Orientations .

Additionally, our Clients call upon us for advice in other areas where we have Affiliate expertise.

**The Landings Yacht, Golf & Tennis Club—Florida**

**Scioto Country Club—Ohio**

**New Seabury Properties—Cape Cod**

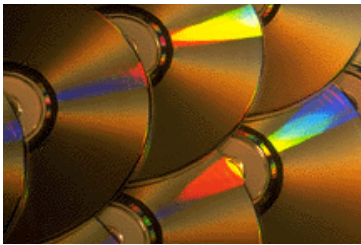
**The Country Club at DC Ranch—Arizona**

**Forest Lake Country Club—South Carolina**

**Harlingen CC—Texas**



*“The Hospitality Business is not bricks and mortars, it’s the people business. Get good people and train them to be the best, and you will be successful”*



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## WHY HIRE A CONSULTANT?

Why indeed? This is a good question, but there is an easy answer. Consultant’s have the ability to see a situation with a fresh and objective pair of eyes. Additionally, Consultants often have specific expertise, and data, to contrast and compare with other Clients with similar situations.

The role of a Consultant is not an adversarial one, although those involved can get that impression. A Consultant is there to help, observe, recommend, and train, where necessary. Providing information that is industry specific can help guide decision makers that are often well intentioned, but not thoroughly knowledgeable about operations.

As an example, we recently attended a Club Board meeting where the talk was that the food and beverage department had lost \$35,000 last year and that they needed to get a new Food and Beverage

Manager. They said that no restaurant could lose that amount of money and stay in business. We looked at their figures and told them that instead they should hire a new greenskeeper. They looked at us like we were from another planet. We then asked them what their golf budget was. It was \$680,000. Their revenues from greens fees and cart rental were \$382,000. Therefore, their golf operation lost \$298,000. We explained to them that most all club departments lose money. What matters more is whether the Club, as a whole, is bringing in more than it is spending. If it is, and you are providing good service and good product, then you’re doing a good job. We explained to them that 67% of club’s lose money in food and beverage. There are multiple reasons for this. Members don’t often make reservations, they just show up. They often all show up at the same time. They often

will stay and socialize, not allowing the tables to turn over and most clubs stop serving at 9:00 p.m. Therefore, labor costs are high. It’s often difficult to get good help because servers can make more money working in a restaurant. The Club can often have several things going on simultaneously such as a function, grill operations, dining room, and snack bar. All of which can tax even the most diligent kitchen staff.

In summary, a Consultant can contribute industry expertise in a constructive way.

Don’t be afraid of a Consultant. The benefits to be gained far outweigh the money you will spend utilizing the services of qualified Consultants.

If we can answer any questions, please feel free to call us toll free at 800-249-9973.

## Services Offered by The Hospitality Resource Group

### DIRECT SERVICES

- Comprehensive Membership Surveys to include survey design, tabulation, analysis and recommendations
- Strategic Planning
- Operational Audits
- Board Orientations
- Staff Training
- Food and Beverage Analysis
- Executive Search including management , food and beverage professionals and Executive Chefs

### AFFILIATE SERVICES

- Chefs Assist Program
- Membership Marketing
- Renovation Services
- Interior Design
- Project Management
- Diamond Club Services

To learn more, please visit our web site at [www.hrg-consulting.com](http://www.hrg-consulting.com)

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# Organization

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