

WELCOME EVERYONE



**PLEASE ENSURE THAT YOUR
MOBILE PHONE IS SWITCHED
OFF**



WELCOME EVERYONE

CLUBHOUSE MANAGER TRAINING PROGRAMME

Day one of a programme designed for

GOLF CLUB EXECUTIVES

by Steven Brown FBII.tp.

Supreme Commander of Inn-formation

EXERCISE ONE

Job Descriptions

STAFFING ISSUES – did you mention.....

❖ **Hiring & firing**

❖ **Training**

❖ **Disciplining**

❖ **Setting Targets**

❖ **Key responsibilities**

EXERCISE ONE

Job Descriptions

STOCK CONTROL – did you mention.....

❖ Stock taking process

❖ Stock rotation

❖ Security

❖ Ordering processes

❖ Stocking up processes

EXERCISE ONE

Job Descriptions

CASH HANDLING/TILL REPORTS – did you mention

❖ **Up's and down's policy**

❖ **Float levels**

❖ **Cashing up policy**

❖ **The variance report**

❖ **Clerk activity**

EXERCISE ONE

Job Descriptions

HEALTH & SAFETY – did you make

❖ **The individuals responsibility to comply**

❖ **Training in the use of equipment**

❖ **Responsibility to report faults**

❖ **Attainment of nationally recognised quals**

❖ **Maintaining statutory records**

EXERCISE ONE

Job Descriptions

GENERAL DUTIES – did you mention.....

❖ **The Customer Care process**

❖ **Marketing/Merchandising**

❖ **Customer Communications**

❖ **Cleaning rotas**

❖ **Staffing Rotas**

HOW TO CLAIM YOUR OWN JD'S

EXERCISE TWO

Targets & Budgets

THE BAR – areas to be targeted

TARGET

➤ Overall gross margins (%)	-	60%
➤ Yield	-	98.5% to 101%
➤ Days stock levels	-	20 – 25 days
➤ Pipe cleaning loss	-	0.5% to 4%
➤ Cash up's & downs	-	£5 per session
➤ Staff wage levels	-	28% to 32%

NOW YOUR SUGGESTIONS PLEASE

EXERCISE TWO

Targets & Budgets

CATERING	- areas to be targeted	TARGET
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➤ Wastage levels	-	3%
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➤ Days stock holding	-	3 to 7 days
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➤ Overall margins	-	60% to 70%
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➤ Wholesale price rises	-	check daily
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➤ Customer concern comments	-	check daily
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➤ Staff wage levels	-	30% to 50%
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NOW YOUR SUGGESTIONS PLEASE

EXERCISE THREE

Finding the right supplier

❖ **A reduction in the wholesale price**

❖ **Retros**

❖ **FOC goods**

❖ **Sale or return**

❖ **Extended payment terms**

❖ **Trialling new lines**

❖ **P.O.S.**

EXERCISE THREE

Finding the right supplier

❖ **Badged glassware**

❖ **Umbrellas**

❖ **Training courses**

❖ **Sponsored days out**

❖ **Sponsorship (Captains days)**

❖ **Loan of marquee/outside bars/pig roast**

❖ **Golf jumpers (Badged)**

EXERCISE THREE

Finding the right supplier

❖ **On-course advertising**

❖ **In-House badged wine labels**

❖ **Menus showing wine/food**

❖ **Meaningful data/trends**

EXERCISE FOUR

Food & Beverage Operations - *The key three*

❖ **THE IDEAL TRADING MODEL – THE OPTIONS.....**

- **the sec/general manager as head of department**
- **the F & B Manager**

❖ **IN-HOUSE vs FRANCHISED – THE CHOICES.....**

- **In-house all profits/losses to the club**
- **Franchised less risk to the club**

❖ **A SERVICE OR A PROFIT MAKER?**

- **Can you provide both**
- **Where is the real profit in F & B for clubs**

EXERCISE FIVE

Style of Service - The Cost

THE BARS OPERATION

- | | | |
|------------------------|---|-------------------|
| ➤ Bar Service | - | 28% to 32% |
| ➤ Table Service | - | 35% to 45% |

THE CATERING OPERATION - Front of house & Prep staff

- | | | |
|--|---|-------------------|
| ➤ Placing orders at bar | - | 20% to 28% |
| ➤ Table service | - | 30% to 37% |
| ➤ Table d'hote (set menu) | - | 28% to 32% |
| ➤ Silver service (white gloves) | - | 35% to 40% |
| ➤ A La Carte (exec chef etc) | - | 35% to 55% |
| ➤ Self Service (no waiting staff etc) | - | 15% to 20% |

EXERCISE SIX

Staff incentives

“What get rewarded gets repeated”

Steven Brown

A pay rise

A promotion

Days off/more holidays

A gift (bottle of wine)

Staff meals

Specialist training

A job title

Accommodation

NOW YOUR IDEAS PLEASE

EXERCISE SEVEN

Selling Skills

Part one - BARRIERS TO MAKING A SALE

❖ **Fear of rejection**

❖ **No confidence in the product**

❖ **Lack of product knowledge**

❖ **Lack of self confidence**

❖ **“If they want it they’ll ask” - attitudinal**

EXERCISE SEVEN

Selling Skills

Part two – SKILLS OF THE PROFESSIONAL

❖ **Good product knowledge**

❖ **Persistent**

❖ **Self-motivated**

❖ **Personable**

❖ **Alert for every sales opportunity**

EXERCISE SEVEN

Selling Skills

Part three - THE PROFITABILITY LADDER

➤ Cordials	90%
➤ Post Mix	85%
➤ Minerals	75% +
➤ Tea & Coffee	70%+
➤ Spirits	70%+
➤ Food	60% - 80%
➤ Beer, Lager, Cider	55% - 65%
➤ Wines	50% - 60%
➤ Snacks	25% - 50%
➤ Tobacco Products	20% - 65%

EXERCISE SEVEN

Selling Skills

Part four – SALES TECHNIQUES

A RECOMMENDED SALE – A sale suggested by the server to promote profit

THE ADDED VALUE SALE – A sale of a natural accompaniment to the product ordered

SUBSTITUTE SALE – A product recommended to the client when the product requested is not available

UP SELLING – A suggestion from the sales person to either up size or move to a more profitable product

SELLING BY NODDING – The tutor will demonstrate

EXERCISE SEVEN

Selling Skills

Part five – RECAPPING THE TOP TIPS

- **“Ask for the sale”**
- **Products**
- **To the danger of making a sale**
- **Individuals needs**
- **Sales techniques from successful sales people**
- **Sales opportunity**
- **Persistent and confident**

EXERCISE SEVEN

Selling Skills

Part five – RECAPPING THE TOP TIPS

- **Own set backs**
- **Yoursself. People buy people first the product second**
- **Actually want a recommendation from you**
- **Proud of your product, your club and YOUR EFFORTS**
- **FAILING TO MAKE A SALE IS NOT FAILURE ITS EXPERIENCE**

EXERCISE EIGHT

The stock taking process

“If I were able to insist that every golf club in the world undertook an external, monthly audit of their food and beverage operations I would implement it tomorrow”

Steven Brown

Now lets look at Exercise 8 in your exercise book

EXERCISE NINE

Till Technology as a management tool

Golf club EPOS essentials / must haves for stock control

- Differentiate between member and non member pricing / discounts reporting
- Revenue split by department: for example food, wet, hot beverage
- Log different payment types – Member cards, cash, contactless, apple & android pay: 70%+ of transactions of cash less
- Daily & period X + Z reads / financial reporting
- Itemised sales / PLU reports – ESSENTIAL! To identify where losses occur
- Voids, no sales, error corrections, no sales, changes to payment method reporting
- Reporting of transactions in time order – if investigation of issues is needed
- Secure log in by code or key for all staff
- Easy to programme new products and promotions



GOLF CLUB EPOS – HELPFUL FEATURES

- Stock control / line checking module
- Waste reporting
- Half way hut coverage via Wifi or download to main system: losses in this area occur if not controlled
- Clear product lay outs / till maps – to help avoid cross ringing
- Staff clock in / out
- Member name / photo on till for member card use



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**REMEMBER THIS – MAKE YOUR F & B
OPERATION A SUCCESS BY DESIGN AND
NOT BY ACCIDENT – BE IN CONTROL!**