

# CLUBHOUSE MANAGEMENT TRAINING

A 2-day course led by industry experts focusing on the 5-P's of successful clubhouse operations:

PROCESS ✧ PEOPLE ✧ PLANT  
PERFORMANCE (PROFIT) ✧ PROFILE



CONTEMPORARY  
CLUB LEADERSHIP

Ideal for: Clubhouse Managers  
Catering Managers  
Future Managers  
Bar Managers  
Supervisors  
Franchisees

## There has never been a more challenging time for Club Food & Beverage

Prior to the pandemic UK households spent more money eating out than they did eating in.

Now, as we emerge from one of the most volatile times in the hospitality industry, we are experiencing ...

changes in customer behaviour...  
daily operational challenges...  
management challenges...  
greater demands on our staff  
than ever before.



## How are you preparing and empowering your clubhouse staff to manage this new challenge?

A leading club industry training programme is now available to help you address these challenges.

Industry experts will help you run a more effective operation.



The training explores the five key areas of clubhouse operations:

### ❖ PROCESSES

The A to Z of best practice clubhouse operations

### ❖ PEOPLE

Building and retaining a successful clubhouse team

### ❖ PERFORMANCE (PROFIT)

Balancing productivity and profitability that's right for your club

### ❖ PLANT

Managing your clubhouse facility, equipment, and assets

### ❖ PROFILE

Understanding customers, communication, and market trends

*"Incredibly informative, it's a credit to all the speakers on the course that you share your knowledge and many years of experiences to make us all better Clubhouse Professionals. An engaging, effective and enriching experience – gold stars!"*

Pam Nolan, Clubhouse Manager, Highgate GC

## Our stable of expert speakers:



### Steve Brown FBIIb

Supreme Commander of Innformation, with over 45 years of industry experience supporting clubhouse operations.



### Kevin Fish CCM

Director of CCL Ltd. with over 20 years industry experience of supporting clubs, and the architect of the market-leading MDP programme.



### Debbie Pern CCM

General Manager of the prestigious Deeside Golf Club, with a wealth of hospitality and club management experience.



### Steuart Fotheringham

Health & Safety and HR expert with ALPS Consultancy, an expert trainer presenting with real life stories and examples.

The programme's core speakers are supported by additional industry experts, and those currently working in golf club hospitality and management settings. These individuals bring local and national knowledge and experience from many years spent in the industry, and can share practical tips & tricks that they use successfully in their own work.

*"Just wanted to say well done for the Clubhouse Management Training course – I have 4 staff who all came back bursting with energy and enthusiasm and looking forward to part 2."*

Neil Hampton, General Manager, Royal Dornoch Golf Club

*"Kevin, thanks again for the course which I found very interesting and very professional. I found the way you and Steve came across with the info very easy to understand. You hit plenty of 'nails on the head' with suggestions and examples."*

Graham Gardner, Clubhouse Manager, Prestwick GC



The content of the two-day Clubhouse Management Training includes:

- ✓ Industry 'norms' and benchmarking for wage controls, pricing and gross profits
- ✓ Obtaining the best supplier deals for the club
- ✓ Exploring the full range of food & beverage provision in clubs
- ✓ Prioritising viable targets within realistic budgets
- ✓ Understanding the complexities of stocktaking reports, and creating a stock management plan
- ✓ The benefits of modern till programmes, and using them as a management tool
- ✓ Exploring food and wine pairings
- ✓ Trends in the modern food & beverage industry
- ✓ Creating standards for customer service and training staff
- ✓ Working with volunteer Club and House Committees
- ✓ Contrasting the benefits of franchised or in-house operations
- ✓ Exploring job descriptions, staff rotas and maximising productivity

The list opposite forms only part of the knowledge delegates will take from this course.

In addition to these learning outcomes course delegates have the opportunity to build a network of people working in similar roles in clubs.

This network can be an invaluable resource to share experiences, answer common questions and discuss solutions to problems you face.

"A great experience over the last couple of days, thanks to you, your selection of speakers and the delegates on this course. Great clarity of thinking – thank you"

James Hall  
Clubhouse Manager  
The Honourable Company of  
Edinburgh Golfers (Muirfield)

Club Industry Norms

Recommendations and Industry Norms for:

- Gross Profit (GP) in all Bar and Catering areas
- Yield
- Day-Stock-Levels
- Staff Wage Levels
- Wastage

CLUBHOUSE MANAGER TRAINING PROGRAMME – 2019



THE BAR OPERATION

Area to be targeted	The suggested target

THE CATERING OPERATION

Area to be targeted	The suggested target



CLUBHOUSE MANAGER TRAINING PROGRAMME – 2019



Club Demands

Member Expectation (Sections)

- Ladies
- Seniors
- Juniors

Key Drivers

- Food Quality
- Food Consistency
- Value for money
- Menu Variety
- Speed of Service

Aims of the Training



- To ensure that those recruiting are confident in their abilities
- To understand the root of performance issues and if they are due to conduct or capability
- To learn how to resolve both conduct and capability cases

ARE YOU ARMED ?

- Can you explain why it is difficult to break even in F&B Operations ?
- Can you explain what the key dials are ?
- Are you comfortable with whose hands are on the dials ?

WHO IS IN CONTROL OF THIS IMPORTANT SERVICE ?

CLUBHOUSE MANAGER TRAINING PROGRAMME – 2019



## Advancing your Clubhouse Team Clubhouse Management Training - Part 2

For those senior clubhouse staff seeking to further their knowledge, management skills, and the effectiveness of their clubhouse operation, Clubhouse Management Training – Part 2 provides the perfect opportunity.

Clubhouse Management Training - Part 2 combines the opportunity to reflect on performance since the first course, explore subjects in greater depth, and discover more management subjects that are important to the running of a successful clubhouse operation.

### The Clubhouse Management Training - Part 2 includes:

- ✓ Running successful events at your club
- ✓ Marketing your food & beverage
- ✓ Legal considerations for staff management
- ✓ Clubhouse staff recruitment & interviewing
- ✓ Performance management for your clubhouse teams
- ✓ Legal obligations in your clubhouse
- ✓ Time & priority management for managers
- ✓ Clubhouse facility management
- ✓ Merchandising for clubhouses
- ✓ Psychology of selling within food & beverage
- ✓ Managing kitchen operations, including cost controls
- ✓ Food & beverage 'tricks' and 'fiddles'
- ✓ Creating a business plan for your food & beverage

The training includes advanced course materials and further tools to use in your clubhouse management role.

Following the completion of Part 2 delegates have the option to undertake a work-based assignment focusing on a particular area of their clubhouse operation. This is independently marked, and successful assignments will be awarded a **Certificate in the Management of Clubhouse Operations**.



*"The best value for money course I've ever been on."*

Ian MacDonald, Food & Beverage Manager, St. Andrews Links Trust

**The time to invest in your Clubhouse Team is now – this training is designed to help them to do the right things right in your clubhouse.**

The training is ideal for Clubhouse Managers, Catering Managers, Bar Managers, Supervisors, franchisees, and senior clubhouse staff – anyone with a role in managing and delivering a great experience in your clubhouse.

### The package includes:

- ✓ Delegate Pack – with course materials and presentations
- ✓ Daytime Meals – lunch for both days of the course
- ✓ Evening meal on first day
- ✓ Clubhouse Practices Journal – to use back at the club and working with your manager
- ✓ Certificate of Attendance – evidencing your CPD
- ✓ Training Progression – the opportunity to progress to Part 2 of Clubhouse Manager Training

### The package does not include:

- × Accommodation

Delegates can choose their own accommodation. We will provide contact details for on-site / nearby accommodation at the time of booking.

## 2023 DATES

**Following our successful delivery of the CMT courses in Stirling (Scotland) and Minchinhampton (Gloucestershire, England) early in 2023, we are currently planning further sessions for both CMT-1 and CMT-2.**

**To register your interest in the CMT-1 and/or CMT-2 courses, please email: [office@ccl.services](mailto:office@ccl.services)**

*"Your course has been massively helpful to me and I am now implementing the ideas and strategies. It's quite daunting, but it's great to feel part of a really great bunch of people who I can look to for support in this demanding yet truly rewarding industry."*

Andy Little, Catering Manager, Dunbar Golf Club

## Contemporary Club Leadership provides a range of training and services for clubs including:

- ✓ **Strategic Planning** for your club
- ✓ Reviewing your **Club Governance Practices**
- ✓ Enhanced member experience through **Customer Service Staff Training**
- ✓ Club Manager **Recruitment** support
- ✓ A unique **Performance Management** system



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