

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



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

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

Golfers may join your club for the golf course, but you know very well the role that the clubhouse plays in their enjoyment of membership and long-term commitment to the club.

There has never been more demands placed on your clubhouse team.



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

Now in its 7th year, this industry-leading programme has already seen over 500 golf clubhouse staff benefit from this training, helping your team to run a more effective and popular clubhouse operation.



The training explores the five key areas of clubhouse operations:

✧ **PROCESSES**

The A to Z of best practice for 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

"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

"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 FBIltb

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



Kevin Fish CCM

Director of CCL Ltd. with over 25 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.

"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

CLUBHOUSE MANAGEMENT TRAINING

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 CONTEMPORARY CLUB LEADERSHIP



Club Demands

Member Expectation (Sections)

- Ladies
- Seniors
- Juniors

Key Drivers

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

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

CLUBHOUSE MANAGEMENT TRAINING

The list on the previous page 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)

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 MANAGEMENT TRAINING – 2015



Advancing your Clubhouse Team

Clubhouse Management Training - Parts 2 and 3

For those senior clubhouse staff seeking to further their knowledge, management skills, and the effectiveness of their clubhouse operation, Clubhouse Management Training Parts 2 and 3 provide the perfect opportunity.

The Clubhouse Management Training - Part 2 includes:

- ✓ Running successful events at your club
- ✓ Marketing your food & beverage & merchandising effectively
- ✓ Legal considerations for staff management
- ✓ Performance management for your clubhouse teams
- ✓ Clubhouse facility management -
including legal obligations in your clubhouse
- ✓ Time & priority management for managers
- ✓ Psychology of selling within food & beverage
- ✓ Managing kitchen operations, including cost controls
- ✓ Food & beverage 'tricks' and 'fiddles'



NEW

The Clubhouse Management Training - Part 3

Our new course is based primarily on specific demands from existing Senior Clubhouse Staff who have attended our first two courses, and includes:

- ✓ Deeper HR guidance, in particular the new employment rights, engaging seasonal staff, mental wellbeing and the handling of under performance within the clubhouse team.
- ✓ Handling the full range of member (& other customer) behaviour that can be experienced within the clubhouse.
- ✓ Tools, templates and video support that allow you to help train your House Committee or Board Members in the fundamentals of Food & Beverage in clubs.
- ✓ A personal profile (Lumina Spark) of your own strengths and preferred working style, to identify areas of personal development in your career in this industry.

Both training courses include advanced course materials and further tools to use in your clubhouse management role.

"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 (on request) – evidencing your CPD

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.

2025 / 2026 DATES

CMT-1 **Tuesday 7 & Wednesday 8 October 2025**
Collingtree Park Golf Club, Northampton
&
Tuesday 11 & Wednesday 12 November 2025
Tyrrells Wood Golf Club, Leatherhead

CMT-2 **Tuesday 13 & Wednesday 14 January 2026**
Tyrrells Wood Golf Club, Leatherhead

NEW

CMT-3 **Tuesday 3 & Wednesday 4 March 2026**
Tyrrells Wood Golf Club, Leatherhead

Each course costs £595 (+VAT)

**To reserve your place(s) on any of these CMT courses,
please email: office@ccl.services**

Don't miss out - book now!

"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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