



Club Operations during COVID-19

"Never Waste a Good Crisis"

Management Career with Marriott, Hyatt, The Desert Mountain Club, Lyle Anderson Company, Troon Golf

Founded RCS in 2000

Awarded 10 Excellence in Achievement Awards:

Consulting Company | Strategic Planning | Club Service Firm | Staff Training Company

Influencer: 2014 Female Club Influencer, 2018 Gary Player Educator of the Year, 2019 Club Influencer

Speaker / Educator: CMAA World Conference, CMAE Conference, BMI International, BMI Food & Beverage, NGCOA, PGA Merchandise Show, Golf Inc. Strategy Summit and Innovation Day, Mid-Managers CMAA

Creator of Food and Beverage Boot Camp™ Training Series, Member Service 101, Private Club 101, and G.R.A.C.I.O.U.S. Service

Developer of over 30 accredited hours (PGA, CMAA) of virtual training for staff and managers:

- RCSU, division of RCS Hospitality Group
- CMAA Club Resource Center
- NGCOA Hospitality Center



WHITNEY PENNELL
President

RCS
HOSPITALITY GROUP

RCSU 



David H. Voorhees, CCM, CCE Big Canyon Country Club

- David H. Voorhees, CCM, CCE, has 42 years of experience managing private member equity country clubs.
- He has been the GM/COO of Big Canyon Country Club, Newport Beach, California, since 1996 and prior to that in a similar capacity at Philadelphia Country Club.
- David has been active in a number of industry related professional associations including President of two chapters of the Club Management Association of America and engagement on numerous national committees, serving as the Foundation Vice-President for the National Club Association, and Past President of The California State Club Association.
- David has been a guest lecturer for university-based hospitality programs including BMI, was recognized with the Excellence in Club Management Award in 2010 and designated as a CMAA Fellow in 2020.



Chef Scott Craig, CMC Myers Park Country Club

- Scott Craig is an International Certified Master Chef and member of the 2020 United States Culinary Olympic Team.
- He is the Director of Culinary Operations at Myers Park Country Club and has also had leadership positions at Chevy Chase Club and Baltimore Country Club.
- Scott writes for Club and Resort Chef Magazine and has also recently founded the Southeast Emergency Response Network, organizing chefs throughout the region to respond to natural disasters.



Jeff DeKruif, CCM, CHAE Blackhawk Country Club

- Jeff has been around the game of golf his entire life and has been working at Clubs for the last 21 years in progressively increasing roles in golf operations, food & beverage, financial management and club leadership.
- He is currently the Assistant General Manager and designated Chief Financial Officer of Blackhawk Country Club in Danville, California. Prior to relocating to Blackhawk, Jeff was the CFO of a Platinum ranked Top 100 golf community off the coast of Hilton Head Island, South Carolina.
- He's also had a Regional Finance role for Troon, overseeing the financial management of a portfolio of resort & private golf clubs in California, Arizona, and the New York City metro.
- He is both a Certified Club Manager through CMAA and a Certified Hospitality Accounting Executive through HFTP. In his free time, you will often find him playing golf where he is a 2.9 handicap.

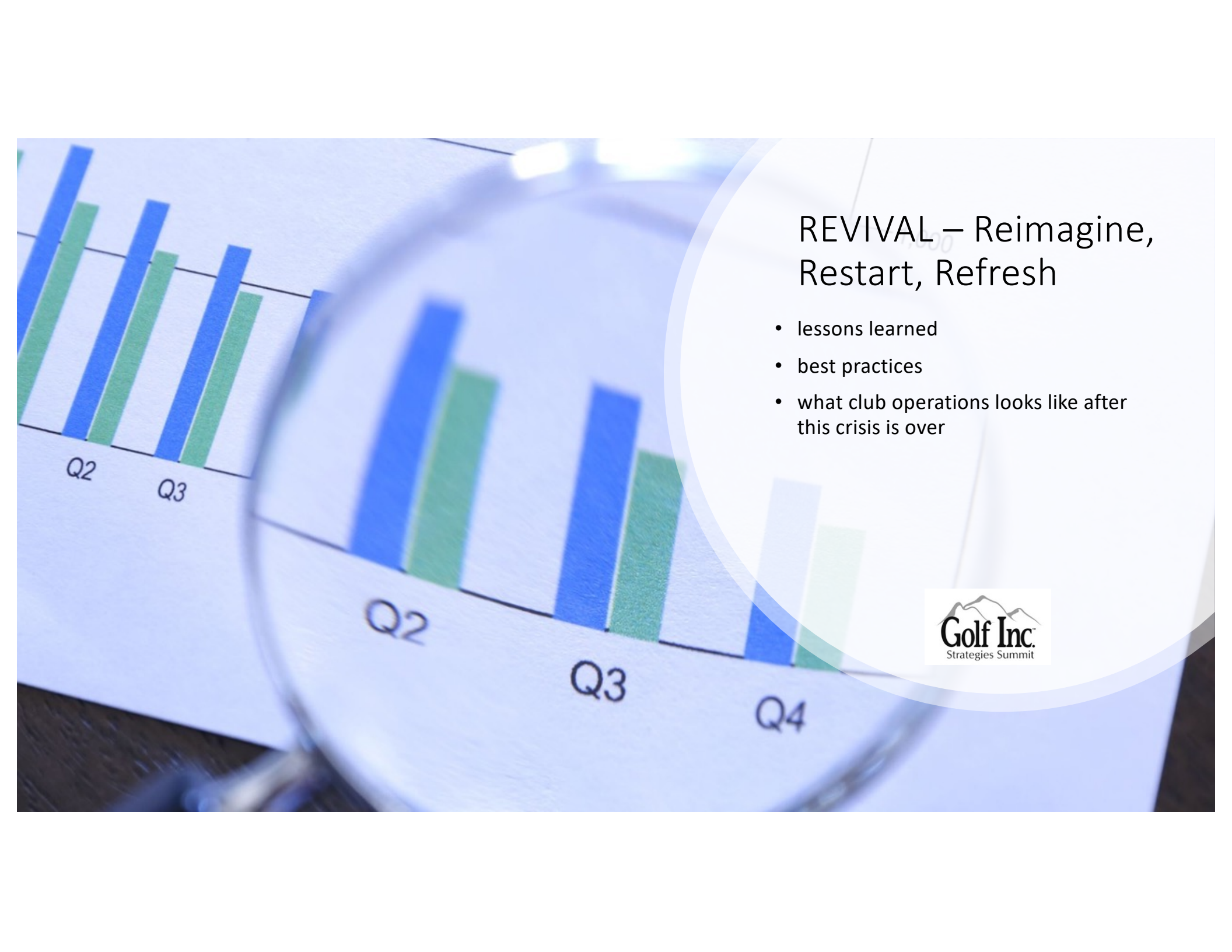


A bright orange life preserver with three white reflective bands is floating on a deep blue, textured surface of water. A white rope is tied around the top and bottom of the ring, and a yellow rope is attached to the bottom left. The background is a large, light blue circular graphic on the right side of the slide.

SURVIVAL

- Embraced Technology
- Food & Beverage Changes
- Golf Spiked
- Safety & Security
- Reevaluation of Values





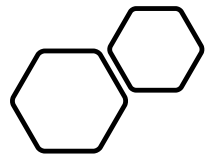
REVIVAL – Reimagine, Restart, Refresh

- lessons learned
- best practices
- what club operations looks like after this crisis is over





TRANSFORMATION

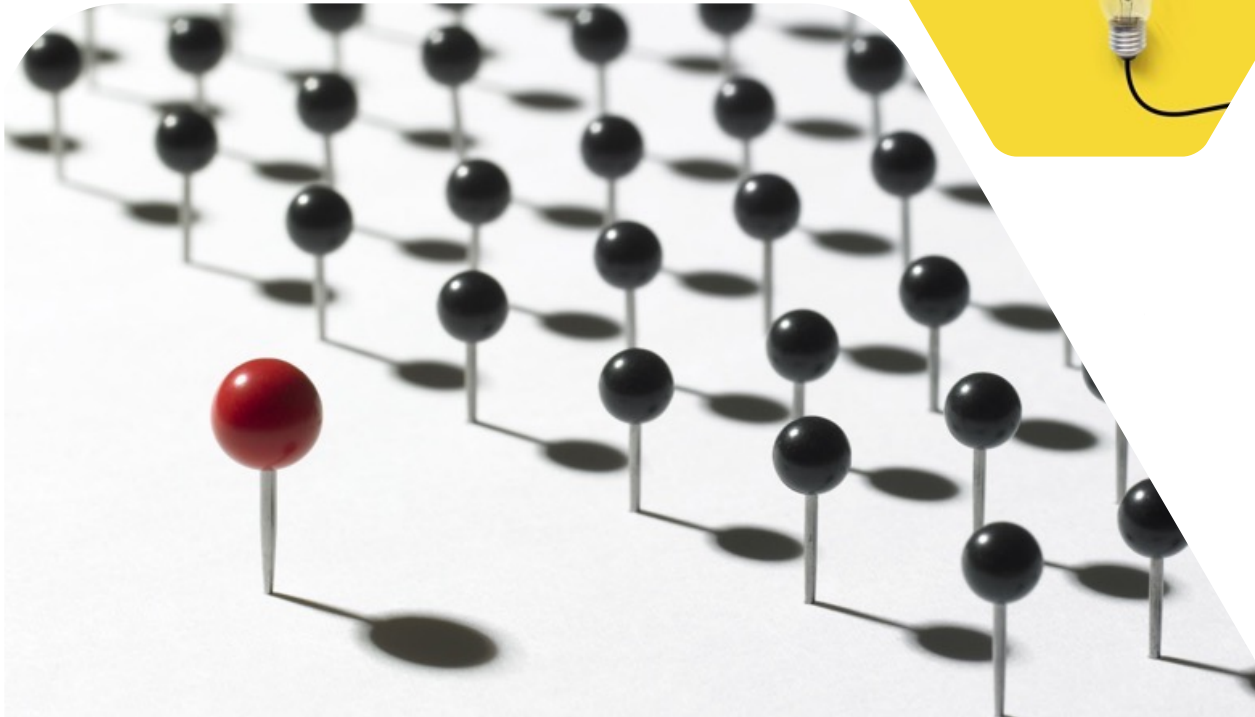




THE FOUNDATION

- Organizational structure
- Revenue streams and related expenses
- Employee and member safety
- Community outreach
- Embracing technology
- Other innovations to keep the club strong





USING THE LESSONS LEARNED TO RESTART

- Stop
- Start
- Keep doing

THE TRANSITION

- Team question: “who do we want to become?”
- Crisis = purpose for everyone
- New ways of operating
- Learning how to say “No” without discomfort
- Lessons learned and tough times are all for nothing if we don’t learn
- Industry and community outreach opportunities
- Employee safety focus – embraced by millennials specifically



RETHINK EVERYTHING

- **Club Operations** – ee's, hours, amenities, service areas. Change to organizational structure.
 - RCS's suggestions and execution of ideas
- **Reinvent and reimagine the operations**
 - Lost banquet revenue
 - No Member-Guest "The Classic"
- **Reimagined the club's future**
 - To-Go Food powerhouse,
 - Serving 4,000 residents behind the gates,
 - Outdoor concepts to enjoy the beautiful mountain scenery of NorCal,
 - On-course action stations and F&B offerings



- **The Great Outdoors**

- Thelma's Plaza: From Closet to Cafe
- "Hawks Nest" casual café at the pool - Reinvention

- **Technology – Pacesetter**

- Take out, prepared meals. 1,500 app downloads within two months of launch
- Over 1,000 mobile orders for snack bar and to-go sales,
- Using for county COVID updates and member push notifications,
- Real-time member feedback,
- Beacon technology and location services





THELMA'S PLAZA

*a case study
\$150,000 in first 90 days*

- Member Utilization
- Value Add Events for Members & Kept Staff Working
 - To-go, the marketplace, holiday family meal packages
 - Virtual events (wine tastings, cooking classes, etc.)
- Members Want Social Interaction, Safely
 - Team brainstorm once reality set in
 - Identified unique and underutilized areas
 - Purchases additional equipment for food safety and ambiance



LEADING THROUGH A CRISIS

- Remain Calm
- Effective, Trusted Communicators
- Provide Growth Opportunities
- Safety is Priority = Trust in Leadership
- Need for Anticipating and Planning is Essential (create, update, communicate)
- Be Nimble – the Pivot in Operating Culture will Presumably Remain

finances | expectations | employees
members | safety | communications

THE TIGHTROPE



WHAT DOES THE FUTURE HOLD?

WHAT WILL START, STOP, REMAIN?

- Organizational structure
- Revenue streams and related expenses
- Employee and member safety
- Employee recruiting, onboarding, training
- Community outreach
- Evolving use of technology
- Other innovations to keep the club strong





WHAT WILL START, STOP, REMAIN?



- **START:**

- Manage finances more effectively
- Do a better job of identifying talent/team members

- **STOP:**

- Habit of being repetitive
- Fulfilling every request

- **REMAIN / CONTINUE:**

- Be creative with member services & amenities
- Use of technology, outdoor events, to-go
- Creatively develop and efficiently utilizing staff
- Be viewed as thoughtful, capable leaders providing expert guidance





F&B and EVENTS

- Added key position – F&B Administrator
- QR codes, embedded video – here to stay
- Social Media
- Technology
- Minimizing touch points allows new and exciting menus (buffets), operating ideas and equipment use
- Kitchen design – how it might change?



PUSHING THE RESET BUTTON

"Potentially a once-in-club history hall pass
to completely hit the reset button"



LOOKING TO THE FUTURE

- Hospitality industry impact, especially smaller operators
- Clubs continue to be a safe haven > membership demand has skyrocketed throughout the country
- Short term challenge = finding balance between quality and financial reality (*loss of revenue streams like guest fees, banquets and green fees*)
 - Payroll management will cause more operators to incorporate technology
- How General Managers lead through this crisis matters is essential for club's long-term success – if perceived as trusted and thoughtful, members and staff alike will support difficult decisions that he/she must make to lead the club out of these challenging times





Q&A

THANK YOU!

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