



Candidate Profile

General Manager

Beechmont Country Club

Cleveland, OH

www.beechmontcc.com



Organization

Beechmont Country Club was established in 1923 when a group of seven men recognized the need for another club to sustain the growing Jewish population in the Cleveland area. These seven men became charter members of Beechmont Country Club when it was incorporated on April 3, 1923.

Upon the purchase of the current land from Samuel Kornhauser, the club acquired the services of the ‘Toronto Terror’, Mr. Stanley Thompson, to design the masterpiece in which we play on today. Using the natural topography, Thompson established a unique feature in which 15 of your approach shots are hit uphill to the green, making Beechmont always play longer than what the scorecard indicates.

In June of 1963 Beechmont was on the National stage when they played host to the Inaugural Cleveland Open. At the time, this was the largest purse ever played for in the history of golf. Nicklaus, Palmer, Snead and Trevino were just a few of the names that were here to play for their share of the \$110,000 purse. In 1971 the Cleveland Open returned to Beechmont where Bobby Mitchell carded a 63, a course record that still stands today, to vault him to victory.

Beechmont has become the premier family club on the east side of Cleveland offering both indoor and outdoor Tennis Courts, Summer Day Camp, Pool, Dining and an 18-hole Championship Golf Course. Members and their guests enjoy our renowned customer service, while taking advantage of all Beechmont has to offer. We look forward to seeing you at Beechmont, where there is truly something for everyone.

Beechmont’s membership is vibrant and active in all aspects of the club. A healthy golf program is an integral part of the club, but club members also enjoy a year-round tennis program with platform tennis also well supported and active. Families enjoy a beautiful swimming pool and accompanied amenities. An outstanding summer camp program is an important part of the club. A complete social calendar offering diverse opportunities for club members enjoyment through many different and unique social and enrichment opportunities. Programs and activities are well supported by members, their guests and families. Club leadership is visionary and are actively seeking opportunities for improvement, and vigilant about raising the club’s facilities and programs to the highest possible level. All efforts are focused on making the club a highly desirable place for members and employees alike. Employment at Beechmont is considered a wonderful opportunity in the Greater Cleveland market.

Beechmont by the numbers: Total Membership of 850. Full dues equivalents (FDE) of 400. Gross Revenues \$6.5M. Dues revenue \$3.5M. F & B sales \$2.M annually with \$500 thousand coming from banquets. The average age of a Beechmont member is 62.

Position Overview

The General Manager will report to the club's President and the Board of Governors and will be responsible for the organization's day-to-day operations and long-range growth and stability of the organization. The incumbent will direct and oversee the day-to-day operations of the club, monitoring the quality of its staff, services and

amenities to ensure member satisfaction. The incumbent fulfills the role of the General Manager exercising all duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management and solid operating practices. He/she is expected to provide meaningful input and perspective to the Board and its committees, regarding key issues, the competitive environment, club-industry trends and evolving organizational needs, all to ensure the Club's long-term stability and growth.

The GM will have unwavering adherence to the very highest standards of ethics, businesslike practices and the pursuit of service excellence. Will always inspire and maintain a culture of professional respect for club members and guests, club employees, club vendors.

Direct reports include: Controller, Head Golf Professional, Golf Course Superintendent, Food & Beverage Manager, HR Manager, Fitness Trainer, Director of Tennis, and Maintenance Engineer. This role requires an instinctive, sincerely engaged and highly visible, very hands on leader who is a great communicator and listener. Specifically, the General Manager will:

- Possess the ability to inspire others to perform to the full scope of their positions - setting clear goals and expectations, coaching to provide exceptional member-service with enthusiasm, with an eye toward continuous improvement.
- Ensure that staff development programs, including continuing education opportunities, are available to club department heads and other staff.
- Create and maintain a desirable work environment in which management and staff are well-qualified, trained and motivated to provide the highest quality service. An environment where positive behaviors are reinforced and rewarded.
- Ensure the F&B department is well-equipped to deliver high-quality food/beverage offerings-priced appropriately to meet annual budgets, assuring that service standards are at the highest level through training, coaching and continuous feedback-all with the goal of providing members and their guests a first-class country club dining experience.
- Oversee the activities, goals and long-term objectives of the Golf Course Superintendent to ensure the courses are maintained to the best possible standards, with capital resources appropriately designated to provide for long-term sustainability, playability and maintenance of the course.
- Direct the Golf Pro to lead his staff to provide a top-notch country club experience for members-a well-managed, financially sound and appropriately stocked Pro Shop that is operated under the Mill River Plan, a courteous and efficient cart/starter staff, and a member-friendly and competent teaching staff.
- With the Director of Tennis oversee the Tennis department to provide a private country club experience for members - a courteous and efficient staff, immaculately well-maintained courts and tennis facilities, and a well-managed, financially sound and appropriately stocked Pro Shop.
- Enhance the Club's relationship, communications and responsiveness to current members, and to effectively reach out to prospective members. Partner with Membership Chair & Member Sales Manager to attract new members. Expand and supervise the club's use of social media.
- Set and manage a balanced Operating Budget for approval to the Board prior to the beginning of the fiscal year. Continuously monitor and scrutinize the use of operating funds, the pricing of amenities and the pace of raising costs, holding departmental heads accountable for the income and costs relative to their departmental goals and objective.
- Set and manage a Capital Budget that appropriately prepares the Club for needed replacements, renovations and repairs, ensuring that the Club assets, facilities and equipment are always maintained in prime condition.
- Be technologically proficient, helping the Club to further advance its communications with and its continuous feedback from members.
- Bring industry standards and understanding of best practices for Board members and staff.
- Encourage and support continuing education experiences for managers and staff to foster professional growth.
- Be visible and available for members and staff and possess great communication and listening skills.

Responsibilities

Member Responsiveness

- Be a confident and diplomatic spokesperson for the Club, fostering a climate of hospitality for all

members and guests. Be visible, approachable and available to both members and staff, engaged in all aspects of the Club.

- Ensure that relevant, up-to-date systems of communication technologies are being implemented for members and for staff with a goal of enhancing operational efficiency, security and member service.
- Interact with members daily, actively soliciting member opinions and input on the club's facilities and services to promote the club. Visibility and accessibility to members are paramount. Respond to member complaints in a timely fashion and report significant issues to the President.
- Be knowledgeable of methods of gaining Member feedback (survey, comment card) techniques to focus the Club on continuous improvement of services.
- Be the club's industry leader bringing recommendations of industry leading standards to the Board of Governors, the Director of Finance, and Department Heads on a regular, on-going basis. Participates in local & national industry groups such as CMAA.

Financial Management and Controls

- Develop the club's annual operating and capital budgets, in coordination with the Finance Chair, the Director of Finance and all Department Heads.
- Operate the club within the boundaries of approved budgets. Use accounting system executive dashboard to help guide decision.
- Monitor the monthly financial performance of each department to ensure that controls are in place, variances are accurately explained, and emerging cost, margin, usage and participation trends identified.
- Hold department heads accountable for meeting their annual budgets. Report monthly results to the Board.
- Establish and monitor Club compliance with all purchasing policies and procedures.

Staff Administration

- Emphasize a "member first" culture that encourages member patronage and maximizes the use of the club's facilities.
- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, and the membership.
- Be a team-builder, develop professional staff and create a succession action plan for critical roles.
- Mentor, train and develop key staff to perform at the highest level possible.
- Ensure that strategic goals and operating objectives-developed in conjunction with the Board-are defined, communicated, understood by staff, implemented and evaluated on a continuous basis.
- Set standards for recruitment, hiring, training, supervision and the timely evaluation of the entire club staff, with the active input and administration of direct reports.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.

Operations

- Staff and maintain appropriate systems to facilitate the day-to-day administration of the organization as an efficiently operating "high-end" Club.
- Ensure that the club operates in accordance with applicable local, state and federal laws.
- Ensure that a focused, concentrated effort for 24/7 security is a high priority and always maintained.

Strategic Planning and Marketing

- Monitor developing industry trends and incorporate best practices into operations.
- Supervise the club's membership survey process, review results and suggest improvements.
- Create and recommend new programs, initiatives, and marketing/sales programs to generate new memberships and to retain existing members.
- Develop and administer an evolving business marketing plan in conjunction with the Membership Committee to help retain and grow the membership.
- Be the primary communicator of information at the club and provide both verbal and written skills of exceptional quality.
- Foster the continuing improvements available through Social Media and Technology.

Requirements

The General Manager will be the consummate professional, well-versed in all facets of club administration. He or she will have a proven background as a leader and demonstrated accomplishments in effectively managing club operations.

He/She will also have a track record of effective relationship and partnering skills with the club's Board of Directors.

- A minimum of seven years as a General Manager or Assistant General Manager in a comparable club is preferred. Candidates will have a working knowledge of all facets of private club operations with

strong emphasis on:

- Staff leadership, development, and team building
- Financial management
- Food and beverage management
- Vision and strategic planning
- Member service, retention, and growth
- Managing Capital Improvement Projects
- The ability to attract, build, train, mentor and lead a talented and cohesive staff to effectively manage a diverse staff of accomplished and dedicated professionals. Food and beverage training and service skills are critical with the ability to realize tangible results.
- A Hospitality or Business Management or related degree preferred.
- The CCM designation preferred.
- Wine knowledge and certifications a plus.
- Experience at a member-owned club preferred.
- Experience working at a Jewish Club Preferred
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.

Competitive Compensation & Benefits

- A base salary commensurate with experience
- Professional dues and education expenses with the emphasis on continuing education
- 401k and Long-Term Disability
- Standard club executive benefits to include health, dental, vision, and life insurance
- Relocation assistance
- Professionals who meet or exceed the established criteria are encouraged to contact:
GSI Executive Search, Inc.

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