

## CANDIDATE PROFILE

**Director of Clubhouse Operations**  
Merion Cricket Club  
Haverford, PA

[www.merioncricket.com](http://www.merioncricket.com)



[Please click here to watch a short video.](#)

### Organization

#### **Mission Statement**

The Merion Cricket Club is a forward-looking, family-oriented club established in 1865 to provide its members with excellent facilities and programs. The Club encourages all levels of participation in sports and other activities, while at the same time enabling its members to socialize in an attractive environment with exceptional food and beverage service. Merion conducts itself with honor and integrity in all its endeavors and is proud of its history and tradition.

#### **Vision Statement**

To be a pre-eminent family-focused club meeting the multi-generational desires of our membership, including excellent dining, socializing, health and wellness opportunities, and an array of athletic activities for all ages and skill levels; highlighted by our nationally recognized tennis and squash programs.

The Merion Cricket Club is a private club founded in 1865 by a group of sixteen young gentlemen dedicated to the playing of cricket. The Merion Cricket Club was originally located just above Wynnewood Station on the Pennsylvania Railroad (Philadelphia's Main Line). The Club soon outgrew this site, however, and moved to a parcel of land at the end of Cricket Avenue in Ardmore. On April 1, 1892, the Club moved to its present location situated on 20 pristine acres in scenic Haverford. Each one of Merion's relocations was prompted by the Club's commitment to excellence and expanding its vast world-class amenities.

The original clubhouse on the Haverford campus burned to the ground in a devastating fire on January 4, 1896. The present clubhouse was opened less than a year later and has undergone extensive refurbishing after another devastating fire shortly after its opening. The current clubhouse,

designed by famed Philadelphia architect Frank Furness, is a National Historic Landmark and a centerpiece on Merion's manicured campus.

Today, Merion's historic clubhouse houses four distinct dining venues which are complemented by a variety of social gathering spaces, private event rooms, the Grand Ballroom, and the Wine Cellar. Merion's extensive racquet sports facilities include 22 grass tennis courts on the Great Lawn, 12 Har-Tru tennis courts, 4 indoor hard surface tennis courts, 8 pickleball courts, 4 paddle tennis courts, 2 padel courts, and 10 squash courts (8 singles and 2 doubles). In addition to athletics, Merion's impressive facilities include a state-of-the-art fitness center, a resort-style aquatics complex with seasonal casual dining, two guest cottages for overnight accommodations, and a dedicated Kids' Clubhouse.

The Merion Cricket Club has a long tradition of hosting national and international competitive events in tennis, squash, cricket, and croquet. Merion boasts some of the finest tennis and squash facilities and programs of any private club in the country and enjoys an international reputation for excellence. In addition, Merion offers an array of other sports including soccer, field hockey, and lawn bowling, all of which are played on the Great Lawn.

Merion Cricket Club's gross dollar volume exceeds \$20m with dues of \$10m, and annual Food and Beverage volume of \$5.8m. There are currently 2,600 total memberships and an active waitlist. The average age of the membership is 54 and trending lower. The current full initiation fee is \$38,000 and full dues are \$7,800. There are 21 Board members (15 Governors, 6 Officers) and 15 standing committees which include: Executive, Finance, Admissions, Membership, Long-Range Planning, Governance, Nominating, Traditions & Conduct, Fitness, Paddle/Padel, Squash, Tennis, Aquatics, Entertainment, House

Merion Cricket Club has 250 (FTE) employees and adds 100 seasonal employees in season. The Club is open 7 days per week 12 months a year.

The Director of Clubhouse Operations direct reports include Food and Beverage Managers, Catering Director, Catering Managers, and a Concierge Manager.

## Position Overview

The successful Director of Clubhouse Operations (DOCO) at the MCC will need to be an approachable, visible, hands-on, and accessible leader to both the members and staff alike. The position is responsible for the Club's dining services and all food and beverage production throughout the Club. The DOCO will directly supervise the Food & Beverage management team and Catering management team and ensure that the wants and needs of members and guests are consistently exceeded. The position plans and coordinates all Club social activities and programs.

The Director of Clubhouse Operations at MCC will report to the Assistant General Manager and will be part of the senior management team. During the General Manager /COO's tenure, the club has produced 5 professionals from the senior management team to General Manager positions. This position requires a high degree of grace, visibility, and a strong eye for personalized service, which is critical for all team members to emulate. The DOCO should sincerely engage with all members and their guests. The role of DOCO at MCC requires a strong embrace of the traditions of the Club and the family atmosphere. The members at the Merion Cricket Club take pride in the historic heritage and sincerely care and treat the employees as family.

## Responsibilities

- Develops an operating budget for each of the department's revenue outlets; monitors and takes corrective action as necessary to help ensure that budgeted revenues and cost goals are attained.
- Identifies and pursues revenue growth initiatives.
- Develops a capital budget for all necessary food and beverage equipment and recommends facility renovation needs.
- Maintains a high degree of staff and member engagement.
- Helps plan and approve the organizational chart and staffing and scheduling plans.
- Manages long-range staffing models.
- Assists in recruitment, training, supervision, and termination of food and beverage management and staff.
- Assures that effective orientation and training for new staff and professional development activities for experienced staff are planned and implemented.
- Assures that all standard operating procedures for revenue and cost control are in place and consistently followed.
- Assures that all applicable Club policies and procedures are followed.
- Establishes, updates, and maintains all written standards and procedures for the department as needed. Accountable for managing all staff in accordance with these standards.
- Ensures that all new employees receive the appropriate onboarding and training.
- Consults with the Executive Chef, Catering Director, Director of Purchasing, and other Club administrators to help ensure the highest level of member satisfaction.
- Recruits for and manages the Club's internship program.
- Serves as an ad hoc member of appropriate Club committees.
- Receives and resolves complaints from club members, guests, and employees and advises the General Manager/COO about appropriate corrective actions taken.
- Responsible for the proper accounting and reconciliation of the point-of-sale and member revenues.
- Supports the long-range planning for the department in concert with the long-range planning committee process; manages capital projects.
- Establishes and maintains professional business relations with vendors.
- Works with the Club's Controller and/or Chief Financial Officer to develop operation initiatives for ongoing control of the department.
- Serves as manager-on-duty for the entire Club campus on a scheduled basis.
- Ensures timely correspondence with all members including inquiries, follow-ups, contracts, billings, and thank-you letters.
- Completes other appropriate assignments from the General Manager / COO

## Attributes

- An outgoing and friendly personality with a high potential to identify with and embrace the Club's unique culture.
- Highly energetic; a self-starter with a “hands-on” approach to management.
- A strong sense of service with proven staff development and training skills.
- The active promotion of the Club to all members and their families. The Director of Clubhouse Operations is expected to interact with members daily; actively soliciting members' opinions and input as to the Club's facilities and service.
- Collaboration – Regularly works with other departments or projects.
- Decision Making – Resolves common problems and challenges regularly using sound judgment. Evaluates problems from many angles.
- Achieving Goals – Determines the best method to achieve goals and maintains the flexibility to ensure effective delivery of work. Continuously delivers high-quality results and is resilient in the face of obstacles.
- Teamwork – Fosters a collaborative team spirit. Actively helps and supports others. Deals with conflict in a positive manner.
- Provides exceptional member service and uses prompt and responsive follow-through. Ask questions to identify members' needs and/or expectations. Ability to respond effectively to the most sensitive inquiries or complaints.
- Able to work in a rapidly changing work environment. Must be able to adapt to changes, manage competing demands, and deal with frequent changes, delays, or unexpected events.
- Remain open to others' ideas and exhibit a willingness to try new things.
- Ability to envision the Club's future and continually come up with ways to improve the entire member experience. Innovation and creativity are essential.
- Possesses a good sense of humor and the ability to have fun.

## Requirements

- Bachelor's degree in Hotel/Restaurant Management, business, or a related field and experience that provides the required skills and knowledge. In place of a degree, substantial private club or hospitality experience will be considered.
- Six or more years as a food and beverage manager with five of those years in a similar position in a fine dining situation or an equivalent combination of education and experience.
- Proven experience leading food and beverage and catering operations in an upscale environment; experience in high-volume private clubs required.
- A Certified Club Manager (CCM) or working toward would be considered a plus.
- A career path marked with stability and professional achievement.
- A person of exceptional character; motivated, energetic, friendly, and dedicated to the profession.
- A friendly and outgoing personality with strong communication skills and high visibility.
- Proficiency in Jonas computer software or similar is preferred but not required. Efficient in point-of-sales systems.

- Excellent verbal and written skills.
- Must possess exceptional organizational skills and high internal standards of quality and service.
- Must be able to effectively hire, train, motivate, discipline, and terminate employees.
- Food and beverage cost controls and operating procedures.
- Menu design, marketing, and promotions.
- Wine, spirits, and bar operations.
- Must possess a commitment to team development with ability to motivate and inspire excellence,
- Effective communication through all department levels and throughout the Club.
- Knowledge of and ability to perform required roles during emergencies.
- TIPS Alcohol Awareness and CPR/AED certification are preferred at the date of hire and are required within the first year of employment.
- Impeccable and verifiable references. All candidates will be subject to a thorough background check.

## Competitive Compensation

- Competitive compensation/salary
- Annual performance increase and member-funded holiday bonus
- Robust benefit package including Medical, Dental, Vision, Life Insurance, Short-Term Disability, and Employee Assistance Program
- Additional voluntary benefit options including Spending Accounts (HSA & FSA), Long-Term Disability, Supplemental Short-Term Disability, Accident Plan, Hospital Indemnity, Critical Illness Plan, and Supplemental Life/AD&D Insurance.
- Paid time off and work/life balance
- 401(k) with employer matching
- Professional dues, educational allowance expenses, and other expenses in accordance with the annual budget
- Relocation assistance (if from outside the area)

**To be considered for this outstanding opportunity all cover letters and resumes should be received as quickly as possible but no later than May 15, 2024. All information received will be kept in the strictness of confidence.**

**Professionals who meet or exceed the established criteria are encouraged to send a compelling cover letter addressed to Caleb E. Tindall, CCM, General Manager / Chief Operating Officer outlining their qualifications, experience, interests, and why Merion Cricket Club and the inner ring suburbs of Philadelphia will be beneficial for you, your family, and your career along with their resume to:**



## Manny Gugliuzza, CCM, CCE

Principal



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