



The Hospitality Forum

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Volume 12 Issue 1

Fall 2008

Special points of interest:

- Review your long range/strategic plan—NOW! New
- HRGI adds highly decorated agronomist as Consultant
- New newsletter design
- Employee assessments and background checks
- Operational audits

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All Clubs Need to Have a Long Range/Strategic Plan—NOW!

With the worsening of the global economy, ALL clubs should be evaluating or re-evaluating their long range/strategic plans. For some reason, if you don't have one, we can't recommend too strongly that you develop one.

This initiative, for many years, was one that many clubs ignored, operating, primarily, the way "we always have". Club's can no longer afford to do this. Club's must be run as a business, all the more so, due to less and less discretionary spending. This has resulted in fewer dollars being spend on dining, recreation, goods and services, travel and club memberships.

Clubs all over the country, large and small, big and small dollar volume are feeling the pinch. Many clubs have, on average, approximately 15% of their Membership who are

barely able to afford their club memberships even in the best of times. Combine their possible loss with the average of a 10% membership loss due to health and relocation issues and you can see what this does to your dues line.

How many clubs have a contingency plan? Not that many, according to our research.

If your club doesn't have a long range/strategic plan, I strongly urge you to INVEST in one. Whether its our firm or someone else, doesn't matter, but you need to get it done. You need to re-think how you operate, where your market is and how do you deal with an economic situation in which the club industry finds itself.

Today's challenges require some hard decisions. Yet,

the Club doesn't want to be perceived as being in trouble. It requires not only pro-active initiatives , but a well thought out public relations effort to communicate with your existing Members and your potential Members.

This type of plan involves an internal analysis, an external analysis, setting goals and developing an action plan detailing priorities and responsibilities.

Don't wait until it's too late. Re-evaluate your current plan or, if you need assistance, contact us , toll free, at 1-800-249-9973. We would be more than happy to assist you.

Also, we invite you to view our website at:

www.hrg-consulting.com

HRGI Adds Highly Decorated Agronomist as Consultant

For most full service country clubs, their most important asset is their golf course. To help protect that asset, HRGI has added Mr. Larry Pakkala to its staff. Mr. Pakkala has 35 years of experience in successfully managing 5 historic championship courses. He has served as President of the MET GCSA and found-

ing President of the Tri-State Turf Research Foundation. In addition Mr. Pakkala was awarded the coveted Sherwood A. Moore Lifetime Achievement Award.

For further information on HRGI's golf course asset protection program, call us, toll free, at 1-800-249-9973.





New Website

We are very excited about our new website that is designed to be more informative and deliver more information to our existing and potential clients.

Designed by web designer Robert Sachristan in San Diego, California, it presents informative articles, describes HRGI's wide array of services, introduces our key consultant staff and provides access to our most recent newsletters.

It also provides potential

clients with a direct means by which we can be contacted.

We are always happy to speak with any potential client about a situation or circumstances in which they find themselves. Sometimes, we are able to provide assistance over the telephone. But, in every case, we approach a problem as if it were our own and what would we do in a similar situation.

Most often, we are contacted

because a potential client is dealing with a problem issue. Don't be hesitant to ask for assistance. More often than not, problems can be mitigated by having access to the considerable resources provided by firms such as ours.

You may view our website by clicking on the link below.

www.hrg-consulting.com

For additional information, please contact us toll free at 1-800-249-9973

"To Be the Best -

Hire the Best"

When current data states that 50% of hires are mis-hires, it is absolutely essential that you make the best possible decisions with regard to all levels of staff.

Through one of our affiliates, The Plotkin group, we are now able to offer our clients a comprehensive battery of personnel assessments and background checks.

The assessments can be

applied to current as well as potential employees in order to properly evaluate their competencies for the position under consideration.

Many hospitality businesses say that they are forced to hire "warm bodies" to fill many positions and that they have a very high turnover rate. The reason for this is that there was a flaw in the hiring process.

All studies clearly show that properly vetted employees are more likely to develop into long term employees.

You MUST make good decisions in the hiring process and it absolutely begins with competency assessments and proper background checks.

To learn more about these initiatives, please call us, toll free, at 1-800-249-9973.

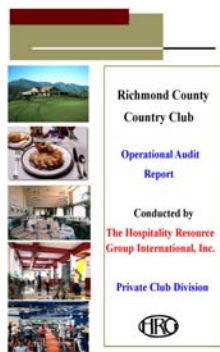
Services Offered by HRG International

- Comprehensive Membership Surveys to include survey design, tabulation, analysis and recommendations
- Long range/Strategic Planning
- Operational Audits
- Board Orientations
- Staff Training/ Assessments
- Food and Beverage Analysis
- General Manager Executive Search/ Assessments and background checks
- Golf Course Maintenance Consultation
- Retail Operations
- Customer Service
- Membership Marketing
- Health Club/Fitness Consulting

To learn more, please visit our website at:

www.hrg-consulting.com

You may also call us toll free at 1-800-249-9973



Operational Audit Report