

HRG INTERNATIONAL,
INC.



The Hospitality Forum

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Special points of interest:

- Richmond County Country Club, located in Staten Island, New York, hires HRGI to conduct an operational audit, administer a comprehensive Membership survey and facilitate the development of a long range/strategic plan.
- New Operations Manual
- New newsletter design

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Richmond County Country Club Hires HRGI

The prestigious Richmond County Country Club located in Staten Island, New York is the only private country club on the island. Featuring two campuses, an 18 hole golf course, a har-tru tennis facility, swimming pool, fitness center and an elegant historic clubhouse, RCCC has, for many years, enjoyed an outstanding reputation for excellence.

This year, the Club's board elected to conduct several initiatives, all designed to position the Club for current and future success.

The Club hired HRGI to conduct a comprehensive Club-wide operational audit, a comprehensive Membership survey and to facilitate the development of a long range/strategic plan.

Additionally, HRGI was asked to make recommendations

with regard to personnel issues.

With the increased challenges facing the club industry, initiatives such as those undertaken by RCCC are becoming increasingly common. Clubs, today, can no longer operate in the traditional sense. Today's club managers and decision makers all realize that in order to retain existing Members, while recruiting new Members, you need as much information as you can obtain in order to be successful.

Hiring a full-service private club consulting firm such as HRGI can often be the difference.

If your Club needs assistance, don't wait. Contact us, toll free at 1-800-249-9973. Help is just a telephone call away.



HRGI Adds Operational Manual For Private Clubs

In addition to its well received Food and Beverage Policies and Procedures Manual, The Hospitality Resource Group International is in the process of preparing an Operations Manual for Private Clubs. It is anticipated that this voluminous binder will prove to be an extremely valuable resource to club managers

seeking to have immediate access to front and back of the house methodology. Again, many clubs have operated by the seat of their pants for far too long. Today, clubs must operate as a business and, to be successful, it helps to have information, such as this, at your fingertips.

The manual is scheduled for

completion by February of 2009. It will sell for \$1,500. If you are an existing client of HRGI, your cost will be \$900.

For further information contact us at 1-800-249-9973



“To Be the Best -

Hire the Best”

New Newsletter Design

This is the first issue of our new newsletter design. We believe you will find it easy to read and informative. Every newsletter will continue to bring the reader information regarding new HRGI projects, as well as news about various HRGI initiatives.

HRGI is one of the few full-service private club consulting firms in the country. Our wide array of services are also augmented by associations with other firms or vendors, whose products and services supplement what

we, ourselves, can do. The advantage to our clients is that we can recommend firms whose work we know and who will deliver the most cost effective, high quality, service or product. In other words, you will not have to spend considerable time and resources attempting to discover who, or what, is best for your Club. We've done that for you.

From time to time, our newsletter may feature one of these associate firms or a product(s) which we would

recommend.

Additionally, the newsletter may feature an individual or individuals who have demonstrated a unique ability to make a difference in the hospitality industry.

Please feel free to comment on the newsletter or make suggestions for content. You may also view our website at:

www.hrg-consulting.com

General Manager Executive Search

Our General Manager Executive Search program has been far busier than we expected, even though we are very discerning as to when we engage to offer our services.

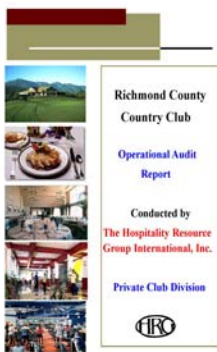
There is data that supports the fact that 50% of hires are mis-hires and that the average tenure for a General Manager in the private club industry is 2.7 years. This means a lot of clubs are get-

ting it wrong. In today's challenging environment, a club cannot afford to make a mistake in this area.

Unfortunately, when there is an announced opening, a club will receive well over 50 responses and almost everyone looks good on paper. How is a search committee to know which candidate has the skills and background that is needed? We were not big fans of the existing

search firms in the industry, so we said, what would we do if we were going to hire an individual?

What we did was develop a comprehensive questionnaire which gets to the bottom of a candidate's background and character. Interestingly, less than one-third of the candidates we spoke to, completed the questionnaire. Don't make a mistake. Call 1-800-249-9973.



Operational Audit Report

Do You Need an Operational Audit?

Most clubs don't think that they do and yet they continually are fielding Member complaints about a variety of issues.

A proper operational audit, conducted by an independent industry expert, can reveal many little problems and, occasionally, a major problem.

Our firm provides such a service. We are an unbiased, no agenda, agent for

improvement. We provide a client club's decision makers with the information necessary to make improvements in front and back of the house operations. Sometimes, the information is not what a client wants to hear, however, better we deliver the results of what we found than deal with Member complaints and dissatisfaction.

The operational audit is so cost-effective that it should

be a "no-brainer" for almost every club. They should be conducted, on average, approximately, every five years, often in conjunction with a comprehensive Membership survey, which we also recommend being conducted every five years, as your Membership is evolving.

For further information, contact us at 1-800-249-9973