



*a new generation of  
hospitality management*

## WHAT THEY SAY ABOUT RCS

*"I have sat through many programs on food and beverage and rarely have I felt that the presenter impressed me with their practical understanding of how a club really works on such a wide range of club practices, and with a lightness of tone that maintains an audience's attention as you did. I do not often write kudos, especially with consultants, but felt that you should know that I felt your job was well done."*

**J. Walker Taylor,**  
Clubhouse Manager  
Lake Toxaway Country Club

ENGAGING. INTERACTIVE. COMPREHENSIVE.

# THE "MEAT" OF FOOD & BEVERAGE

*for supervisors and mid-level managers*

## Understanding Costs and Revenue in the Food and Beverage Department

At the heart of every club's operation is the Food and Beverage Department. It influences the success of the entire club operation and is central to enhancing the member experience.

No two facilities are the same, but at the core of every food and beverage concept is the "meat" of successful operations: managing the cost/expense relationship for maximum financial potential. This program helps managers understand misconceptions about the nature of costs, helps identify custom solutions for the club and its members, explores the role of budgeting in managing costs, and explains the ability to drive revenue through menu management and well-conceived accounting practices.

### PARTICIPANTS WILL:

- Learn how to understand the relationship among the Key Performance Indicators (KPI) for food and beverage: revenue, cost of sales, gross profit, and labor cost
- Understand key tenets of menu engineering to maximize revenue
- Understand the eight most common mistakes in food and beverage
- Gain insight into today's new generation of club member and how to create exciting programming to engage various demographic groups

LET'S GET STARTED!



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The RCS Hospitality Group, three times honored by Boardroom Magazine for excellence, is the "go-to" group for private clubs seeking state-of-the-art management consulting and staff training services that combine 21st-century techniques with the timeless values of America's great golf and country club traditions.

RCS offers a wide array of tailor-made services that can be applied individually or in combination to meet your club's particular needs. Our goal is to prepare your club for the next generation of customers, members, and employees through insightful strategic planning; expert hospitality service training and staff development; inspired operations consulting; and expedient hiring of the most talented managers in the industry.

### WHITNEY REID PENNELL

Whitney Reid Pennell is the founder and president of the award-winning RCS Hospitality Group. She is a published author and frequent lecturer with over 20 years of club operations management and consulting experience, specializing in innovative marketing concepts coupled with comprehensive alignment strategies and training programs. Ms. Pennell is nationally known for expertly facilitating management and staff workshops, and is internationally recognized as an expert in club management.



#### Strategic Planning

RCS provides a full array of award-winning strategic planning services, including club audits, competitive analysis, and membership surveys. We also have significant experience in planning for the expansion and development of club facilities.

#### Food & Beverage Boot Camp™

RCS has perfected staff food and beverage training with its signature, nationally renowned Food & Beverage Boot Camp™ sessions--a day of intensive (but fun) training that enhances member happiness, employee satisfaction and retention, and your bottom line.

#### Membership Services

RCS is renowned for its comprehensive approach to building membership recruitment & loyalty, including our signature facility audit. We can help your club enhance the member experience through tournament consulting and annual programming planning.

#### Food & Beverage Management

RCS offers some of the industry's most innovative and highly regarded food and beverage management services, including comprehensive f&b audits, menu development, and programs designed to enhance member satisfaction and financial success.

#### Staff Training & Development

RCS conducts some of the most innovative and effective leadership and staff training programs in the industry. Our programs are designed to enhance operational efficacy, member satisfaction, bottom-line requirements, and employee satisfaction.

#### Executive Search

Critical to a club's success is the quality of management, but discovering the right people is often a challenging task. RCS offers full executive recruitment services that begin with an understanding of your club's needs before identifying, screening, and hiring the best candidates.

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