



a new generation of  
hospitality management

## PRICING

PRESENTED VIA THE CMAA CLUB  
RESOURCE CENTER

### CMAA Member Clubs

\$1,080 per program  
\$1,800 package price for both

### Non-CMAA Clubs

\$2,160 per program  
\$3,600 package price for both

### CMAA Member Individuals

\$108 per program  
\$180 package price for both

### Non-CMAA Individuals

\$216 per program  
\$360 package price for both

To sign up, visit the CMAA Club Resource  
Center at  
[www.clubresourcecenter.org](http://www.clubresourcecenter.org).

# ONLINE TRAINING

AWARD WINNING RCS TRAINING NOW AVAILABLE  
THROUGH THE CMAA CLUB RESOURCE CENTER!

The RCS Hospitality Group now offers two of its renowned signature staff training programs in an easy-to-access online format. **Private Club 101**, and its companion program **E.N.C.H.A.N.T.E.D. Service**, are the two building blocks for all RCS staff training and are essential components of any club's efforts to prepare its employees to understand the unique nature of private club service and their role in ensuring member satisfaction and organizational success.

#### Both programs:

- Teach all employees about the unique nature of private club service.
- Help employees understand how private clubs are governed and the nature of member expectations.
- Are excellent tools for staff orientation programs and senior-staff refreshers
- Teach the need for consistency, member name recognition, and knowledge of club rules.
- Demonstrate how service teams work, the role of positive attitudes, and the need for attention to detail.
- Help clubs protect their investment by reinforcing commitment to the strongest possible service culture.

## PROGRAMS AVAILABLE:

### PRIVATE CLUB 101 (32 MINUTES)

The differences between a public golf course, resort, hotel or restaurant and a private member club are many and varied.

This core training program helps managers and employees understand the importance of positive member relations and how members' expectations are shaped by their investment of dues and initiation deposits. Participants will learn key ways to make members feel welcome, comfortable, important, and understood with every point of contact.

#### Participants will also:

- Better understand the relationship between a member's investment in the club and their expectations
- Learn how private clubs are governed and how to process member feedback to benefit the club broadly
- Understand the importance of using a member profile system
- Gain valuable knowledge about the club's most commonly asked questions regarding rules and regulations
- Realize the importance of consistency and familiarity with service, and learn how not to cross the line to fraternization

### E.N.C.H.A.N.T.E.D. SERVICE (33 MINUTES)

Great service costs little or nothing, but is worth a fortune. Employees and managers will gain a better understanding of what customer service truly means and learn problem solving techniques to ensure your team exceeds member expectations every day.

The E.N.C.H.A.N.T.E.D. Service concept means:

**Emphasize Teamwork**  
**Name Recognition**  
**Communication is Key**  
**Have Fun**  
**Attitude**  
**No is NOT the Answer**  
**Trust**  
**Empowerment**  
**Details**

#### Participants will also:

- Learn how to understand the principles of customer service and the subtle difference when serving a private club membership
- Learn appropriate positive words and phrases to use in hospitality service
- Learn empowerment strategies for member service recovery opportunities
- Have a greater understanding of their role within the whole club experience

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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