REID CONSULTING SERVICES, INC.

a new generation of club management

Food and Beverage

Trends, Innovations & Best Practices

reid consulting services, inc.

a new generation of club management

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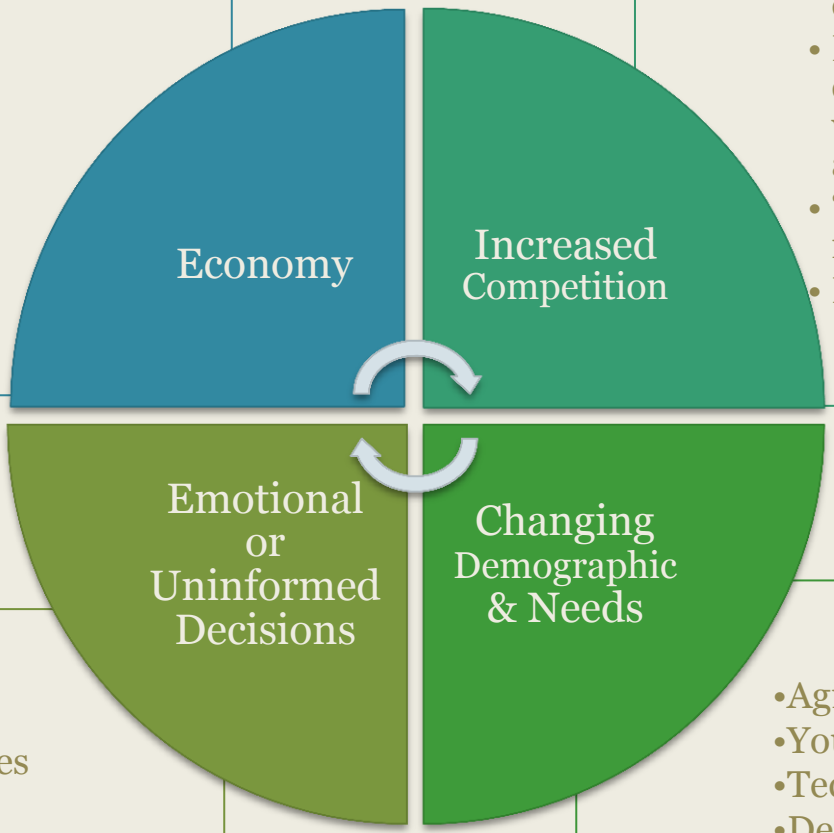
Global Trends

2

- Private Clubs = Private Communities
- Discretionary Income
- Job Change or Move
- Downsizing



- Daily Fee courses
- Home communities with more amenities
- "Social networking"
- Lack of loyalty

- Budget Cuts
- Initiation & Dues
- Services and Programs

- Aging membership
- Younger families
- Technology
- Demands on time

TRENDS & INNOVATION

- Casual Dining is the norm (demographic shift and catering to millenials
  - Healthy, fresh
  - Protein on the go
  - Coconut water for electrolytes and dairy free option
- Embrace technology
  - Wine List and Menus
    - I-Pad wine lists
    - QR scanner
  - Text marketing campaign - special promotions
  - Targeted marketing – opt in groups, suggestive selling
  - Training
    - Intranet tools & resources
    - Web videos
    - Sales, Team contests

2014 Food and Beverage Trends

- Locally Sourced Meats and Seafood
- Locally Grown Produce
- Healthful Kids Meals
- Hyper-Local Items
- Sustainability as a Culinary Theme
- Children's Nutrition as a Culinary Theme
- Gluten-Free/Food Allergy Conscious Items

2014 Food and Beverage Trends

- Locally Produced Wine and Beer
- Sustainable Seafood
- Whole-Grain Items in Kids Meals
- Traceability- truth in origin
- Holistic approach to foods
- Pastas from Alternative Flours
- Exotic Meats-Goat, Rabbit, Pigeon

2014 Food and Beverage Trends

- Tea- Black, Green in desserts, a twist in entrees
- Chicken- no longer humble
- Sardines, Anchovies- on salads and pastas
- Asian Flavors- fish sauce, parilla, shisito peppers
- House made vinegars and vinaigrettes
- Local spirits, gin, vodka, flavored whiskies

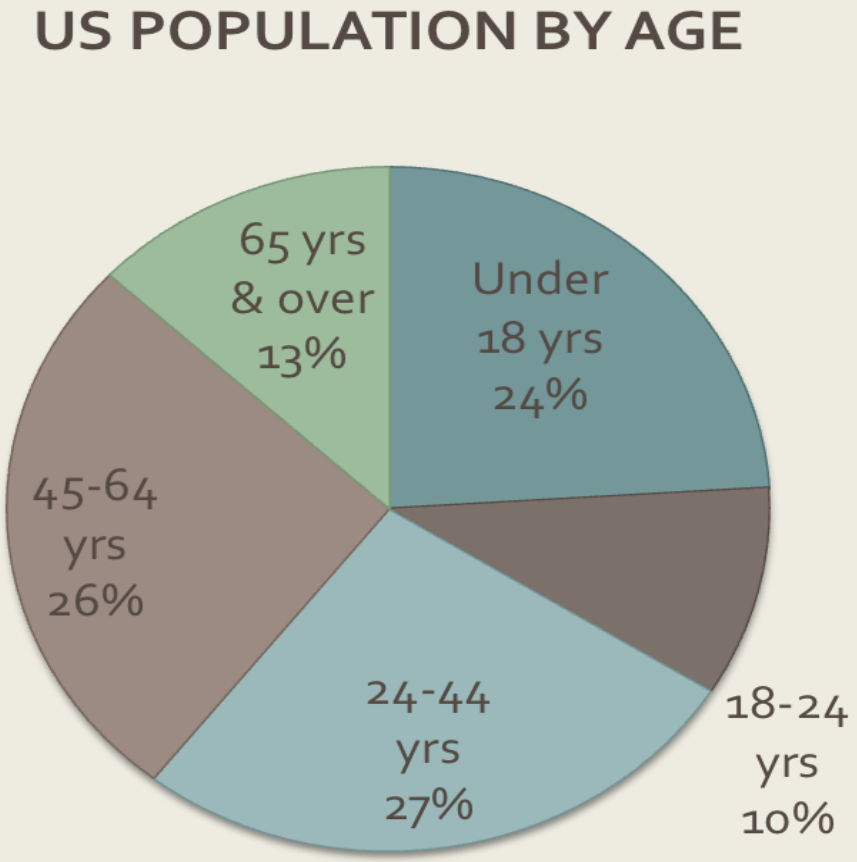
Wants & Needs

Different demographic 'cultures' have different needs

- **Late 20's to early 30's**
  - Child centric
  - Want childcare; family activities
  - Busy lives
  - Tend to be least satisfied because lifestyle issues limit use of club
- **Late 30's to early 40's**
  - Dual income earners
  - Use Club for celebrations and entertainment; fitness and wellness;
  - Sophisticated diners
  - Also want family activities, not just golf
- **Late 40's to early 50's**
  - Begin to look closer at club operations and club conditions:
  - Demanding and willing to pay for it
- **Late 50's to early 60's**
  - Retirement planning;
  - Become concerned about operating costs they may have to maintain someday;
  - Expect manager to be focused on them due to tenure at the Club
- **Oldest members of the club**
  - Mostly about service TODAY
  - Very price/value driven
  - Eat lighter, exercise less, look for other ways to socialize
  - Play less golf
  - Not focused on future
  - Most adverse to change

Understanding The Generations

- Members of Today
  - Matures – 1945 & earlier; Boomers - 1946-1964
- Respecting Boomers
  - Individuality
  - Experience
  - Wisdom
  - Lifestyles
  - Dedication
  - Tech Skills
  - Commitment to



Greatest Competition: Lifestyle

Time Constraints

- Welcoming Environment
- Drop By/In
- Casual meals
- Don't want to 'prepare' to go to the club

Dress Codes

- Casual Fridays in the Office
- Change for dinner = deterrent
- Children's activities & Lifestyle

Connectivity

- Jittery teens when cut off from social media
  - 13-17 yr old send avg of 3,364 text messages per month
  - 82% of people never leave home without mobile phone
    - 42% say they cannot live without it


MEMBER SATISFACTION
Value
Personal Service
Consistency
Keep Promises
Diverse Activities & Events
Quality Products
Strategic Alignment

Understanding the Finances

IS IT TRUE F&B LOSES MONEY IN ALL CLUBS?

~

WHY IS IT SO HARD FOR F&B TO MAKE MONEY?

~

HOW DO WE DO IT?

~

SHOULD WE USE POS INVENTORY INTEGRATION FOR FOOD AND BEVERAGE?

~

ARE WE TYPICAL?

Technomic Inst. Operator Survey Best Practices

Cost Control Tactic	% Utilized
Waste reduction emphasis	61
Focus on product yield	50
Reduce high cost ingredient usage	35
Switch to lower-priced brands	30
Emphasize lower food cost items	28
Control patron self-serve use	27
Reduce value-added usage	25
Promote lower-cost items	22
Reduce portion sizes	16

KEY F&B “PIECES”

- SALES/REVENUES
- MENU DEVELOPMENT
- STRATEGIC GOALS & SUPPORTING SERVICE CULTURE
- COST CONTAINMENT
- MANAGEMENT STRUCTURE
- EVENTS AND MARKETING

EVERY INGREDIENT WE SERVE IS IMPACTED BY THE MARKET

Here's a typical burger

- **2012 vs. 2011 prices:**
  - **Wheat up by 27.4%**
  - **Beer up by 18..0%**
  - **Cheese up by 20.2%**
  - **Add fries; frying oil up 31.5%**

- **For her or to go?**
  - **Packaging up by 8.3%**

Source: Sodexo SM

What's Causing Prices to Rise?

- Weak US Dollar
- Higher Feed Costs; Corn, Wheat, Soy
- Higher Consumption in Allied Countries
- Governments from Beijing to Belgrade are boosting imports and limiting exports to curb prices
- Lower Crop Yields even if weather remained constant
- Weather Disruptions Across Globe & Domestic U.S.
- Speculative Forces in the Commodities Market

Club Management Challenges

- Time is not always yours – but your members
- Sporadic business levels
- Seasonality
- Turnover
- Tight labor market
- Tipping vs. service charge vs. 'cash houses'

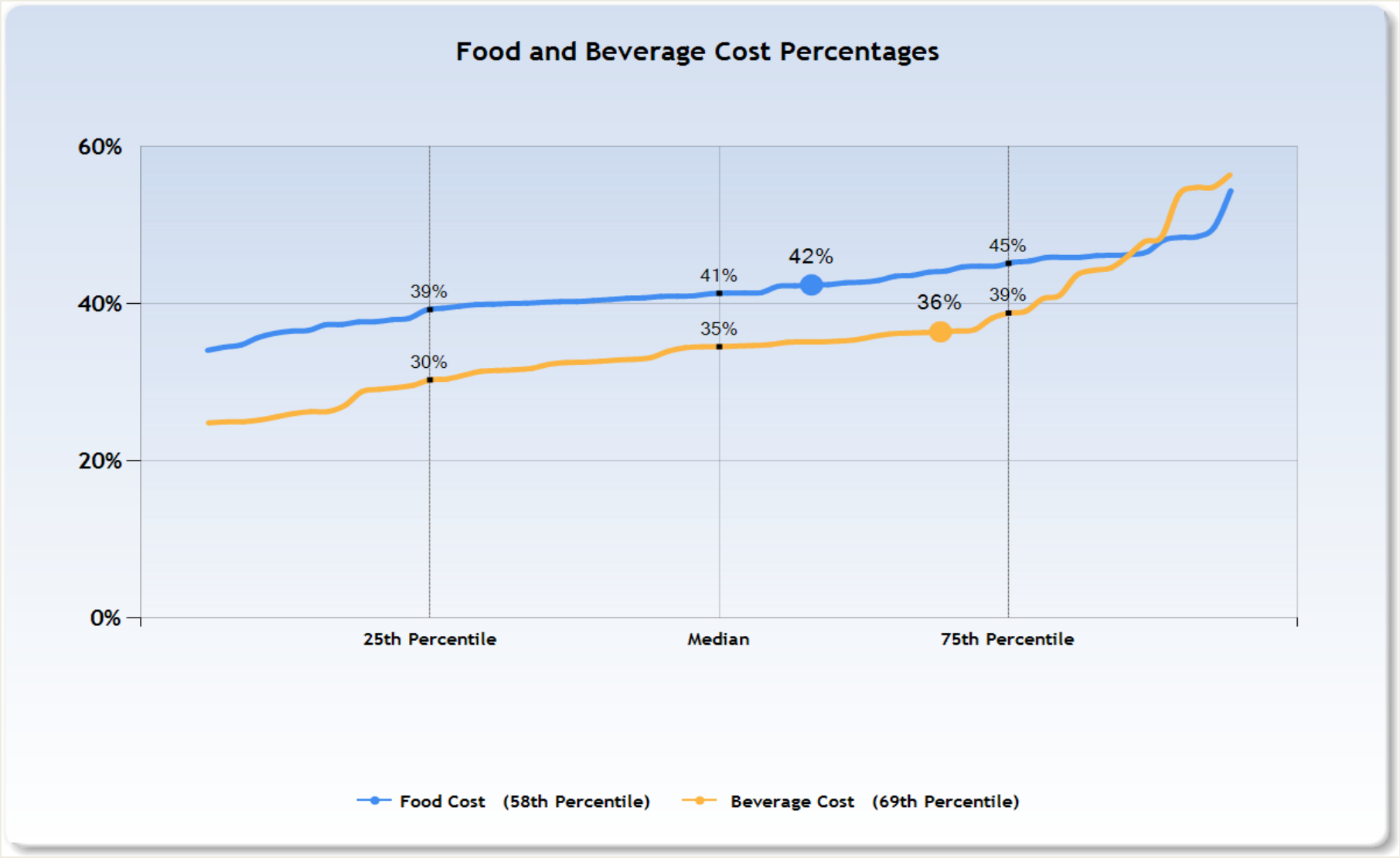
Managing Costs

- Food Cost

a) Purchasing/Receiving
b) Managing Inventory
c) Food Preparation/Portion Control
d) Controlling Waste

- Beverage Cost

a) Wine program
b) Pour Analysis
c) Pricing per volume
d) Beverage and Beer menus
e) Controlling inventory and costs

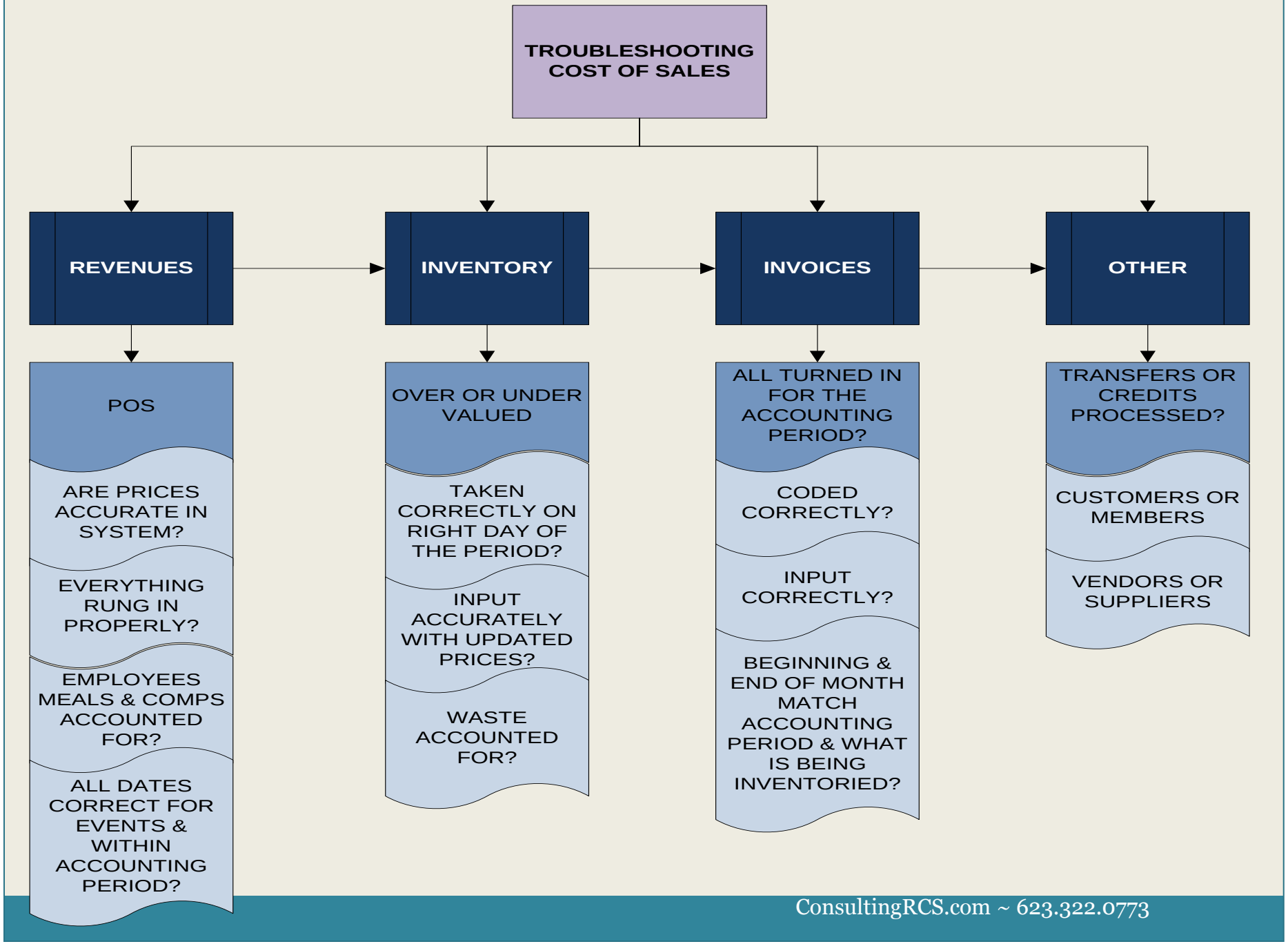

Food and Beverage Cost Percentages
60%
40%
20%
0%
39%
41%
42%
45%
30%
35%
36%
39%
25th Percentile
Median
75th Percentile
Food Cost (58th Percentile)
Beverage Cost (69th Percentile)

UNDERSTANDING FOOD COST

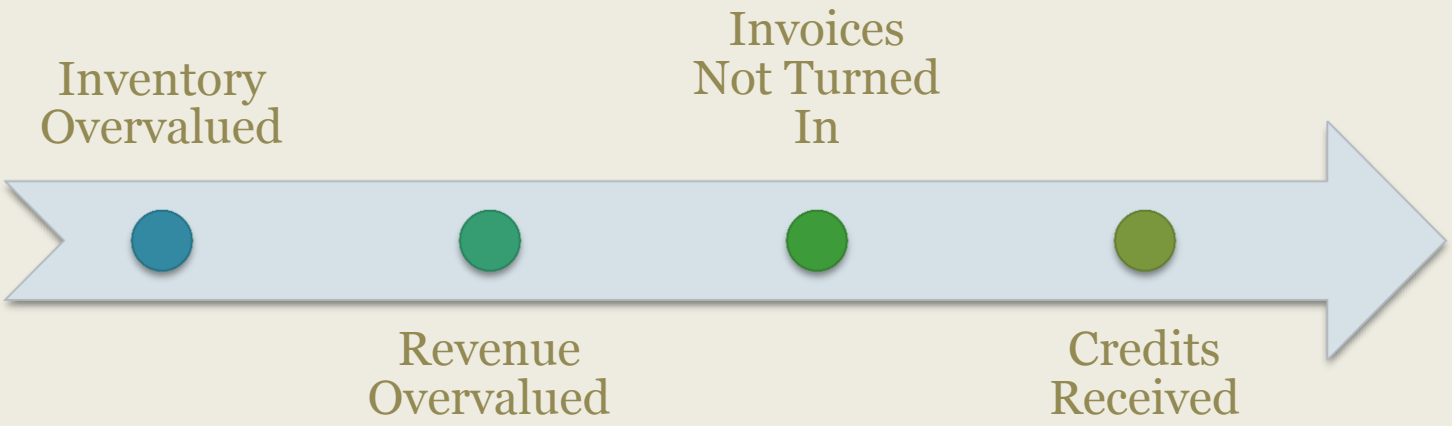
BEGINNING INVENTORY (last month's ending inventory)	$10,000
PLUS (+)	
PURCHASES (invoices, receipts, etc.)	$5,000
MINUS (-)	
TRANSFERS, CREDITS, EMPLOYEE MEALS, COMPS, ETC.	$2,000
MINUS (-)	
ENDING INVENTORY (NEXT month's beginning inventory)	$8,000
EQUALS (=)	
COST OF GOODS SOLD	$5,000

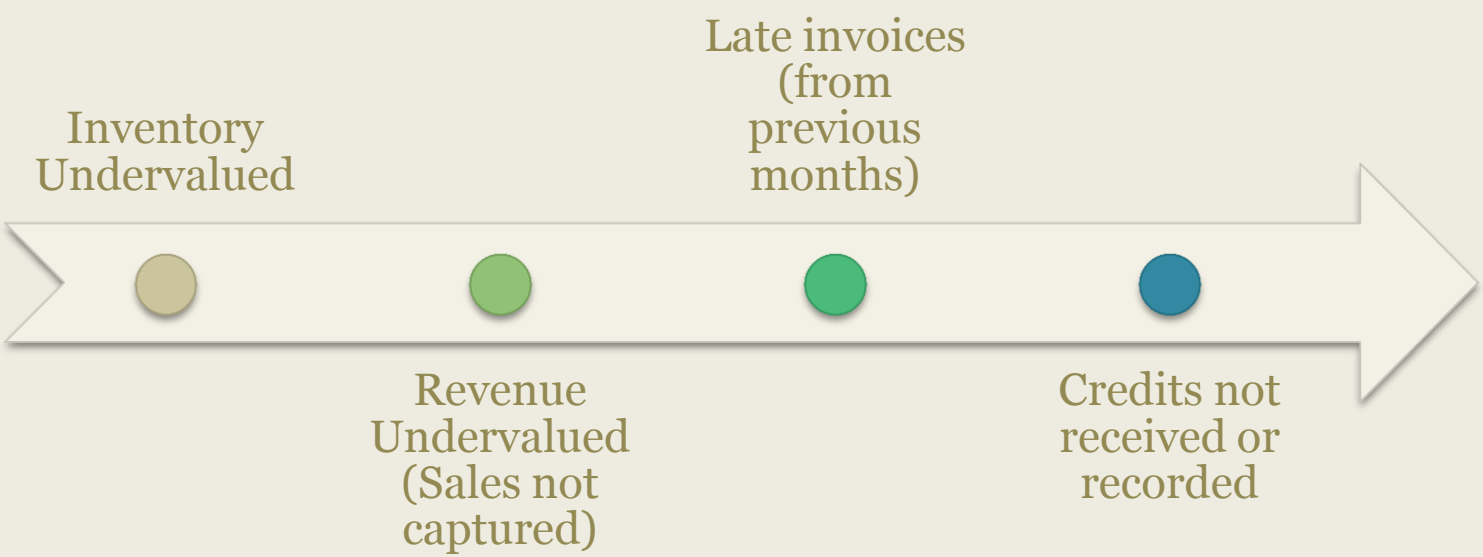
CALCULATING Cost Of Sales (COS) %:

If Revenue is $15,000,
$ 5,000/$15,000 =
33% COS


TROUBLESHOOTING COST OF SALES
REVENUES
INVENTORY
INVOICES
OTHER
POS
ARE PRICES ACCURATE IN SYSTEM?
EVERYTHING RUNG IN PROPERLY?
EMPLOYEES MEALS & COMPS ACCOUNTED FOR?
ALL DATES CORRECT FOR EVENTS & WITHIN ACCOUNTING PERIOD?
OVER OR UNDER VALUED
TAKEN CORRECTLY ON RIGHT DAY OF THE PERIOD?
INPUT ACCURATELY WITH UPDATED PRICES?
WASTE ACCOUNTED FOR?
ALL TURNED IN FOR THE ACCOUNTING PERIOD?
CODED CORRECTLY?
INPUT CORRECTLY?
BEGINNING & END OF MONTH MATCH ACCOUNTING PERIOD & WHAT IS BEING INVENTORIED?
TRANSFERS OR CREDITS PROCESSED?
CUSTOMERS OR MEMBERS
VENDORS OR SUPPLIERS

WHAT HAPPENED?





COS COMPARISONS for $15000 Sales

Beginning Inventory	$10000	$10000	$10000
Purchases	$5000 (all invoices in)	**$6000** **(late invoices)**	**$4000** **(invoices not turned in)**
Transfers & Credits	$2000	$2000	$2000
Ending Inventory	$8000	$8000	$8000
COS in $$$	$5000	$6000	$4000
COS %	33%	**40%**	**26.7%**

COS COMPARISONS for $15000 Sales

Beginning Inventory	$10000	$10000	$10000
Purchases	$5000	$5000	$5000
Transfers & Credits	$2000	**$3000** (credit)	**$1000** (Transfer not accounted)
Ending Inventory	$8000	$8000	$8000
COS in $$$	$5000	$4000	$6000
COS %	33%	**26.7%**	**40%**

COS COMPARISONS for $15000 Sales

Beginning Inventory	$10000	$10000	$10000
Purchases	$5000	$5000	$5000
Transfers & Credits	$2000	$2000	$2000
Ending Inventory	$8000	**$6000**	**$10000**
COS in $$$	$5000	$7000	$3000
COS %	33%	**46.7%**	**20%**

Menu Engineering

- What are the key components?
- What are the main benefits?

- How to implement it and manage it as a necessary tool to control revenues and costs.
- A valuable system to manage food and beverage costs.

HOW CAN YOU IMPACT FOOD COST?

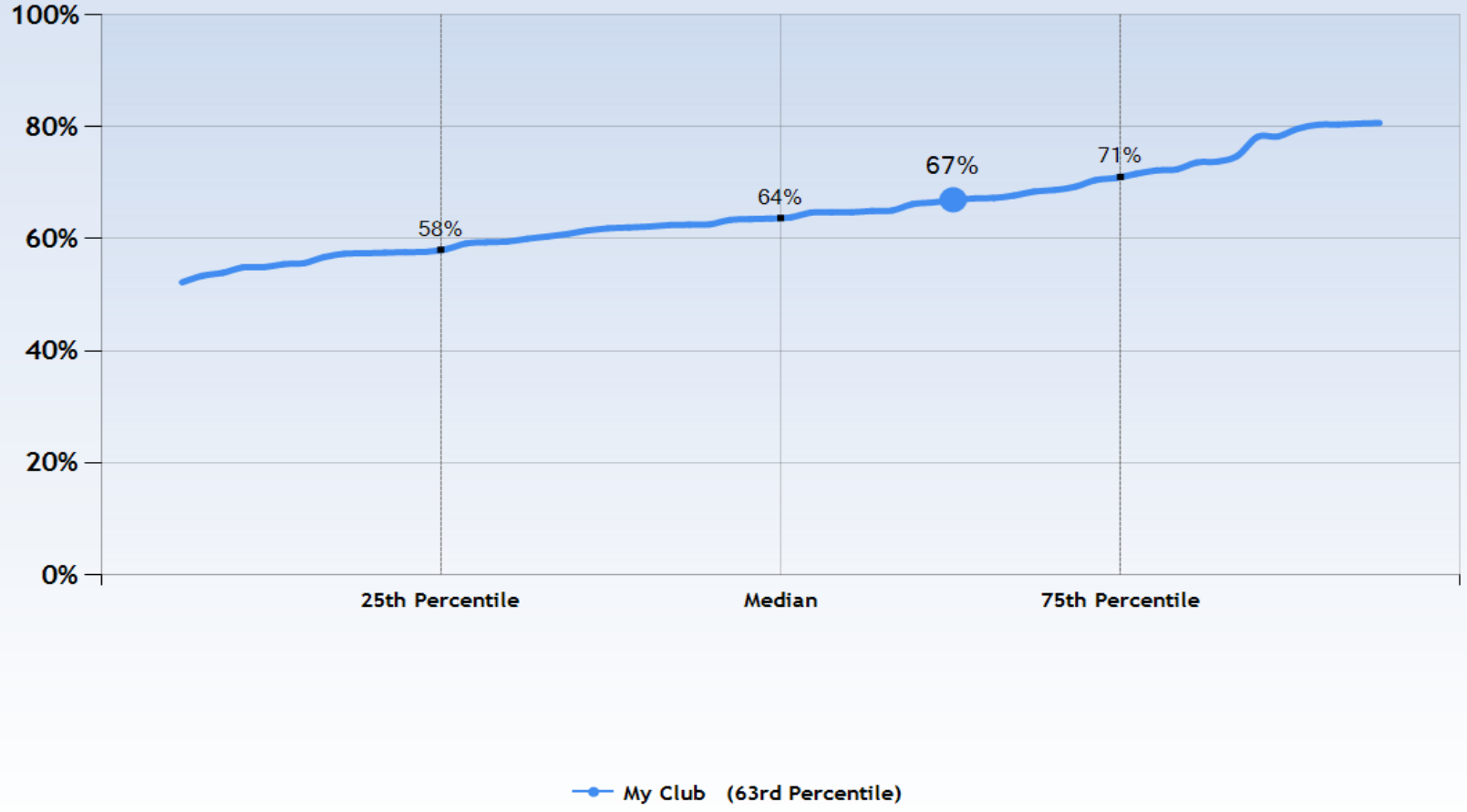
Revenue

- Pricing
- Menu Layout
- Salesmanship
- Monitor Sales Mix
- Amount of Menu Items
- Daily Specials

Cost Management

- Vendors and product cost
- Recipes
- Yield management
- Inventory management
- Menu Engineering
- Portion Control
- Waste
- Shrinkage
- Recipes

F&B Labor Cost as a Percentage of F&B Revenue



A Closer Look at Labor Cost

- Many factors contribute to Labor Cost:
  - The right PEOPLE
  - The right RESOURCES
  - The right ORGANIZED ENVIRONMENT
  - The right FORECASTING
  - The right INFORMATION DISSEMINATION
  - The right TRAINING

PROFIT

PEOPLE

You cannot control labor cost until you understand that you are not scheduling people, but rather purchasing the potential to do work

RESOURCES

- Realistic productivity standards must be established for each job category
- Do they have the resources and proper tools to perform at maximum efficiency levels?

ORGANIZED ENVIRONMENT

- Table numbers
- Position numbers
- Order taking
- Service sequence and standards
- Food Runners
- Firing Courses Process
- Signaling servers when food is ready (pagers)

FORECASTING

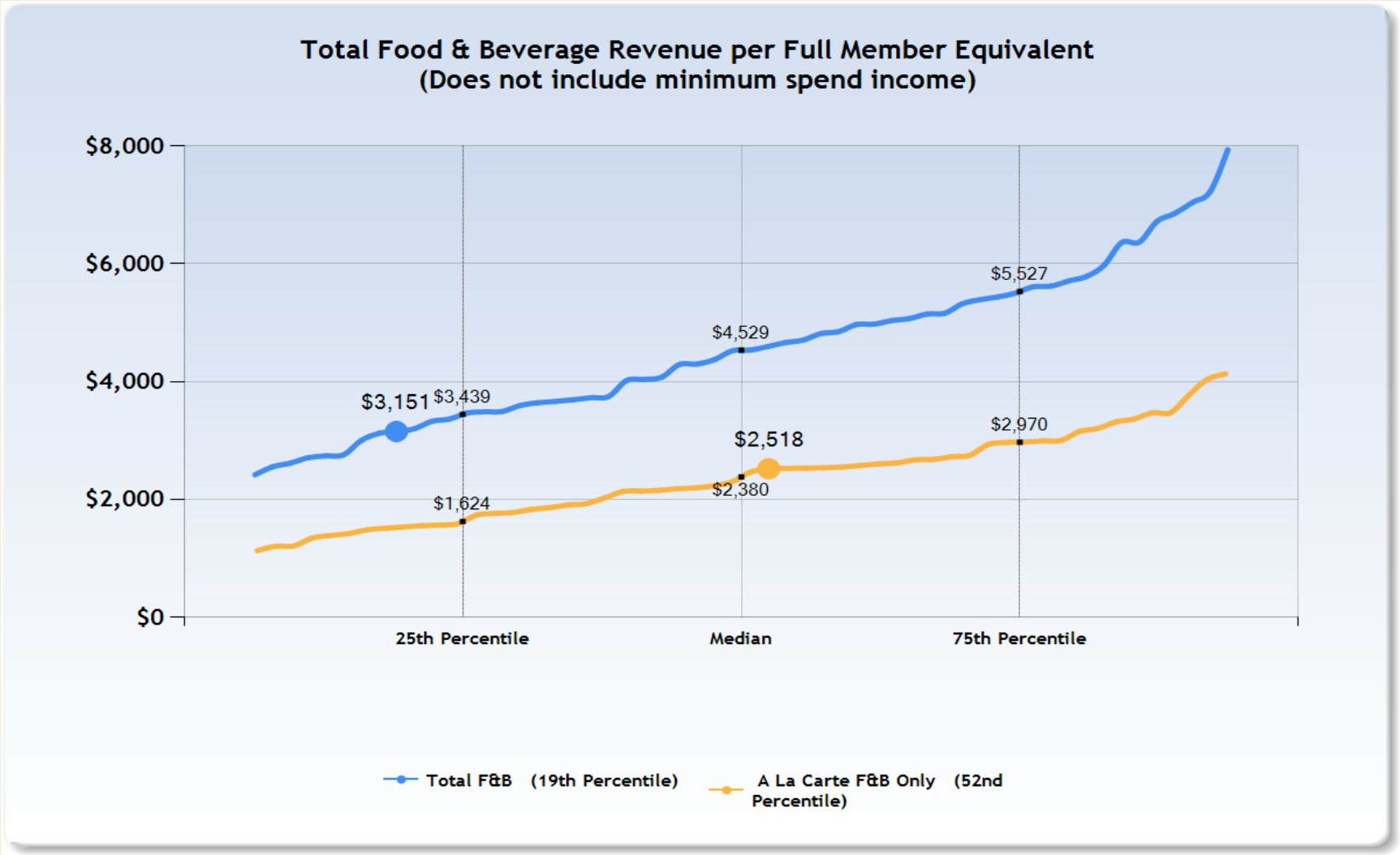
- Sales per week
- Sales by outlet, i.e. restaurant, snack bar, etc.
- Sale per hour
- Covers per server
- Covers weekly
- Events versus ala carte operation
- Using forecasting for weekly schedules

INFORMATION DISSEMINATION

- Schedule completed on time with all events, days and side work thought through.
- Service plans for events with thought put into the entire week.

TRAINING

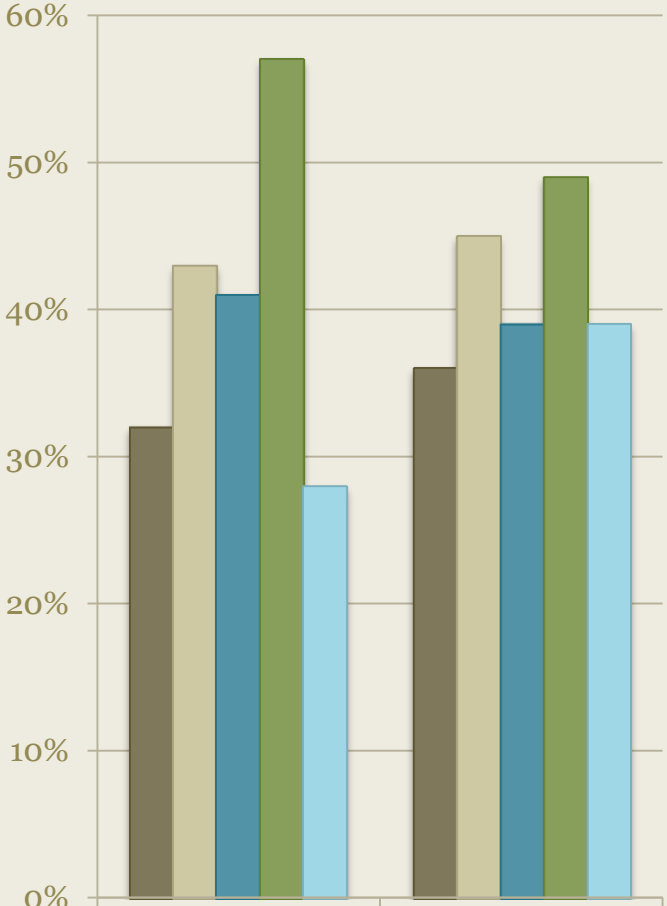
- Lead, coach, train for success- ***daily***, constantly.


Total Food & Beverage Revenue per Full Member Equivalent
(Does not include minimum spend income)
$8,000
$6,000
$4,000
$2,000
$0
$3,151
$3,439
$4,529
$5,527
$1,624
$2,380
$2,518
$2,970
25th Percentile
Median
75th Percentile
Total F&B (19th Percentile)
A La Carte F&B Only (52nd Percentile)

KEY PERFORMANCE INDICATOR COMPARISON
2010-2011 VS. BUDGET

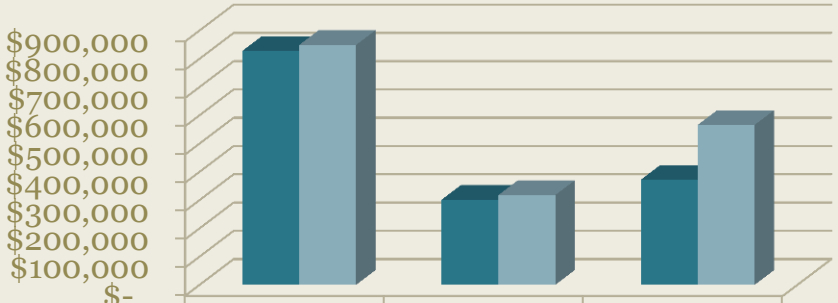
	2010 ACTUAL	2010 BUDGET	2010 VARIANCE	2011 ACTUAL	2011 BUDGET	2011 VARIANCE	2010 - 2011 VARIANCE
FOOD	$1,500,025	$1,541,523	$(41,498)	$1,731,854	$1,669,718	$62,136	$231,829
BEVERAGE	$370,850	$313,709	$57,141	$410,808	$340,931	$69,877	$39,958
WINE	$340,321	$325,414	$14,907	$381,280	$347,568	$33,712	$40,959
BEER	$81,293	$83,502	$(2,209)	$86,731	$85,584	$1,147	$5,438
SOFT DRINKS	$223,016	$235,274	$(12,258)	$238,395	$241,404	$(3,009)	$15,379
TOTAL F&B REVENUE	$2,515,505	$2,499,422	$16,083	$2,849,068	$2,685,205	$163,863	$333,563
NET REVENUE incl candy, tobacco, sales of cards, f&b minimum unused, allowances	$2,910,593	$2,907,320	$3,273	$3,286,454	$3,104,500	$181,954	$375,861
TOTAL COST OF SALES F&B	$994,670.00	$975,550.00	$19,120	$1,048,183	$1,046,499	$1,684	$53,513
percentage of revenue	40%	39%		37%	39%		
GROSS PROFIT	$1,899,774	$1,910,770	$(10,996)	$2,206,691	$2,040,301	$166,390	$306,917
percentage of revenue	65%	66%		67%	66%		
TOTAL PAYROLL & RELATED	$1,861,662	$1,901,981	$(40,319)	$1,942,995	$1,981,245	$(38,250)	$81,333
percentage of revenue	64%	65%		59%	64%		
OTHER EXPENSES	$277,878	$262,250	$15,628	$288,298	$259,750	$28,548	$10,420
percentage of revenue	10%	9%		9%	8%		
NET PROFIT/LOSS	$(239,765)	$(253,461)	$13,696	$(24,602)	$(200,694)	$176,092	$215,163
percentage of revenue	-8%	-9%		-1%	-6%		

COST OF SALES ANALYSIS 2010 - 2011



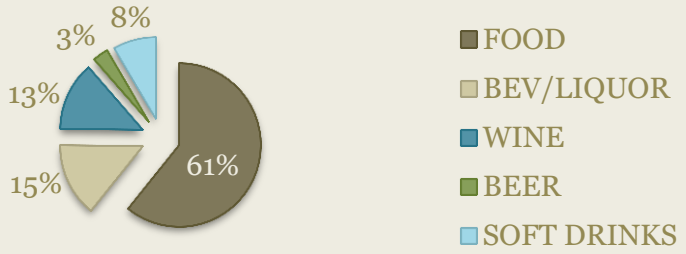
	2011	2010
FOOD COS	32%	36%
LIQUOR COS	43%	45%
BEER COS	41%	39%
WINE COS	57%	49%
SOFT DRINKS COS	28%	39%

FOOD SALES COMPARISON 2011 - 2010

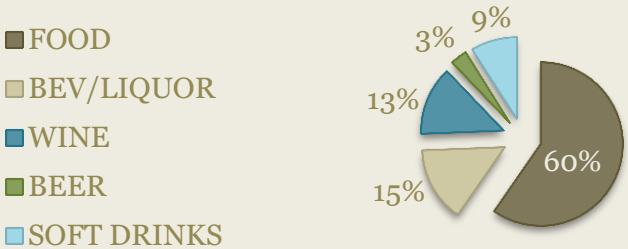


	GRILLE FOOD	MDR FOOD	BANQUET FOOD
2010	$827,563	$300,851	$371,611
2011	$848,575	$317,516	$565,763

2011



2010



Managing the Nickels and Dimes

- Inventory Controls
- Scheduling practices vs. business levels
- Accurate pricing
- Systems & Procedures
- Training to maximize revenue
- Competent managers

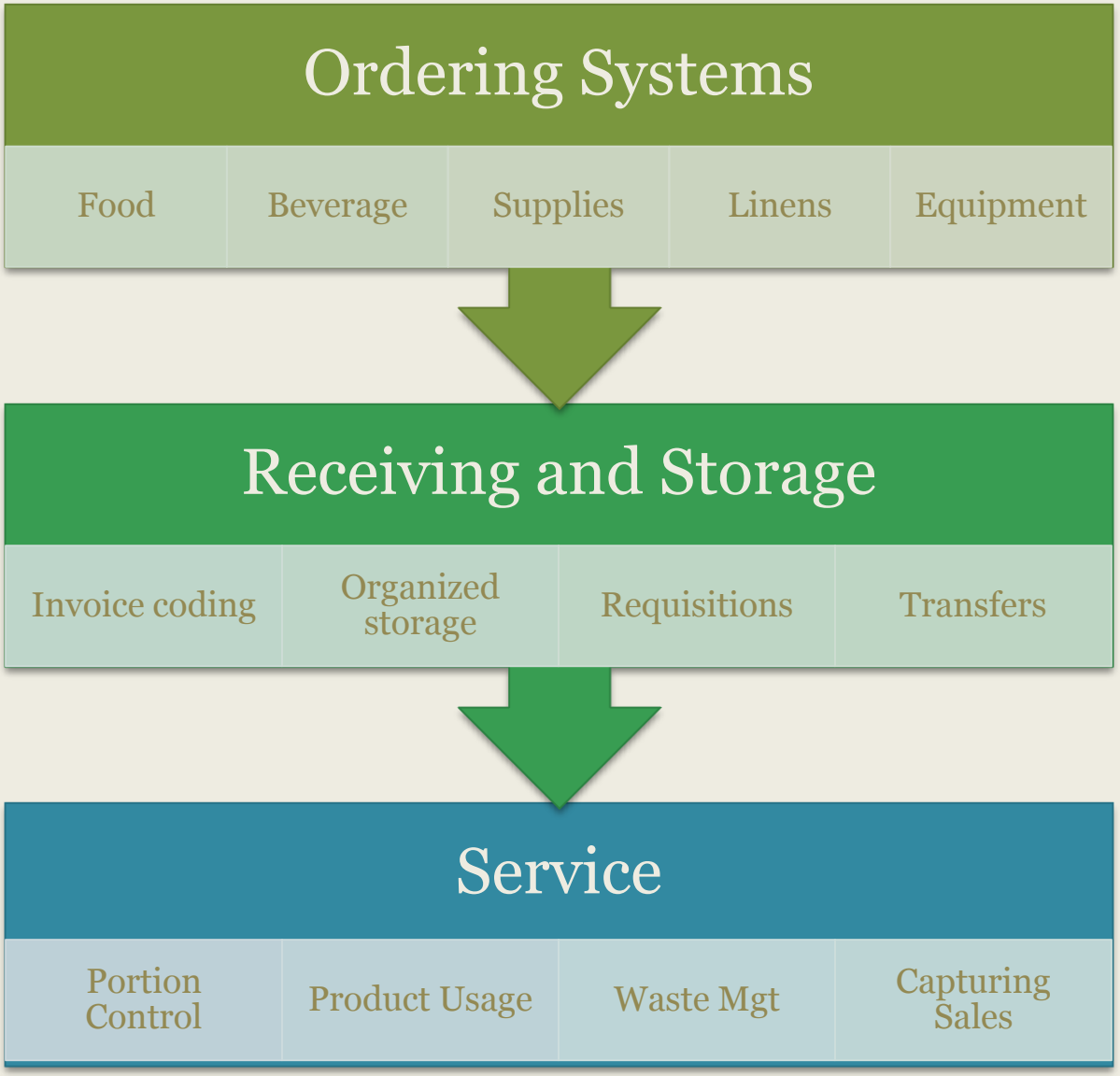
Category	Dollar	Percentage of Total Revenue
Food Revenue	7.00	70%
Beverage Revenue	3.00	30%
Total F&B	10.00	100%
Food COS	$3.15	45%
Beverage COS	$ .90	30%
Labor COS	$ 5.00	50%
Other Operating Expenses	$1.50	15%
Net Profit/(Loss)	($.55)	(.05%)

Money in F&B is made in Nickels and Dimes

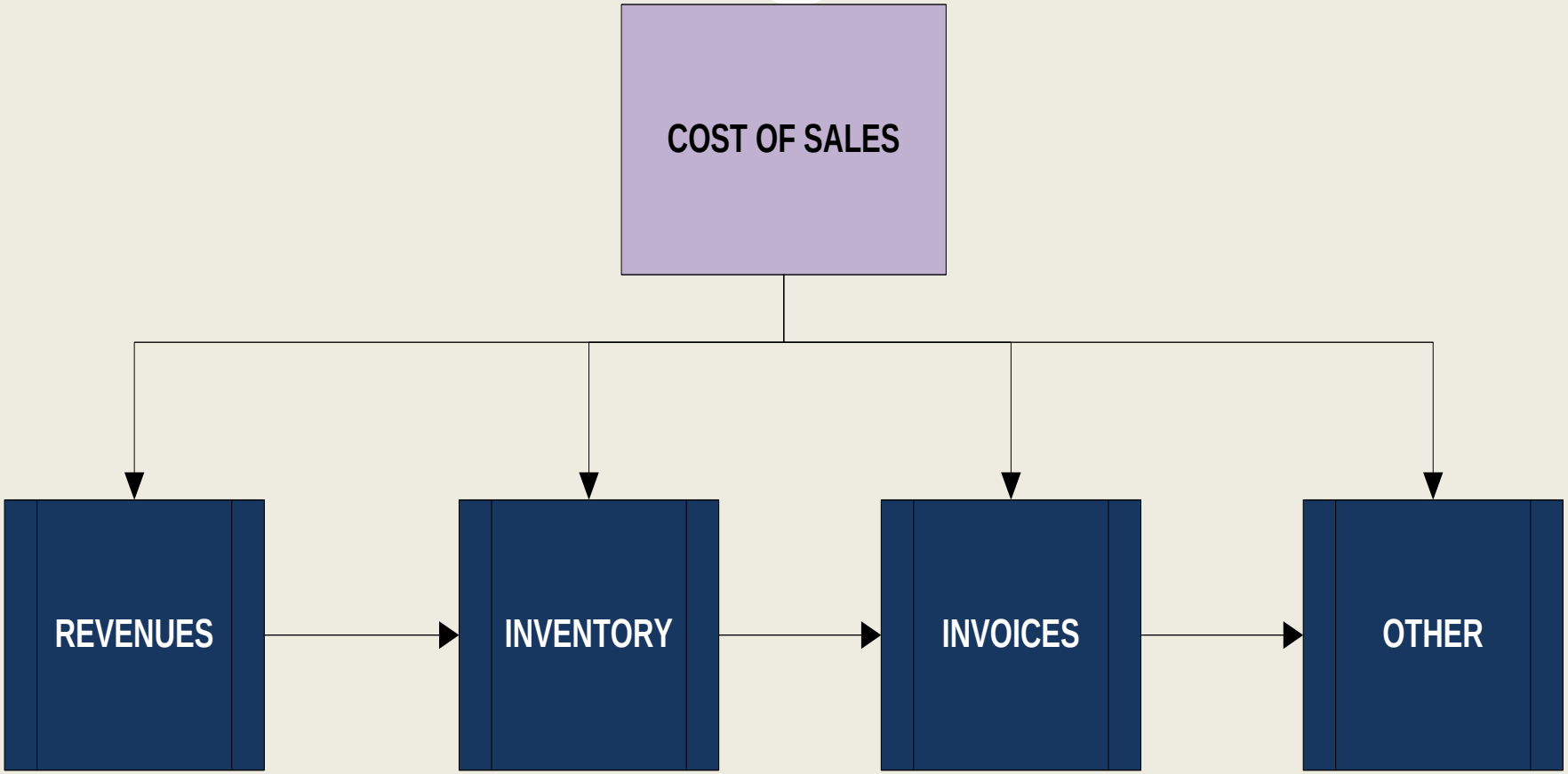
Inventory Controls

Common mistakes:

- Lack of systems on beverage cart or in snack bars
- No tracking of product once it leaves central storage
- Point of Sale not set up to track sales properly
- Incompetent managers placing orders
- Vendor "specials"



THE PUZZLE OF C.O.S.



FOUR SIDES OF FOOD COST

MAXIMUM ALLOWABLE FOOD COST (MFC)	POTENTIAL FOOD COST (PFC)	STANDARD FOOD COST (SFC)	ACTUAL FOOD COST (AFC)
WHAT COST HAS TO BE IN ORDER TO HIT A SPECIFIC PROFIT %	WHAT COST *COULD* BE	WHAT COST *SHOUD* BE	WHAT COST ACTUALLY IS
ESTIMATE ALL REVENUES & EXPENSES WITHOUT FC	THEORETICAL COST NO WASTE, COMPS, EE MEALS, ETC.	ALL COMPS, EE MEALS, WASTE,ETC. ARE ACCOUNTED FOR	SHOWN ON INCOME STATEMENT
YIELDS HIGHEST AMOUNT FC CAN BE TO ACHIEVE PROFIT	CAN BE OBTAINED IF COSTS ARE INPUT INTO POS SYSTEM	COMPARE SFC TO AFC TO MEASURE ACCURACY OF CONTROLS	DIVIDE COST INTO REVENUE FOR COST %
AS FC EXCEED THE MFC, PROFITS WILL BE DIMINISHED BY THAT %	USE AS BENCHMARK FOR 'LOW' STANDARD	IF BIG VARIANCE, RE-EVALUATE SYSTEMS, P&P	COULD BE ACTUAL COST OF FOOD CONSUMED IF SYSTEMS NOT ACCURATE

Scheduling Practices

Common Mistakes:

- Inexperienced managers doing schedule
- Not scheduling according to business
- Panic scheduling
- Promotions from within without training
- Not using tools available or lack of tools

Kitchen

- Prep
- Execution
- Cleaning

Service

- Set up
- A la Carte Service
- Banquets

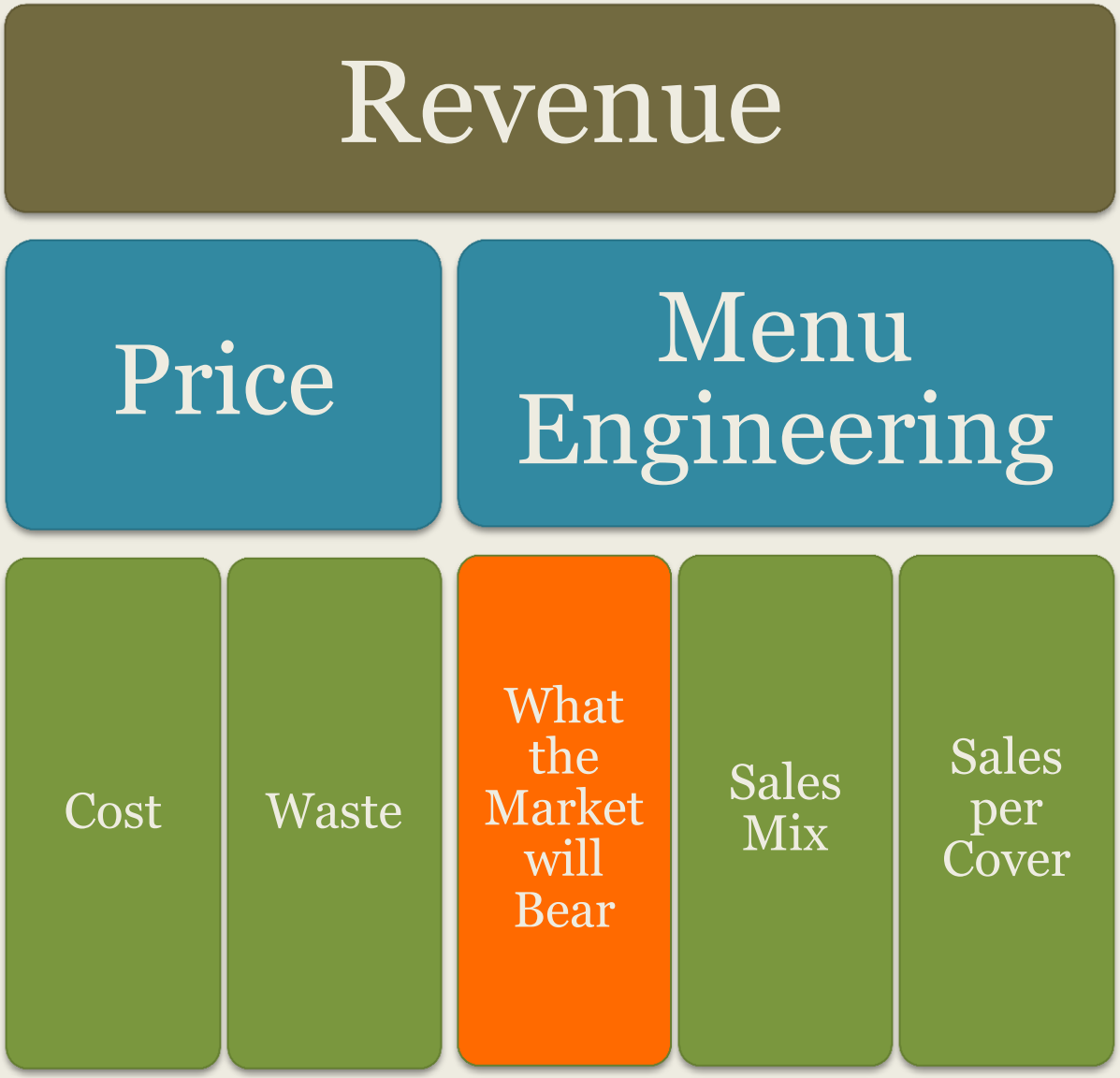
MGT

- Primary job is to manage People, Product, Pricing for best service to membership

Accurate Pricing

Common Mistakes

- Chefs often use the factor method but don't understand it
- 100/FC% desired = factor
- 100/40 = 2.5
- "Throwing a number on it"
- Committee involvement without education



PRICING STRATEGIES

PRICING USING THE FACTOR METHOD

100 divided by Food Cost (FC) % desired = FACTOR

- 37% = 2.7 FACTOR (100 / 37)
- COMMON FACTORS:

- For 28% FC: Factor = 3.57
- For 30% FC: Factor = 3.33
- For 35% FC: Factor = 2.86
- For 40% FC: Factor = 2.50
  - Use factor x food cost to determine selling price.
  - $1.85 x 2.7 = $5.00 Sales price recommended

PRICNG BY 'BACKING INTO IT'

- "Back into Food Cost" by using % of established sales price.
  - For Example – using $5.00 selling price:
    - Profit of 10% x $5.00 = $ .50
    - Overhead 15% x $5.00 = $ .75
    - Labor of 40% x $5.00 = $2.00
    - $3.25
    - $5.00 - $ 3.25 = $1.75 for Raw Food Cost
  - $1.75 for Raw Food Cost would not cover the basic cost of $1.85

Systems & Procedures - Tracking

Common mistakes

Managers don't know understand their numbers = don't know how to manage or affect them

Inaccurate POS

- Open Keys
- Not recording items in a useful reporting manner

Inaccurate or un-timely inventory

- By Location: each profit center
  - Accurate Point of Sale
    - Sales Report by Item weekly/monthly
    - Sales Mix
      - Not only food categories such as appetizer, entrée, dessert
      - By Sales category
        - Food
        - N/A Beverage
        - Liquor, Beer, Wine
  - Approaching Overtime Report
  - Track Sales per Cover by Meal
  - Track Average Check by Meal
  - Labor per Cover

Sales per Cover needed should influence menu development

Example:

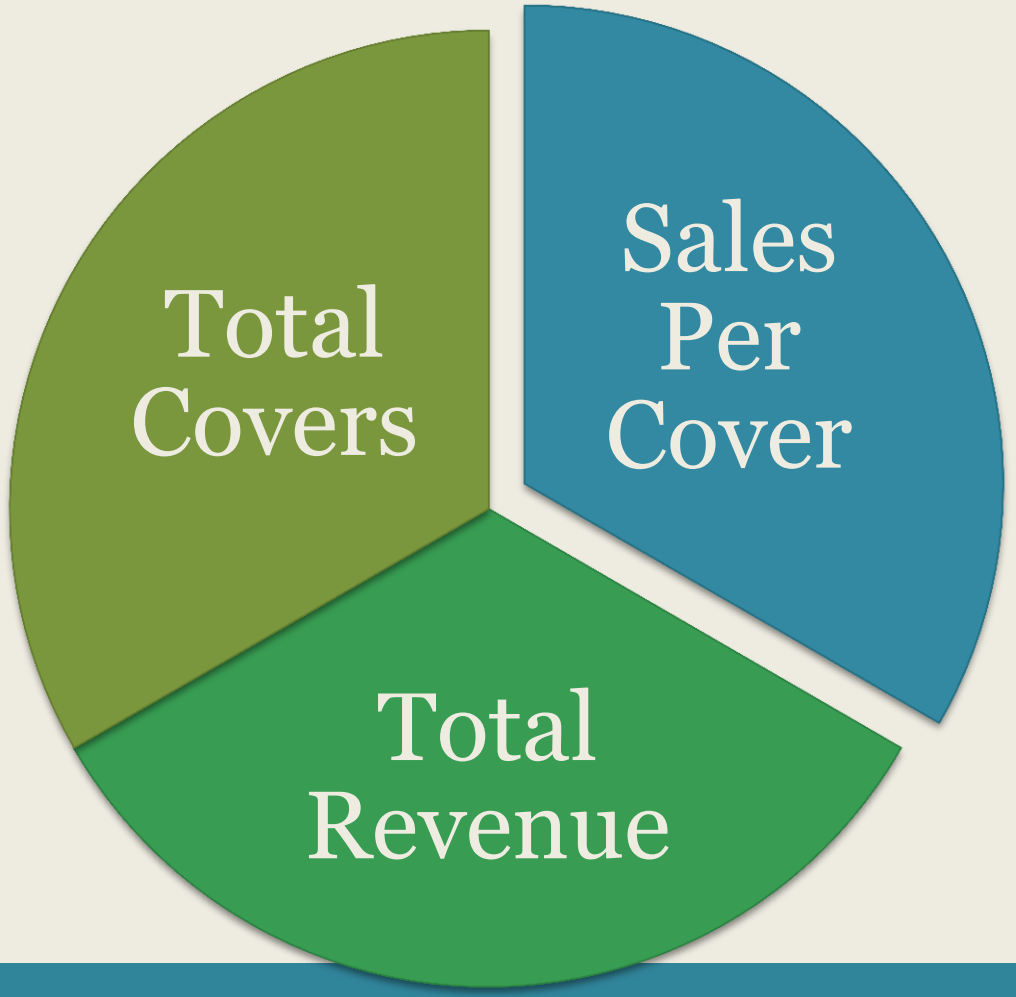
Total Revenue for lunch = $250,000

Total Covers for lunch = 20,800

Average Sales per Cover needs to be $ 12.02

Menu pricing needs to be such to achieve a $12.02 average

This can be tracked using POS reports



Service Culture

Are we confident in our service to the membership?

Is it personalized?

Do our servers work as a team?

Do we have a service training program that works?

BRAND

- What type of dining reputation do we have?
- Do we try to be everything to everybody?
- Are we the member's first choice when going out to dine?
- Are we meeting their expectations?

Training for Maximum Revenue

Common Mistakes

- A lot of marketing, not a lot of planning
- Confusing brand image
- Over-familiarity of service staff with members
- Not taking advantage of 'targeted' marketing

Common Opportunities for Improvement

- Brand Confusion
- Lack of Systems
- Bad Hires
- Lack of Training
- Incompetent Managers
- Poor Menu Management
- Missed Sales Opportunities
- Lack of Programming for Membership Participation
- Sales Incentive Programs

DEFINING DINING SPACES

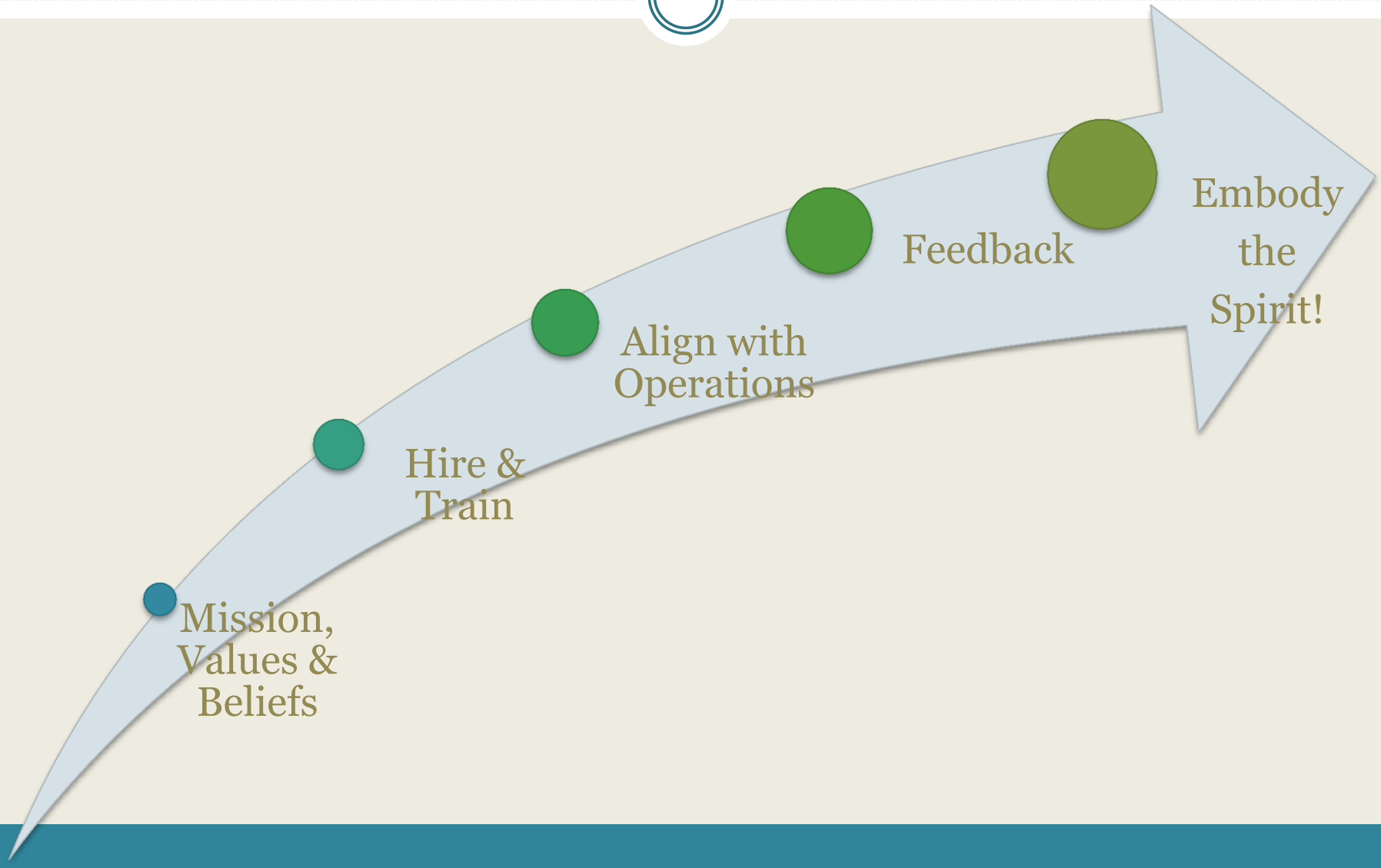
What	Bistro Style Dining
Who	All members; families
Décor/Look	Casual, no linens on tables; Resort Wear appropriate
Style of Service	Proper but casual setting; tray service
Price Point	$15 - $20 lunch; $ 28 - $36 dinner
Menu	Seafood, Salads, Gourmet Sandwiches, Pasta, Steak added for dinner menu
Hours of Operation	Daily lunch; 5 night dinner

OPPORTUNITY #1

- Atmosphere
  - Lighting
  - Music
  - Tabletop
- Uniforms
- Menus
  - Number of items
  - Pricing
  - Wine List
  - Determines everything about the restaurant, staffing, kitchen

BRAND CONFUSION

CREATING THE CULTURE



CREATING A SERVICE CULTURE

- Sequence of Service
- Department al training needs

Define operating expectations by department (what are critical service standards?)

Create orientation program

- Club information
- Membership service
- Service recovery in a private club setting

- Rules & regulations
- Hours of operation
- How-to tips (make a tee time, reservation, etc.)

FAQ

Create training checklists

- On-boarding
- Departmental training
- Train from the front to the back
- Team Service
- Tests
- Accountability

Systems & Procedures

Common Mistakes

- Not analyzing sales mix
- Lack of portion and presentation standards
- Use of systems only during 'peak times'
- Lack of on-going training
- Marketing of Events

- Orientation Training
- Departmental Training
- Table Numbers
- Position Numbers
- Sequence of Service and Critical Service Procedures
- Use of Sales Reports for Menu Engineering
- Menu Development
- Special Events & Promotions
- Inventory Controls:
  - Portion Control
  - Presentation
  - Inventory use for specials, soup, etc.

Team Service

This type of service can work in almost any size club.

You cannot have superior service without teamwork.

The servers need to work as a team and they have to have a cohesive relatiopnship with the kitchen.

- Front Server/Back Server
- Front server always on the floor
- Back server incorporates food runner and busser
- Good service program if there is a 50/50 split between veterans and recent hires
- Member Profile
- Steps of Service
- POS Training
- Menu Knowledge
- Table Service Standards
- Accountability
- Testing

Building a Strong Service Culture

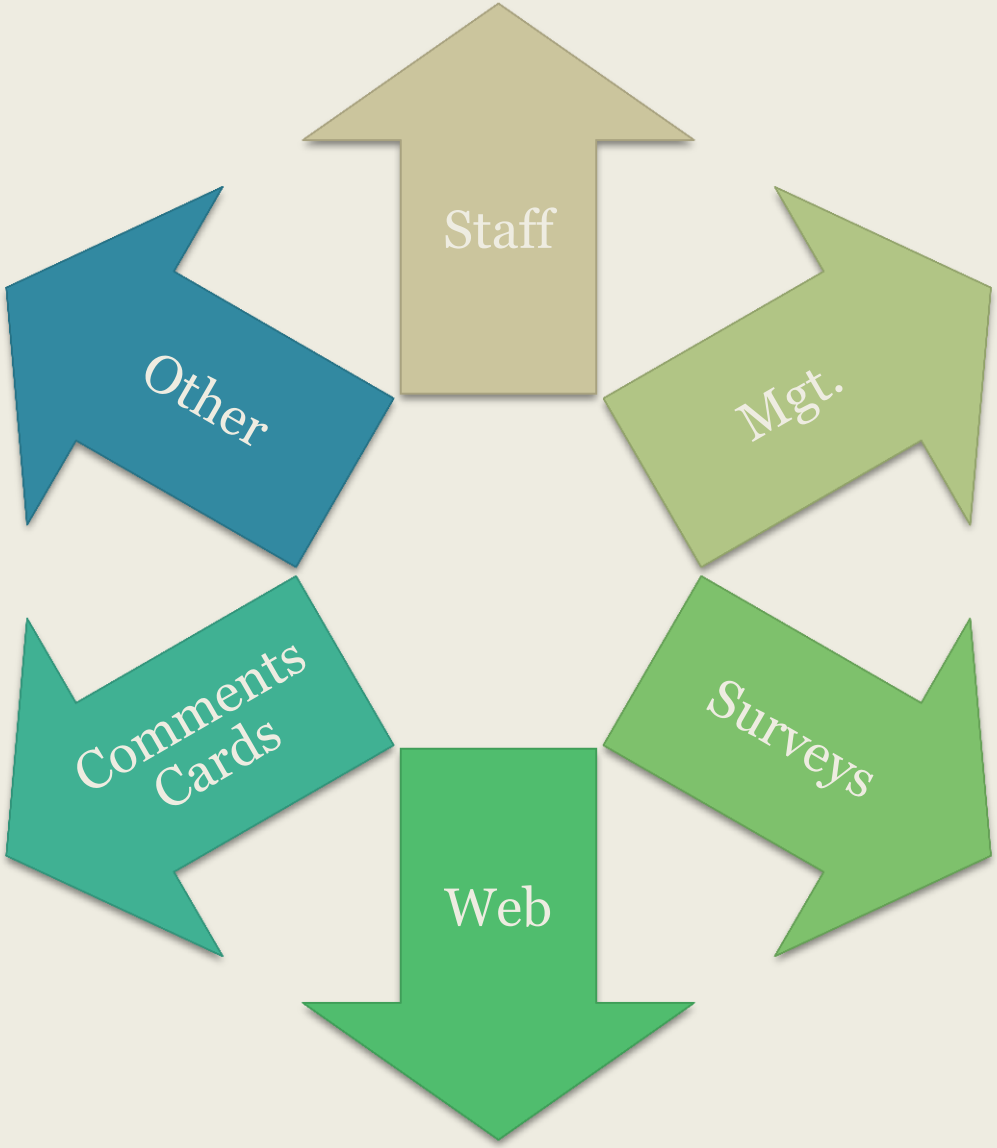
Tell us about us

Member Feedback is coming in all day every day.

The staff must be trained what to do with the information and how to appropriately respond.

Follow up and follow through is critical.

Are you actively soliciting feedback or brushing it aside labeling members as ‘troublemakers, never happy, etc.?”



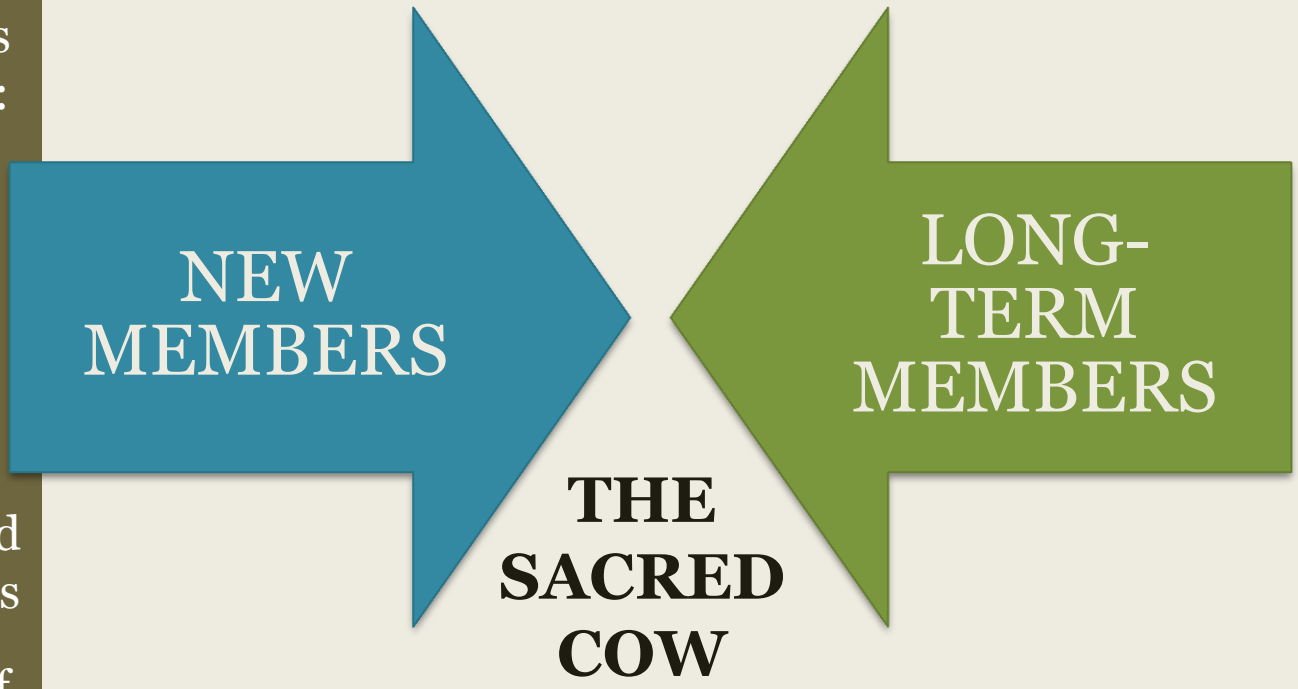
Feedback Ideas

- Member Surveys
- Comments Cards
- Focus Groups
- Follow up program after Events
- “Coffee Talk”
- Management/Member Mixer
- How is the Member Spending Trending?

Measuring Satisfaction

Sometimes Sacred Cows or Long-Term Employees who resist change can be:

- Barriers to progress
- Perpetuating old service culture
- Teaching bad habits
- Teaching pre-conceived notions about members
- Chasing away new staff
- Detrimental to (new) membership satisfaction



OPPORTUNITY #1

- Big Egos
- Snakes
- Cancers
- Reluctant Players
- Bad Attitude

BAD HIRING DECISIONS

Decipher the Interview

Conflict Resolution	Tell me about a time when there was a dispute between you and a co-worker
Relationship Building	Tell me about some of the people with whom you work which you find difficult
Collaboration	Was there ever a time when you rejected someone's idea or opinion about a project
Appropriate Expression	Describe some types of situations where you are likely to get annoyed at work

OPPORTUNITY #2

- Club Knowledge
- F&B Knowledge
- General Food & Beverage Service
- Manners & Etiquette
- Membership Service

LACK OF ON-GOING TRAINING

OPPORTUNITY #3

- Basic F&B Management
- Interviewing and Hiring Skills
- Time Management
- Member Service
- Conflict Management
- Financial Accountability
- Basic Marketing Concepts
- DETAILS!

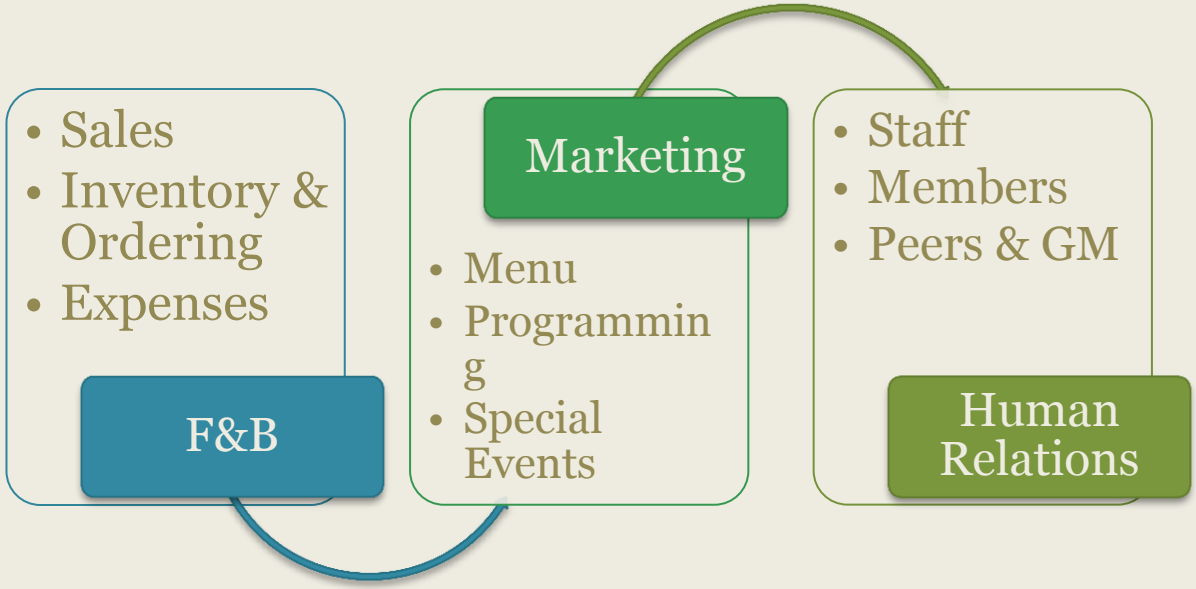
INCOMPETENT OR INEXPERIENCED MANAGERS

Incompetent Managers do More Harm than Good

Common Mistakes

- Promotion from within without additional training
- Hiring or promoting personality
- Managers lacking 'business skills' earning title of Director

Every Leader in F&B Should have the following skills and/or a plan to attain the necessary knowledge and training.



OPPORTUNITY #4

- Number of Selections
- Pricing vs. Costing
- Selections vs. Size of kitchen and competence of culinary staff
- Consistency – portions, recipe
- Menu Engineering

POOR MENU MANAGEMENT

Menu Tips

- Keep it clean
- Mind the formatting
- Do not price entire categories the same
- Use human psychology
- Keep it consistent, but forever refreshing
- Remember who you are

50% of menu should be club favorites

25% of menu should rotate seasonally using fresh, local ingredients

25% of menu should be daily or weekly specials allowing chef to try new idea, incorporate trends and cutting edge techniques

OPPORTUNITY #5

- Suggestive Sales
- Make it Easy to Buy
- Personalized Service
- Lack of Variety for all Demographic Needs
- Embrace Changing Times

MISSED SALES OPPORTUNITIES

OPPORTUNITY #6

- Holidays
- Monthly Themes
- Weekly Fun for all Membership Demographics
- Club Tournaments and Events

LACK OF PROGRAMMING AND EVENT COMMUNICATION

Strategic Programming

Club calendar should be put together in the following order with the intent to balance events for different groups and demographics each week and month.

- Consider members will only choose 1-2 special events to attend and typically not within the same category.
- The Club must remain cognizant of this and not provide opportunities for internal competition:
  - Holidays & School Schedules
  - Golf Course Maintenance Schedule & Weekly events
  - Tournament/competitive Golf/Tennis such as Club Championship
  - Social Golf/Tennis such as Nine and Dine
  - Ladies Events such as cards, book clubs, etc.
  - Couples events – social (cooking class, etc.)
  - Family Events such as fishing, theme buffets, hiking groups, cooking classes
  - Upscale dining events such as wine dinners, chefs table, etc. (couples or groups)
  - Learning events such as lecture series
  - Other events as requested or to fill in the gaps

Calendar of Events

INTERNAL MARKETING PLAN

Plan should identify:

Target Demographic

Price/Value

Event Details

Mode of Communication & Promotion

Frequency of Promotion

EVENT STANDARDS

Internal/ Club Events
- Determination
- Marketing/Promotion

Outside Event Booking
- Centralized Calendar
- Event approval

BEO
- Menu selection and details
- Preparation of BEO
- Distribution of BEO

Event Execution
- Scheduling of staff
- Set up, execution, break-down
- Communication of details

Follow up
- Thank you card
- Evaluation
- Future follow up system