

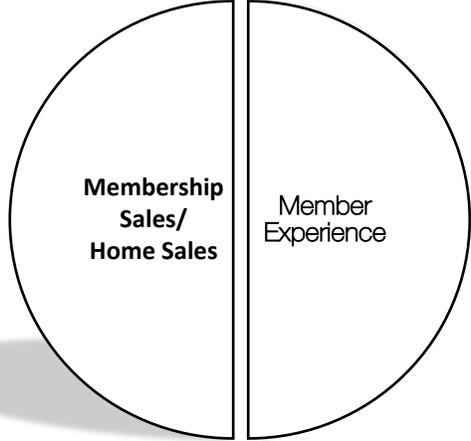
Bridging Generations As Clubs Evolve:

Innovations in Member Experience and Food & Beverage

Brett Morris
General Manager &
Chief Operating Officer

Edward Leonard
CMC, AAC, WGMC
Director of Culinary Operations

We Are In Two Businesses



**Membership Sales/
Home Sales**

Member Experience

**The Bottom Line:
No Matter What Size The Club,
And What You Offer...**

**We All Share
The Same Challenges!**



THREE GUIDING PRINCIPLES

- 
- Create a memorable experience and standard of excellence.
 - We can all think of one person that can brighten up a room by leaving it!!
 - Life isn't fair and you will fail. The sooner you get over it the better off you will be.

OUR MEMBERS ARE OUR MOST IMPORTANT ASSET

- ❖ They are valued customers.
- ❖ The Club is an extension of their home.
- ❖ They have chosen to do business with us in advance.

**OUR JOB IS TO TAKE
CARE OF THEM!**

“THE FASTEST WAY TO BANKRUPT A COMPANY IS TO TRY AND PLEASE EVERYONE.”

- Jack Welch, Former CEO
General Electric Corp.

Excellent Customer Service Begins With a Culture of Excellence!

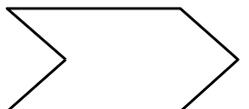
How Do We Do This?



Selection Process/ Hiring the Best/ Intuitive & Empathetic



Training/ Testing/ Mentoring/ Coaching/ Succession Planning



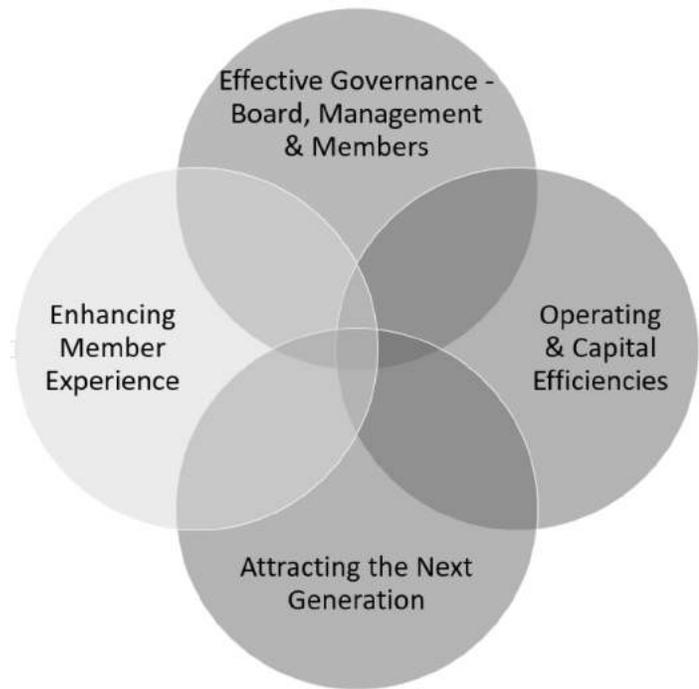
Create a Mission Statement Reflecting Core Values

Polo Club Mission Statement - 2015

The Polo Club of Boca Raton is a member owned private country club community whose tradition and mission is to support a vibrant social lifestyle through exceptional cultural, recreational and dining experiences, fiscally responsible management and sound governance.

POLO CLUB MISSION
STATEMENT

**THE PURSUIT OF
SUSTAINED
EXCELLENCE**



Clubs Used To Be All About Golf- Today They Are All About Lifestyle

No More “One-Size-Fits-All Membership”!

- Casual Dining Options
- Innovative Dining Events
- Interactive Cooking Classes
- Resort Style Pools
- Fitness/ Wellness Centers
- Dog Parks
- Walking Trails
- Billiards Rooms
- Pickle Ball

Attracting The Next Generation of Golf Members



Innovation

Top Golf
Golf Hitting
Simulators



Strategy

Golf Courses With
Three Sixes to Attract
Younger/ Older &
Beginning Golfers



Marketing

Make It Fun & Social
Street Fair
Nine Wine & Dines
Pop Up Restaurant Series
Cork & Fork
Food Truck Nights



Target

“Snag” For Beginners
Starting New At Golf
Junior Golf Programs

**Clubs Are Starting to Invest More Dollars Into Amenities &
Social Programming vs. Golf**

CREATING A CULTURE



Never forget that success or failure as a manager always depends on the quality of your team & the culture we create.

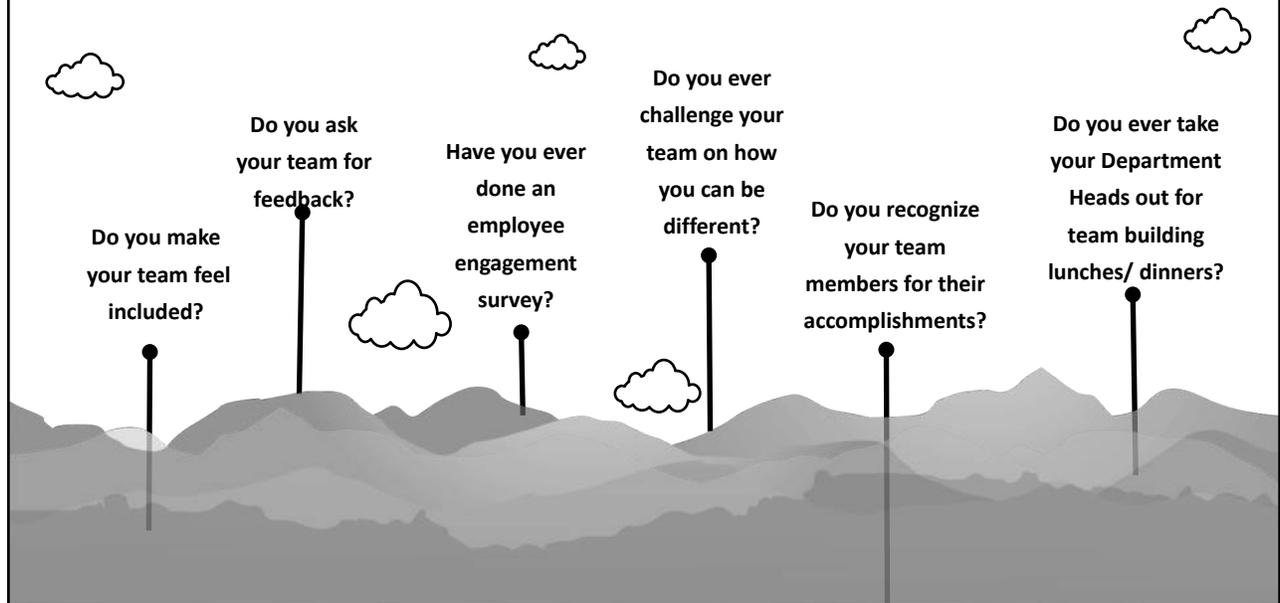


Great leaders surround themselves with the best & compensate them accordingly.



Employees work hard for the Leader/ Supervisor, NOT the organization.

CREATING A CULTURE



How Do You Motivate Your Team to Achieve the Highest Results?

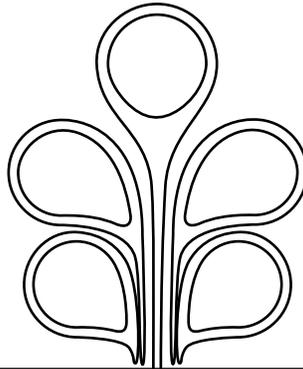
Focus on Tangible Feedback

Create a Trusting Environment

Lead by Example

Include Them in the Solution

Create Programs to Reward High Performance



★ ★ ★ ★ THE CHAMPIONS LEAGUE ★ ★ ★ ★



Offers motivation, accountability, and team competition while challenging employees to offer the best membership experience.



Each front of the house position competes among themselves with established goals and criteria.
A Server must obtain a minimum of 30 excellent comment cards/ HUMM tablet reviews in a period of 1 month.



The top 3 employees in each position are announced on the third Friday of the month during the daily team line-up.



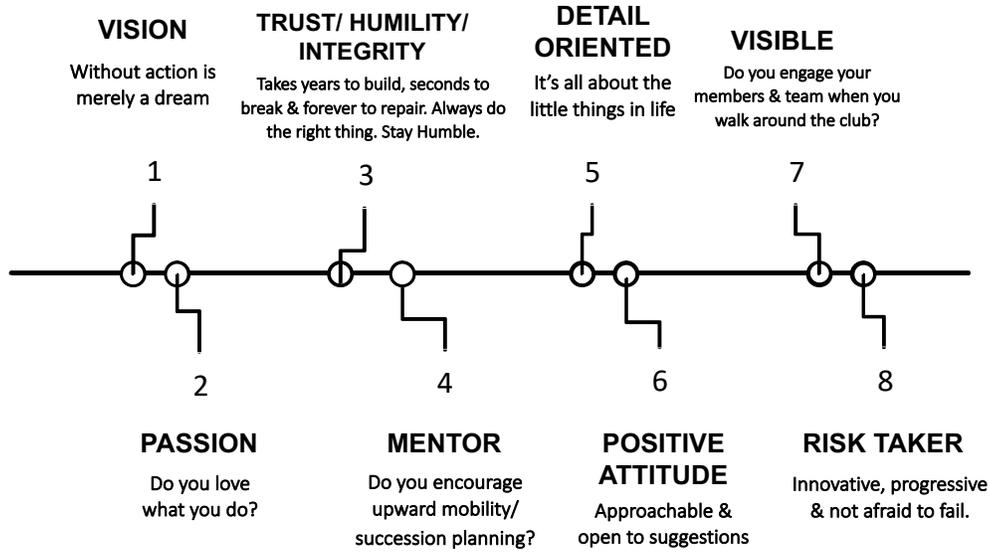
“Triple Threat Bonus” – If one employee wins for 3 consecutive months, they receive a clubhouse parking permit for 3 months.



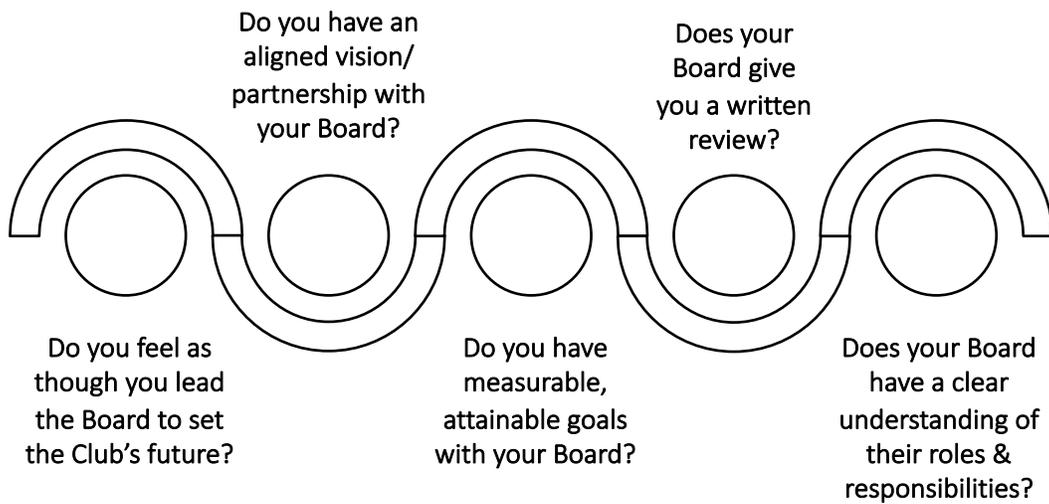
Rewards :
VISA gift cards and a “Service Excellence” pin.



Top 8 Attributes of Successful Leadership

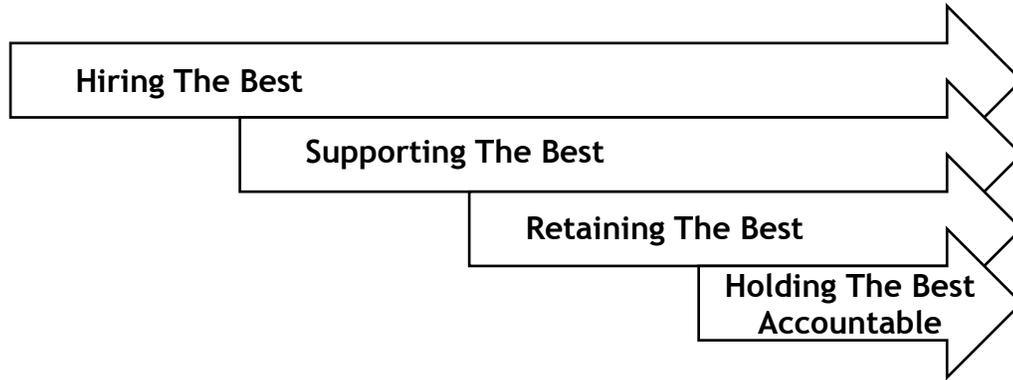


Governance



The #1 Rule, And The Only Rule...

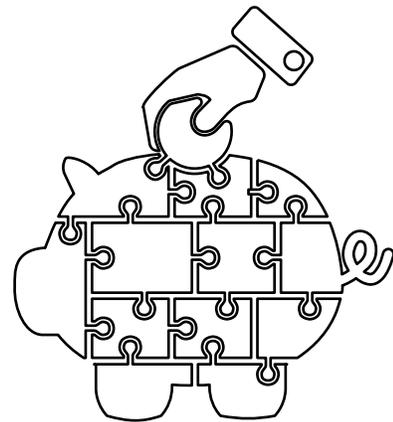
A Board Does NOT Manage An Organization, But Ensures The Organization Is Well Managed By:



And Then... **GET OUT OF THEIR WAY!**

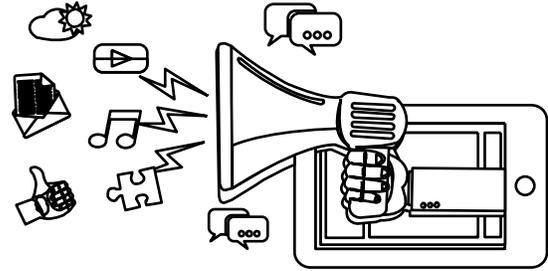
Financial Accountability

- ✔ Everything we do for our Members is an amenity subsidized by dues.
- ✔ Create a balance between cost/ experience/ events and dining.
- ✔ Are you a data driven organization?
- ✔ Do you manage what you measure?
- ✔ Do you run your club like a business?
 - ❖ Food Cost
 - ❖ Inventory Control
 - ❖ Payroll
 - ❖ Flash reports



COMMUNICATION IS IMPORTANT! HOW DO YOU COMMUNICATE WITH YOUR MEMBERS?

1. The Buzz (Weekly Communication)
2. The Pulse (Daily Communication)
3. The Polo App
4. Text Messages/ Push Notifications
5. Brett's Briefing (Every few weeks)
6. Trends (2x a year)
7. Polo Club Website
8. Facebook/ Instagram
9. Internal TV Channels 63- 95
10. Posters/ Electronic Signs
11. President's Letter
12. Rumors In The Bagel Room



**Can you believe Member's
still say we don't
communicate with them???**

LISTENING TO YOUR MEMBERS IS KEY TO THE SUCCESS OR FAILURE OF YOUR ORGANIZATION

H.U.M.M. Tablets	Member Surveys	Comment Cards	Management Visibility	Event & Banquet Surveys	Customer Satisfaction Surveys
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TIMES ARE CHANGING
MEMBERS ARE LOOKING FOR MOBILITY WITH SIMPLICITY
SENIORS & BABY BOOMERS

- 50% of 65+ are social media users
- 59% check their emails 2x a day
- 82% of Boomers check at least one social site a day
- 71% check their preferred social site every day
- FB and YouTube are their preferred sites



**BOOMERS ARE MORE CONNECTED
 THAN YOU THINK**
We Have Become a Mobile World!



- 51-69 year olds who check their email on phone- 92%
- 87% use phone for texting
- Use mobile apps for news.... 78%
- 52% play games on their mobile
- Numbers increasing
- Gen X (35-50) even more connected

WE CONNECT DIFFERENTLY BECAUSE FEWER PEOPLE ARE READING PRINTED MATERIAL



THIS IS THE MODERN FAMILY.



- **91%** of adults have their phone within arms reach **24/7**.
- **80%** use while watching TV.
- **75%** use their phone in the bathroom.

• Source: Nielsen

What's the first thing you do in the morning?



- Brush your teeth?
- Use bathroom?
- Walk the dog?
- Make coffee?
- Take a shower?
- Nope, 86% check their phone!

Source: Constant Contact

HOW DO YOU TELL A STORY ABOUT YOUR CLUB WITHOUT ADVERTISING?

Viewers Retain 95% Of a Message When They Watch It In a Video, Compared To 10% When Reading It In Text

49% Of Us Are on Facebook

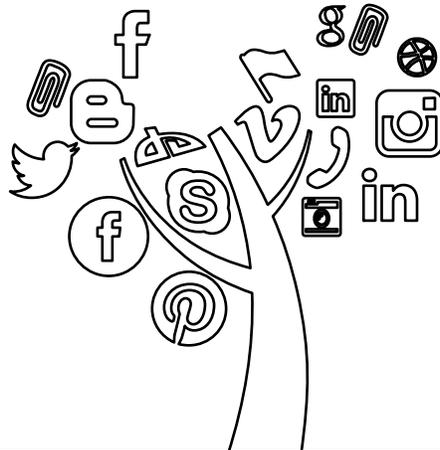
Where Do Consumers Engage With Branded Videos Daily?


49%
Facebook
Users

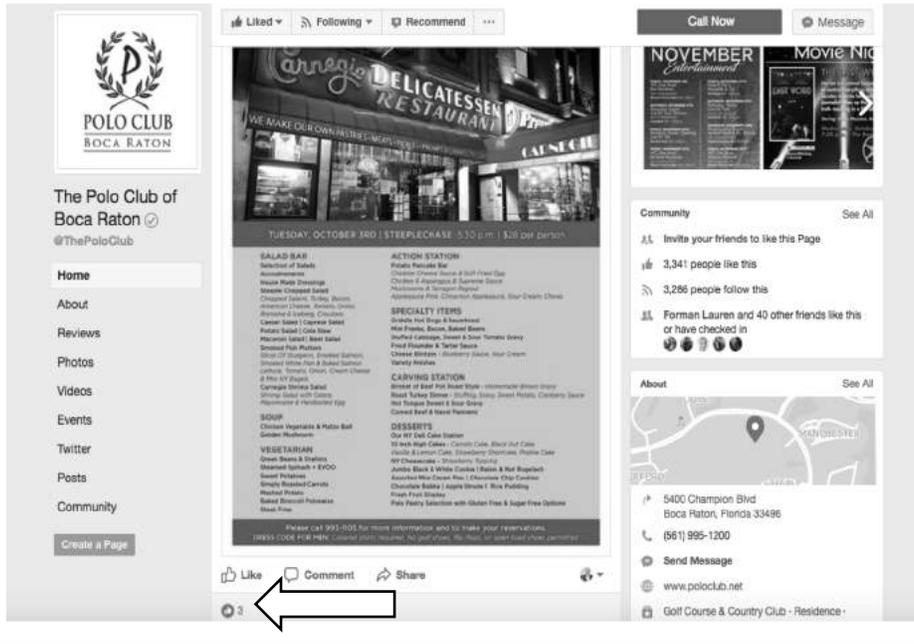
32%
YouTube
Users


24%
Instagram
Users

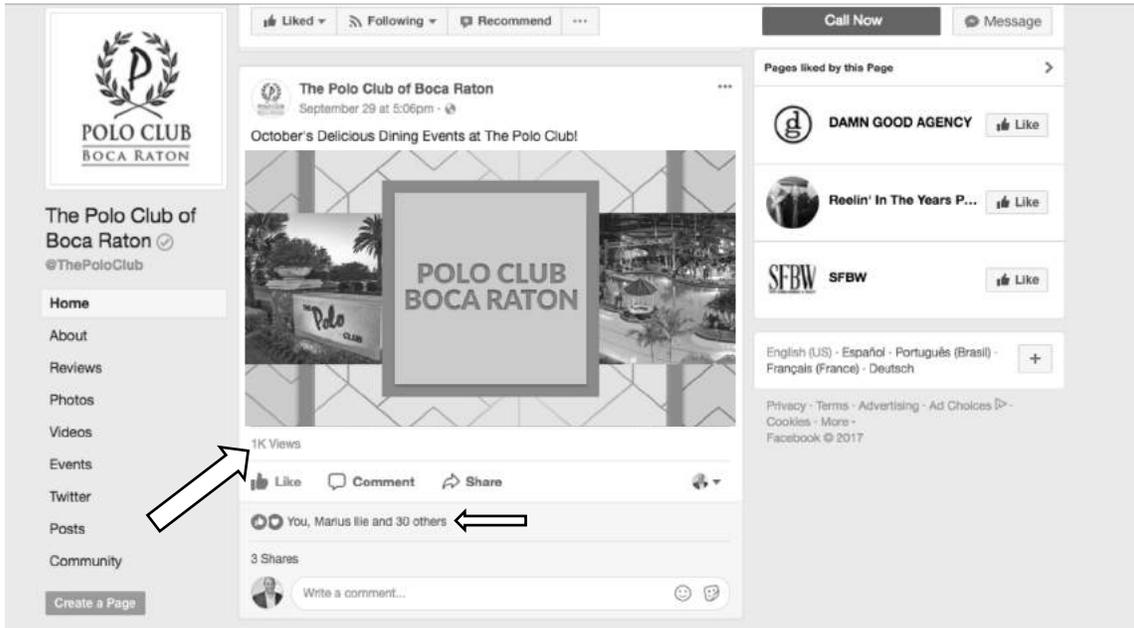

22%
Twitter
Users



TEXT DOES NOT MOTIVATE US



VIDEOS TELL A STORY



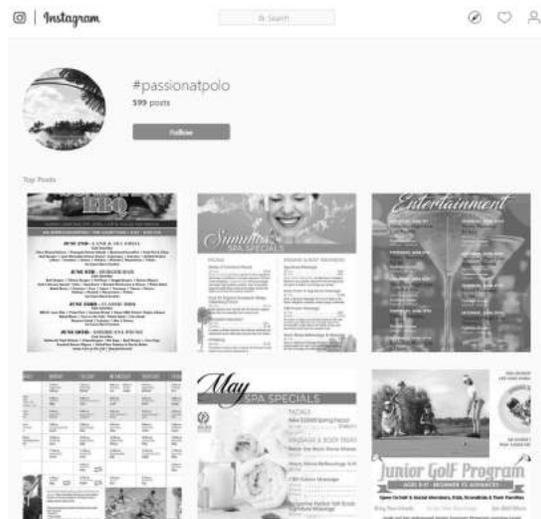
SHOW ME WHAT YOU HAVE

- **4x** as many consumers would rather watch a video than read.
- **1 in 4** lose interest in a company or product if they don't have a video.
- **4 in 5** say that video engages **more** than text.
- Businesses using video **grow** revenue **49%** faster.
- Study focused on Gen X and Boomers...Millennials demand **more!** Source: 2015 Marketing Cheat Sheet



#PASSIONATPOLO

A hashtag is a word or phrase preceded by a hash mark (#), used within a message to identify a keyword or topic of interest on social networks and becomes searchable/discoverable by other users.



SMILE!
YOUR POLO PHOTOS WILL BE ON

SmugMug 

View, download, share and buy photos:
www.poloclub.smugmug.com

Long gone are the days of having to print 1000's of pictures for Members to come in and rifle through.

All Large events are uploaded and can be easily accessed and printed by Member's themselves.



OH NO, THE MILLENNIALS ARE COMING! A Changing Workplace





MIL·LEN·NI·ALS (N.)

[18 to 34 years-young
OTHERWISE KNOWN AS
Gen Y]

51% OF MILLENNIALS
trust user-generated
content reviews
(compared to only 34% of Baby-Boomers)



Millennials aren't alllll
about the money



45% OF MILLENNIALS
WILL CHOOSE
workplace flexibility
OVER PAY

As long as you make your
mission **CLEAR** and
STAY TRANSPARENT,
your Millennials will be happy!

**ONE THING WE KNOW FOR
SURE THOUGH, IS WHETHER
YOUNG OR OLD...**

ALL EMPLOYEES SHOULD FEEL:

Motivated
Confident
NEEDED





Every Day is a Great Day!



**CULINARY PRIDE
@
THE POLO CLUB
OF BOCA RATON**

Edward Leonard
CMC, AAC, WGMC
Director of Culinary Operations

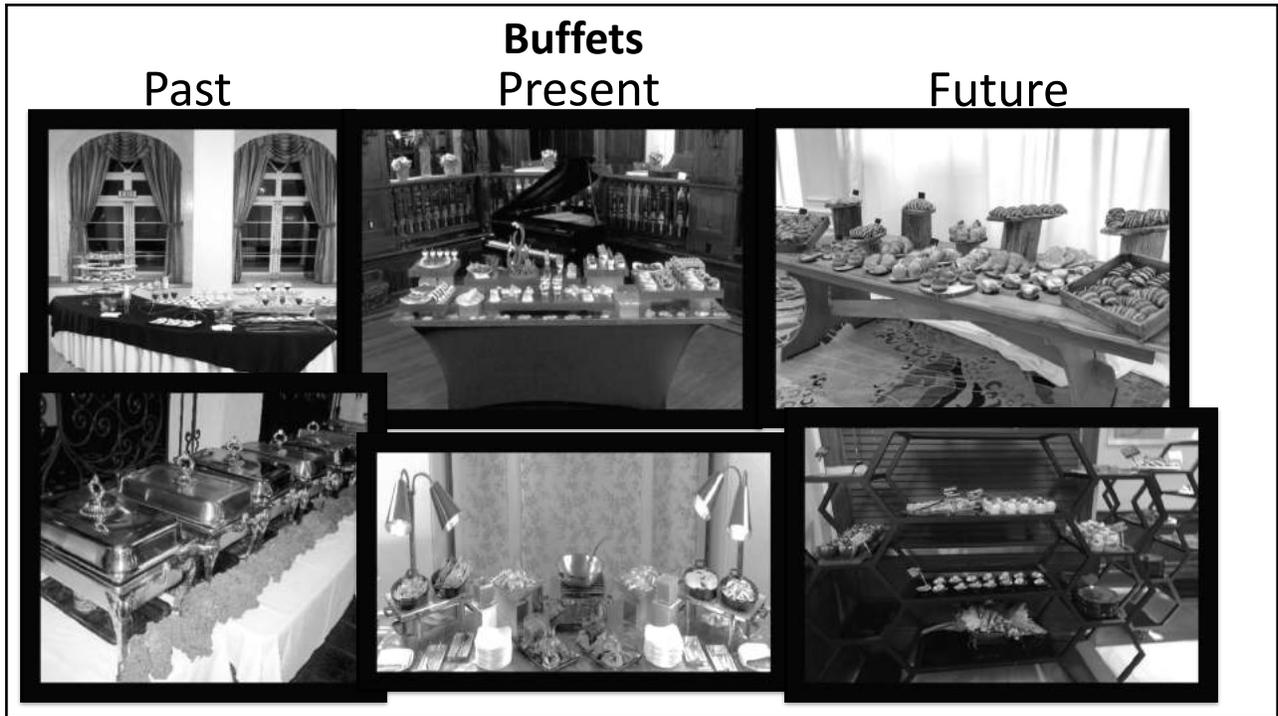




The Past:

- “Club Food” prime rib, baked chicken, red apple rings, bouquets of parsley, pickled beets, three bean salad
- Lower expectations and simpler tastes
- Focus on Golf and Tennis, not F & B
- Kids discouraged from dining venues
- Strict dress codes





The Present:

- Modern Presentations, Ethnic Influences & Themed Venues
- Dining Venues and Social Events Have Become the Focus Of Clubs
- Greater Variety
- Well-traveled Club Members And Media Influences
- Renewed Focus On F & B



The Present:

- Children Welcomed
- Relaxed Dress Codes
- Influenced By Marketing & Social Media
- Social-Conscious Food
- Dietary Needs
- The Experience
- Beginning of the "New Employee"



The Future:



The Commercial Sector: Over a 900 Billion Dollar Industry

Independent Restaurants, Chains, Fast Food, Hotels, Stores, Kiosk, Carts, Trucks, Home Delivery

Source: N.R.A.



The Commercial Sector- How it Effects Us

- Our members belong and support that sector.
- Members dining preferences and likes are shaped by this sector.
- They are competition but also our idea bank.
- Members' behaviors are different when eating out than when dining in the club.
- Technology used in the commercial sector is ahead of the club industry.
- This sector has a financial advantage.



Trends, Sustainable and Maybe Not

- Dietary Needs/ GF
- Food Trucks
- Health And Wellness
- Customer Convenience/ Speed
- Food Sustainability
- Technology
- Bowls
- House-made Condiments/ Branding
- New Kids Meals
- Street Foods
- Vegetarian/ Vegan Cuisine
- Home Delivery
- Plant Based Foods

A New Threat

- Food Home Delivery:
\$1.5 Billion Dollars
Cooked & Un Cooked
- Will Continue To Evolve
- Convenience
- Variety
- Consumers' Desire To Be Part Of The Meal-making Process
- Easy-to-follow Recipes
- Healthy, Fresh Ingredients



Cook Your Own Meal Plans:

- ✓ Appeals To Younger Members
- ✓ Use of key words and meal plans for all tastes.
- ✓ What can we learn?

How?
BY MAKING EATING:



Your Choice

Choose between 13 easy-to-follow recipes, including carb- and calorie-conscious recipes, and recipes without gluten ingredients.



Your Schedule

Change your delivery day, adjust your meals, skip a week or pause your account whenever you need to.



Your Way

Your food made just the way you like it. And it doesn't have to be difficult to be delicious.

Evolution in Today's Diverse Climate is Paramount to our Success.

- Food & Beverage: The New Benchmark
- The New Labor Market
- Creating The Member Experience Based On Innovation, Hospitality & Quality
- Follow And Improve On Commercial Trends



Evolution in Today's Climate is Paramount to our Success.

- Stay Connected With Social Media And Technology
- Find Synergy With The Past, The Present And Future Members Of The Club and Embrace the Differences
- Accommodating The Different Demographics While Running A Business



Evolution in Today's F&B Program is Paramount Success.

- Restaurant Branding
- Clubs Remodeling "The New Look"
- Willingness To Try, Change And Tweak
- Rotating Venues For Events
- Specialty Dining Events/ Pop-Up Restaurants
- Prix Fixe Menus
- Dine – Around's, Small Plates
- Family Events Such As Boca Midnight
- Sustainability
- R&D Sessions



The Polo Club of Boca Raton



Sharing My Passion

Deliver The Experience



Without Imagination & Teamwork We Can't Progress!



Take Risks – Steeplechase

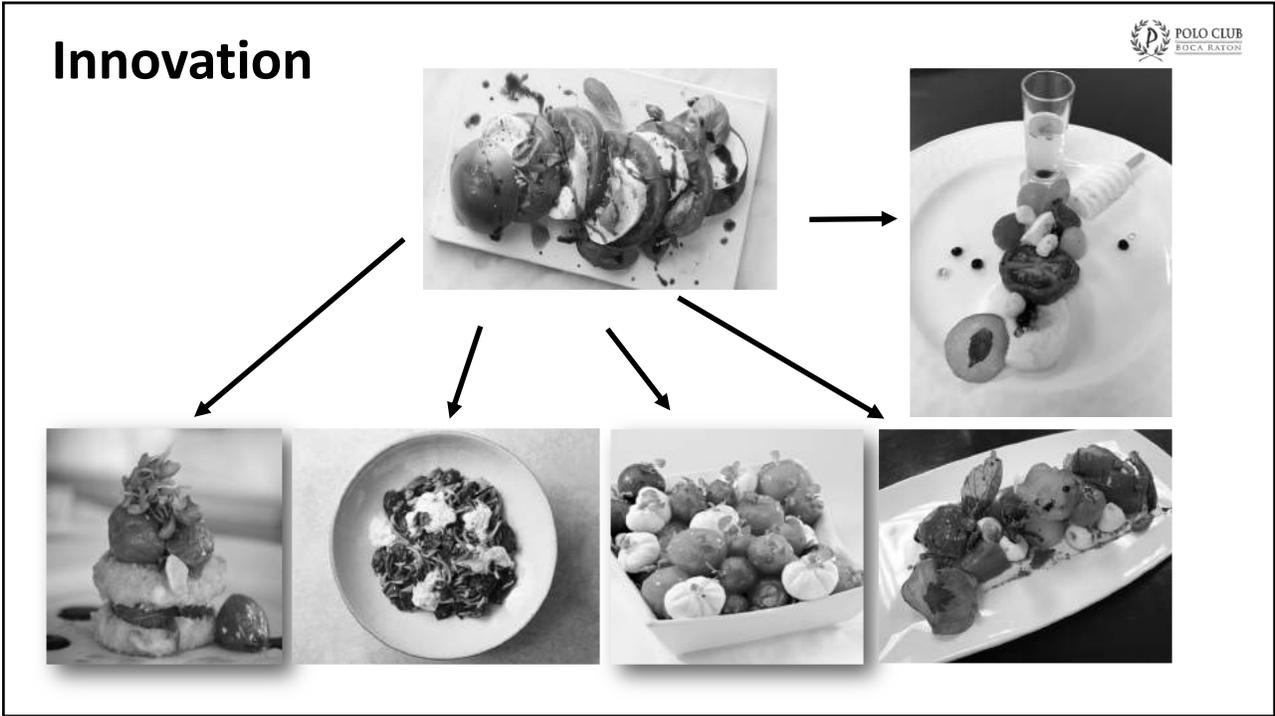


Steeplechase



R&D Sessions: An Investment in Success

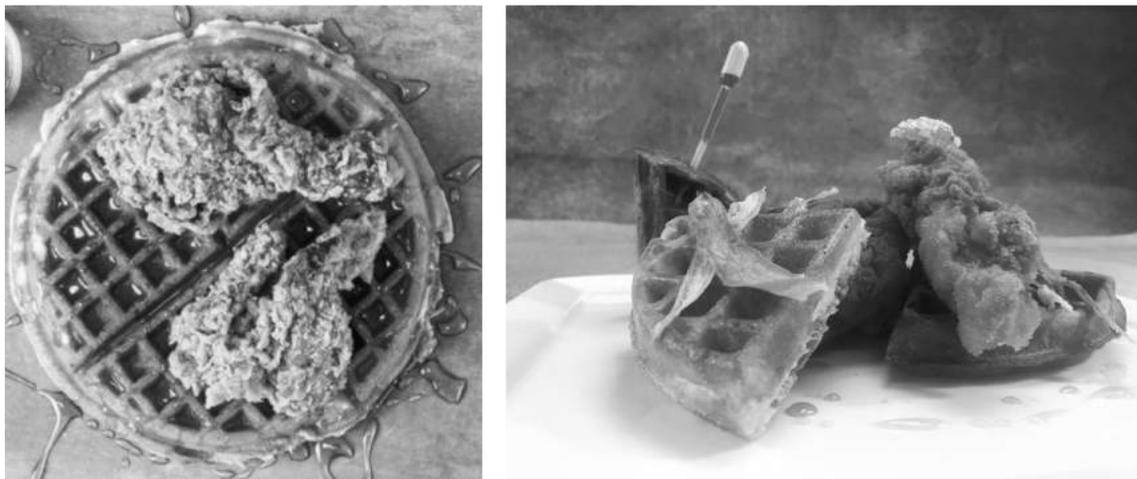




Innovation



Chicken & Waffles



Milkshakes



Lifestyle Eating Choices



Clean Food (Sustainability)



Clean Food (Sustainability)





Clean Food (Sustainability)



Invest In Your Team!





Invest In Your Team!

Adapting in how we deal with the new employee demographic can be challenging.

Not adapting will lead to failure.



The Chef & The GM/COO

- Understanding For The Job
- Today's Labor Market
- Communication
- Support
- Give & Take
- Same Goals & Objectives
- Trust

Is he for real?



Not sure what he doesn't get!! I'm the boss!



Yes you "USE" to be a chef, 15 years ago got it!



The Chef & The GM/COO



- Micro Management or Trust Management?
- Respect Differences
- Know The “Person”
- Support For Resources Needed To Do The Job?
- Partnership is Key
- Is the Vision Aligned



Your Chef



- Passionate and Committed?
- Sharing The Same Vision Then Some?
- Is There a Sense Of Compliancy?
- Is The Chef a Leader Or Manager?
- A Culture Of Excellence?
- Old School or Progressive?
- A Mentor?





Summary

- Clubs need purposeful change that creates opportunities for growth and attracts future members while still pleasing the present demographic.
- Learn from the commercial sector and adapt as needed.
- Keep current
- Stay connected
- Have passion
- Balance in hospitality is important
- Relationships

Thank You