



**CAPSTONE**  
**HOSPITALITY**

Membership Development + Staffing

# **NEW HIRE**

# **MANUAL**

## **History of Capstone Hospitality**

Founded originally in 2009 by Brian Friederichs, Capstone Hospitality was re-established in 2014 after Brian played four years of professional golf on various worldwide tours. Having visited countless country clubs around the world, Brian noticed many clubs fell short of their financial goals, largely in part to a lack of focus on their most important asset; membership. With a strong background in golf, growing a club's membership base, and a desire to see the golf industry rebound due to this lack of focus on its key entity, he founded Capstone Hospitality. Brian currently serves as CEO of Capstone Hospitality.

Capstone is involved with and maintains a strong relationship with management/ownership groups nationwide. Its revenue impact is over \$10 million annually and growing. Indirect impacts are estimated to be over \$10 million annually and climbing.

## **Guiding Principles**

### *The Capstone Way*

Our continual growth is fueled by Capstone's reputation, which stems simply from RELATIONSHIPS and RESULTS. *Relationships + Results = Our Reputation*

The road to results is quite simple, a successful Capstone Hospitality staff member adopts an opportunistic/proactive sales attitude while maintaining a high level of integrity and professionalism. We maintain a positive and professional relationship with members, potential members and staff, and "get after it" when it comes to prospecting and follow-up. Creating multiple lead generating sources followed up with a persistent sales approach leads to our incredibly high "close rate".

## **Our Culture**

The culture and business atmosphere we have created within Capstone Hospitality is one of teamwork, encouragement, hard work, and passion. We are a company that operates under the belief that integrity, professionalism and results-driven-behavior are how we will ultimately succeed.

## **Code of Conduct**

As a Capstone Hospitality employee, you will be expected to maintain professional, cordial, and respectful relationships with all club staff, members, and other Capstone Hospitality employees.

## **Your Role**

### *Membership Director*

Your role is considered by many to be the most important role in the club. You are responsible for building and maintaining a vibrant membership base, which is the lifeblood of any country

club. Typically, at least 40% of a country club's operating revenue comes directly from dues and initiation fees, and that's not counting the extra 20-30% generated by incremental spend (merchandise, food and beverage, lessons, etc.) Clearly, without a strong membership base a country club cannot and will not survive, saving for additional infusions of capital.

Working closely with the General Manager, *you* will build the membership base through your sales efforts. Your primary goal is simple... **SIGNIFICANTLY** exceed all monthly & annual sales budgets while maintaining positive relationships with membership and club staff.

## **Avoiding Pitfalls**

Remember, what distinguishes Capstone is its proven track record for exceeding budgets. The value you add depends on your ability to move the needle by growing membership. Over the course of a typical day, you WILL encounter things that ask for your attention, but do not directly lead towards growing membership. For example, you may receive calls or emails from current members inquiring about their bill or, your accounting department may reach out asking if you'll speak directly with a member regarding their account. While these things are important and must be addressed in some fashion, prioritize highly ONLY the things that directly lead to capturing new membership. Courteously delegate non-sales tasks as much as possible or resolve professionally as quickly as possible so that you may resume your "high value" activities. Your club will have a monthly and annual budget they will expect you to not only hit but exceed.

More importantly, upon your hire and training, you will receive your Capstone Hospitality budget. This budget will be significantly higher than your club's and is the only real indication of success. Failure to maintain your Capstone budget can result in termination, even if the club's budget has been surpassed. As a company, we are successful due to our ability to substantially surpass every club's budget. Setting goals directly coordinated with your Capstone budget will give you your best results.

You are not to involve yourself in hiring, firing, and providing direction regarding staff members of your country club. Your sole focus should be generating revenue for the club by acquiring new members.

Any questions from Management or other club personnel regarding Capstone Hospitality management or billing should be courteously directed to Brian Friederichs or your regional director.

## **Keys to Success**

Remember, you have a vital leadership position in the club in which you work. Take ownership of your account and be *proactive* in making calls and setting up programs. Think critically about what will generate the most leads, sales and revenue for your property and then act decisively.

## Performance Policy

If an employee does not meet performance expectations, Capstone Hospitality may issue verbal warnings, written warnings, and Performance Improvement Plans (PIP). Warnings and PIPs may be issued at the discretion of Capstone Hospitality management. Additionally, Capstone Hospitality has a 3-strike rule, outlined below. If you do not meet the following required expectations, you'll receive a strike:

- Record daily and weekly activity in customized CRM
- Implement Capstone lead generator systems and work with Capstone management to execute on all lead generation plans at your club
- Hit monthly and annual Capstone budgets
- Turn in sales checklists for every sale, completed and signed by the deadline
- Update the Real Time Sales Report everyday/as sales are made, at bare minimum once a week when reports are submitted

If you receive 3 strikes, you receive a 20% commission reduction and a 30-day Performance Improvement Plan (PIP). If you meet the PIP expectations during the 30 days, your commissions rate will return to full rate. If not, then management will have a discussion related to your specific PIP expectations and consequences.

## Dress Code & Appearance

Keeping in mind each club has its own style preferences, it is recommended to dress "a cut above" those with whom you work. For instance, if the club's management wears polos and slacks, it would be advised to wear slacks and a button-down shirt.

Aim to present a balanced, professional appearance without being too "casual" or "flashy". Facial hair is acceptable but needs to remain groomed and professional in appearance.

## Time off Policy

Capstone encourages all staff to take time off in order to maintain energy levels, productivity, as well as work /life balance. All time off requests must be submitted in writing & approved by your direct Capstone Hospitality manager. Approval ultimately will be determined on a case-by-case basis. Follow the required steps below to request time off:

### Short-term time-off policy (3 consecutive days or less off)

1. Submit your time off request, in writing, to Capstone Management a minimum of 4 days prior to the requested time off dates.
2. Along with your request, submit a coverage plan to your Capstone Manager for the days you will be gone. A coverage plan must include detailed steps on how your job responsibilities will be covered while you are taking time off, ensuring sales numbers are not missed, and client relations stay positive.
3. Your time-off request will then be approved or denied by Capstone Management within 24 hours of your formal submission.
4. If approved, you are then required to communicate your time off, as well as your coverage

plan to the Client Club at minimum 7 days prior to your time off.

5. Once discussed with the Client Club, submit written documentation from your Client Club acknowledging and approving your time off to Capstone Management.

### **Long term time -off policy (more than 3 consecutive days off)**

1. Submit your time off request, in writing, to Capstone Management, a minimum of 45 days prior to the requested time off dates.
2. Along with your request, submit a coverage plan to your Manager for the days you will be gone. A coverage plan must include detailed steps on how your job responsibilities will be covered while you are taking time off, ensuring sales numbers are not missed, and client relations stay positive.
3. Your time-off request will then be approved or denied by Capstone Management within 7 days of your formal submission.
4. If approved, you, as well as your Manager, are then required to communicate your time off as well as your coverage plan to the Client Club at minimum 30 days prior to your time off.
5. Once discussed with the Client Club, submit written documentation from your Client Club acknowledging and approving your time off to Capstone Management.
6. If more than 3 consecutive days are taken off, & Capstone is required, by Client Club request, to bring in onsite coverage during your time off, then Capstone reserves the right to approve the vacation as unpaid.

### **Additional Tips**

\*Be politely persistent

\*Always get name & contact information of a potential member! Also, make sure that the staff is aware and on board with doing the same if you are not available. Do not let a potential member take membership information without first getting their full contact information.

\* Negotiating and reducing the initiation fee/including perks into membership agreement is a part of membership sales. Before jumping straight to lowering an initiation fee, learn other perks that the club is willing to include. For example, free fitness, cart fees, bag storage, a locker may be things that don't necessarily cost the club money but add value for the future member. Before discounting or including anything do your best to sell the value of the club and benefits.

**Welcome to the Capstone Hospitality Team! We are here to help you in any way possible!**

**Please sign below and return this page to management as acknowledgment that you have received, read and understand everything in the Capstone Hospitality handbook.**

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_