

**CLUB MANAGER (CM) PROFILE: PHILADELPHIA CRICKET CLUB
ST. MARTINS CAMPUS
PHILADELPHIA, PA**

Why this is a great position: The ideal candidate will use this position to springboard their career to the next level. The last 4 individuals who have held it went on to be General Manager/COO's at high end respected Clubs, and are thriving because of the development and experience they gained at PCC.

PCC is a top 50 Platinum Club, and a Distinguished Emerald Club of America. The Club is truly world class. The leadership team is comprised of the best and the brightest professionals in the industry. The environment and culture are both collaborative and supportive. It is a great place to work!

Mission Statement

The Philadelphia Cricket Club is one of the finest private family-oriented full-service country clubs in America. As the nation's oldest country club, the Club has a rich sporting heritage of which we are proud and which we strive to preserve and enrich. The Cricket Club provides preeminent recreational and social experiences for its members, their families and friends by maintaining exceptional standards in its facilities, programs, services and professional staff.

The Club

Founded in 1854, **The Philadelphia Cricket Club** (PCC) is one of the oldest clubs in the country devoted to the playing of games. As the name indicates, the Club was formed by a group of young men of English descent who had played the game while students at the University of Pennsylvania. In 1883, The Club "came home" to Chestnut Hill through the generosity of a benefactor, Henry H. Houston who arranged for them to settle down at The Club's present location on West Willow Grove Avenue in the St. Martin's section of Chestnut Hill. Shortly after, other games and amusements were added. The Club was one of the founding members of the American Lawn Tennis Association in 1881. When a National Women's Tennis Championship was inaugurated in 1887, the event was conducted at The Club and held there annually until, in 1921, the championship was moved to Forest Hills, New York.

When the Golf Association of Philadelphia was organized in 1897, The Club was one of four founding members. The nine-hole course was built in 1895 and a new eighteen-hole course in 1897. The old eighteen-hole course, known as St. Martin's and now reduced to a pleasant nine-hole layout, hosted the United States Open Championships in 1907 and 1910.

Because The Club did not own the grounds on which the golf course was built, a large tract of land was purchased in 1920. A new championship course (The Wissahickon Course, designed by Club Member A.W. Tillinghaust) was constructed in Flourtown, which opened for play in 1922. The Wissahickon Course is ranked #32 in Golf Weeks Top 100 Classic Courses. An addition to golf was built in 2002 (Militia Hill), and a private shooting preserve has also been added. A comprehensive program in all sports is provided for members. Today at St. Martin's, The Club provides facilities for tennis, squash, swimming and paddle tennis. The game of Cricket was disbanded in 1924 but was revitalized in 1998 by the Director of Tennis who grew up in New Zealand where Cricket is popular.

Today, PCC's main campus is the St. Martins location in the heart of Chestnut Hill, a quaint area with nearby schools, distinctive shops and restaurants. Yet, it lies within the City of Philadelphia just a short distance from the center of

the vibrant City itself. The Wissahickon and Militia Hill clubhouses are located in the active suburban bedroom community of Flourtown, approximately 20 minutes from the main clubhouse, also within the City of Philadelphia.

The main clubhouse and property is at the St. Martins location, which is where this position is based. The Club is very family oriented and provides an extremely active junior program, including major summer camps, active swim teams and aquatics, and a wide array of other adult and family programming.

For more information, please visit The Philadelphia Cricket Club website at: www.philacricket.com

Club Facts:

- 21 grass tennis courts
- 9 clay courts
- 2 indoor tennis courts
- 3 singles squash courts
- 2 doubles squash courts
- 4 paddle tennis courts, along with a recently renovated warming house
- 8 lane swimming pool with diving section
- Children's pool
- 9 hole golf course at the St. Martins campus, 36 holes at the Flourtown property
- The club recently completed \$17 mm capital project affecting both the St. Martins and Flourtown campuses.
- The Club is currently developing a Master Plan designed to continue the great momentum the Club now enjoys.
- A large, multi-dimensional clubhouse featuring five meeting/dining spaces accommodating from 20 – 250 guests, along with outdoor dining spaces and multiple kitchens. The pool pavilion was renovated a couple of years ago, and opened to fantastic reviews. Other significant capital project enhancements included a renovation of the locker rooms, the addition of 5 new squash courts and the conversion of two existing courts into a fitness center.
- At present, there are approximately 800 Golf Members, and another 800 Members in all other categories
- Full Membership initiation fees are \$15,000 plus \$18,000 in capital assessment, with annual dues of \$11,000.
- Food and Beverage Revenues for the St. Martins campus are approximately \$3,500,000 combined for all locations. Of these amounts, approximately 55% of revenues are from ala Carte operations, and 45% from banquet/catering sales.
- The Club is organized as a 501(C) 7, tax exempt, not for profit entity.
- There are approximately 46,000 rounds of golf played annually.
- The Club is organized under a strong GM/COO concept to lead operations, working closely with a 19 person Board of Directors, each of whom is elected for a three-year term.
- There are approximately 360 employees in season in all departments (including both campuses).

The Role

The Club Manager at The Philadelphia Cricket Club is ultimately responsible for all operating areas at the St. Martins campus, essentially being the 'face' of these operations, as well as other club operations including locker rooms, squash, tennis, fitness and pool operations; in essence, the CM is the General Manager of the St. Martins club operation. The CM leads a team comprised of the Housekeeping, all FOH Food and Beverage Managers, the Pool Director and Swim Coach, Director of Squash, Director of Tennis and Paddle, Director of Squash, Director of Fitness, and camp and sports academy leaders and, ultimately, their respective direct reports.

In the PCC organization, the Club Manager reports directly to the highly regarded General Manager/Chief Operating Officer, who joined PCC approximately seven years ago and has lead the Club, in conjunction with the Board of Directors, through a series of organization and facilities changes and improvements, and national level golf championships.

The CM is expected to be the epitome of a modern, progressive, dynamic style of club leadership, representing him/herself in an exceptionally appropriate manner at all times with each constituency of Club involvement--- members, guests, staff, vendors and within the greater Chestnut Hill community at large.

The CM is the primary coordinator of all campus activities and sports programming, including budgeting, hiring, training, orientations and teammate 'culturization,' and supervision of associates. Working with appropriate team members, he/she will therefore be utilizing and applying relevant and necessary marketing techniques to drive member usage of operations along, assuring member and guest needs and desires are consistently met and often exceeded. *Club member and guest satisfaction and enjoyment of the comprehensive experience at PCC, from the drive in to the drive out, are primary 'drivers' to its overall Club success.*

The CM, as a strong and highly visible and respectful presence with the membership, must be an exceptional communicator, have adroit personal interactive skills and the maturity to instinctively know how to make members and guests feel that they are known and appreciated. Further, he/she must be able to communicate these expectations to a diverse background staff and get them to understand and execute to those expectations.

The PCC membership represents a varied demographic age range (average age is 54 years) and the CM is the key influence to ensure that these groups are engaged from a food and beverage programming, activities, sports, "servicing and PCC experience" perspective. Members are exceptionally social and active, and are trending younger with even more family involvement. The CM must be intuitively engaged and in tune with this very family-centric, fiscally responsible environment, and able to "take clear ownership" of the areas that he/she is responsible to oversee. *Membership satisfaction in the areas of responsibility for the CM must consistently exceed expectations and the high EQ/Emotional Intelligence of the Club Manager to "get it" and "hit the ground running" is of primary importance.*

Additionally, important and critical to the CM's success is the ability to multi-task, set clear and concise 'targets' for his/her team, and be a valuable mentor/developer of talent and promoter of positive team dynamics.

Initial Priorities of the Club Manager

1. There are several very talented young managers who have recently joined the St. Martins operations team. They require hands on mentoring and guidance. They must be developed in their current roles, and collectively as a highly functioning, synergistic team. **The Club Manager needs to be a strong teacher, mentor, and team builder who has solid and verifiable track record in this area.**
2. The Club has a multi-faceted Food and Beverage program. The operation has shown steady improvement. Taking it to the next level will require a new, clearly defined vision for the future, and short and long term strategies to achieve this vision. **The Club Manager must be capable of leading in the development of the vision, and implementing strategies to achieve it.**
3. The St. Martins campus has many moving parts. Our excellence is often measured by hitting the details. We have a discerning membership and highly motivated executive team. **The new Club Manager must have a track record of managing details and getting things done. S/he must know when to be personally hands-on, and when to do things through direct reports.**
4. The Club Manager of St. Martins positions rivals that of the general manager position at most country clubs in terms of complexity and scope of responsibility. Business acumen is a critical competency for the position.

Budgeting, project management, and senior-level team leadership are some of the most important skill sets for this position. **The new Club Manager St. Martins must have a track record of ability to master the business duties of his/her areas in a short period of time.**

The Individual - Club Manager - Candidate Specifications, Qualifications & Experience

- *A strong and passionate leader with strong general club operations experience, and especially strong food and beverage credentials, as well as a proven track record of providing high quality, personalized service in a hospitality or membership constituency setting, and with a personality that is commensurately appropriate to The Philadelphia Cricket Club culture.*
- A confident, proactive *Team Builder* who has a history of attracting, developing and retaining a high performing staff, and providing strong mentoring experiences with his/her team. There are several young managers at PCC, who will develop at an even more effective, higher level with mentoring at a high "EQ" level.
- Strong financial and budgeting capabilities.
- An intuitive style resulting in a *sincere and visibly engaged presence* with Members, Guests and Staff; a truly nice "people person."
- Strong and verifiable skills and excellent knowledge of multi-dimensional ala carte dining and banquet service.
- A record of developing strong and upwardly successful associates and direct reports, and having excellent and positive relationships with his/her fellow senior staff.
- Experience with internal membership marketing, innovative member events and activities programming, and a good sense of 'consensus building' to larger picture goals and objectives.
- Exceptionally strong focus and attention to details, as well as a record of strong "self-reliance" and "responsibility based leadership -vs- schedule based focus".
- Especially strong organizational skills.
- A sensitivity to valuing staff and a strong sense of discretion when it comes to dealing with membership, personal and expectation matters in the workplace.
- A thoughtful approach to innovation and keeping things "fresh and exciting", while respecting the significant tradition and culture of one's workplace.

Other Traits, Skills and Competencies

- Strong management skills with verifiable strengths in "personal motivation and self-starting" leadership, financial performance, and people skills.
- The *ability to consistently define and achieve goals and objectives*. Proven and verifiable leadership qualities with demonstrated ability to direct, coordinate and control all facets of an active food and beverage operation with *revenues exceeding \$3.5M* at the St. Martins location.
- Knowledgeable regarding typical club F & B and clubhouse operations critical benchmarking and financial metrics that lead to proactive responses to trending curves.
- *Exceptionally strong communication and facilitation skills, both written and verbal, with the appropriate personal presence, and a desire and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of The Philadelphia Cricket Club.*
- *Ability to be a leader in the various committees, and lead the process, while creating an atmosphere of inclusion and collaboration.*

Miscellaneous

- A professional with a verifiable, positive career track, unblemished by inappropriate behavior of any sort that would be potentially detrimental or embarrassing to the membership of The Philadelphia Cricket Club. Someone who has been a “difference maker” wherever he/she has been in the past.
- A person of proven integrity.
- A person who is committed to professional growth and development, for him/herself and his/her team of associates.

Interviews will occur immediately with the expectation of the new Club Manager starting his/her role within the next couple of months.

Education

- A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience may be considered.
- Certified Club Manager (CCM) designation from CMAA, a Certified Food and Beverage Executive (CFBE) designation from the American Hotel & Lodging Educational Institute, or a Certified Food Executive (CFE) through the International Food Service Executives Association (IFSEA) is highly desirable.

Salary: A competitive salary and benefits package, along with incentive opportunities, will be available to the ultimately selected candidate.

Please send in your resume and cover letter to lrobinson@philacricket.com.