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RCS
HOSPITALITY
GROUP

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The Way Forward

STRATEGIZING FOR RE-OPENING


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A NEW NORMAL?


- HOW WILL OPERATIONS CHANGE?
- ANTICIPATING MEMBER EXPECTATIONS
- EMPLOYEE NEEDS
- COMMUNICATIONS
- TIMELINE PLANNING IN PHASES
- TECHNOLOGY USAGE AND COMFORT

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THE STRATEGY > PHASE 'THINKING'



PHASE 1
IMMEDIATE AND OPENING



PHASE 2
STABILIZING



PHASE 3
LONG-TERM OPERATIONS

A NEW Day – Looking Forward, We Aren't Going Back

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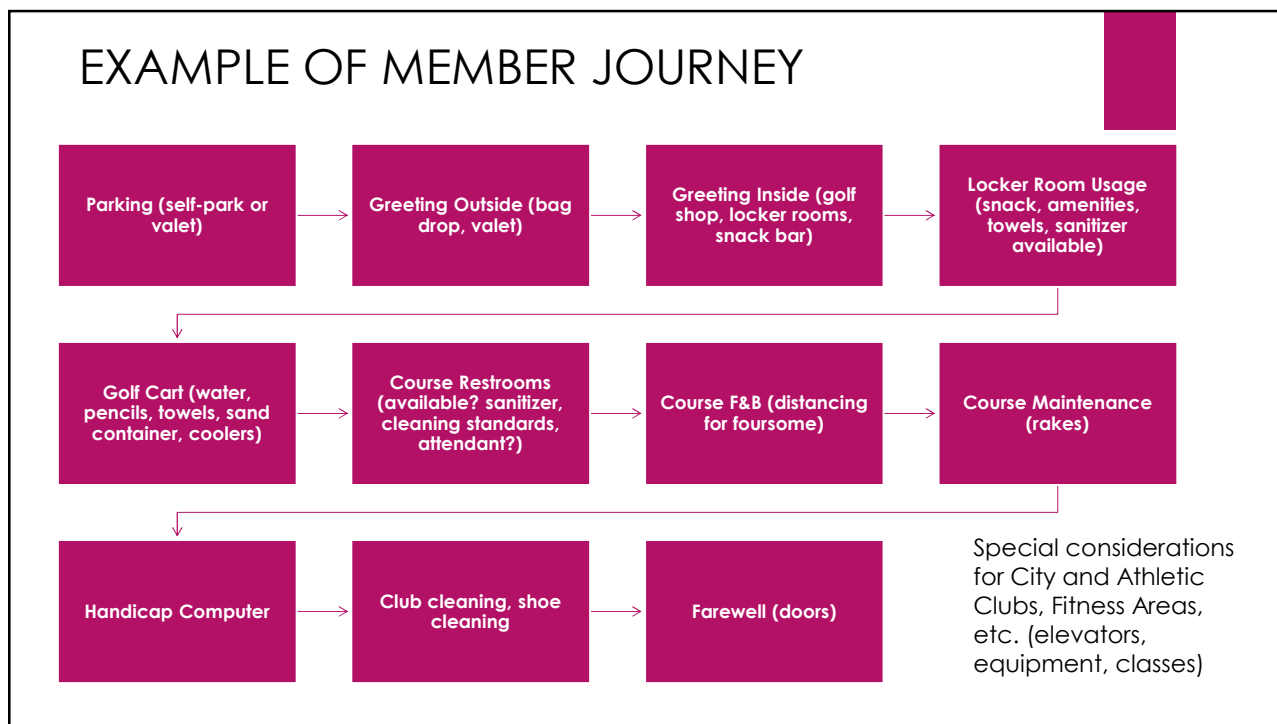
FOR EACH DEPARTMENT

- Updated standards
- Updated policy/procedure
- Changes to previous operation

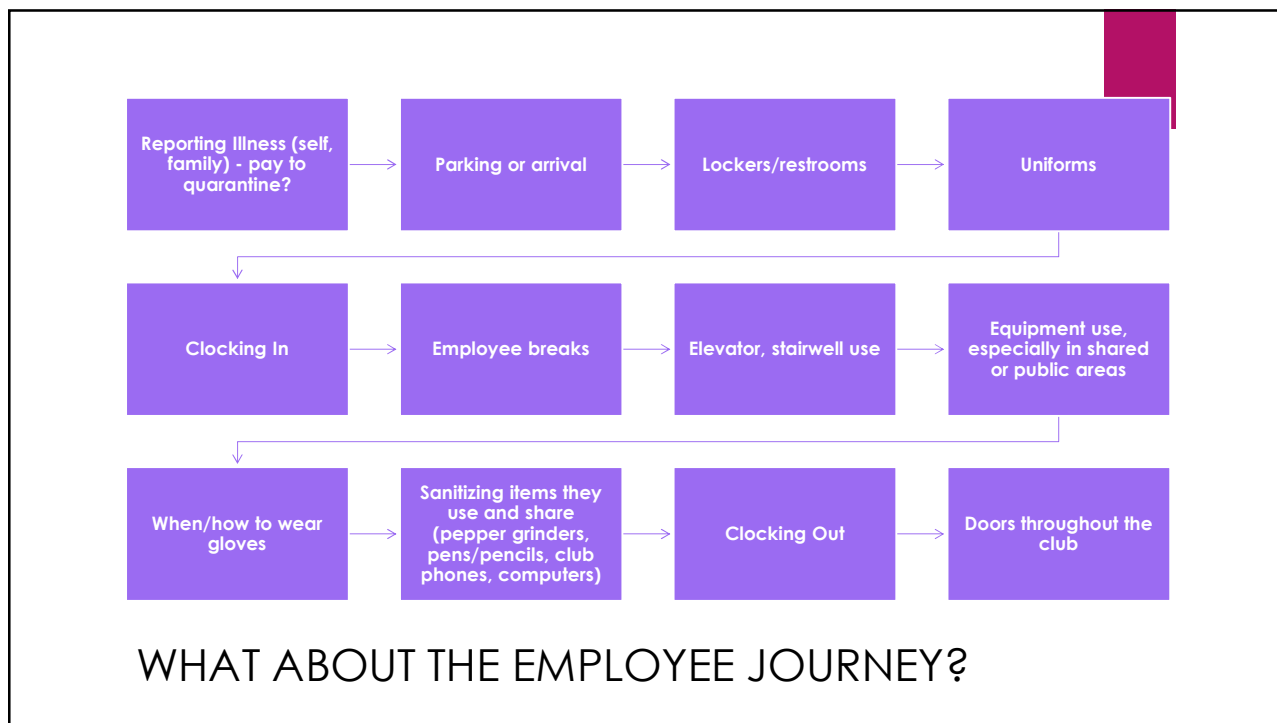


- Planning- (use customer journey steps)
- Policies/Procedures
- Board and Committee Meetings/Communication
- Member and Employee Communications
- Training and Retraining
- MGT Meetings (one voice)
- Budget / Cash Flow Reforecasting

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What Needs To Be Done?	Who Will Do It?	By When Will It Be Done?	What Tools, Resources Are Needed?	How Will This Impact Budget Or Past Practices?	How Will It Be Communicated?	Staffing Changes?
New Menu	Chef, Sous Chef, FB Dir	3 wks before opening	Plating guide, inventory ordered, printing, staff tasting	Increased COGS, labor for training	Special member letter about dining services	Recruiting, hiring needs

QUICK
BRAINSTROM
FOR EACH
ITEM

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THINGS YOU CAN DO RIGHT NOW

HISTORICAL DOCUMENTATION

- Journal happenings of the days / weeks
- Photos of club doing extraordinary things
- Photos of committees, board, and club leadership making decisions
- Photos / videos of staff working
- Chronicle in news stories

RE-ENVISION OPERATIONS

- Set standards
- Dare to think of 3, 5, 10 years down the road and how things might change

RESET STANDARDS

- Global standards
- Department standards
- How can you best communicate and train these standards

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THINGS YOU CAN DO RIGHT NOW

<h3>Member Survey</h3> <p>Ascertain immediate expectations and long-term needs</p> <p>Survey satisfaction with response to crises</p> <p>Satisfaction with reduced or changed services and willingness to keep through 'new normal' phase</p> <p>Conduct virtual focus groups</p>	<h3>Food & Beverage</h3> <p>Research menu, beverage trends</p> <p>Reorganize kitchen and storage</p> <p>Cost/price accuracy of menus</p> <p>Reformat menus, clean up POS</p> <p>Plating guide, Plan menu test for staff</p> <p>Purge old inventory and record</p> <p>Create new beverage menu</p> <p>Revamp wine list, plan inventory management of wines by the bottle</p>	<h3>Training</h3> <p>Staff & Management</p> <p>Write new policies/procedures</p> <p>Plan weekly focus club-wide</p> <p>Become more family or women friendly through training</p> <p>Create/revamp open/close checklists</p> <p>Take photos of new policies</p> <p>Film welcome video for orientation</p>
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THINGS YOU CAN DO RIGHT NOW

<h3>REFORECAST</h3> <p>Changes to operations</p> <p>Changes to KPI's</p> <ul style="list-style-type: none">• Revenue• COGS• Labor• Other expenses <p>Train managers on how to write a variance report</p> <p>Create meaningful 'dashboard' of key data</p>	<h3>EVENT PLANNING</h3> <p>Member 'Thank you' welcome back</p> <p>Club calendar</p> <p>Holidays</p> <p>Summer Camps</p> <p>'Grand Re-Opening'</p>	<h3>COMMUNICATIONS</h3> <p>Document club response (for welcome back event)</p> <p>Plan opening communications, add dates later</p> <p>Plan employee communications, add dates later</p> <p>Plan marketing efforts for new members</p> <p>Explore social media if not already using</p>
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THANK YOU!

- ▶ RCSU subscribers will have access to virtual coaching by RCS consultants/trainers and special curated webinars to help clubs open quickly and effectively.
- ▶ ICYMI: RCS is offering RCSU complimentary (for 30 days) through April 20, 2020.
 - ▶ Sign up at RCSUniversity.com

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