James Smith, CCM

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# General Manager / COO

# *Exclusive Private Country Clubs, Golf Courses, Yacht Clubs*

More than 10 years of General Management successes preceded by several years of increasingly responsible F&B operations experience at exclusive private country, golf and yacht clubs. Significantly strengthened each club in terms of member growth, service quality, fiscal soundness and staffing. Built, trained and led highly professional, loyal teams of up to 250 that have a thorough understanding of discriminating club members’ expectations and how to deliver on those expectations. In-depth knowledge of financials, including forecasting, budgeting and purchasing for clubs with $2 million to over $9 million in annual revenue. Creative in problem solving and conceptualizing special events and member traditions at new clubs. Strong attention to detail required to advance the growth of high-end clubs.

**General Management Strengths**

* **P&L Management**
* **Operations Management**
* **Financial Management / Forecasting / Budgeting**
* **Member Growth & Retention**
* **Food & Beverage (F&B) Operations**
* **Purchasing & Inventory Management**
* **Golf Course Operations**
* **Marina Operations**
* **Staff Training, Development & Promotion**
* **Renovations / Capital Improvements**

# Professional Experience

# General Manager - HappyVille Golf Club - Pleasant, NC • Oct. 20xx to Present

*Private, upscale, developer-owned golf and country club on the shores of Lake Happy with 1,115+ members; an 18-hole Greg Norman Signature golf course, 14 acres comprised of golf pro shop, 6 tennis courts, tennis pro shop, fitness center, swimming complex with 3 pools, dining and banquet facilities, and an on-site wastewater treatment plant; facilities total: 87,000 sq. ft.; $9M in total annual revenue; $3 million in F&B revenue*

Selected to establish the Club’s reputation as the top club in North Carolina while controlling soaring food costs. Manage day-to-day operations: budgeting (operating and capital), policy and procedure development, member services, events, F&B operations, purchasing, inventory control, staffing, training, community relations, and facilities. Provide leadership and direction to 250 employees and 28 managers. Hired and develop 11 Department Heads, including AGM, Golf Course Superintendent, Head Golf Pro, Clubhouse Manager, HR, Controller, and Executive Chef. Manage positive relationships with key corporate customers and community leaders.

**Achievements:**

**― Drove and effectively managed rapid growth from 600 members to over 1115 and tripling of annual revenue to $9M while meeting budget requirements each year ―**

* F&B revenue grew from $1M to $3M per year with over 65% of revenue derived from ala carte sales. Reduced food cost of goods sold from 50% to 36% while improving overall member satisfaction.
* Oversaw concept, design and construction of 2 new facilities: General Store with open air bakery, Starbuck’s, and convenience store offerings, as well as the Clubhouse, a 17,000 sq. ft. dining and banquet facility with a seating capacity of 450. Also managed complete renovation and upgrade of the fitness facility which is now considered one of the top private club fitness facilities in the Carolinas.
* Established several popular member traditions where none previously existed. Examples include President’s Banquet, Peel & Pound Night (increased Thursday night dining room usage from 50 to 200+), Oyster Roast, the Member Holiday Party, and other events.
* Recruited top-performing, career-minded team members. Trained and developed 2 Assistant Managers for promotion to General Manager, 3 Sous Chefs to Executive Chef, 2 Assistant Golf Professionals to Head Golf Professionals, and an Activity Director and HR Manager to corporate-level positions.

# General Manager - The Sunshine Yacht Club - Sunshine, NC • Nov. 19xx to Sep. 20xx

*Developer-owned private club with pool, ship’s store, 410-slip marina, and 18,000 sq. ft. club house with dining room seating for 100 guests, banquet facilities, bar/lounge; 950 members; $2.5M in annual revenue*

Directed overall operations including budgeting (operating and capital) and financials, F&B operations, housekeeping, sales, marketing, PR, customer service, facilities management, and special events. Supervised a staff of 60 employees through 7 department heads, including Accountant, Membership Director, Chef, Catering Director, Dining Room Manager, Bar Manager and Marina Manager.

**Achievements:**

**― Grew revenues from $1.75M to $2.5M, membership from 600 to 950 during tenure and established several innovative member traditions that are still in place ―**

* Initiated and launched successful catering department and selected/trained Catering Manager.
* Trained and developed Catering Manager, Bar Manager and Marina Manager for promotion.
* Formed alliances with boat dealers that increased membership and boat slip rentals.

# Service Director - Pleasant Yacht Club - Pleasant, SC • Oct. 19xx to Aug. 19xx

*Private waterfront yacht club with a 13,000 sq. ft. clubhouse with numerous dining areas, 7 tennis courts, swimming pool, fitness center and a sailing program; approximately 600 members; $1M in F&B revenue*

Hired, trained and scheduled 3 dining Captains and 25 service staff, including ala carte and banquet servers, and bartenders. Managed beverage purchasing and inventory control, including a wine cellar with a $35,000 inventory. Served as General Manager during GM’s leave of absence.

* Contributed to improvement of service quality and member satisfaction while reducing labor costs through better labor management and scheduling.
* Trained new staff and revised the Club’s employee on-boarding program.

**PRIOR EXPERIENCE**

Assistant Clubhouse Manager – The Happy Club in Happyville, NC, Jul. 19xx to Aug. 19xx

Assistant Food and Beverage Director – Sunny Golf & Country Club in Pleasant, NC, Jan. 19xx to Jun. 19xx

# Education / Certification

Georgia Southern University – Statesboro, GA, Jun. 19xx

**Bachelor of Business Administration -** Major: Production Operations Management

Certified Club Manager (CCM)

Star Certified Maitre’d

Active Member – CMAA

Elected Board Member – Carolinas CMAA

Past Certification Chairman – Carolinas CMAA

Current Education Chairman – Carolinas CMAA