



ASSISTANT GENERAL MANAGER PROFILE MONTEREY PENINSULA COUNTRY CLUB PEBBLE BEACH, CALIFORNIA

The Opportunity

The Assistant General Manager (AGM) position at Monterey Peninsula Country Club (MPCC) is an exciting opportunity to work at a nationally recognized and highly acclaimed private club. MPCC has seven *a la carte* dining venues throughout its 400+ acres. Successful candidates will have extensive food and beverage experience managing multiple dining operations and locations. Master planning and renovation experience is also important due to a major clubhouse renovation project that will be taking place at the Club in the next two years.

The Club

The Monterey Peninsula conjures up images of rugged coastline, breathtaking vistas, fragrant pine and cypress trees, and world class golf. Platinum, Distinguished Emerald, member-owned, Monterey Peninsula Country Club (MPCC) is all that and more. Rich in history; with two world-renowned, 18-hole championship golf courses, seven dining venues, a dynamic team of leaders, and a stellar membership, the MPCC embodies the legend and spirit of the Monterey Peninsula.

The approximately 1,100 members and a staff of 200 are proud of their club's beauty and history. The Bing Crosby Pro-Am Tournament was played on MPCC's Dunes Course for 18 consecutive years, beginning in 1947, and then shifted to the Shore Course in 1965 and 1966. The Crosby Pro-Am later returned to MPCC in 1977. In 2010, the AT&T Pebble Beach National Pro-Am, in conjunction with the Club, agreed to include MPCC's Shore Course in its regular rotation. In 2013, the agreement was extended through 2020.

The busy \$5.8M F&B operation split evenly between *a la carte* and banquet at Monterey Peninsula Country Club is also among the finest on the Peninsula. MPCC has seven separate dining venues in multiple locations throughout its 433 acres, including

**For more information about
Monterey Peninsula CC, visit:
www.mpcpb.org**

the Grill, Loggia, Main Dining Room, Shore Shelter, Dunes Shelter, Women's Private Dining Room, and Men's Private Dining Room; along with the stunning Beach House which is used for special events and private parties. The club has six commercial kitchens, and the main kitchen includes a chef's table that is popular with members.

Assistant General Manager (AGM) Description

The Assistant General Manager at Monterey Peninsula Country Club is ultimately responsible for all food and beverage operations at the Club. He/she is essentially the 'face' of these operations. The AGM leads a team comprised of the Executive Chef, Dining Room Manager, Catering and Banquet Director, Shelter Manager, Golf House Supervisor and Administrative Assistant. The AGM is a key member of the Executive Team and will be involved in strategic and master planning.

Monterey Peninsula Country Club is a dynamic, progressive organization and the AGM role is critical to the Club's overall success and is the primary coordinator of food and beverage budgeting, hiring, training, teammate "culturization," and supervision of associates. He/she will therefore be using and applying relevant and necessary marketing techniques to drive member usage of food and beverage operations along; assuring member and guest needs and desires are consistently met and often exceeded. Club member and guest satisfaction and enjoyment of the culinary and service experience at Monterey Peninsula Country Club are primary "drivers" to its overall success.

The AGM, as a strong and highly visible and respectful presence with a membership of varied demographics, 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 consistently treated in a manner befitting a Platinum-level club. Further, he/she must be able to communicate these expectations to staff with diverse backgrounds and get them to understand and execute to those expectations. Members are exceptionally social and active, and are trending younger. The AGM must be intuitively engaged and in tune with this member-centric, fiscally responsible environment.

The ideal candidate will:

- \$5.8M F&B revenue
- \$275,000 Initiation fee
- 2 Top 100 golf courses
- \$10,800 Annual dues
- 50% *a la carte*/50% banquet
- 7 *a la carte* dining outlets:
 - *Loggia* - Scenic dining room and bar area that overlooks Dunes # 18 and Shore # 1 holes
 - *Main Dining Room* - Dinner venue that seats up to 400
 - *Grill* - Popular lunch and dinner venue that seats up to 100
 - *Dunes Shelter* - Popular restaurant on the Dunes course used by golfers and diners includes fire pits, pizza oven, and magnificent view of the Pacific; \$1.2M F&B
 - *Shore Shelter* - Located on the Shore course is primarily used by golfers
 - *Men's Private Dining* - Located in the Golf House, adjacent to the men's locker room
 - *Women's Private Dining* - Located in the Golf House, adjacent to the women's locker room
 - *The Beach House* is a scenic house on the shore used primarily for private parties and special events
 - The Chef's Table is a popular 6-8 person private dining venue located in the main kitchen
 - 69 Average age of members
 - 180,000 covers per year; 20,000 covers during AT&T Pro Am
- Develop interesting and innovative ways of promoting Monterey Peninsula Country Club activities.
- Ensure that special club events are well conceived and executed.
- Ensure that internal marketing and sales promotions for F&B operations occur on a timely basis, and in an appropriate style and volume of information.
- Be responsive to requests for menu selections, event planning, etc., and strives to find creative ways to accommodate member requests. Embraces a philosophy of: "the answer is 'yes,' now what is the question?"
- Serve as an ad-hoc member of appropriate Monterey Peninsula Country Club committees.
- Have an active part in the master and strategic planning process specifically as it relates to Clubhouse renovations planned within the next two years.
- Be able to clearly understand the financial metrics for successful attainment of goals and objectives in F&B and other areas of responsibility, and consistently review these expectations with his/her direct reports to ensure understanding and 'buy-in' from those contributing to their attainment.
- Have a strong sense of urgency and responsiveness, while also maintaining quality and integrity of the plan.

Culture and Core Values

Members of Monterey Peninsula Country Club gather for a golf experience like no other, two top ranked golf courses set on 400 acres of forest, dunes and two miles of coastal landscape.

Bound together by their love of golf as well as differences in their backgrounds, experiences and interests, our Members value the opportunity to meet new people and develop long-lasting friendships in a setting marked by a most magnificent meeting of land and sea.

Our mission to consistently exceed the expectations of our Members and their guests is the result of particular emphasis on the following core values:

GOLF - A world-class golf experience for our Members and their guests is our highest priority, from the moment they enter our Club property until the time they leave. The experience we seek includes excellent golf courses, collegiality among our Members, as well as impeccable service from our staff. We will maintain our golf courses at a level consistent with our nationally recognized peers, and we will continuously improve them while maintaining their design integrity.

DINING - Be a dining location of choice for our Members. Appeal to their diverse culinary preferences and make their dining experience enjoyable, comfortable and personal.

MEMBERSHIP - Foster a friendly and welcoming environment that attracts Members with different backgrounds, experiences, and interests. Provide events and activities that encourage Membership interaction.

WELLNESS - Make available wellness programs that can help improve the vitality of our Members' lives, increase strength and flexibility, educate and support healthy choices and decisions.

FINANCIAL STRENGTH - Ensure our future by maintaining a financial position, including Membership fees and dues that are sufficient to support our core values.

COMMUNITY INVOLVEMENT - Be acknowledged as a positive factor in the community. As good citizens, provide access to our courses and facilities for selected charitable events and golf tournaments.

CONTINUOUS IMPROVEMENT - Regularly evaluate our progress. Improvement is always a high priority.

- Recommend and uphold approved policies and procedures for the F&B operation and other areas.
- Be an active and dynamic recruiter of team members, as well as a mentor, who inherently enjoys developing, training and building his/her team.
- Ensure that effective and efficient staffing and scheduling occurs at all dining outlets, balancing financial appropriateness with member satisfaction desires.
- Develop and enhance orientation, on boarding and consistent training programs for all food service and culinary personnel. The Assistant General Manager must be someone with a passion and aptitude for 'teaching' and training.
- Be a focused and consistent evaluator of personnel. A respectful, positive self-motivator with a coaching style that brings out the best in others. The Assistant General Manager holds regular meetings with direct reports to keep them informed of necessary and relevant activities and expectations.
- Assist in the development of the annual operating budget. Regularly monitor and assess his/her department's performance against budgeted expectations. The Assistant General Manager has timely oversight of necessary and appropriate data trending to assist in running the department.
- Be responsible for meeting sales, expense and profit goals as outlined and approved in the annual operating budget, to which he/she has been an active participant in creating.
- Work with direct reports, install controls and procedures in food and beverage operations, and review to ensure relevance and reliability of resulting information.
- Work with the F&B Strategic Planning team to conceive and achieve the identified short and long-term objectives.
- Work with the GM/COO, recommending hours of operation for each F&B operating entity and providing an appropriate balance of service and product options.
- Work with the Executive Chef, ensuring that appropriate standards of quality are developed and consistently adhered to for all products and presentations in the F&B operation.
- Work with the GM/COO and CFO, setting necessary and measurable metrics for successful operation of the F&B program, including regularly analyzing costs, inventories, daily/ monthly financial statements and the Club's competitive positioning in the F&B operation.
- Consult with the GM/COO, AGM - Member Services, Executive Chef, Dining Room Manager, Catering Director and other key managers daily to ensure that the highest levels of member and guest satisfaction are identified and attained.
- Be visible and have sincere interaction with Monterey Peninsula Country Club members and guests, setting an appropriate example for his/her team to emulate. The Assistant General Manager personally handles selected members and advises the GM/COO.
- Coordinate a program designed to ensure associates execute a high degree of member recognition.
- Recognize that "no surprise" leadership means keeping the GM/COO consistently informed of all significant, or potentially significant, issues regarding staff performance, operations or other club-related matters.

Organizational Structure

Monterey Peninsula Country Club operates under the General Manager/COO organizational structure. The AGM reports to the General Manager/COO.

Direct reports to the Assistant General Manager position include:

- Executive Chef
- Dining Room Manager
- Director of Catering and Banquets
- Golf House Manager
- Shelter Manager
- F&B Administrative Assistant

The AGM coordinates closely with other key department heads, primarily as it relates to cooperative efforts surrounding planning, scheduling, special events and implementation of Club functions.

Candidate Qualifications

- Is a passionate leader with strong food and beverage credentials and a proven track record of providing Platinum-level services in a multiple facility and membership constituency setting, and with a personality that is commensurately appropriate to the Monterey Peninsula Country Club culture.
- Is confident, proactive team builder who has a history of attracting, developing and retaining high performing staff.
- Has a friendly, outgoing personality with a positive attitude. Is personable with members while maintaining a respectful professionalism.
- Has a track record of successfully leading and growing dynamic food and beverage and running multiple dining venues in multiple locations, building revenues, controlling costs and meeting or exceeding planned and budgeted bottom line goals and objectives.
- Has strong and verifiable skills in developing and growing catering sales and banquets, as well as excellent knowledge of multi-dimensional a la carte dining service.
- Has experience in clubhouse renovation project management and contributing to the master planning process while keeping clubhouse operations working smoothly for members.
- Has a record of developing strong and upwardly successful associates and direct reports.
- Has strong technology skills, including knowledge of Microsoft Office (especially Microsoft Excel) and POS systems (knowledge of Northstar POS software helpful).
- Has a track record of ensuring that all legal requirements are consistently adhered to including wage and hour laws; and federal, state, and local laws pertaining to alcoholic beverages. Familiarity and experience working within California state laws is preferred.
- Has experience planning and executing F&B and clubhouse operations and staffing during large-scale productions is desired, including golf tournaments such as the AT&T Pebble Beach National Pro Am.

GM/COO Profile



Michael Bowhay has been the GM/COO of MPCC since 1991. He is a Monterey Peninsula native and has been a member of CMAA since 1993. He is also active with the California State Club Association, California Golf Association of Private Clubs, Chairman of Elite Golf Group, Independent Reclaimed Water Users Group and Del Monte Forest Partners in Water Strategies. He is currently a board member of the California State University at Monterey Bay and the Reclamation Management Committee.

Educational Qualifications

- A minimum of 5-8 years related experience in an upscale environment is essential.
- Private club experience is highly desirable.

Other Traits, Skills & Competencies

- A person of proven integrity and dedication
- A commitment to professional growth and development, for themselves and their team. A professional with aspirations to become a GM or who is currently a GM with a desire to direct a dynamic Food & Beverage operation within a premiere Club.
- An individual who is driven to succeed at MPCC and who recognizes that personal balance is clearly in favor of the Club. The position requires a high-energy, committed, and dedicated professional who recognizes this opportunity for learning and growth and puts in the hours needed to be successful.

To Apply for this Position

Interested candidates should submit a resume and a thoughtful, detailed cover letter describing their alignment with the qualifications outlined in this profile and the reason for their interest in the Assistant General Manager position at Monterey Peninsula Country Club. [For directions on how to upload your resume and cover letter, click here.](#)

[To apply click here](#) to upload your resume and cover letter (in that order). The resume and cover letter should be saved separately in Word or PDF files.

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