

## **GENERAL MANAGER PROFILE: TEDESCO COUNTRY CLUB MARBLEHEAD, MA**

### **THE GENERAL MANAGER OPPORTUNITY AT TEDESCO COUNTRY CLUB**

The General Manager role at Tedesco Country Club in Marblehead, MA is an outstanding opportunity for an energetic, relevant, diplomatic, financially astute, and highly engaged leader to become part of a historic, predominately golf centric club. The iconic golf course is currently being updated with highly regarded designer Ron Forse, and the Club enjoys a healthy wait list.

As the Club continues to evolve, its roots in golf will remain at the forefront, but the club's overall relevancy in its member families' lives will be of primary importance to the new General Manager. Tedesco enjoys an outstanding reputation in the greater Boston area and beyond, and its history of stability in many of the key senior roles, makes this position a likely long term one for manager/leaders who can execute a 'best in class' golf club outcome in an environment of very reasonable expectations.

[Click here to view a brief video about opportunity.](#)

### **TEDESCO COUNTRY CLUB**

Tedesco Country Club has a rich history dating back to circa 1900. From its modest beginnings as a 6-hole golf course, with 69 members to its current location with the beautifully appointed clubhouse and a classic golf course rated as one of the top courses in the State, it truly is a traditional New England setting with tight fairways and small, sloping greens with interesting undulations.

The Club is located in Marblehead, one of the most historic seacoast towns on the eastern seaboard. It is only seventeen miles north of downtown Boston and is home to over 200 buildings that predate the Revolutionary War. The town's charming downtown with imaginative shops, world class yachting and, of course, the exceptional golf club - Tedesco makes this community a very special place in New England.

The current golf course was designed between 1920-1940 by Wayne Stiles and Skip Wogan. The course plays at about 6,500 yards from the tips to a stern par of 70 (34/36). The course is routed like many other New England tracks, with a majority of the front nine over former pastureland and most of the back nine routed through a thick forest. The Club features a large golf shop, owned by the 38-year tenured golf professional, cart building and bag storage as well as indoor golf hitting bay and a golf simulator. Additional golf amenities separated from the clubhouse, include: a long-range area that includes over an acre of teeing ground, multiple target greens, and a 7,000 square-foot putting and chipping green with two adjacent practice bunkers; a short-range area with pitching and chipping green, and adjacent practice bunker; and two practice putting greens. Tedesco has hosted many tournaments including the 1993 and 2003 Mass Open, the 1998 Mass Senior Amateur, and the 2012 Mass Amateur.

The 30,000 square-foot clubhouse was completed in 2011 and was built in the style of traditional New England shingle architecture. The clubhouse includes multiple dining/meeting rooms, an active Grill and 19<sup>th</sup> Hole area, highly functional locker rooms, a 2,000 sq.ft. fitness area and multiple outdoor dining/viewing areas overlooking the course. The clubhouse can accommodate full member dining as well as up to 250 guests in its function room when the adjacent tented outdoor space is utilized.

Several senior staff beyond the golf professional have been with the Club for many years, including the course superintendent (30+ years), Locker Room Manager (28+ years), and several others with more than five years. This role is succeeding the Club's very first General Manager, who began at Tedesco Country Club in 2012 and helped to establish new governing documents and standards, which will continue to be refined and supported with the upcoming transition.

## MISSION STATEMENT

**“Tedesco Country Club is a private golf club with a rich history and a strong future, providing its members with an outstanding golf course, and a culture of camaraderie and congeniality.”**

## TEDESCO COUNTRY CLUB FACTS

- Approximately 700 members in all categories
- \$40,000 initiation fee for full golf Members
- \$7,857 annual dues for full golf Members
- Approximately 20,000 rounds of golf played annually, with 188 tournament events
- A strong and active caddy program, as well as active juniors program
- \$5.5M approximate gross revenues
- \$1.5M approximate F&B revenues, with 74% derived from ala carte and 26% from banquets and catering
- The Club has approximately 55 Full-time employees; 47 additional seasonal employees
- 60 years is the average age of members, which has lowered in the past few years
- The course is currently under renovation to improve overall conditioning, agronomics and aesthetics, as well as expanding some greens, adding drainage, rebuilding bunkers, cart path replacement and tree removal. The project is expected to be completed this coming Spring.

**TEDESCO COUNTRY CLUB WEB SITE:** [www.tedescocc.org](http://www.tedescocc.org)

## GENERAL MANAGER (GM) POSITION OVERVIEW

Tedesco Country Club (TCC) operates under the General Manager (GM) organizational structure, which was established for this 118-year-old club for the first time in 2012. The GM reports to the Club’s President and is ultimately responsible to the Board of Directors, working collaboratively with them to determine annual club goals and objectives. There are 9 members of the Board that serve 3-year terms, with officers serving five years and the President normally serving for two years in the role.

The Club has an active Committee structure including the following: Admissions, Auditing, Nominating, Membership, Social, Facilities, Golf, Grounds, Finance and Information Technology. Ideally, the new GM will work closely with the Board to continue to evaluate roles and responsibilities for each group, and the staff’s roles within them.

Direct reports to the GM position, at present, include: Clubhouse Manager, Controller, Director of Golf, Golf Course Superintendent, Facilities Manager, and Executive Chef.

## CANDIDATE QUALIFICATIONS

The ideal candidate:

- Should have a natural and intuitive style of interacting with every constituency within TCC’s organization and the ability to sincerely engage every demographic within the membership and staff is critical!
- Will have exceptional F&B skills and a style that lends itself to enhancing the member experience to reach its full potential while maintaining budgeting guidelines. Additional focus should be on expanding the banquet/catering offerings at the club. Especially strong credentials are necessary in highly regarded exceptional member/guest service programming, quality food and beverage programming, staff/talent recruitment, training and retention in a highly competitive labor market.
- Must have strong overall management and diplomacy skills with verifiable strengths in financial performance and modern club KPIs, strategic planning, golf and non-golf member activity programming, project management, and most importantly, the ability to consistently define and achieve goals and objectives, and execute to those standards while also doing so with the Team.
- Will have a strong understanding and history of setting standard operating procedures (SOPs), departmental goals and objectives, personnel practices and a commitment to performance appraisals and evaluations of a beneficial and staff building nature.

- Is expected to be a “service hearted” hospitality professional with strong operational management skills, who, in collaboration with the Board, Member Committees and Senior Staff can define and strategically execute plans to ensure that the TCC remains one of the premier golf clubs in New England. Someone who has “gravitas” and who conducts himself/herself with appropriate respect and confidence, acting as a true partner with the Board.
- Has exceptionally strong, timely and responsive communication and facilitation skills, both written and verbal with, as noted, the appropriate personal presence, desire, and ability to interact effectively before diverse constituencies of members, staff, vendors, community leaders and others who are part of the success of TCC. Is a “doer” and take-charge person and who recognizes the importance of accountability, and can impart that same style of leadership within his/her team.
- Is knowledgeable in “best practices” of well-regarded club operations, top performing, and high member satisfaction clubs around the country. Additionally, is someone with a natural style of “attention to detail” and able to impart similar standards to the team around him/her. Someone who is “hands on”, but who works strategically and can clearly communicate his strategy and expectations to the employees.
- Is a creative problem solver who commands respect because of the way he/she interacts with others and lives up to his/her word and confidently puts forth recommendations to the Board and Staff. A person who understands and effectively functions in a non-profit, volunteer, member-owned Club, Board and Committee environment, and who further recognizes the need to use these groups as sounding bodies, raising issues of a policy nature, and offering alternatives in addition to pros and cons. Ultimately, an enthusiastic supporter of Board decisions and directives, and someone who recognizes that TCC has a relatively short history in its GM led organizational structure, and that there will continue to be a “learning curve” on both staff and member sides of that equation.
- Preferably, will be a college graduate with a Bachelor’s Degree in Business Administration or Hospitality Management with 5 – 7 years of progressive management experience. Well mentored AGM or Clubhouse Managers who meet the majority of criterion above will also be strongly considered for this role. Certainly, a thoughtful knowledge and ability to naturally interact relative to golf operations is critical.

**Other qualification criterion:**

- The Club will further consider individuals outside of the club industry, if they can clearly articulate their ability to successfully understand and function in a non-profit, volunteer leadership involvement environment.
- CCM certification or similar other industry credentials are preferred, but not required. Participation in continuing hospitality industry education a must.

**Initial priorities include:**

- Be highly visible and present – take a genuine interest in the well-being of the membership and their individual experiences.
- Spend time getting to know members and staff; listen and learn the history and culture of TCC, while building the trust and confidence of key TCC stakeholders. Incorporate new, improved and more consistent means of staff collaboration and communication; improve department to department cooperation and awareness.
- Conduct a full review of hospitality practices in F & B and golf operations, ensuring that clear and reasonable practices and accountabilities are in place in each area and, working with the Team, create and memorialize plan, time frames, etc., for improvement where needed. Communicate such plans to the Board.
- Review Club SOPs to ensure that they are in place, appropriate and executed to meet overall expectations of the Board and Membership. This includes hiring, orientations, training and performance evaluations, amongst other standards of performance.
- Review/understand budget and annual business plan, and work closely with the Controller and Treasurer to determine appropriate metrics, KPIs, presentation format and expectations, along with updating, where possible, tools for more timely evaluation of results. Work closely with Senior Staff to ensure that each of them clearly understands his/her role and accountabilities in financial plan development and results.
- Be a “courageous thought partner” with the Board relative to TCC’s offerings, organization, etc.

- Review/understand (SWOT) the condition of the grounds/buildings/systems/procedures and operational policies, and at the 90 Day anniversary, provide the Board with a “State of Tedesco” report with observations and recommendations to ensure long term success.
- Review/understand Club Essential IT Proposal for office accounting, Point-of Sale, online payments website design and mobile application functionality, provide recommendation for server based versus cloud based implementation, and overall appropriateness to the Club’s going forward social media strategy.

## **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience, and for a club of this size located in New England. The Club offers an excellent bonus and benefit package including CMAA membership.

## **INSTRUCTIONS ON HOW TO APPLY**

Please upload your resume and cover letter (in that order) using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process.

**Preparing a thoughtful letter of interest and alignment, clearly articulating your “fit” with the profile and the above noted expectations and requirements is necessary.**

**IMPORTANT: Your letter must be addressed to Luke Tsokanis, President and the TCC Search Committee**, and **must clearly articulate why you want to be considered for this position at this stage of your career and why TCC and the Boston area will likely be a “fit” to you, your family and the Club if selected.**

Expressions of interest in this manner should be conveyed to our Firm **no later than February 20, 2018**. Interviews occur in February with the successful candidate likely in place in early March.

**IMPORTANT: Save your resume and letter in the following manner:**

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter”

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

For directions on how to upload your resume and cover letter [visit this page](#).

[Click here](#) to upload your resume and cover letter.

If you have any questions please email Patty Sprankle: [patty@kkandw.com](mailto:patty@kkandw.com)

## **Lead Partner and Search Executive:**

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