

# KOPPLIN KUEBLER & WALLACE

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## GENERAL MANAGER PROFILE: EASTWARD HO! CHATHAM, MA

### GENERAL MANAGER AT EASTWARD HO!

The role of General Manager at Eastward Ho! is a coveted position for a golf-centric leader seeking a chance to oversee the operations of a prestigious club with a storied history on breathtaking Cape Cod, Massachusetts. This is a unique opportunity to join a club with a wonderful history of stability and continuity, an exceptional family focus and culture, and consistently high-performance results in operations. The ideal candidate embodies the spirit of gracious hospitality towards members and guests and naturally assumes the role of a mentor and collaborator with the Club's dedicated staff.

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

### ABOUT EASTWARD HO!

Eastward Ho! encompasses 18 holes of links golf on Pleasant Bay in Chatham, Massachusetts. The grounds are located on one-quarter mile of beachfront, with scenic bluffs overlooking the bay. The picturesque 24,664 square foot Clubhouse with its understated New England elegance has wonderful indoor and outdoor spaces and offers members and guests one of the finest views on Cape Cod. Separate from the Clubhouse are the Pro Shop, Administrative Offices, and the club storage facility.

Having celebrated its centennial in 2022, the Club is now in its 102<sup>nd</sup> year. It is governed by a 16-member Board of Governors and has a cap of 320 Certificate memberships. Eastward Ho! has a strong culture of 'by invitation' membership as well as a long and vibrant history of legacy members. The values of the Club have been protected through the rigorous selection of new members and are emphasized by the General Manager and Membership Committee through the orientation process. This has resulted in a continued strong level of interest for membership with over a 30-year wait to join the club as a certificate member.

The golf course is currently going through a major 8.5-million-dollar renovation with a complete new state-of-the-art irrigation system and Master Plan led by golf architect Kyle Franz. Annual golf rounds played an average of 22,000.

### EASTWARD HO! BY THE NUMBERS

- 1922 Established
- 830 Members
- \$95,000 Initiation fee
- \$10,580 annual dues
- \$11M Gross revenues
- \$5.8M Annual dues volume
- \$2.6M F&B revenue
- \$600K Special Events and \$2M a la carte (25% & 75%)
- \$6M Gross payroll
- 90 Employees (FTE); Seasonal: 135
- Accommodations for 36 seasonal and year-round staff
- 22,000 Rounds of golf annually
- 16 Board members with three-year terms

- Average Age of Members: 58
- Clubessential for POS and Accounting systems
- 501C7 Tax exempt club

**EASTWARD HO! WEBSITE:** [www.eastwardho.org](http://www.eastwardho.org)

### **GENERAL MANAGER POSITION OVERVIEW**

The General Manager (GM) of Eastward Ho! reports to the Club President and Board of Governors, managing all aspects of the Club, including its activities and relationships among Club members, the Board of Governors, guests, employees, and the community. The GM fosters a collegial and positive culture among both members and staff. With clear direction and meticulous attention to detail, the GM empowers the cross-functional team to fulfill member expectations by achieving departmental goals. Recognizing the esteem, history, and reputation of Eastward Ho!, the General Manager will continue to ensure the high-end golf service the membership is accustomed to and seek out ways to further elevate that level of service and consistently exceed member expectations.

The GM coordinates and administers the Club's policies as defined by the Board of Governors, develops operating policies and procedures, and directs the work of all executive staff members. The GM implements and monitors the budget, oversees the quality of the Club's products and services, and ensures maximum member and guest satisfaction. Additionally, the GM secures and protects the Club's assets, including facilities and equipment.

**Direct Reports:** The Executive Staff team includes the Assistant General Manager, Golf Course Superintendent, Director of Finance, Human Resource Manager, Communications Manager, and Head Golf Professional.

### **LEADERSHIP & MANAGEMENT**

- Set the standard for effective management, demonstrating skills and passion for leadership and staff development.
- Work with the Human Resources Manager and department heads to establish employee rules, policies, and regulations, managing personnel-related projects.
- Coordinate the development and maintenance of the Club's strategic and annual business plans to support Eastward Ho!'s mission and achieve its 5-year vision.
- Attract, develop, and retain high-performance staff, ensuring they consistently meet well-defined service standards. Serve as a mentor and developer of staff.
- Bring out the best in others by setting clear goals and expectations, providing consistent feedback and support, and maintaining respectful and professional interpersonal dealings. Demonstrate a hands-on approach when needed while setting standards for operational processes.

### **OPERATIONS & EFFICIENCY**

- Implement general policies established by the Board of Governors, directing their administration and execution.
- Plan, develop, and approve specific operational policies, programs, procedures, methods, rules, and regulations in alignment with general policies.
- Monitor long and short-term objectives and financial reports, preparing a financial plan for the Club in consultation with the Director of Finance.
- Coordinate the development of operating and capital budgets according to applicable budget calendars; monitor monthly budgets and financial statements, taking effective corrective action as required.
- Ensure the Club operates in accordance with all applicable local, state, and federal laws.
- Oversee the care and maintenance of all physical assets and facilities.

### **FINANCIAL MANAGEMENT**

- Work with the Director of Finance to manage club cash flow and establish controls to safeguard funds and all assets.

- Coordinate and administer the Club's policies as defined by the Board of Governors, ensuring compliance with financial regulations and best practices.
- Implement and monitor annual budgets, achieving financial stability through strategic planning and cost control measures.
- Conduct financial analysis and reporting, providing the Board of Governors with actionable insights to support informed decision-making.

#### **MEMBER & GUEST RELATIONS**

- Welcome new members and engage with all Club members during their visits, developing ongoing dialogue and rapport through recognition, communication, and follow-through.
- Coordinate marketing and member-relations programs to promote Club services and facilities to present and potential members, consistent with the Club's brand guidelines.
- Inspire staff to create and develop programs that provide members with a variety of popular events, enhancing member experience and satisfaction.
- Participate in selected community activities to enhance the prestige of the Club, fulfilling public obligations as a valued member of the community.

#### **STRATEGIC PLANNING & DEVELOPMENT**

- Apprise the Governing Board, committees, and executive staff of trends, changing circumstances, and unexpected occurrences that could necessitate changes to the strategic plan.
- Actively participate in as many meetings of the Club's Executive Committee, Board of Governors, and other committees as possible.
- Keep the Board and the Executive Committee of the Board informed in a timely manner of all relevant activities and related matters.
- Serve as a key resource to the Board for industry trends, best practices, and standard operating procedures, being an avid researcher.

#### **COMMUNICATION & PRESENTATION SKILLS**

- Present information and recommendations effectively, ensuring clarity and actionable insights.
- Coordinate and serve as Ex-Officio member of all Club committees, providing valuable input and leadership.
- Develop and execute comprehensive communication strategies to engage and inform stakeholders, fostering transparency and collaboration.

#### **CANDIDATE QUALIFICATIONS**

- Possess a minimum of 7-10 years of verifiable executive leadership and management experience in an active private country club or resort with a golf emphasis, or in well-regarded, service-focused, iconic hospitality environments.
- Lead in a highly regarded private member-owned and managed country club in a similar quality environment, with a solid understanding of volunteer boards and committees.
- We will consider both current General Managers and "rising stars" with proven potential from exceptional, strong, golf-centric club environments in a leadership position with similar responsibilities.
- Exhibit high emotional intelligence (EQ) and an in-depth understanding of the game of golf (strong golf IQ).
- A solid PGA background is a plus.
- Demonstrate strong communication skills (verbal and written).
- Facilitate large projects effectively.
- Maintain a history of continuous learning and education through various professional industry organizations.
- Have a demonstrable record of integrity and success, an unimpeachable reputation, and an instinctive "gravitas" or charisma.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A bachelor's degree is preferred with a focus on Hospitality Management.

- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM, CCE, CMC, or PGA are encouraged but not required.

### **EMPLOYMENT ELIGIBILITY VERIFICATION**

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

### **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefits package, including association 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. Please be sure your image is not present on your resume or cover letter; that should be accessible through your LinkedIn Profile.

**Prepare a thoughtful cover letter addressed to Eastward Ho! search committee,** and clearly articulate your alignment with this role and why you want to be considered for this position at this stage of your career, and why Eastward Ho! and the Chatham area will be beneficial to you, your family, your career, and the Club if selected.

**You must apply for this role as soon as possible but no later than Friday, September 20, 2024. Candidate selections will occur late September with first Interviews expected in October 2024 and second interviews a short time later. The new candidate should assume his/her role no later than February 2025.**

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Eastward Ho!”

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you cannot reenter and add additional documents.

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

If you have any questions, please email Bethany Taylor: [bethany@kkandw.com](mailto:bethany@kkandw.com)

### **Lead Search Executives:**

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