



## ADVISORY SERVICES CASE STUDY

### Shifting Management's Frame of Reference to Improve Service

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| <b>Situation</b> | <p>A top ten management firm acquired a Florida private country club in a gated community from a residential developer and pursued incremental revenue through non-member activities, curtailing many of the perks the developer had established to drive real estate sales at the expense of the club's bottom line.</p> <p>The club struggled to attract and retain members, and department heads began responding to pressure from vocal members with inconsistent policies. The facility soon became the poorest performer in a portfolio of nearly fifty properties and unhappy members besieged the management company's CEO with angry emails.</p> <p>Originally engaged as a consultant Affinity's recommendations were embraced, and Affinity was asked to operate the facility for a six month turnaround period.</p> |
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#### Key Initiatives

- Conducted member survey and met with many members individually to boost morale.
- Implemented reporting systems for private club environment.
- Revamped dining operation for improved efficiency and service.
- Met with golf staff and key members to resolve tee time reservation conflicts.
- Overhauled accounts receivable policies to eliminate past due accounts.
- Eliminated haphazard membership discounting.
- Launched membership campaign targeting potential members within the gated residential community.
- Implemented member prospect database.
- Reduced access to non-members. Affinity created a membership campaign that sold out in less than 30 days, generating \$200,000 for working capital.

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| <b>Results</b> | <p>Cash flow increased 32% in six months. Membership retention and recruitment improved, member morale increased and complaints to headquarters stopped.</p> |
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