



# RCS HOSPITALITY GROUP

RCS Hospitality Group is a full-service club consulting company specializing in strategic planning, training and development, executive search services, and food and beverage management. Honored by BoardRoom Magazine for excellence, RCS is the “go-to” group for private clubs seeking state-of-the-art management consulting and staff training services that combine 21st-century techniques with the timeless values of America’s great golf and country club traditions.

Whitney Reid Pennell is the founder and president of the award-winning RCS Hospitality Group. She is a published author and widely praised seminar leader, with over three decades of club operations management and consulting experience.

Lucrative and innovative marketing concepts coupled with comprehensive alignment strategies and training programs are the trademark of RCS Hospitality Group. Ms. Pennell and the team all have extensive hands-on experience managing multi-million dollar renovations and clubhouse remodeling projects, along with successful new club openings.

RCS Hospitality Group has been recognized eight times with Excellence in Achievement Awards for services including: Consulting Company, Club Service Firm, Staff Training and Strategic Planning. Golf Inc. has recognized RCS as Consultant of the Year, two times.



## WHAT IS RCSU?

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RCSUniversity (RCSU) is the online education division of RCS Hospitality Group bringing our award-winning on-site training to life on a virtual platform. Virtual courses for food and beverage service training, management/leadership development and high-level customer service training are now available at your nearest computer or web-accessible device. Each virtual course provides participants with useful download-able workbooks and reference materials prompting them to inquire with management about their specific operational standards.

RCSU is powered by a multi-million dollar technology platform that is designed to allow managers to customize each employee's learning path. Then, track, measure and monitor their progress and ultimately hold them accountable.

Beyond the courses curated by Whitney Reid Pennell, RCSU has partnered with other field experts to bring courses such as Workplace Harassment Training for Managers and Employees, conducted by EZ-HR, OSHA Certified training courses, conducted by True Safety and BoardRoom Education for volunteer board and committee members conducted by BoardRoom Institute, conveniently to RCSU Subscribers. Please inquire with your RCSU representative for more information on upgrades to partner content for your operation.

Virtual courses include downloadable documents with ability to add location-specific standards

### HR TRAINING COURSES AVAILABLE SUCH AS:

- Workplace Harassment
- OSHA Certified Courses
- Board Room Education

# MEET OUR TEAM

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**WHITNEY REID PENNELL**

Whitney is the founder and president of award-winning RCS Hospitality Group. She is a published author and widely praised seminar leader, with three decades of club operations management and consulting experience. She is known among club managers and owners nationwide for conceiving lucrative and innovative marketing concepts and for developing comprehensive alignment strategies and award-winning training programs. Ms. Pennell has extensive hands-on experience managing multi-million dollar renovations and clubhouse remodeling projects, along with successful new club openings. She is also highly skilled in special-event management, successfully crafting and executing events ranging from private banquets to national PGA and LPGA tournaments.

Known throughout the club world for expertly facilitating management and staff workshops, she is recognized as an expert in club management. Ms. Pennell has also been an invited speaker/educator for numerous CMAA chapters throughout the country presenting a host of programs in club management and leadership.



**JOYCE HALAMA, CCM**

With over 25 years of experience in the private club industry, Joyce specializes in overall club management and has an extensive background in topics as diverse as Board of Directors management, club politics, finance and budgeting, executive recruiting, transforming the overall hospitality operational experience, and food and beverage service. Always forward-thinking and strategically-oriented, she brings an unwavering commitment to customer service to her training and consulting work, and has a particular interest in helping club managers effectively manage younger workers. Joyce has been an invited speaker/educator for numerous CMAA chapters throughout the country presenting a host of programs in club management and leadership.



**CHEF MARY HOWLEY**

Mary is a former Executive Chef of her own catering company, several privately owned country clubs, and fine dining restaurants. At RCS, she is the resident culinary consultant providing guidance on menu engineering, overall food & beverage management, back of house operations, and training. She had the honor to serve as research and development chef for Food Unlimited, and held the position of Pastry Chef in two James Beard Dinner Events.

# MEET OUR TEAM

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**BRIAN ARMSTRONG, CCM**

Brian is a Certified Club Manager with over 17 years of management experience in all types of clubs. After graduating from the University of South Carolina, Brian's entrance to the industry began on the course and continued as he worked his way up through the PGA program. His knowledge is vast and extends to every other area of the club. This well-rounded expertise combined with a forward-thinking perspective enables Brian to effectively and strategically guide clubs and their Boards into the 21st century while still respecting traditions of the past.

He was elected President of the National Capital Club Manager's Association in 2012 and 2013, served over 5 years on the Board and countless others on various committees, and shares RCS's passion for giving back to the industry.



**RACHEL CARTER**

Rachel Carter comes to us with 20 years of professional country club and golf club experience. Recognized as one of the "Most Influential Women in the Club Industry" by BoardRoom Magazine, Rachel is a contributing writer for trade magazines including Golf Business, Club Director and BoardRoom Magazine and is a selection panelist for Distinguished Clubs.

Most recently, Rachel was Assistant General Manager, Member Services at the prestigious Monterey Peninsula Country Club, Pebble Beach, a Platinum Club of the World (Club Leaders Forum) and Emerald Distinguished Club. A graduate of the University of Nevada, Reno with additional marketing education at Stanford's Graduate School of Business, Rachel brings not only a wealth of knowledge from her professional experience but also an academic perspective to her work.







**SHELLY ROBINSON**

With a keen eye for numbers and an attention to detail, she has 12 years of financial analysis experience and 15 years in the real estate industry, achieving her NC Real Estate Broker license. Shelly has a naturally hospitable personality, showcased during her years as a real estate leasing professional. She has a Bachelor of Arts degree in Communications from the University of North Carolina at Charlotte.



**RACHEL STOFAN**

As a true digital native born in the era of computers, Rachel serves as the marketing and social media specialist for RCS. She delights in being able to be a part of building brand loyalty and telling a company's story. Rachel has nearly a decade of experience in marketing, advertising and social media strategy; in addition to a background in sales. She holds a degree in Communications Studies from Clemson University.



**JILL KRAFT**

Jill is a skilled operations specialist with a strong food and beverage, sales and marketing, and health and wellness background. She has served as interim manager, project manager, consultant, recruiter and trainer with RCS for over 15 years. When not working with RCS, Jill can be found at her very own Pure Barre Studio.

## STRATEGIC PARTNERS



**JOSEPH ABELY**  
Principal,  
Club Board  
Professionals

Joe is a CPA and over his 40-year career he has been a partner in a major international accounting firm and served as CEO/COO/CFO of multiple entities. He has served as an officer of a private club for 12 years, holding several leadership positions.



**DAVE DUVAL**  
Principal,  
Club Board  
Professionals

Dave is a CPA and over his 40-year career, he served as EVP/CFO and as a partner in venture capital firms that helped 80+ portfolio companies fund and execute carefully crafted plans. He has also served as an officer of several private clubs and Homeowner Associations.



**ASHLEY HOWLAND**  
President,  
Howland Marketing  
Group

Ashley is an innovative marketing professional with 14 years of experience in the industry. A private club member herself, she brings a customer focused approach to utilizing digital marketing and communications platforms to engage with members.

# UNDERSTANDING THE MIND OF A MEMBER

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COURSE DETAILS



**DURATION:** 50 mins

**AUDIENCE:** Anyone working in a private club environment

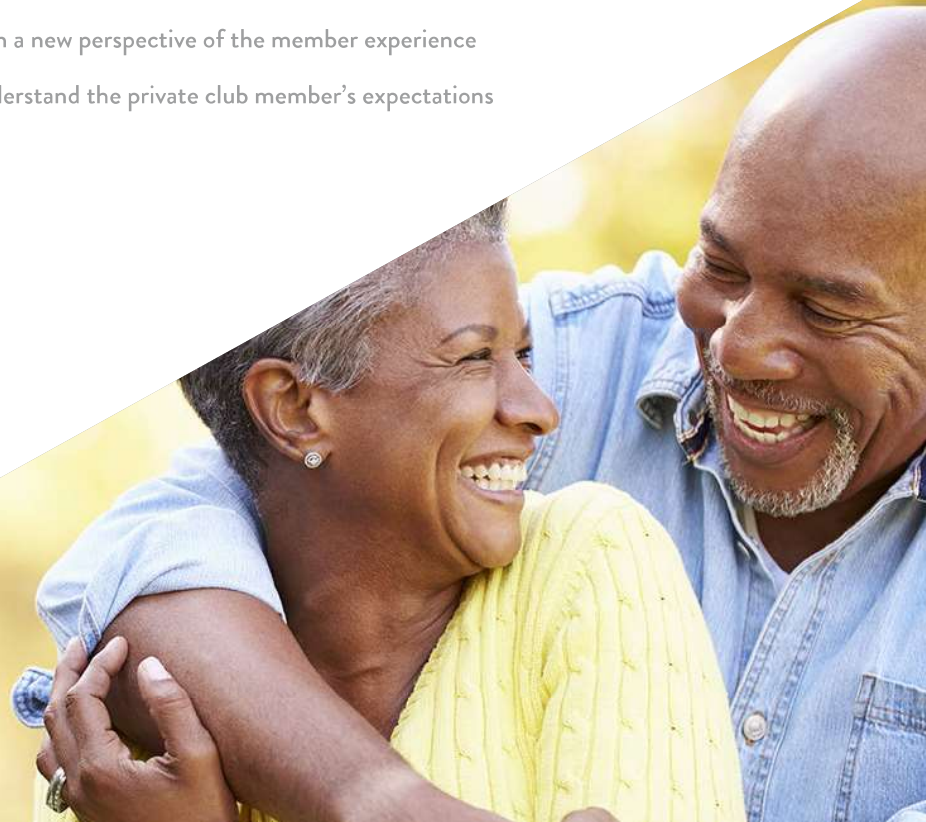


**CERTIFICATION:** RCS Staff Certification Level 1

This brief and single-subject focused course, Understanding the Mind of a Member is intended for any staff member of a private club serving Members as opposed to the general public.

In this hospitality training course, users will:

- Gain a new perspective of the member experience
- Understand the private club member's expectations



# FREE 7-DAY TRIAL



## *View Trial Videos of the Following Courses:*

- G.R.A.C.I.O.U.S. Service
- Train the Trainer (a management course)
- Member Service 101
- Practicing Positive Communication (offered for staff and managers)
- On Stage (a food and beverage course about the performance of service)
- Host 101
- Beverage Cart Operations

START YOUR TRIAL TODAY!



*Training is not something you  
DID, it's something you DO.*

*RCS, a new generation of  
hospitality management*

- ◆ Strategic Planning
- ◆ Membership Services
- ◆ Staff Training & Development
- ◆ Food & Beverage Boot Camp™
- ◆ Food & Beverage Management
- ◆ Executive Search



**STAFF TRAINING COMPANY OF THE YEAR**

2017 and 2018, *BoardRoom Magazine*