

Franchising Your Operation

The underlying theme of much that we have written about on the Hospitality Resources International website is the need to document all aspects of your operation. This is especially true of standalone enterprises with limited resources and no economies of scale. Without an effort to establish expectations, standards, and processes, you'll be forever reacting to daily crises and addressing issues and challenges on an ad hoc basis, which inevitably results in chaotic and inconsistent operations.

Compare this to the success of franchised operations which are built upon carefully crafted and well-documented processes for all aspects of the business. Michael E. Gerber, author of the bestselling *E-Myth Revisited*, goes so far as to say, *"without a franchise no business can hope to succeed. If, by a franchise, you understand that I'm talking about a proprietary way of doing business that differentiates your business from everyone else's. In short, the definition of a franchise is simply your unique way of doing business."*

The obvious implication for clubs is that to be successful you must define your expectations, standards, policies, procedures, and work processes and organize your club as if it were a franchise - one where how it interacts with its members and how service is delivered sets it apart from all others.

While the effort to establish such a "franchised operation" is significant, the major benefit of such an approach is that much of the day-to-day functioning of the enterprise takes place routinely, allowing senior management to focus on strategic issues, managing the deliberations and direction of the board, and providing extraordinary levels of personalized service to the membership.

To assist club managers in their efforts to document their operations, HRI has created a large number of operational resources. Some can be downloaded at no cost, while others can be purchased at reasonable cost from the Marketplace Store.

Here's some of the feedback we have received from satisfied clubs:

"I cannot tell you how valuable I have found the [accounting] policies and procedures manual. I was wondering if the Personnel policies manual is also available?"

Deborah Brumitt, CPA, Controller, Hermitage Country Club

"Thank you very much - I appreciate the material as I am embarking on a new project of writing SOP's. We are readying our club for turn-over later this year and preparing SOP's that had never been written for my department."

Kristina Gelb, Director of Catering, Desert Mountain Properties

"As a new club manager I was delighted to find Hospitality Resources International on the web. I have been looking for a way to adapt and streamline existing club policies and procedures for quite some time now and HRI helped us do just that. I love your product!!! It is simple to use and will eliminate hours of redundant work and endless editing."

Attila Harai, General Manager/COO, The Army and Navy Club

"As a new owner/manager in the club business I was starting to develop our operational systems. When I came across Hospitality Resources International I was amazed at the complete system that was put together and available on their website. After getting and implementing the entire program in our operation, it has become an invaluable resource by which we run our entire business."

Joe Godfrey, President, Foxland Harbor Club

Ed Rehkopf, Hospitality Resources International