

**PGA Sample Resume 2  
(General Manager)**



## Stephen P. Smith, PGA

(123)456-7890 [stephenpsmith@pga.com](mailto:stephenpsmith@pga.com) [www.linkedin.com/in/ssmith](http://www.linkedin.com/in/ssmith) Rodeo, CA

### ACCOMPLISHED GENERAL MANAGER

#### *Expertise in Member/Business Development and Retention*

High achiever with a proven history hallmarked by successes in steering organizational change and revenue generation. Known for a participative leadership style and acknowledged for mentoring and coaching talent to build solution and service-focused teams. Innovative and dynamic with 20 years of substantial experience and education in managing private, member-owned facilities.

### ACHIEVEMENTS IN DEPTH

- ⊕ Increased food & beverage net profit an average of 15% annually since 1998
- ⊕ Coordinated drive that led to a 12% increase in membership in 2011 and 14% in 2012
- ⊕ Decreased golf maintenance budget by 8% in 2009; maintained course quality standards
- ⊕ Created a "5-Star" Customer Service Plan with all staff trained to deliver
- ⊕ Conducted membership survey, resulting in an overall of 8.5 of 10 for service standards

### CORE STRENGTHS

- ⊕ Profit and Loss Responsibility
- ⊕ Marketing/Membership Sales
- ⊕ Member Relationship Building
- ⊕ Communication and Interpersonal Skills
- ⊕ Cost Control Strategies
- ⊕ Asset and Liability Management
- ⊕ Efficiency Improvements
- ⊕ Project Development and Implementation

### CAREER EXPERIENCE

#### **XYZ Golf and Country Club**

**Berkeley, CA**

**2002 - present**

#### ***General Manager***

18-hole high-end club with full membership of 350 golfing members and 200 social/tennis members playing 30,000 rounds annually. Responsibilities include all financial planning, budgeting and reporting, management and/or supervision of sales and marketing, course agronomy, golf operations, food and beverage operations and administrative functions. Direct 3 department heads with 65 employee indirect reports. Yearly gross revenues average \$5.2 million. Clubhouse square footage is 26,000.

- ⊕ Increased operating revenues 13% from 2009 - 2011 in a declining golf market
- ⊕ Launched a new costing system for outside business resulting in 22% margin improvement
- ⊕ Built high performing teams committed to strong performance, retention and excellence in member service
- ⊕ Upgraded maintenance and cart fleet while reducing lease payments by \$1,600 monthly
- ⊕ Maintain strong community network through special events and variety of local organizations

**ABC Golf Club****Albany, CA****1991 – 2001****General Manager**

Owned by an individual, this private club has an 18-hole golf course with 425 members playing 40,000 rounds annually. Has hosted many local PGA qualifying events as well as the state Junior Championship in 2008. Scope of responsibilities included all financial planning, budgeting and reporting, management and/or supervision of sales and marketing, course agronomy, golf operations, food and beverage operations and administrative functions. Managed 5 direct and 82 indirect reports. Gross revenue exceeded \$3.8 million/year.

- ⊕ Re-organized job descriptions of existing staff members in key positions to best utilize their skills
- ⊕ Restructuring and retention of key staff led to operating profit of \$60,000 in 1992 and \$8,000 in 1993 during a period of membership decline
- ⊕ Researched and recommended to board of directors installation of video teaching center to promote player development
- ⊕ Implemented electronic tee time reservation system
- ⊕ Recommended and served as project manager for installation of 4 new bocce ball courts resulting in increased food and beverage income as well as generating additional hours for staff
- ⊕ Developed and presented annual \$3.2 million operating and \$600,000 capital plans to finance committee and board of directors
- ⊕ Conducted quarterly meetings with entire staff to share pertinent data and information, resulting in a boost of morale and motivation to serve the members.

**BCD Club****Albany, CA****2000 – 2006****Head Golf Professional**

City-owned 18-hole course in busy metropolitan area hosting over 50,000 rounds and 60 corporate events each year. Responsible for all facets of golf operations including budgeting, financial reporting, merchandising, staff management and team building, player development and customer service.

- ⊕ Installed a POS system to more efficiently manage retail operations
- ⊕ Trained, developed and motivated a golf staff of 15 employees
- ⊕ Coordinated more than 25 annual corporate events with revenues in excess of \$200,000
- ⊕ Taught over 250 private lessons to players of all levels
- ⊕ Assisted in monitoring and adjusting annual business plan

<b>PROFESSIONAL MEMBERSHIPS</b>
---------------------------------

PGA of America Class "A" Member in good standing

<b>PROFESSIONAL DEVELOPMENT</b>
---------------------------------

- ⊕ PGA Section Annual and Semi-Annual Meetings – 1989 - current
- ⊕ Private Club Association Annual meeting and Seminar Series 2006 - current
- ⊕ PGA continuing education in all facets of business management and club operations

<b>FORMAL EDUCATION</b>
-------------------------

University of Nevada- Fernley – Bachelor of Science



# Stephen P. Smith, PGA

(123)456-7890 [stephenpsmith@pga.com](mailto:stephenpsmith@pga.com) [www.linkedin.com/in/ssmith](http://www.linkedin.com/in/ssmith) Rodeo, CA

---

## **REFERENCE PAGE**

### **Mr. Frank Dithers, PGA**

Director of Golf  
XYZ Golf Club  
54 Stanyon Ct.  
Berkeley, CA 94708  
(123)456-7890  
[fdithers@comcast.com](mailto:fdithers@comcast.com)

### **Ms. Doris Smallville, PGA**

General Manager  
ABC Golf Complex  
Albany, CA 94707  
(123)456-7891  
[doriss@comcast.com](mailto:doriss@comcast.com)

### **Mr. James Fox**

Store Manager  
All Sports Athletics  
1697 45<sup>th</sup> Ave. North  
San Francisco, CA 14569  
(415)123-4567  
[storemanager@allsportsathletics.net](mailto:storemanager@allsportsathletics.net)

### **Ms. Susan Waters, Esq.**

Attorney of Law  
890 2<sup>nd</sup> Ave.  
Berkeley, CA 94706  
(123)456-7892  
[susanattorneylaw@frontier.com](mailto:susanattorneylaw@frontier.com)

### **Ms. LaShawna David**

Manager, Human Resources  
Gerintologee Corp.  
1245 Suebee Drive  
Los Altos, CA 94025  
(408)123-4567  
[ldavid@gerintologee.com](mailto:ldavid@gerintologee.com)