

SALES AND REVENUE MEETING

The Key to a clubs success is understanding where your monthly shortfalls are and your months of strength. Every Tuesday the GM and the sales staff need to meet and forecast out 3 months of revenue. This will help everyone in the Club to manage their labor, spending and cost controls if you know what the anticipated revenue will be for any given month.

This meeting is key to the success of the GM in making business decisions for the future. It also helps the sales staff to understand which months are pacing in sales in comparison to last year or behind.

The months that are forecasted lower then in previous years need to be focused on or a special event needs to be created to drive revenue and fill the missing revenue stream. Months that are strong can allow the sales staff to maximize pricing on high demand weekends and grow the average check per person.

Following is examples using your Event Master program and forecasting monthly revenue. This was a 9 Feb 2012 Sales meeting.

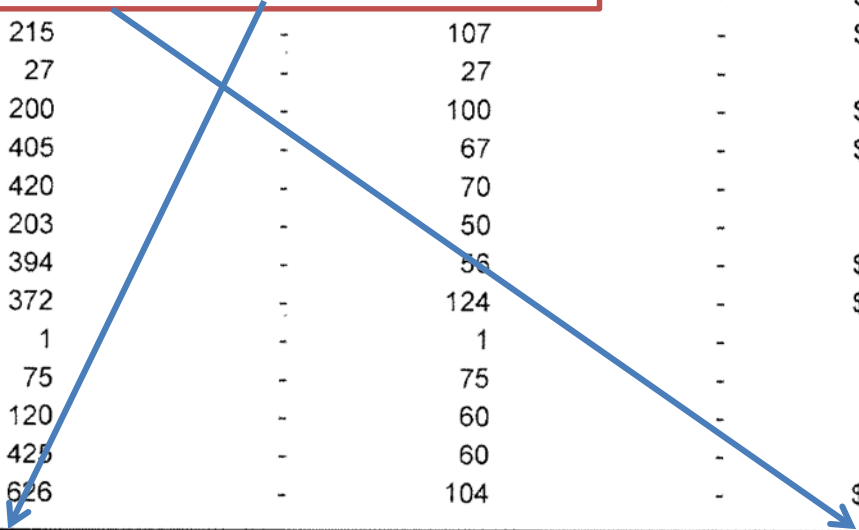
Revenue Forecast

Revenue Forecasting Report March 2011

Category Summary by Event Date

Event Date	# Events	Total Guests	Total Revenue	Average Guest	Avg Revenue Per Guest	Payments
Tuesday, March 1, 2011	5	531	-	106	-	\$15,489.85
Wednesday, March 2, 2011	8	437	-	54	-	\$9,954.14
Thursday, March 3, 2011	2	116	-	58	-	\$3,303.50
Friday, March 4, 2011	5	433	-	86	-	\$16,201.96
Saturday, March 5, 2011	2	280	-	140	-	\$17,735.68
Monday, March 7, 2011	1	60	-	60	-	\$2,440.60
Tuesday, March 8, 2011	5	320	-	64	-	\$7,578.40
Wednesday, March 9, 2011	5	259	-	51	-	\$4,393.70
Thursday, March 10, 2011	4	270	-	67	-	\$9,201.68
Friday, March 11, 2011	1	172	-	172	-	\$7,789.02
Saturday, March 12, 2011	2	194	-	97	-	\$8,304.79
Sunday, March 13, 2011			-		-	\$7,422.42
Tuesday, March 15, 2011			-		-	\$6,152.12
Wednesday, March 16, 2011			-		-	\$1,849.60
Thursday, March 17, 2011			-		-	\$10,845.78
Saturday, March 19, 2011	2	215	-	107	-	\$15,403.50
Sunday, March 20, 2011	1	27	-	27	-	\$727.70
Monday, March 21, 2011	2	200	-	100	-	\$10,601.11
Tuesday, March 22, 2011	6	405	-	67	-	\$14,661.16
Wednesday, March 23, 2011	6	420	-	70	-	\$8,862.75
Thursday, March 24, 2011	4	203	-	50	-	\$5,026.66
Friday, March 25, 2011	7	394	-	56	-	\$10,030.10
Saturday, March 26, 2011	3	372	-	124	-	\$25,210.50
Sunday, March 27, 2011	1	1	-	1	-	-
Monday, March 28, 2011	1	75	-	75	-	\$3,138.20
Tuesday, March 29, 2011	2	120	-	60	-	\$3,719.56
Wednesday, March 30, 2011	7	425	-	60	-	\$7,679.08
Thursday, March 31, 2011	6	626	-	104	-	\$19,207.14
Total:	107	7,728.00	-	75	\$-	\$252,930.70

Check Average: Total Revenue / Total Guests
 $\$252,930 / 7,728 = \32.73



Revenue Forecast

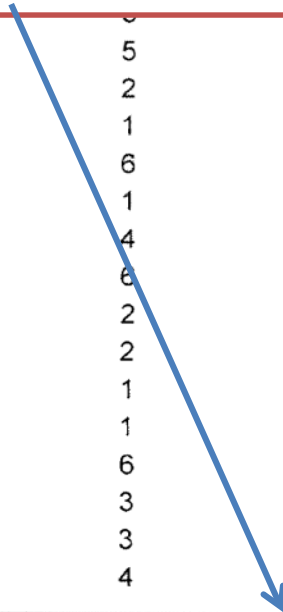
Revenue Forecasting Report March 2012

Category Summary by Event Date

Event Date	# Events	Total Guests	Total Revenue	Average Guest	Avg Revenue Per Guest	Payments
Friday, March 2, 2012	6	335	-	55	-	\$1,100.00
Saturday, March 3, 2012	3	470	-	156	-	\$300.00
Sunday, March 4, 2012	1	20	-	20	-	-
Monday, March 5, 2012	1	100	-	100	-	-
Tuesday, March 6, 2012	4	236	-	59	-	\$1,500.00
Wednesday, March 7, 2012	2	70	-	35	-	-
Thursday, March 8, 2012	2	40	-	20	-	-
Friday, March 9, 2012	3	220	-	73	-	\$1,000.00
Saturday, March 10, 2012	3	220	-	73	-	\$1,000.00
Sunday, March 11, 2012	1	1	-	1	-	-
Monday, March 12, 2012	1	100	-	100	-	\$1,300.00
Tuesday, March 13, 2012	1	100	-	100	-	\$300.00
Wednesday, March 14, 2012	5	275	-	55	-	\$500.00
Thursday, March 15, 2012	2	250	-	125	-	\$500.00
Friday, March 16, 2012	1	100	-	100	-	-
Saturday, March 17, 2012	6	824	-	137	-	\$2,000.00
Monday, March 19, 2012	1	100	-	100	-	\$1,000.00
Tuesday, March 20, 2012	4	155	-	38	-	\$300.00
Wednesday, March 21, 2012	6	375	-	62	-	\$1,300.00
Thursday, March 22, 2012	2	100	-	50	-	\$500.00
Friday, March 23, 2012	2	175	-	87	-	\$1,300.00
Sunday, March 25, 2012	1	1	-	1	-	-
Tuesday, March 27, 2012	1	50	-	50	-	-
Wednesday, March 28, 2012	6	370	-	61	-	-
Thursday, March 29, 2012	3	265	-	88	-	\$500.00
Friday, March 30, 2012	3	141	-	47	-	\$500.00
Saturday, March 31, 2012	4	510	-	127	-	\$1,000.00
Total:	77	5,707.00	-	70	\$-	\$15,900.00

Forecasted Revenue from Catering : Total Guests x Average Check for previous year

$$5,707 \times \$32.73 = \$186,790$$



3 Month Forecasted Revenue

Using March as 1st Month. Take previous years March results from your Event Master Program. March of 2011 shows that the club did \$252.9K in revenue. Club also did 7,728 guests. So next take your revenue and divide by your about of guests to come up with an average check average for 2011 March. Taking $\$252,930 / 7,728 = \32.73 per person check avg.

Using Current Month March 2012 we can use the above calculate per person check avg. to forecast estimated revenue. The March 2012 guest count shows 5,707 guests. So take the $5,707 \times \$32.73 = \$186,790$ revenue for March.

The Club now can add any additional revenue that the club will generate onto this number. For example: This particular club does an additional \$20,000 a month in restaurant and bar revenue. We now add this to our total of \$186,790 and we get \$206,790 in forecasted revenue for the month of March.

Revenue Forecast

Category Summary by Event Date

Event Date	# Events	Total Guests	Total Revenue	Average Guest	Avg Revenue Per Guest	Payments
Friday, April 1, 2011	3	230	-	76	-	\$10,666.94
Saturday, April 2, 2011	3	394	-	131	-	\$23,232.00
Sunday, April 3, 2011	2	64	-	32	-	\$1,724.93
Tuesday, April 5, 2011	2	101	-	50	-	\$3,883.36
Wednesday, April 6, 2011	3	158	-	52	-	\$5,105.20
Thursday, April 7, 2011	4	191	-	47	-	\$4,023.00
Friday, April 8, 2011	2	90	-	45	-	\$3,811.50
Saturday, April 9, 2011	2	181	-	90	-	\$12,306.36
Sunday, April 10, 2011	1	150	-	150	-	\$3,931.25
Monday, April 11, 2011	3	602	-	200	-	\$24,454.70
Tuesday, April 12, 2011	4	417	-	104	-	\$9,939.06
Wednesday, April 13, 2011	5	182	-	36	-	\$6,587.16
Thursday, April 14, 2011	4	266	-	66	-	\$5,283.00
Friday, April 15, 2011	2	155	-	77	-	\$7,933.30
Saturday, April 16, 2011	3	315	-	105	-	\$22,000.50
Sunday, April 17, 2011	1	781	-	781	-	\$781.61
Tuesday, April 19, 2011	8	436	-	54	-	\$14,686.96
Wednesday, April 20, 2011	5	337	-	67	-	\$10,506.82
Thursday, April 21, 2011	4	266	-	66	-	\$4,996.78
Friday, April 22, 2011	3	155	-	51	-	\$5,702.12
Saturday, April 23, 2011	3	315	-	105	-	\$13,420.80
Sunday, April 24, 2011	2	81	-	40	-	\$2,172.00
Tuesday, April 26, 2011	6	427	-	71	-	\$10,606.50
Wednesday, April 27, 2011	8	331	-	41	-	\$8,589.71
Thursday, April 28, 2011	7	440	-	62	-	\$12,020.34
Friday, April 29, 2011	8	1,021	-	127	-	\$29,906.04
Saturday, April 30, 2011	6	678	-	113	-	\$33,862.08
Total:	104	8,301.00	-	82	\$-	\$292,134.02

Check Average: Total Revenue / Total Guests
 $\$292,134 / 8,301 = \35.19

Revenue Forecast

Category Summary by Event Date

Event Date	# Events	Total Guests	Total Revenue	Average Guest	Avg Revenue Per Guest	Payments
Sunday, April 1, 2012	1	20	-	20	-	\$300.00
Tuesday, April 3, 2012	1	65	-	65	-	\$300.00
Wednesday, April 4, 2012	1	30	-	30	-	-
Thursday, April 5, 2012	4	85	-	21	-	\$600.00
Friday, April 6, 2012	2	60	-	30	-	\$300.00
Saturday, April 7, 2012	1	1	-	1	-	-
Sunday, April 8, 2012	2	2	-	1	-	-
Tuesday, April 10, 2012	3	111	-	37	-	\$600.00
Wednesday, April 11, 2012	3	270	-	90	-	-
Thursday, April 12, 2012	1	20	-	20	-	-
Saturday, April 14, 2012	2	330	-	165	-	\$500.00
Sunday, April 15, 2012	1	30	-	30	-	\$300.00
Tuesday, April 17, 2012	6	230	-	38	-	-
Wednesday, April 18, 2012	5	236	-	47	-	-
Thursday, April 19, 2012	6	550	-	91	-	\$1,800.00
Friday, April 20, 2012	1	1	-	1	-	0
Saturday, April 21, 2012	1	1	-	1	-	0
Sunday, April 22, 2012	1	1	-	1	-	0
Wednesday, April 25, 2012	3	115	-	38	-	\$800.00
Thursday, April 26, 2012	4	275	-	68	-	\$600.00
Friday, April 27, 2012	7	482	-	68	-	\$1,100.00
Saturday, April 28, 2012	3	290	-	96	-	\$1,500.00
Sunday, April 29, 2012	1	1	-	1	-	-
Total:	67	4,568.00	-	58	\$-	\$11,600.00

Forecasted Revenue from Catering: Total Guests x Average Check for previous year
 $4,568 \times \$35.19 = \$160,748$

3 Month Forecasted Revenue

April is the 2nd Month of the forecasting. Take previous years April results from your Event Master Program. April of 2011 shows that the club did \$292.1K in revenue. Club also did 8,301 guests. So next take your revenue and divide by your about of guests to come up with an average check average for 2011 April. Taking $\$292,134 / 8,301 = \35.19 per person check avg.

Using Current Month April 2012 we can use the above calculate per person check avg. to forecast estimated revenue. The April 2012 guest count shows 4,568 guests. So take the $4,568 \times \$35.19 = \$160,748$ revenue for April.

The Club now can add any additional revenue that the club will generate onto this number. For example: This particular club does an additional \$20,000 a month in restaurant and bar revenue. We now add this to our total of \$160,747 and we get \$180,747 in forecasted revenue for the month of April.

3 Month Forecasted Revenue

Conclusion:

This particular sales meeting took place on 9 Feb 2012. So March is only three weeks away when the forecast for the month was completed. This is important because scheduling for the first weeks of March are done at the end of February.

March forecast was anticipated to be \$186K compared to March in 2011 at \$252K. With the military are, catering events and booking pattern is short term. A lot of our business is booked two weeks out. Currently what is on the books it shows down \$70K to previous year. The GM must ask themselves is the potential there to book enough business in the next three weeks to meet the sales quota of last year.

In this case, the club is probably on pace to do a little less or the same but not more. Now the GM has the opportunity to prepare and anticipate shortening schedules and reducing expenses to have a profitable month.

April, this is truly about three months out and the objective here is to get an idea are you pacing in the right direction with sales or the month needs help. April 2012 shows a forecasted revenue of \$160K compared to April 2011 of \$292K. The potential is there but April of 2011 must have been a great year to drive that kind of revenue. What should the Club do?

3 Month Forecasted Revenue

Conclusion:

The sales team for April must pull the contracts and client lists from April of 2011 and review last years business within that month. Questions must be asked?

1. Did this group book again this year?
2. Did the repeat groups this year choose a lesser priced menu?
3. Are we maximizing the space in our catering rooms?
4. Can the team go after other business to fill the revenue shortfall?

This is a more proactive approach and is necessary for the success of our business. The Sales and Revenue meeting is used as a planning tool to better manage the decision process within the Club.

“Fail to Plan, Plan to Fail”