CLUB BENCHMARKING

Food & Beverage Services

Strategic guidance for private clubs seeking to strengthen their F&B operation - from performance analysis to member education. Club Benchmarking offers a range of specialized services.

01

F&B STRATEGIC ANALYSIS

Gain clear insight on your F&B operation relative to strategic goals, member survey results, and benchmarking KPIs.

FOCUS AREAS

- **Satisfaction gaps**
- **KPI benchmarking**
- **Key satisfaction drivers**
- **Full operational assessment**
- **F&B financial analysis**

DELIVERABLES

- F&B operations reports
- Survey results to operational alignment report
- Actionable recommendations
- Survey regression analysis

TIMELINE

Onsite/offsite mix - 3-4 days onsite

02

F&B STRATEGIC MODELING

Support your club in rethinking its approach to food and beverage as a member amenity through financial modeling and strategy.

FOCUS AREAS

- **Strategic goal exploration**
- **Cost-volume-profit modeling**
- **Dues modeling**
- **Change strategy**

DELIVERABLES

- Updated model & budget
- New strategy outline

TIMELINE

Case-by-case based on depth

03

MEMBER TOWN HALLS

Educate club members on F&B operations, industry-wide data, and their club's specific performance benchmarks.

FOCUS AREAS

- **Aggregated industry data**
- **Financial outcomes**
- **Satisfaction outcomes**

DELIVERABLES

- Club-specific benchmark presentation
- Facilitated member Q&A

TIMELINE

Onsite event - committee-ready

Choosing the right support for your club:

STRATEGY & OPERATIONS
Issues with F&B performance or strategy? Onsite expert evaluation using KPIs and member survey insights.

AMENITY TRANSFORMATION
Exploring F&B as a stronger member amenity? Financial modeling and strategic exploration support.

MEMBER EDUCATION
Need to align members around F&B? Supported town hall and committee-focused presentations.

Food & Beverage Services



YOUR CONSULTANT

Ryan Bender, CCM

Executive Director

Ryan Bender is a devoted club industry professional who has spent his entire career in private clubs. A graduate of the Culinary Institute of America, he served as Director of Food & Beverage at Woodfield Country Club and The Country Club of Virginia — overseeing departments of 200+ staff, operating budgets exceeding $15 million, and achieving 100th percentile member satisfaction ratings.

Ryan is a past President of the Virginias CMAA Chapter and an active voice nationally and internationally. He has taught Labor Costing and Cost-Volume-Profit Modeling in the BMI F&B program at the University of Houston, presented at the CMAA Chef's Summit, and currently teaches in the Club Management Association of Europe's MDP F&B program in Montreux, Switzerland. In 2025, Ryan authored the updated F&B chapter of the *Contemporary Club Management* textbook and teaches that section of the CCM Review Course at the University of Georgia. He was honored with the National Club Association's Rising Star Award in 2024.

CIA - Hospitality Management **NCA Rising Star 2024**

CMAA - Virginias Chapter President

If you have questions or would like to discuss another F&B-related issue at your club, contact Ryan Bender

Ryan Bender, CCM

Club Benchmarking Executive Director

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SCHEDULE A MEETING NOW

CLUB BENCHMARKING