

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

ASSISTANT GENERAL MANAGER PROFILE: DORADO BEACH RESORT & CLUB DORADO, PUERTO RICO

THE DORADO BEACH RESORT AND CLUB COMMUNITY

Before Laurance Rockefeller broke ground at Dorado Beach (DB), he searched the world for the best designers to bring his dream to life. The tradition continues today. Dorado Beach is being led by a team of internationally acclaimed visionaries who share a deep respect for all life on the land and sea and are committed to creating an incomparable new era of Caribbean resort living.

The Dorado Beach Community is situated on the north side of the island of Puerto Rico, approximately 40 minutes from the San Juan Luis Munoz Marin Airport. It encompasses 1,400 hundred acres and includes multiple residential, private club, resort, amenities and support services, and a history steeped in the culture of "being the best tropical park in the world!" The Forbes Five Star Dorado Beach, a Ritz-Carlton Reserve (RCR), one of only three Ritz-Carlton Reserve resorts in the world, anchors the iconic oceanside beach and world class supporting amenities, and the multiple neighborhoods surrounding it feature homes ranging in price from \$800,000 to over \$14M.

The Dorado Beach Resort & Club is an entity within Dorado Beach and its over 1,130 members have access to tremendous first-class amenities including the TPC Dorado Beach East Golf Course, situated oceanside, and the member-friendly TPC Dorado Beach Sugarcane Course plus a large, two ended practice range. There exist two additional 18-hole courses which are now closed but are being master planned to be combined into one 18-hole championship course. The Clubhouse features ample locker rooms, a recently renovated childcare area and two unique dining venues---Melao, by Mario Pagan and Panela, Cocina Social---serving breakfast, lunch and dinner, and the Terrace Bar overlooking nearby mountains that frame the Sugarcane Course. Additionally, a large Pavilion adjacent to the Clubhouse is a perfect venue for weddings, golf related events and other special occasions.

Proximate to the Clubhouse is a beautiful and active Fitness and Wellness Center providing a full array of cardio and weight training, private and group classes and a healthy food/drink bar. Adjacent to this building are the active tennis program operation and a full court basketball area, both of which are vibrant and active supporting the large population of families who are members and live in the nearby residential communities.

Just north and across the parking lot from the Fitness and Wellness Center is a one of a kind aquatic playground called The Watermill. This special and highly unique Club amenity is styled after a traditional Puerto Rican sugar mill and features two 30-foot waterslides, a winding lazy river with a wave machine and multiple swimming pools. Aquatic bumper cars are being added this season to one of the pools and the park, which is open on weekends and holidays for member use, this area currently has a small grill which will undergo an updating of its food service area this winter.

Another highly unique and very active amenity is the Club's Barlovento Beach Bar and Goodwinds Watersports. Located on the natural playground of East Beach between the East Course and the ocean, Goodwinds Watersports has one of the most extensive water sports programs for children and adults in the Caribbean including snorkeling, paddle boarding, kite surfing and more. The Beach Bar is an open air, beachside, very casual operation featuring Caribbean favorites and amazing views. The Barlovento Beach Bar and its kitchen will be undergoing an expansion project this winter, which will likely result in this amenity being even busier than it already is!

Club Members have access to RCR provided amenities and RCR guests have privileges at Club amenities. RCR amenities include a five-acre Spa Botanico, one of the finest spas in the world, along with the Encanto Beach Club Bar & Grill, La Cocina Gourmet, Coa specialty restaurant, the Positivo Sand Bar and other outstanding amenities.

There are multiple entities and corporations that comprise the entirety of Dorado Beach, each working to support one another and sharing the common vision of “making an IMPACT” on society through the commitment to the Dorado Beach vision that truly “facilitates creating happiness” amongst members, guests and staff. The overall integration of this vision and its overarching cultural impact on decisions throughout each organization is present and clearly obvious and energizing!

Many additional amenities are being considered for future continued IMPACT at DB, including The Farm, a farm to table restaurant, significant organic farming operations to produce DB produce, vegetables and related, an equestrian center, a marketplace for various sundries, baked goods and social gathering combined with an office space availability area for many of the Act 20/22 residents who live/work in Puerto Rico now and in the near future.

Finally, in the aftermath of Hurricane Maria, Dorado Beach Resort & Club leadership and Team have done an outstanding job of restoring and improving the property and practically no visible remnants from the hurricane are evident throughout the Community. The commitment of Dorado Beach Ownership to members, residents and staff immediately following the hurricane was significant and hugely impressive, reflecting the overall commitment to living the vision of DBRC!

[Click here to view a brief video about this opportunity.](#)

THE DORADO BEACH RESORT & CLUB BY THE NUMBERS:

- Membership initiation fees for Non-resident members is \$50,000, and for residents is \$37,500.
- The Club leadership oversees all Club amenities, provides landscaping and various other services to most of the community, and has management responsibilities on certain HOA's and Condo Hotel rental accommodations. At present, there are approximately 660 residential properties in DB, with over 500 more possible as other areas within the Community are opened for development.
- There were four golf courses at one point prior to Hurricane Maria. At present, two---TPC East and Sugarcane Courses are open and active. It is likely that a third course, a hybrid of the remaining two, will be reopened in the future and some of the remaining property converted to residential.
- As noted above, there are approximately 1,130 members comprised of four types---DB Members, Dorado Legacy Seniors, Long Term Rental Members and Plantation Members. Annual dues for DB Members are \$7,164 at present.
- There are approximately 40,000 rounds of golf played annually on the TPC branded courses combined.
- F & B volume in 2018 is projected to be approximately \$4.2M and overall revenues for the Club from all sources is approximately \$18.0M.
- There are approximately 400 year-round staff members, 75% of whom are full time.
- The average age of DB Members is approximately 50 years, with a large influx of families, many of them from the States under a new tax provision called Act 20/22, which provides significant tax incentives for those residents.
- Dorado Beach Resort & Club is privately owned and is a 'for profit' entity.
- High and low season activity at DB is similar to clubs in Florida; December – Easter is 'high season' with busy shoulder season months on either side. July through October are traditionally the quietest months at DB, but still allow enough activity for the majority of staff to be year-round.

THE DORADO BEACH RESORT & CLUB WEB SITE: www.doradobeach.com

ASSISTANT GENERAL MANAGER POSITION OVERVIEW

The Assistant General Manager (AGM) role at DBRC is a critically important one for continued execution of the vision of the property and requires an individual who truly enjoys developing and creating relationships vs. someone for whom transactions are most exciting. Integrating effectively with a mostly long tenured, high-performing team is critical. The previous AGM was promoted to GM in 2017 and was partnered with the CEO, a seven-year tenured executive who is returning to the States for new opportunity.

Reporting directly to the GM, this significant role has oversight of and responsibility for all member services, activities and recreational amenities, excluding those of the Ritz-Carlton Reserve, with whom significant coordination and sharing of resources occurs on a regular basis. Additionally, the role coordinates with multiple on-site operations providing real estate, development, independent HOAs and others.

At present, the Senior Leadership of the Resort includes the Residences Hotel & HOA Manager, Chief Engineer, Director of Golf, Director of Agronomy, Director of Finance, Director of HR, Director of Sales and Marketing, Athletics Director, Director of F & B, and Director of Security, out of which the new AGM will have direct and indirect reports.

For this role, it is important and highly preferred that the AGM speak and understand Spanish.

KEY RESPONSIBILITIES AND LEADERSHIP STYLE ATTRIBUTES:

The Assistant General Manager will:

- Have a strong, highly visible and respectful presence with the membership, while being an exceptional communicator, possess adroit interpersonal skills, and the maturity to instinctively understand our members and guests with a constant orientation toward service excellence. He/she must be able to communicate this expectation to a staff with diverse backgrounds and motivate them positively at all times.
- Have a strong sense of urgency and responsiveness, especially in his/her dealings with residents and members in the Community.
- Possess strong operational awareness and preferably experience in golf management and course maintenance as well as all other traditional and non-traditional member services including marketing and member programming
- Be self-confident enough to make decisions after becoming familiar with expectations and priorities of the Ownership group, and clearly “owning” his/her areas of responsibility.
- Recognize that the role, in collaboration with the GM, is a hybrid of being a “club manager, a mayor and a city manager” at times, balancing each constituency key expectations and priorities.
- Possess good marketing skills and knowledge, helping to support those responsible for attracting and retaining members, and creating greater engagement and usage of the Club by its members and guests.
- Have an appreciation of the multi-cultural nature of DB, not only within the staff ranks, but with members and guests as well, many of whom come from a wide array of backgrounds and culture from around the world.
- Be a person of quality and integrity who truly appreciates and epitomizes the vision of DB, and who clearly wants to make a positive IMPACT on others’ lives.
- Be an active and dynamic recruiter of team members and someone enthusiastic about building a team and lead them to significant, positive membership and guest interactions and outcomes; someone who truly has ownership of his/her areas of responsibility.
- Be a collaborative team player willing to be “hands on” when necessary but understand when to step back and lead the team, setting a clear vision and expectation of creating “happiness.” Being a “team player” is critically important to quickly gain the support and commitment from staff, fellow key managers and Owners alike.
- Involve associates in the decision-making process of how ‘work gets done’ and creates a desirable and rewarding work environment.
- Have a passion and aptitude for teaching, training, developing and enhancing training programs for all service personnel, working, as necessary, with the managers and directly responsible for those operations.

- Be a focused and objective evaluator of personnel, ensuring that standards of conduct and member service are met; this includes oversight of high standards of appearance, hospitality, service, and cleanliness of all facilities.
- Establish and consistently enhance operating standards for all personnel and objectively evaluate knowledge, understanding and execution of these standards.
- Ensure that an effective orientation and onboarding program exists in all areas of responsibility, along with continuous professional development and training, recognizing that DB's ability to differentiate itself through a combination of exceptional amenities AND service is critical.
- Ensure effective and efficient staffing and scheduling for all facilities and functions while balancing financial objectives with member satisfaction goals.
- Ensure that associates clearly understand performance expectations and that assigned tasks are reasonable, well-conceived and appropriately conveyed. Provide resources necessary to allow employees to perform their jobs effectively and create an exceptional ambience for members and guests.
- Take personal ownership of his or her area of responsibility, with special attention to the physical plant and overall appearance of the operation and understand the need to be consistently "member ready" in both appearance and service at all times.
- Act as an effective "one-two punch" so to speak with the GM, ensuring that you effectively complement and support the clearly defined objectives of DBRC, recognizing the need to be a strong mentor and contributor all operating department's successes.
- Be passionate about living and working in Puerto Rico and be an exceptional "ambassador" of Dorado Beach Resort & Club.

INITIAL KEY PRIORITIES

Amongst the many things that the new AGM will be focused on during his/her acclimation and transition to the role and Dorado Beach, the following are some of the key areas/issues of expectation:

- Learn about the history and culture of Dorado Beach Resort & Club before making any significant changes. The Club has a uniqueness to it that needs to be understood and recognized before assumptions are made and changes enacted. There are multiple entities working collaboratively within the greater DB community; quickly coming up to speed on those various responsibilities and coordination efforts if of great importance to your long-term success.
- Ensure that a strong, supportive and mutually collaborative effort and structure is in place in F & B, golf, fitness and all other areas of responsibility. Educating and 'leading by example' is critical, as is setting standards of expectation for interpersonal relations within and between each department is critical.
- In conjunction with the GM ensure that all senior staff and departmental leaders, as well as staff, understand your role and the overall organizational chart of responsibilities and reporting lines.
- Review and plan for a robust method of internal communications marketing plans, ensuring that all reasonable avenues are pursued and in place to minimize surprises and positively promote an awareness and engagement outcomes in all that is undertaken.
- Nothing is broken at Dorado Beach in operations; looking at ways to improve, enhance and polish is most appropriate at this point in time.

CANDIDATE QUALIFICATIONS

Successful candidates must be able to handle the logistics of management, leadership and oversight of a large-scale operation with multiple amenities spanning miles within the community, and have a record of being engaged, visible and possessing an infectious, high energy style. The Dorado Beach community is one of an "active resort lifestyle experience in a tropical park setting" and the Assistant General Manager should epitomize that persona.

Successful candidates will need to be able to effectively function under an institutional corporate structure and recognizing its primary goals and objectives, while at the same time effectively engaging members and meeting their expectations. Having a highly collaborative style is critical, as is being able to provide “thought leadership” to the group in general.

Clearly, being able to run a large, multi-faceted business model with especially strong operational skills is important and must be verifiable for any successful candidate. Experience growing top line revenues through greater member engagement and usage is important, as is ensuring that the thoughtful efficiencies are incorporated into operations where appropriate. Additionally, experience instilling and perpetuating a strong service culture, mentoring and training programs, thoughtful goal setting functions in all areas, and making service and the overall “experience” for all constituencies a positive one is critical.

This is an outstanding opportunity for a respectful, capable, humble but energized leader who, preferably, has experience working for both corporate and member-owned operations and is able to appropriately balance priorities of both groups. Genuine enjoyment of building member relationships and being in an active and social environment are key attributes for the next Assistant General Manager. ***Additionally, as noted, exposure and experience with ‘best practices’ of all kinds in the club/resort industry is important---amenities, training, staff recruitment and retention, programming, etc., but Dorado Beach is not looking for a traditional club executive for this role; we need someone who truly appreciates and can deliver and support the “vision” and culture of the Owners.***

Large scale operational experience is critical, as is a proven record of positive accomplishment in current and past roles. The Assistant General Manager must be of highest integrity with an outgoing, genuine and personable personality. He/she must look forward to being in front of the membership on a regular basis as well as representing Dorado Beach in the community.

EDUCATIONAL, EXPERIENCE AND CERTIFICATION QUALIFICATIONS

A Bachelor’s degree (B.A.) in Hospitality Management or related fields is helpful, plus a minimum of 5-7 years of increasingly more responsible experience in a high-volume hotel, restaurant or member-owned club operations, or an equivalent combination of related education and experience.

As noted above, speaking and understanding Spanish is a very important ability for someone in this role.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club, along with the typical CMAA benefits, offers an excellent bonus and benefit package.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter (in that order) using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process.

Preparing a thoughtful letter of interest and alignment, clearly articulating your “fit” with the profile and the above noted expectations and requirements is necessary.

Your letter should be addressed to Mr. Michael Rios, GM and *clearly articulate why you want to be considered for this position at this stage of your career and why Dorado Beach and Puerto Rico will likely be a “fit” to you, your family and the Club if selected.*

Expressions of interest in this manner should be conveyed to our Firm no later than January 15th. Interviews will occur in late January.

IMPORTANT: Save your resume and letter in the following manner:

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter”

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

For directions on how to upload your resume and cover letter [visit this page](#).

[Click here](#) to upload your resume and cover letter.

If you have any questions, please email Patty Sprankle: patty@kkandw.com

Lead Partner and Search Executive:

Kurt Kuebler, CCM

Partner, KOPPLIN KUEBLER & WALLACE

kurt@kkandw.com

561-747-5213 (O)