

January 20, 2015

To Whom It May Concern:

On behalf of the membership and staff at Fiddlesticks Country Club, I am writing this letter of recommendation for Mike Holtzman, President of Profitable Food Facilities. Fiddlesticks Country Club engaged Profitable Food Facilities to evaluate the kitchen operation and offer recommendations and a comprehensive plan for the redesign of existing kitchen spaces. The challenges we faced were impacting operational performance and both member/employee satisfaction. While we recognized the need and were open to change, we were unclear how best to address the issues.

Mike and his team quickly recognized the daily challenges and existing conditions requiring attention, but more importantly, the untapped potential was clearly identified and a plan was proposed which maximized utility of the existing footprint. PFF understood the challenges of a club operation including budget, limited disruption of service, member requirements, employee concerns, kitchen flow, labor and cost efficiencies, food quality and overall performance. All of these issues were factored into the "new design".

By implementing Mike's recommendations, we are realizing much faster ticket times, more covers per hour, lower labor costs and an overall more enjoyable club experience for the members. In fact, I just walked through the club and received three compliments from the membership about how much better their food experience was—it's amazing what the right kitchen can do to make our management job easier!

The new kitchen in the clubhouse was such a positive experience that we have once again engaged Profitable Food Facilities to design a multifaceted cabana facility which encompasses a coffee cafe, poolside cabana and halfway house to service our two golf courses. Once the project breaks ground, Profitable Food Facilities will oversee the equipment bidding process to secure the best prices possible and facilitate the install of the equipment to insure it's done right.

Profitable Food Facilities' fresh look and all-encompassing approach to F&B transformed our operations. Bottom line...Profitable Food Facilities delivered measurable results! I highly recommend working with Mike Holtzman and his team for all your food and beverage enhancements.

With Fiddlesticks Pride,

Ryan Shaw, CCM, CCE General Manager, Executive Vice President

# **Recommendation Letter For Golf Pro**

**Rosina Ehmann** 

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