



Members

First

EXCLUSIVE REWARDS FOR CLUB MEMBERS

G U I D E

Show It!



1 Oct 02

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Club Membership

EXCLUSIVE REWARDS

1 GENERAL

1 Oct 02 Air Force clubs must implement the new Air Force Members First policy on member discount pricing and “members only” programs, as announced in HQ USAF/ILV memo, 30 Apr 02, Policy on Air Force Club Members First (Appendix 1). Members First pricing is part of a strategy to improve membership value. Use the document titled “Members First - Frequently Asked Questions” (Appendix 2) to assist in training club staff and to communicate the policy to club members and the base population. This implementation plan provides guidance to assist in bringing this policy on-line in AF clubs.

2 PURPOSE

Member Value Pricing (MVP) has been in place for some time and while it has served its purpose, it’s time to “expand” it and move to the next phase by refocusing our efforts to further enhance the value of club membership. To do that, we developed an initiative that rewards membership by providing discounts to our members. The purpose of providing these discounts and “members only” programs is to add value to club membership.

3 GOALS

- Reestablish membership exclusivity while focusing on member value
- Increase membership of eligible non-members
- Eliminate member subsidy of eligible non-members selectively using club facilities
- Demonstrate that “club membership pays”
- One hundred percent compliance and enforcement within clubs

4 RESPONSIBILITIES

A. MAJCOM/SVP or CLUB STAFF:

- (1) Ensures all information and materials are available at each club. Answers questions from bases and clubs, and as necessary contacts HQ AFSVA/SVIC for guidance or resolution.
- (2) Responsible for reporting compliance validation metric to HQ AFSVA/SVIC effective Jan 03. AFSVA/SVIC will provide the format.

B. MAJCOM/SVF:

Notifies base RMFCs to use the accounting guidance for Members First discount pricing as provided by HQ AFSVA/SVFA. (reference appendix 3)

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C. SERVICES COMMANDER or DIVISION CHIEF:

Through the appropriate flight chief, ensures implementation of and compliance with the AF policy on Members First discount pricing and “members only” programs. Ensures proper communication and marketing are accomplished on the installation.

D. MARKETING DIRECTOR:

Obtains and properly distributes all marketing materials from HQ AFSVA and the MAJCOM. Assists the commander and club manager, ensuring all appropriate marketing and advertising is accomplished in support of the policy. Reviews and develops aggressive supplemental local marketing plans. Refer to the Members First Marketing Plan posted to the Agency website at <http://www-r.afsv.af.mil/MKT/MembersFirst/> for details.

E. FLIGHT CHIEF AND CLUB MANAGER:

The flight chief and club manager are key in the implementation of this policy. Both must be supportive of the policy and committed to the strategy in order to realize the long-term benefits. They must:

- (1) **Understand, support, execute and enforce the policy.** It is critical to take the time to talk to staff and explain the policy. They must thoroughly understand, and be able to effectively and professionally communicate the policy to both internal and external customers.
- (2) Ensure club employees understand the Members First initiative and are trained on how to explain it to members and other customers. The manager must train employees on how to enter and account for the Members First discount in all club systems. See Training portion of this guide.
- (3) Identify “members only” programs or activities and ensure the club staff knows what programs or activities are for “members only.”
- (4) Ensure all appropriate advertising and marketing is accomplished. Make sure required signage, notices, menu statements and other advertising is professional, effective and timely.
- (5) Ensure the catering personnel have all required information and materials and are knowledgeable and able to communicate the content and requirements of the policy to all customers. (See Training portion of this guide.) The flight chief ensures special function pro-rata sheets are reviewed IAW accounting guidance.
- (6) Observe operations to ensure eligible non-members are not receiving member discounts, and that they are paying the appropriate non-member price.
- (7) Ensure that there are no price increases within six months of the base’s final implementation price adjustment.

F. CATERING PERSONNEL

Ensure the policy is explained to all customers and that sponsors and project officers are aware of their responsibilities in regard to ensuring only members receive the Members First discount and that eligible non-members are charged the appropriate price. See NAF financial training aid, NA-8 for special functions procedures at <https://www-r.afsv.af.mil/Finance/trainingaids.htm>.

G. RESOURCE MANAGEMENT FLIGHT CHIEF:

Ensure Members First discount pricing is properly recorded and accounted for IAW the accounting guidance provided by HQ AFSVA/SVFA. (reference appendix 3)

The flight chief and club manager are key in the implementation of this policy. Both must be supportive of the policy and committed to the strategy in order to realize the long-term benefits. They must:





5 TRAINING

A. GENERAL

SUGGESTED STAFF TRAINING SCENARIO - *Initial training (30 minutes)* for staff meeting or training session (ALL club staff must attend initial training):

Train all club employees so they understand and can explain the basic information about the Members First initiative and the discount pricing policy. Discuss and explain each of the questions and answers (Appendix 2) with employees, and provide a copy of these to each employee. During the first month of implementation we suggest you require employees to have their copy of the questions and answers readily available whenever they are working. Do spot checks and ask the staff questions. It is perfectly okay to use the handout to answer questions. Reward employees who do well in answering questions. Tailor the following training scenario to meet your local conditions. The objective is to train and educate employees to correctly answer guests' questions.

- (1) Read HQ USAF/ILV (Mr. Myers) 30 April 2002 memo to the staff. Explain that we are implementing Members First initiative discount pricing for members. Explain that the purpose of the Members First initiative is to add value to club membership. The objective of this training session is to enable staff to answer basic questions from customers about the Members First. *Estimated time required: 5 minutes*
- (2) Give each employee a copy of the questions & answers Members First discount pricing. Review all the questions and answers. Give employees the opportunity to ask questions and get clarification on issues. *Estimated time required: 20 minutes*
- (3) Summarize the training by going over the answers to the first two questions again. Explain that all employees are expected to have their copy of the questions and answers with them any time they are working during the next 30-60 days. Make it required "equipment" and part of the duty uniform. Close the session by telling the employees there will be more training on this topic for key customer contact staff. Ensure you document the initial training on implementing Members First. *Estimated time required: 5 minutes*

Clubs are encouraged to provide incentives to employees who learn and explain the Members First initiative. Use the questions and answers (appendix 2) as a source for impromptu questions for employees. Make sure you reward employees who do well answering questions.

B. CATERING

Members First policy changes require work around procedures for those activities using Caterease version 5.6b. Version 6.0 will incorporate necessary changes to take into account discounts for members. Until your base is upgraded to 6.0 the following steps will need to be accomplished as a workaround.

Note: Only club managers with full access to Caterease will be able to make the "Setup" changes below in the Caterease system.

- (1) Changing from a non-member surcharge to a members discount:
 - (a) From the main caterease menu go to "File"
 - (b) "Setup"
 - (c) Click mouse on "Nonmembers surcharge rates" and change the surcharge rates for breakfast, lunch and dinner to -2.00 and press enter for each meal, close window

- (d) Go back to "**File**", "**Setup**" and then click mouse button on "**Settings**"
 - (e) Click on "**Field Names**" located at the bottom of the screen
 - (f) Type Non- Member in the "**Member**" field and Member in the "**Non Member**" field
(example: Members = NonMember Non Member = Member) and click on the check mark to save the settings
 - (g) Making these changes will change your input screen in the event manager screen and give your members the discounted price, once you enter the member count from the "**Guest**" tab. Discount will show up under "**Other**" in your contract and reports
- (2) Applying a 10% discount for Members personal events.

(Note: to provide a Discount you have to be in that specific banquet order. The discount does not apply towards alcoholic beverages)

- (a) Go into "**Event Manager**" and bring up the specific function you are giving the discount
 - (b) Go to "**Tools**" on the top of the screen
 - (c) Go to "**Discount Rates**"
 - (d) Apply a 10% discount to "**Food**" and click on the ok check mark
- (3) Changing Non-alcoholic beverages (ice tea, punch, sodas, etc. . . .) from Beverage category to Food category:
- (a) From the main Caterease screen go to "File", "Setup" and click on "Foodservice Menu"
 - (b) Change all non-alcoholic beverages to food by highlighting the beverage and move dot from "Beverage" to "Food" category on bottom of page
 - (c) When all beverages have been changes exit back to the main screen

This completes the steps necessary to implement the Members First policy using Caterease 5.6b.

C. CORE MENU

New and Improved Core Menu Software: Core Menu software 4.0 will be released to the field in Aug 02. **The Core Menu Software 4.0 Upgrade Guide** will be available on the web at <http://www-p.afsv.af.mil/Clubs/CoreMenuMain.htm>. Many changes have been made to the Core menu software to save you numerous man-hours by allowing the computer to do the work for you. Following are some of the major changes designed to save you time:

- (1) **Cost Cards:** To support the new Members First initiative a new field has been added to the cost card to allow you to calculate your food cost and contribution margin for both member and non-member selling prices.
- (2) **Scaling Recipes:** Users will now be able to input the number of portions they plan to prepare and the system will tell them how much subsistence to use for the new quantity.
- (3) **One Time Ingredient Pricing:** Ingredient prices only need to be updated one time and every recipe the ingredient is used for will be updated. This is a major time saver versus the old system of updating ingredients in every recipe. Users will still have an option to update ingredients in a specific recipe without affecting other recipes the ingredients are used in.
- (4) **Single Screen Inputs:** Multiple functions can be accessed from one screen versus going to various screens on the old version.
- (5) **Search Engines:** All searches have been updated to simplify searches for recipes and ingredients.
- (6) **Help Menu:** Help menu has been updated to allow you to access it from any page for any function.



*Periodically visit the
Air Force club website
<http://www-r.afsv.af.mil/clubs>
for updated information.*

D. POINT OF SALE (POS) SETUP

Members First requires two new **Promotion Tender** keys on the Aloha terminals. The two member discount promotions may be in addition to existing promotions offered (e.g., 10% off, \$.50 off, etc.). Use these instructions to create categories and promotions.

Once the three-step process is complete (see club restricted web site https://www-r.afsv.af.mil/Clubs_Ltd/MembersFirst.htm), your Aloha POS system will be configured to accept the Members First discount promotion tender, track usage, and produce reports associated with the initiative.

E. ALOHA TERMINAL OPERATION INSTRUCTION

FIGURE 1



(1) Activity cashiers access the promotion after closing the guest check by pressing the **Promo** key (*figure 1*).

(2) The Aloha terminal displays a \$1 MBR DIS and a \$2 MBR DIS button on the **Promo** screen (in addition to existing promotions that are offered). *Note: The positions of the MBR DIS buttons are not necessarily the same as shown. The "Customer" button is not displayed unless you have the Frequent Buyer module.*

(3) After the customer presents the Club Membership card, the activity cashier must select the appropriate MBR DIS key. If the selected menu items on the guest check are entered in the correct non-sales category, the discount will be displayed on the screen and customer guest check (*figure 2*). The cashier should select "OK" to return to the **Promo** screen and complete tendering the order.

Periodically visit the club website (<http://www-p.afsv.af.mil/Clubs/>) for updated information and instructions.

FIGURE 2

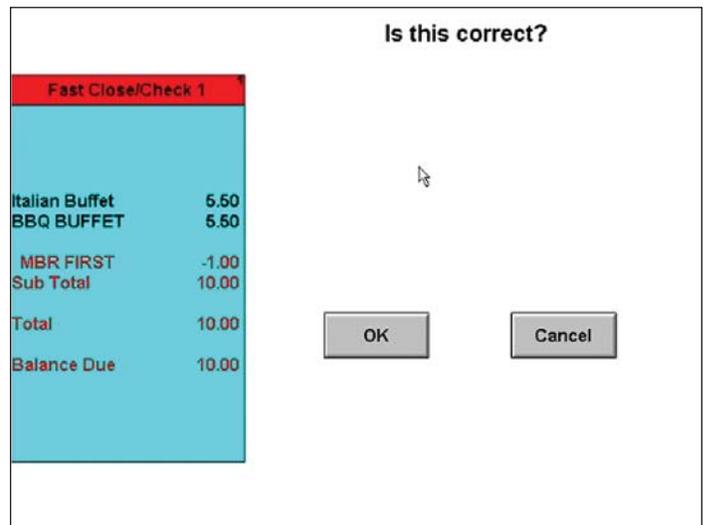
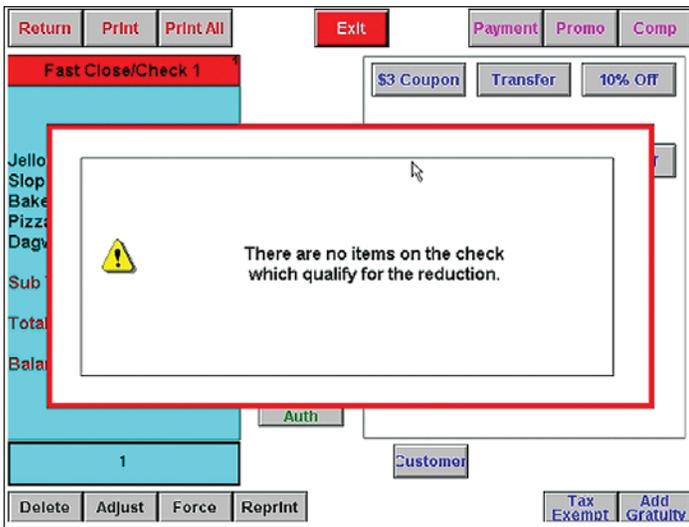


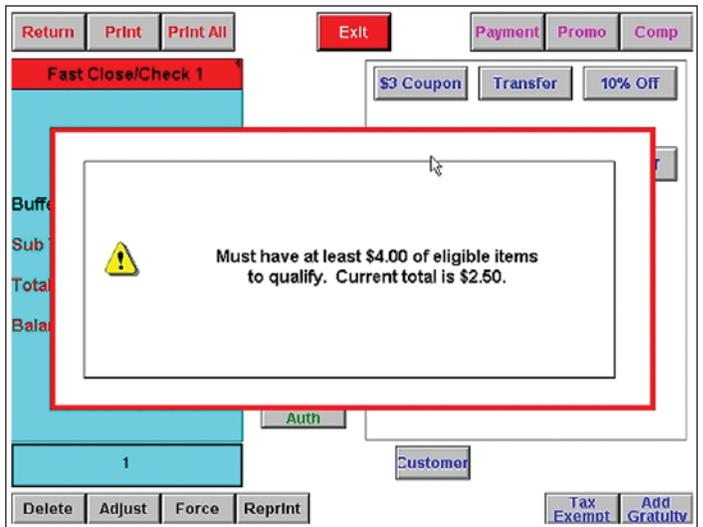
FIGURE 3



(4) If items *are not* eligible for discount (e.g., alcohol items), a message is displayed similar to *figure 3*. Touch the screen to clear the message and take the appropriate action to continue. *Not all items are eligible for member discounts and certain items may have increased discounts.*

(5) The total sale of authorized items must be at least \$4.00. Failure to reach the \$4.00 minimum sales will prompt an error message (*figure 4*). Touch the screen to clear the message and proceed with transaction.

FIGURE 4



At no time should an adjustment be made that will require a member to pay more than they were paying prior to the implementation of the Members First initiative. Since member's personal functions are discounted at 10% in some instances they may be slightly higher than prior to implementation. Do not increase prices for 6 months following your final Members First implementation price adjustment without prior MAJCOM approval.

6 PRICING PRICING STRATEGIES

In order to give discounts in our club operations it may be necessary to adjust pricing. There are many ways to approach these price adjustments; it is up to local leadership to determine the best method for each operation. At no time should an adjustment be made that will require a member to pay more than they were paying prior to the implementation of the Members First initiative. Since member's personal functions are discounted at 10% in some instances they may be slightly higher than prior to implementation. Do not increase prices for 6 months following your final Members First implementation price adjustment without prior MAJCOM approval. Listed below are three possible approaches:

Single Price Adjustment — When using this method it is recommended that the operations' marketing materials come right out and tell the customers that this adjustment will be effective on a specific date (in this instance that would be 1 Oct 02). Operators should verify their costs to determine which items will require price adjustments. Use one of the pricing methods below to determine what type of adjustment needs to be made. Re-price all day parts at one time making required adjustments across the board. *Alcoholic beverages should not be discounted under the Members First initiative, see AFI 34-219, Alcoholic Beverage Program*

Two-Tier Price Adjustment — When using this method everything will be the same as the Single Price Adjustment with one exception, operators should verify their costs and split the required adjustment into two

phases. The first price adjustment should take place as far in advance of posting the marketing materials as possible. The final price increase would occur 1 Oct 02.

Three-Tier Price Adjustment — This method would be similar to the two-tier price adjustment. Operators should verify their costs and split up the necessary adjustments into three phases. The first and second adjustment would take place as outlined in the two-tiered method with the third increase taking place after 1 Jan 03. It should be noted that this is the riskiest approach as the full discount must be implemented 1 Oct 02.

PRICING METHODS

The recommended pricing methods are listed below and details are provided in at the end of this chapter.

- Division Method Plus
- Texas Restaurant Association Method
- Minimum Contribution Margin (MCM) Method

As noted above it may not be necessary or wise to increase prices on every item. Some other options that should be considered include changing the portion sizes, "combo-ing" a meal at a different price point, or rebuilding the menu with new items (must still be core menu compliant).

It is important to note that the actual sales mix of members to non-members may offset the need for price adjustments on buffets and other one-price programs.

DEVELOPING MENU ITEM COST CARDS

Menu item cost cards must be developed for every menu item you sell. Menu item cost cards must be reviewed and updated at least quarterly. Update cost cards when there is a change in the wholesale price, and when a recipe or portion change is made to a menu item. The following cost card is an example of the format provided in the core menu software. Regardless of the format chosen the procedures explained below and illustrated in the example must be accomplished.

The procedure for preparing menu item cost cards is virtually the same as for standardized recipes; the costing procedures are identical. For many menu items, without first costing out the recipe, the menu item cost card cannot be accomplished. Because of their similarities, recipes and cost cards are often combined. The example illustrates the costing procedure for the California Beefburger, as it should be recorded on a menu item cost card.

Menu item cost cards must be developed for every menu item you sell.

EXAMPLE

California Beefburger						
Recipe# LECB-1						
Cost Card						
Ingredients					Cost	
Seq.	Description	Sub Recipe	Qty	Unit	Unit	Total
1	* Ground Beef Patty, 6 oz	<input type="checkbox"/>	6	Oz	\$0.08	\$0.48
2	Ketsup PC	<input type="checkbox"/>	2	ea	\$0.03	\$0.06
2	* American Cheese	<input type="checkbox"/>	2	slice	\$0.08	\$0.16
3	Kaiser roll	<input type="checkbox"/>	1	ea	\$0.18	\$0.18
4	* Lettuce, shredded	<input type="checkbox"/>	1	oz	\$0.05	\$0.05
5	* Tomato	<input type="checkbox"/>	2	slice	\$0.03	\$0.06
6	* Onion	<input type="checkbox"/>	1	slice	\$0.02	\$0.02
7	Butter	<input type="checkbox"/>	1	oz	\$0.01	\$0.01
8	Mustard, P.C.	<input type="checkbox"/>	1	ea	\$0.04	\$0.04
Total Cost					\$1.06	

Total Cost	No. of Portions	Portion Cost	Sale Price	Food Cost %
\$1.06	/ 1	= \$1.06	/ \$2.95	= 36%
Sale Price		Portion Cost	Contribution Margin	
\$2.95		- \$1.06	= \$1.89	

The Steps. On the left side of the form the ingredients are listed.

1. The hamburger patty weighs 6 ounces and cost \$.08 per ounce. The asterisk on the left hand margin of the hamburger, cheese, and produce items, indicates there is additional cost information supporting these items AP/EP costs. The hamburgers' \$.08 per ounce cost figure is based on bulk ground beef's cost per AP and the per ounce cost.
2. American Cheese, two slices at \$.08 each. Again, this item is also asterisked. American cheese's cost per slice is based on 120 pre-cut slices from a 5 lb loaf.
3. The Kaiser roll's cost is based on the cost per each (EA) roll, determined from by standard package and price (10 pack at \$1.80).
4. The cost of the produce ingredients (lettuce, tomato and onion) is determined by actual "hands-on" portioning to determine the number of portions per (head of lettuce, slices of tomato and onion) and the cost of each.
5. Butter, used to enhance flavor and to achieve even toasting when grilling the roll is measured. Its cost is determined based on the cost per lb for butter.
6. Condiments, ketchup and mustard costs are determined per package (EA), based on the number per case and the cost per case.
7. The individual costs of each item that make up this menu item are added together. The total cost figure is indicated in the space provided.
Note: Paper and plastic expenses represent a major cost of serving food, as well as labor expenses. These expenses are not food costs and are not included in food costing, but must be taken in consideration (offset) when establishing selling prices.
8. The blocks on the bottom of the form provide space for menu items' cost, selling price, cost of sales percentage and contribution margin (gross profit). The figures used were made up for this example.
9. Future Core Menu software upgrades will include "Member" and "Non-Member" sale price fields.

Determining Food Cost of Sales Percentages.

The procedure to determine a menu item's food cost of sales percentage is to divide the item's food cost by its selling price:

$$\frac{\$1.06 \text{ menu item's food cost}}{\$2.95 \text{ menu item's selling price}} = 36 \text{ percent (\%)}$$

You can use this figure in two ways:

1. To determine what the menu-selling price should be at a particular percentage, divide the cost by the percentage:

$$\frac{\$1.06}{36\%} \frac{\text{food cost}}{\text{cost of sales percentage}} = \$2.95 \text{ menu selling price (\$2.94 rounded up)}$$

2. To determine what your food cost should be in order to be within a budgeted percentage, multiply the menu selling price by the percentage: menu selling price x cost of sales percentage = food cost

$$\$2.95 \times 36\% = \$1.06$$

FOOD COSTS FOR FINANCIAL REPORTING

The food cost of sales for a financial reporting period, normally one month, is determined by:

1. Add the beginning inventory's total dollar amount to the dollar amount of all purchases for the month.
2. Add all transfers in and subtract all transfers out (inventory items received or issued to and from other activities).
3. Then subtract the ending inventory's dollar amount. This resulting dollar figure is the food cost of sales for that reporting period. Here is the calculation illustrated below:

$$\begin{array}{r} \$25,000 \text{ Beginning Inventory (BI)} \\ + \$22,500 \text{ Food Purchases (P) (+ or [-] transfers)} \\ - \$23,600 \text{ Ending Inventory (EI)} \\ \hline = \$23,900 \text{ Food Cost of Sales (COS)} \end{array}$$

The food cost of sales figure, \$23,900 is divided by the total sales for the same reporting period to determine the food cost of sales percentage. As illustrated below:

$$\$23,900 \text{ Food Cost of Sales} / \$66,390 \text{ Food Sales} = 36 \text{ percent (\%)}$$

Portioning standards should be recorded on standardized recipes, menu item cost cards, working menus, and posted in production and service areas.

PORTION CONTROL

Portion control is the measurement of portions to ensure the correct amount of an item is served. In order for portion control to be carried out, cooks and servers must be familiar with the established portion sizes. Portioning standards should be recorded on standardized recipes, menu item cost cards, working menus, and posted in production and service areas. Portion control begins with the measuring of ingredients. If this is not done correctly, then all the effort to accurately cost out your recipes is for naught. When portions are determined by count - 1 hamburger patty, 1 onion ring, 1 piece of pie, then the units must be purchased, measured, or cut according to a standard: 6 ounces of ground beef; 1/8 inch slice of onion; and 8 equal wedges per pie.

Tools and Techniques

1. Count. One slice per order; 6 shrimp per shrimp cocktail, one baked potato, two lemon wedges. This is accurate only if cutting and other preparation work is performed according to established standards.
2. Weight. An 8-ounce Specialty Beef burger and a 4-ounce portion of shaved turkey breast per sandwich. Portion scales should be at each workstation required to portion by weight.
3. Volume. Ladles, scoops, and kitchen spoons come in standard sizes and are used for portioning. The exact size of ladles and scoops must be determined in advance and indicated on the recipe or other service instructions.
4. Even divisions. Cutting a pie into 8 equal wedges, cutting a sheet cake into equal pieces, etc.
5. Standard fill. Standard size dishes, cups, glasses are filled to predetermined levels.

Portion and Leftover Management

You can't afford to throw food away any more than you can afford to throw away money. The total use of food items must be planned when developing menus and should be a primary objective throughout food production.

1. Use all edible trim. Unless you use only portion control items, you will have edible trim. You can't afford to simply throw this trim away and call it a loss, you must use it and make money on it.

2. When building new menus use inventory items you already have on hand if possible. Be sure meal planning and recipes utilize trimmings. For example:
 - a. Use meat trim for kebobs, stews, and in salads; and smaller meat trim in soups, chopped meat salads and ground beef.
 - b. Use vegetable trimmings for soups, stews, and for fillings for omelets.
 - c. Use day-old bread for stuffing, breading, bread pudding, French toast, croutons, and meat extenders.
 - d. Use tomato and onion trimmings in soup, chili, and salsa sauce. Use precooked hamburger patties crumbled into chili.
3. In most cases, don't add an item to the inventory unless you can use the trimmings. It would be inefficient and costly to buy whole chickens if the only chicken item on your menu was a boneless chicken breast. But, if you also serve fried chicken, chicken strips, and feature chicken soups regularly, and other menu items using chicken, it may be most advantageous to purchase the whole birds.
4. Plan production to avoid leftovers. The best way to use up leftovers is not create them in the first place. Handling food twice, once as a fresh item and once as a leftover, is more expensive and time consuming than handling it once, and it almost always results in a loss of quality. Additionally, it can create problems with health officials if the item is not handled properly.
5. Plan ahead for use of leftovers. Through the proper food production-planning leftovers can be kept to a minimum. But some leftovers are inevitable. Whenever you put an item on the menu that could become a leftover, you should have another recipe ready that will use that leftover. For example, if you served roast chicken as a dinner special, you would plan on chicken pot pie or chicken salad for a luncheon special the next day. Again, ensure leftovers are handled according to established health requirements.
6. Reduce or eliminate "minimum-use" perishable ingredients. "Minimum-use" ingredients are items that are only used on one or two items on your menu. For example, an operation might serve chicken breast topped with sautéed mushrooms, and not use mushrooms with any other item. When the ingredient is perishable, the result is a high percentage of spoilage and waste.



There are many factors that must be taken into consideration when pricing menu items beyond just food cost and mathematically determining the selling price.

MENU PRICING

There are many factors that must be taken into consideration when pricing menu items beyond just food cost and mathematically determining the selling price. In this section we will look at three pricing methods. We chose three common industry methods that are effective and meet our profit objectives. Regardless of your chosen method or pricing theory, focus must remain on "what the market will bear" (the price your customers are willing to pay) and what your competition is doing. You must also focus on what your operational needs are, or how much profit you need. Considerations that must be included in the menu item selling price decision-making process are:

1. What the menu item is. (Customer's perception) Fried Chicken or Steak
2. The item's food cost. From the start, you must establish and maintain accurate costs on every menu item.
3. The desired contribution margin. Contribution margin is another way to state gross profit before other expenses (labor and operating expenses).
4. The item's actual or potential popularity. The number of times the item will sell or is selling. This is influenced by what the item is, the selling price, and your market.
5. The labor intensity and other operating expenses associated with a menu item; all of which must be taken into consideration. They directly influence net profit or loss.

6. Indirect Cost Factors in Menu Pricing. These include, though are not limited to ambiance, location, associated amenities and product presentation. The atmosphere and decor of your operation can add much to the enjoyment of a meal. The overall perception of value is certainly enhanced for the customer in a well decorated, appointed, carpeted, lighted and maintained facility. Where the operation is located has a significant influence on the prices the customer is willing to pay and whether the operator should price at "what the market will bear" or at relatively competitive levels. Location relates to many things, like a geographic area of the country, i.e., northeast, south, midwest and even to certain parts of a city or which side of the installation the operation is located. Another example is, if a location is accessible to tourists more so than local residents, higher prices are more likely than if only local customers are sought. Also for comparison, the price for the hot dog and soda in the football stadium compared to the local sandwich shop. Amenities that can influence selling prices are items such as live entertainment, sports activities, complimentary hors d'oeuvres, fresh flowers on the tables, etc.

Establishing Selling Prices

There are many ways of pricing menu items, from the dangerously simple "copy-cat" method to using a "targeted" cost of sales percentages.

There are many ways of pricing menu items, from the dangerously simple "copy-cat" method to using a "targeted" cost of sales percentages. Let's look at three pricing methods: the Division Method, the Texas Restaurant Association Method (TRA), and the Minimum Contribution Margin (MCM) Approach. These pricing methods were chosen for this guide based on their acceptability in the industry, their simplicity, and their effectiveness.

The Division Method

The division method uses the individual menu item's food cost as it's reflected on a standardized recipe and/or the menu item cost card, and a desired cost of sales percentage to determine the selling price. The calculation is: food cost divided by a desired cost of sales percentage equals the selling price:

$$\frac{\text{Menu Item Food Cost}}{\text{Desired Cost of Sales Percentage}} \text{ or } \frac{\$1.30}{40\%} = \$3.25 \text{ Selling Price}$$

This pricing method relies on establishing a desired cost of sales percentage and accurate menu item costs. Cost of sales percentage objectives are commonly based on the guidelines established by higher headquarters and as a balance between established labor, operating and net profit objectives. Most importantly desired cost of sales percentages must be based on the overall desired net profit objectives for your operation. This should be reflected in the operations budget. Additionally, each menu item's desired cost of sales percentage must be established, analyzed and compared with the menu overall cost of sales as well as the sales mix of the various menu items.

Let's look at where this formula leaves us:

Selling price:	\$3.25	100%
Menu item's cost:	- 1.30	40%
Contribution margin:	1.95	60%

Before this price would end up on the menu, there are a number of other questions that must be answered. What is the perception of value on this item? Will customers pay \$3.25 for this item? Does the contribution margin of \$1.95 cover labor and operating expenses and achieve the net profit objective? If it can't sell it for \$3.25, what can it sell it for? Can it sell it for more than \$3.25?

The cost of sales mix takes into account that a food operation must establish an overall cost of sales percentage objective.



The bottom line: Dollars are banked and percentages are indicators. Dollars are more important than percentages!

Cost of Sales Mix

The cost of sales mix takes into account that a food operation must establish an overall cost of sales percentage objective. If the objective is 40 percent (should be based on member price not on non-member price) then the overall cost of sales mix is based upon that percent objective. Each menu item's selling price should never be established using a straight 40 percent cost of sales. If this were the case, it would most likely price the operation out of business. To achieve a desired cost of sales, be competitive and profitable, a cost of sales mix should be established. Assume the objective is to achieve an overall cost of sales of 40 percent.

We know every item on any menu would not sell the same number of times, and let's hope our sales are greater than each item selling only once. Typically, the items that leave the largest contribution margin are the same items that have the highest cost of goods. The fact is, if you could sell more of these items, the cost of sales percentage would go up; but so would profits! It is very important to point out, if the items on a menu with the higher cost of sales percentage sold more often, the overall cost of sales percentage would raise, but, most importantly, so would profits (total contribution). Conversely, if those items with the lower cost of sales percentages sold more often, the overall cost of sales percentage would be lower, but so would profits (total contribution). The bottom line: Dollars are banked and percentages are indicators. Dollars are more important than percentages!

Texas Restaurant Association (TRA) Method of Pricing

The TRA method bases the selling price on the required profit for an individual menu item. It permits the food cost of sales percentage to "float" to the level required for the necessary profit on each item. The major component of this menu pricing method is a well planned Income and Expense Budget; keying in on labor and operating expenses, and the desired net profit.

Here are the required steps:

Step 1. Budget your labor expenses for your food operation. Express these expenses as a percentage of your budgeted food sales:

$$\frac{\text{Labor Expenses}}{\text{Budgeted Food Sales}} = \text{Labor Expense percentage}$$

Step 2. Budget your operating expenses for your food operation. Express these expenses as a percentage of your budgeted food sales:

$$\frac{\text{Operating Expenses}}{\text{Budgeted Food Sales}} = \text{Operating Expense Percentage}$$

Step 3. Budget your overall desired net profit for your food operation. Express this dollar amount as a percentage to your budgeted food sales:

$$\frac{\text{Budgeted (desired) Net Profit}}{\text{Budgeted Food Sales}} = \text{Net Profit Percentage}$$

Let's illustrate: Steps: 1, 2, and 3 (extracted from the budget):

Sales:	\$50,000	— 100%
Labor expense:	\$20,000	— 40 % of Sales
Operating expenses:	\$2,500	— 5 % of Sales
Desired net profit:	\$7,500	— 15 % of Sales

For example, using dollar figures extracted from an Income and Expense budget:

$$\begin{array}{r}
 \text{operating expenses} + \text{labor expenses} + \text{desired profit} \\
 \$1,500 \quad + \quad \$5,000 \quad + \quad \$4000 \\
 = \$10,500 \\
 \hline
 \text{average number of covers} \\
 6,750 \\
 (30 \text{ days} \times \text{an average of } 225 \text{ people}) \\
 = \$1.56 \text{ per}
 \end{array}$$

The \$1.56 is the minimum contribution per cover (customer) for "main" menu items. Let's first apply it to each "main" menu item(s), as illustrated:

$$\begin{array}{r}
 \text{Menu Item Food Cost: } \$1.50 \\
 \text{MCM:} \quad \quad \quad +1.56 \\
 \hline
 \text{Selling Price:} \quad = \$3.06 \text{ or } \$3.25 \text{ (rounded up to the nearest quarter)}
 \end{array}$$

In this first example, the MCM is simply added to each menu item's food cost. The result is the targeted menu item-selling price. This is done with/to each "main" menu item, the entrees in the full service restaurant, the sandwiches in the food operation, etc. Appetizers, side orders, beverages and desserts would require some modification to this procedure.

Now let's apply the MCM Approach to individual covers (customers).

Chicken Strips:	Selling Price	\$1.75
	Food Cost	.65
	CM	1.10
French Fries:	Selling Price	\$.95
	Food Cost	.30
	CM	.65
BBQ Ribs:	Selling Price	\$3.75
	Food Cost	1.95
	CM	1.80

If the Chicken Strips were the only item sold to a customer, a CM shortfall of \$.46 (1.56-1.10) would be realized. If French Fries are sold to the same customer the minimum CM is achieved /exceeded (1.10 + .65 = 1.75). Each time the BBQ Ribs are sold the CM is exceeded (1.80). Another important factor to consider, neither of these examples includes other "add-on sales" items, such as soft drinks, beer, wine coolers and other beverages or chips and snack items. Add-on sales items are extremely important in contributing to the overall profit picture.

Again, profits are planned and expenses covered. Like the other menu item pricing methods, many other considerations and factors involved must be taken into account when using the MCM approach to pricing.

After looking at the three pricing methods, its apparent menu item pricing involves many challenging decisions. "What the market will bear", the profit needs of the operation, customer's perceptions of value, and the indirect cost factors such as service, location, associated amenities and product presentation are all influencing factors.

REMEMBER, THERE ARE THREE BASIC WAYS TO INCREASE TOTAL SALES IN FOOD OPERATIONS.

They are:

- ✓ **Increase volume. Attract more customers.**
- ✓ **Influence your existing customer base to buy more.**
- ✓ **Raise prices, and maintain the current volume of business.**

Of course, the ideal situation is realized when all three factors can be influenced simultaneously.

Established prices are not stamped out in stone.

Odd-Even Pricing

Established prices are not stamped out in stone. Price changes may be needed due to a wholesale price increase, sale mix analysis, changing profit objectives, promotions, etc. To ease price changes, especially increases, it is recommended that the system of odd-even pricing be incorporated. Odd-even pricing simply refers to the numbers used to price the menu items. Use odd-even numbers, 5s and 0s, in logical even increments, such as, 25, 50, 75, and 95. Avoid using 15, 20, 30, 35, 45, 60, 65, 80, 00 etc.

7 MANAGING CHANGE

It is important that everyone is positive, polite and professional when dealing with these challenges. Know and understand the policy, patiently listen to the questions, and provide polite and accurate answers.

As with change or anything new, there will be challenges with implementing this initiative. You can expect some confusion, occasional mistakes, and a lot of questions. There will be a few people who will just not like it. ***It is important that everyone is positive, polite and professional when dealing with these challenges.*** Know and understand the policy, patiently listen to the questions, and provide polite and accurate answers. If you need help, ask your supervisor for assistance. You can also expect some people to try to circumvent or "beat" the policy. You will not catch 100% of these people, and no one expects you to. Just do the best you can and work the issues and problems as they are identified.

8 SUMMARY

This guide provides tools and ideas to help in implementing the Air Force policy on Members First.

For club assistance, please contact the Air Force Club Division, HQ AFSVA/SVIC at DSN 487-6312.

For marketing assistance, please contact the Marketing Branch, HQ AFSVA/SVPCM at DSN 487-4945.

For accounting assistance, please contact the Field Activities Division, HQ AFSVA/SVFA at DSN 487-3994.

9 APPENDICES

Appendix 1 • HQ USAF/ILV Memo



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

30 APR 2002

MEMORANDUM FOR ALMAJCOM/SV

FROM: HQ USAF/ILV
1770 Air Force Pentagon
Washington DC 20330-1770

SUBJECT: Policy on Air Force Clubs "*Members First*"

Effective 1 Oct 02 all Air Force clubs, and club annexes operated or managed by a club, must comply with the attached guidance on the new "Members First" initiative. Based on recommendations and input from the field, this initiative rewards club members with a variety of club discounts, including special functions. Additionally, just as you have in the past, continue to designate certain programs as "Members Only" events, thus limiting them to members, their families, and bona fide guests.

This initiative enhances the value of club membership and underscores the fact that membership must have exclusive benefits. Adherence to this policy is mandatory. I seek your *staunch support* in ensuring Air Force leadership, and the rest of the team are aware of this "Members First" initiative. AFSVA is working marketing, accounting and implementation guidance for your use. We will build metrics to capture our status/progress as we press forward in *delivering this initiative for our members*.


ARTHUR J. MYERS
Director of Services
DCS/Installations & Logistics

30/4

Attachment:
Air Force Clubs "Members First" Schedule, 1 Oct 02

Attachment to Appendix 1 • AIR FORCE CLUB MEMBERS FIRST SCHEDULE (1 Oct 02)

1. This schedule establishes required discounts for club members, family members, and their guests. A bona fide guest is a person or persons, not eligible for club membership, whom a member personally and specifically invites to accompany the member or the member's group to the club. An eligible non-member is not authorized to use the club as a guest of a member. (AFI 34-272, para 1.12.3) This schedule also applies to reciprocal privileges granted to Air Force club members, families, and guests.
2. It is appropriate to designate certain programs as "Members Only" functions and limit access to club members, their families, and bona fide guests. Every club will have at least one "Members Only" program per month.
3. Clubs may offer additional value programs, e.g., frequent diner, two-for-one food offerings, or kids eat free, as determine locally.

NOTE: This schedule may not be inclusive of all services and products offered in all clubs. Discounts for services and products not addressed herein should be established locally. Discounts are listed per person and apply to each member and each guest of a member. The installation commander determines what additional services and products will be made available to eligible non-members. Required discounts are applicable to individual meals and other food purchases of \$4.00 or more.

EVENT	REQUIRED DISCOUNT
BREAKFAST/BRUNCH	\$1.00
LUNCH/BUFFET	\$1.00
DINNER/BUFFET	\$1.00
ALL PRO RATED SPECIAL FUNCTIONS (including MILITARY)	\$2.00
MEMBER PERSONAL FUNCTIONS (i.e., weddings, birthdays, etc.)	10%
HOLIDAY BUFFETS/DINNER/EVENTS	\$2.00
BINGOMay be opened to all eligible MWR patrons as listed in AFI 34-262 Eligible non-members are charged an entrance fee of at least \$5.00 Only club members can sign in bona fide guests
BARBER SHOPLocal Determination
CHECK CASHING/CURRENCY EXCHANGE SERVICENot authorized for Non-members
ENTERTAINMENTMembers only or charge at least \$2.00 for eligible non-member When a member fee is charged, add \$2.00 to eligible non-member

Appendix 2 • MEMBERS FIRST - FREQUENTLY ASKED QUESTIONS

Q: *Why did the Air Force decide to implement the new Members First discount pricing?*

A: The new Members First discount pricing refocuses our efforts to further enhance the value of club membership — it rewards membership by providing discounts to our members and underscores the fact that membership has exclusivity.

Q: *Why is there Members First discount pricing?*

A: Air Force clubs are membership organizations. The lifeblood of a club is its membership, and two of the most important elements of club membership are exclusivity and the inherent fiscal responsibility of the membership to sustain a club. We must protect that exclusivity while focusing on membership value. The dues our members pay cover the cost of most club overhead operating expenses. It is unfair to expect our members to subsidize club use by eligible non-members by paying the same prices as the non-member. Therefore HQ USAF/ILV established mandatory discounts to be provided to club members. Eligible non-members will pay more.

Q: *When does the Members First discount pricing go into effect?*

A: The Members First discount pricing policy is effective 1 Oct 02 and must be fully implemented at that time. To ensure fairness to all catering customers and a smooth transition to the new policy, there is a "grandfather" provision for catering services. Any signed catering contracts that would be transacted after 1 Oct 02 must be executed at the same price or discounted price, which ever is more beneficial to the member booking the function.

Q: *Who on the base is ultimately responsible for instituting Members First?*

A: The ultimate responsibility rests with the Services Commander or Director. However, the appropriate flight chief and club manager are responsible for implementation and execution of the policy.

Q: *Can a club offer additional member discounts?*

A: Yes. The Members First discount pricing is Air Force policy and all members must receive it; however, local management may choose to offer additional/larger discounts.

Q: *Can the price charged a member exceed what they were charged before Members First was implemented?*

A: No, the member must receive at least the same price or less as he/she was charged prior to the implementation of the Members First discount-pricing schedule. Member's personal functions are discounted at 10% and in some instances may be slightly higher than prior to implementation.

Q: *Does the Members First discount pricing apply to "other" activities operated by the club?*

A: The Members First discount pricing is applicable to all clubs and club annexes. Apply the Members First discount pricing to all snack bars, pizza shops and other similar operations managed by the club regardless of their location.

Q: Is there a minimum purchase amount for applying the Members First discount?

A: Yes. Members First discounts are applicable to individual meals and other food purchases of \$4.00 or more.

Q: Does the Members First discount apply to each item or the total meal?

A: For food items the Members First discount applies to the meal not to each individual item purchased. It applies per person, per meal. Example: A member purchases four lunch meals; one for himself and one for each member of his family. The minimum lunch Members First discount pricing is \$1 per meal. That is four (4) meals times \$1 Members First discount each = \$4.00 total Members First discount.

Q: Does the Members First discount apply to family members?

A: It depends on the status of the sponsor. If the sponsor is a club member then the Members First discount applies to his/her family members.

Q: Does the Members First discount apply to "bona fide" guests?

A: Yes. Bona fide guests of a member receive the Members First discount; however, please remember that people who are eligible for membership are not "bona fide" guests. "Guests" of eligible non-members do not receive the Members First discount.

Q: Does the Members First discount apply to TDY personnel?

A: Yes, if they are active club members of another Air Force club.

Q: Can active duty military personnel who are eligible non-members participate in or be included in promotion parties in the club and receive Members First discounts?

A: Yes, however, only club members are authorized to host or book functions and to receive Members First discounts. Example: Seven captains on base are promoted to major at the same time. They want to jointly hold a Friday afternoon promotion party at the club. However, only five are club members. The five officers who are members will receive the Members First discount for their portion; however, the two who are eligible non-members must pay the full-posted price for their portion of the function and/or for their guests.

Q: Does the Members First discount apply to the lounge and bar?

A: Alcoholic beverages cannot be discounted under the Members First initiative, see AFI 34-219, Alcoholic Beverage Program. However, the Members First discount does apply to lounge food offerings.

Q: Does the Members First discount apply to community functions, such as the National Prayer Breakfast and the Black History Luncheon, held in the club?

A: Yes. The Members First discount does apply.

Q: Does the Members First discount apply to members of the spouses' clubs (Enlisted Spouses' Club, Officers Spouses' Club) whose sponsor is not a club member?

A: No. If the spouse's sponsor is an eligible non-member, the spouse will not receive the Members First discount.

Q: Does the Members First discount apply to members of other services (Army, Navy, Marine Corps and Coast Guard personnel)?

A: Yes, but only if they are active members of an Air Force club.

Q: Does the Members First discount apply to weddings?

A: Only members are authorized to book or host wedding functions in the club. Normally, the host member pays for the wedding reception and the people attending are invited guests of the member. The Members First discount for personal functions will apply. A member may not book a wedding reception on behalf of an eligible non-member.

Q: Does the Members First discount apply to Local Nationals and foreign military?

A: It depends on whether or not the Local National or foreign military are club members. If they are, then the Members First discount applies. If they are not, they do not receive the Members First discount.

Q: Does an enlisted or officers' club member receive the Members First discount when attending a function in the other club?

A: Yes. They are members of their authorized club and the Members First discount applies when attending the other club(s) on base.

Q: Do honorary members receive the Members First discount?

A: Yes. Honorary members should receive the Members First discount.

Q: When does the Members First discount pricing apply?

A: The Members First discount policy applies any time the member uses the club or any operation managed by the club.

Q: What are the typical or suggested "members only" events or functions?

A: Each Air Force club must have at least one "members only" activity at least each month. Local management designates which club activities are for "members only." Some suggestions are Friday night social hour with complimentary food, Sunday brunch, and special entertainment events.

Q: As a club employee, how do I enter the Members First discount?

A: The non-member price must be entered. A separate key on the cash register or POS will be designated for this purpose. A manual process could also be used in a rare instance where a cash register or POS is not available.

Q: Can you post member and eligible non-member prices at lunch?

A: Yes; however, the Aloha system must be set up IAW AFSVA systems guidance to record the Members First discount at the point of sale.

Q: When can a manager increase prices due to an increase in purchase price of products and services?

A: Do not increase prices for 6 months following your final Members First implementation price adjustment without MAJCOM approval. After that, prices may be adjusted as warranted.

Q: Can keg beer or alcoholic punch ordered for catered functions be discounted under Members First?

A: There is no Members First discount for any alcoholic beverages ordered as part of a catered function. Guidance for reducing alcoholic beverage prices is contained in AFI 34-219.

Q: Can an "off premise" special function be discounted under Members First?

A: It depends on what type of function it is. If it were a "personal" function, the member would receive the 10% Members First discount. If it's a "pro-rata" function, members would receive a discount, eligible non-members would not.

Q: Will I receive a Members First discount on my "total bill" if my meal included a sandwich, French fries and a glass of beer or wine?

A: Members First discounts are only offered on food and non-alcoholic beverages when the total purchase is at least \$4.00. Alcoholic beverages are not discounted under Members First.

Q: As a club employee, how do I tell my customers about the Members First discount policy?

A: There are several means of accomplishing this, i.e., press releases in the local base newspaper, preparation of a customer handout using a condensed version of these questions and answers, table tent messages, staff meetings, and special employee training focused on the new Members First discount policy, etc. It is important that the staff and members understand the basic rationale for this policy: Air Force clubs are membership organizations. The lifeblood of a club is its membership. One of the most important aspects of club membership is exclusivity. We must protect that exclusivity while focusing on membership value. The dues our members pay cover the cost of most the overhead expenses for operating the club. It is unfair to expect our members to subsidize club use by eligible non-members. Therefore, HQ USAF/ILV established mandatory Members First discounts for club members.

Q. Who is responsible for errors on party pro-rata sheets?

A: The party host and the individual who signs the catering contract are ultimately responsible for ensuring the accuracy of the information submitted on the party pro-rata sign-up sheets. Club members attending parties or special functions must receive the applicable Members First discount.

Q. Who is eligible for club membership?

A: The vast majority of those eligible for AF club membership fall into one of the following categories: active duty and reserve military assigned or attached to the installation (any branch of service), DoD civilians (including NAF employees), other federal employees working on-base, and members of US military services retired with pay. (See AFI 34-272, para 1.6 to resolve any specific questions not covered on membership eligibility.)

Q. As a club employee, how do I identify members who will receive the Members First discount?

A: Someone will have to distinguish club members from eligible non-members. Club customers may be asked politely to show their club membership card prior to payment for any goods or services.

Appendix 3 • Accounting Guidance For Air Force Clubs Members First

Interim Accounting Instructions

For Air Force Clubs Members First Program

(28 Jun 02)

1. Effective 1 Oct 02, Air Force Clubs will discontinue the Member Value Pricing Program (Surcharge) and implement "Members First." Clubs should not implement this program prior to the effective date. This new discount approach rewards membership by providing a variety of club discounts to include special functions. The program is designed to use the Air Force Club Membership Card (AFCMC) as a permanent coupon with required discount amounts for active club members. The term discount, as used in AFMAN 34-214, para 8.14, does not apply to this program; all other discounts will continue to be accounted for in the same manner as before. AFMC will be a participant of the Members First Program — Preferred Plus accounting instructions (AFSVA Memo, 11 Jan 99) are applicable.
2. The Members First discount is for club members, family members, and their bona fide guests. A bona fide guest is a person or persons, not eligible for club membership whom a member personally and specifically invites to accompany the member or the member's group to the club. The following schedule also applies to reciprocal privileges granted to Air Force club members, families, and guests.
3. The required discount is applicable to individual meals and other food purchases of \$4.00 or more.
 - a. For breakfast/brunch, lunch/buffet, dinner/buffet, the required discount will be \$1.00.
 - b. For holiday buffets/dinners/events, the required discount will be \$2.00.
 - c. For all prorated special functions, including military, the required discount will be \$2.00.
 - d. For members' personal functions, weddings, birthdays, etc., the required discount is 10% off the event food purchases, excluding alcohol, fees, and service charges. Typically, discounts only apply if a member pays the entire amount due and no shared cost is involved at any point.
 - e. Bingo requires an entrance fee of at least \$5.00 for eligible non-members. The entrance fee will be accounted for in GLAC 508, Admission/Entrance Fees, in the bingo cost center (W, X, OR Z6).
 - f. Entertainment must be "Members Only" or clubs must charge at least \$2.00 for eligible non-members. If a member fee is charged, add at least \$2.00 to the eligible non-member charge. Account for the admission charge in GLAC 508 in the Administrative cost center.

- g. Barbershops discounts will be made by local determination along with all other services and products offered by clubs not specifically addressed above. Discounts must be listed per person and apply to each member, family member, and each bona fide guest of a member.
 - h. There will be no Members First discounts authorized for alcohol sales. See AFMAN 34-214, para 8.14.
5. For food purchases, the full sales price will be entered into the cash register. Activity cashiers will ask the customer for their club card and then tender the discount in the Aloha terminal. Aloha should be configured with member discount tenders as a promotion (see AF Club website for Aloha set up). At the end of the shift, the AF Form 1875, Individual Cashier Report, will be completed and the cashiers' sales report (Member Discounts) will be used to verify cash accountability for GLAC 750, Club Member Promotion Discount.
 6. When preparing the AF Form 1876, Consolidated Cost Center Report, account for the required discounts in GLAC 750. Use of GLAC 511, Non-Member Surcharge, will be discontinued as of 30 Sep 02.
 7. Specific AF catering program instructions for all special function discounts will be released at a later date.
 8. The NAF Accounting Office (NAF AO) must update their Field Accounting System (FAS) for the new GLAC. To do this, access the MSBS screen and update the general ledger validation table to add 750 as a valid GLAC. The NAF AO must also include the new GLAC in the budget file. Budget code for GLAC 750 is GD. Follow current budget instructions for adding the new account to the budget.
 9. POC is Ms. Cheryl Basil, HQ AFSVA/SVFA, DSN 487-3480.

**For updated Members First information –
visit the following Air Force Services websites:**

- **Air Force Clubs (Restricted) site:**
https://www-r.afsv.af.mil/Clubs_Ltd/

Visit this site for Members First information such as POS for the front and back of house setup and accounting guidance.

- **Air Force Marketing (restricted):**
<<https://www-r.afsv.af.mil/MKT/MembersFirst/>>

Visit this site for marketing information such as the marketing plan, basic briefing template, downloadable Members First Logos and graphics.

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