

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

GENERAL MANAGER – LINKS PROFILE:

ST ANDREWS LINKS TRUST

ST ANDREWS, SCOTLAND

GENERAL MANAGER – LINKS AT ST ANDREWS LINKS TRUST

St Andrews Links Trust (SALT) seeks an accomplished General Manager to lead the Trust's flagship Links Clubhouse, which operates the iconic Old Course (Home of Golf), New Course, and Jubilee Course. This senior position oversees all operational aspects, including Food & Beverage, Retail, Golf Operations, Local Tours, and associated halfway houses. The successful candidate will deliver one of the best golf experiences globally, both on and off the courses, whilst driving commercial performance across all revenue streams. The role demands a forward-thinking hospitality professional who places visitor satisfaction at the forefront of all decisions, respects the rich heritage, and identifies new experiential opportunities. Additionally, the General Manager will contribute to the planned clubhouse renovation following the 2027 Open Championship.

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

ABOUT ST ANDREWS LINKS TRUST

St Andrews Links Trust manages Europe's largest public golf complex, which includes the iconic Old Course, universally recognized as the Home of Golf. Established by an Act of Parliament in 1974, this charitable organization oversees seven distinct courses while balancing its dual mandate of public access and commercial sustainability.

The Trust has hosted The Open Championship thirty times, most recently in 2022, with a scheduled return in 2027. Additionally, it welcomed the Women's Open Championship in 2024 and regularly hosts the DP World Tour's Alfred Dunhill Championship along with the prestigious amateur St Andrews Links Trophy. In 2023, the challenging Jubilee course hosted the inaugural US collegiate event, further expanding its international profile.

As registered with the Office of the Scottish Charity Regulator, the Trust's charitable purpose focuses on advancing public participation in sport and providing recreational facilities to enhance community conditions. While operating independently from the R&A (which governs the rules of golf), the Trust sustains a collaborative relationship with this governing body.

The Trust's statutory obligation is to "hold and maintain the Links as a public park and place of public resort and recreation" for both St Andrews residents and visitors. This requires a careful balance between local access rights and tourism demands while generating sufficient commercial returns to reinvest in the maintenance of these historic facilities to world-class standards.

ST ANDREWS LINKS TRUST BY THE NUMBERS

- At present, there are approximately 6,000 Links Ticket holders.
- Green Fee for 2025 - £340
- 117 holes of golf with approximately 280,000 rounds played per annum.
- Number of clubhouses: 3
- Food & beverage outlets: 5
- Official retail outlets: 5
- Responsible to: St Andrews Links Trust Director – St Andrews Experience.
- Responsible for: Heads of Department and Line Staff.

ST ANDREWS LINKS TRUST WEBSITE: www.standrews.com

GENERAL MANAGER – LINKS POSITION OVERVIEW

The expectations of the new General Manager – Links is to take personal responsibility for managing the operations of the Links Clubhouse and its associated golf courses whilst fostering a premier visitor experience.

In this senior position, this role will act as a primary mentor and advisor to General Managers across the Trust's other Clubhouses.

Primary Responsibilities:

Leadership

- Provide leadership and strategic direction to the Clubhouse teams and day-to-day operations.
- Line manages department leads, including golf operations, food and beverage, and reception, whilst forming effective communication and relationships with on-site retail operations.
- Foster a positive work environment that promotes teamwork and professional development for staff.

Customer Relations

- Develop and maintain strong relationships with ticket holders, groups, and all other visitors by addressing their needs and concerns promptly and professionally.
- Implement programs and events that boost engagement and satisfaction.
- Serve as the primary point of contact for ticket holders and customer visitors, ensuring open and effective communication channels to encourage feedback.

Financial Management

- Prepare and manage the Clubhouse budgets, ensuring that financial targets are met or exceeded.
- Monitor the Clubhouse's financial performance and cost structure, including revenue, expenses, and profitability.
- Implement cost-control measures and identify revenue growth opportunities.

Operational Excellence

- Ensure that the golf operations and club facilities are presented and maintained to the highest standards, thereby enhancing the overall customer experience.
- Oversee the scheduling and execution of maintenance, repairs, and upgrades.
- Ensure compliance with all applicable health and safety, environmental, and sustainability laws and regulations.

Marketing and Growth:

- Work closely with the Marketing team to develop and implement tailored marketing campaigns and materials that foster new customer experiences, attracting new customers and expanding the overall customer base.
- Work closely with the Community Engagement team to promote access to the Clubhouse amenities and services, enhancing the Trust's reputation and visibility in the community.

Event Management

- Plan and oversee Clubhouse events and activities, whilst utilising available data on golfing groups to ensure their expectations are met.
- Monitor feedback from ticket holders and guests to continuously review and enhance event offerings, thereby informing the overall customer experience.

Performance

- Collaborate with Directors to ensure that the clubhouse activities align with the Trust's strategic goals.
- Provide regular reports on the Clubhouse's performance indicators and initiatives, and, where appropriate, identify and address areas for improvement.
- Represent SALT at community and industry events to build strong relationships and partnerships.

Key attributes, characteristics, experiences, and style of the successful new leader include:

- Demonstrable leadership and management capabilities.
- Excellent interpersonal and communication skills
- Knowledge and understanding of golf or leisure operations on a multi-faceted site.

- Strong financial management skills and the ability to interpret financial data.
- Working knowledge of all applicable licensing laws.
- A well-rounded commercial background that includes operating businesses and asset management.
- Analytical and strategic thinker who can review complex problems and generate effective solutions.
- Experience in effective and skilled communication with a range of organisations, partners, and people
- Experience in producing budgets and business plans.
- Ability to develop the skills and abilities of staff at all levels.
- Good report writing, oral, and administration skills.
- High level of integrity and professionalism.
- Organised and effective planner with the ability to balance priorities.
- Effective IT skills.
- An appreciation of the game of golf and the position the Home of Golf holds in the game.
- Committed to delivering exceptional customer experiences.

ST ANDREWS LINKS TRUST VALUES & BEHAVIOURS

As one of the SALT team, they always need you to:

A Team of Teams

At SALT, everyone is made to feel part of the one team.

- Show genuine care for one another
- Trust in each other
- Keep everyone included
- Work together and continuously improve
- Share – ideas, work, and gratitude

Making the unique happen

Caring for and adding to the renown, heritage, and reputation of SALT is everyone's responsibility.

- Be passionate about the location
- Appreciate the game
- Respect our built and natural heritage
- Act as custodians of the Links
- Take on new ideas and ways of working

With unforgettable experiences

Ensuring that the ambitions of everyone in SALT's world are brought to life.

- Apply quality in everything we do
- Be proud of the memories we make
- Learn and grow together
- Work to exceed expectations
- Share our success with others
- Carry out your work in a safe manner and not endanger yourself or anyone else by your acts or omissions.
- Comply with the Trust's health and safety policy as it relates to your work activities and take appropriate action in case of an emergency.
- Apply the Trust's equality and diversity policies and principles in your own area of responsibility and in your general conduct.
- Promote high levels of customer service in everything you do.
- Work towards continuous improvement, be adaptable to change, and be willing to acquire new skills and knowledge as applicable to the needs of the role.
- Engage with our commitment to Environmental Sustainability in order to reduce our waste, energy consumption and carbon footprint.
- You may, with reasonable notice, be required to work within other areas of the Trust.

CANDIDATE QUALIFICATIONS

- Minimum of 5 years of leadership experience in a similar role within the hospitality or golf industry.
- Bachelor's degree in hospitality management, Business Administration, or equivalent field.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- Prior work in a commensurate environment within the hospitality or golf industry.
- Previous experience in a senior management position.
- A track record of driving service excellence across a multi-function team and delivering a 365-day operation.

SALARY AND BENEFITS

Salary is competitive. SALT offers an excellent benefits package.

INSTRUCTIONS ON HOW TO APPLY

Please upload your CV 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. Please be sure your image is not present on your CV or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Andrew Thomson (Director – St Andrews Experience) at St Andrews Links Trust and clearly articulate your alignment with this role why you want to be considered for this position at this stage of your career, and why St Andrews Links Trust and local area will be beneficial to you, your family, your career, and the Trust if selected.

You must apply for this role as soon as possible but no later than Sunday 25th May 2025. Candidate selections will occur in mid-May, with the first Interviews expected in late May 2025 and the second interviews in late June 2025.

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

“Last Name, First Name CV”

“Last Name, First Name Cover Letter – SALT - Links”

(These documents should be in Word or PDF format)

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

If you have any questions, please email Patty Sprankle at patty@kkandw.com or Michael Herd at michael.herd@kkandw.com

Lead Search Executive:

Michael Herd

Head of International Search & Consulting, KOPPLIN KUEBLER & WALLACE

+44 (0) 7903 035312 – United Kingdom

michael.herd@kkandw.com

www.kkandw.com