

# Remember Replacements in Buying Policy

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**W**E HAVE all heard that clubs cannot be run as other businesses and perhaps they can't in every detail, at least not by the "hard-boiled" methods used by some organizations. But I feel sure you will agree when I say that, as managers, we cannot be too strict in our demands for the perfect upkeep of our equipment.

## Watch Power Bills

No matter how big a plant you operate, take time to learn it mechanically. Of course you have a chief engineer, but it isn't a bad idea to know enough to appreciate him. Then, too, he is human and must occasionally take vacations. If sometime, when he is away, you are making a tour of the plant and for example are near the motor that propels your refrigerating machine, does your ear catch that uneven flutter that means the machine is not properly adjusted and oiled? People who have missed the music of a perfectly running motor have missed much—really I think motors are a lot like people, each with a different tone quality in their voices. Motors become our masters when not governed, as we cannot help but realize when we see the power bill.

Speaking of the power bill reminds me of its nearest relative, the gas bill, another item that can be lessened by keeping the kitchen ranges at all times in perfect order.

## Keep Up Repairs

But I haven't time to stay longer in the basement and the back of the house. The rest of the building should be watched just as carefully. If it has been permitted to run down so much that the repair department cannot put it in order, get enough men on the job to put things to rights and then hire a man or men to keep it that way by a close system of follow-ups. Laxness in repairs creates an atmosphere of carelessness to which the average employee reacts unfavorably—the kind of service they give the member is greatly affected by it.

When equipping a new building, give a great deal of thought to the different items needed. This is the very time to begin thinking of future replacements. And here I would like to inject this thought—that with the exception of works of art and the more or less permanent articles, my advice is to patronize American manufacturers. There is a patriotic as well as an economic reason for this; replacements are so much easier.

## Some Helpful Hints

May I offer, for the benefit of managers new at the business, a few ideas I have found helpful. If you are going to replace a standard article, such as sheets, pillow cases and the like, and they are not to have your club name woven in, and particularly if your order is comparatively small, don't wait until the last minute to let your dealers know you are in the market. Tell them several months ahead of time—often they will be buying these very items from the mills in great quantities for some new installation or larger customer. They will gladly include your smaller order at a better price than if it were a separate unit.

Here's another replacement tip. If your hangings and chair-coverings in the beginning were almost daringly bright and the time comes when some chair or davenport, which has been a general favorite, shows wear before the rest, forget the brave, bright colors with which it was originally decorated and replace the coverings with a more mellow combination of tones. The difference between the new and the old will not be so evident if this is done.

If you have a wholesale upholstering agency in your city, there is very often wonderful materials for this very purpose that can be had for very low prices when they sell their show-room samples. It is well to cultivate the acquaintance of these people if you do not already know them—they have much valuable information to give you.