

Manager's Idea on "One Boss"

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THERE are many important features attached to successful club management, and I feel sure that there are not two clubs managed alike. In the first instance there must be the closest co-operation between the board of directors and the manager. The club president defines his policy for the year to his board of directors. The committees appointed may co-operate with the manager or may act direct without consulting or asking him for advice. This is a bad practice; the manager, being the man on the ground, can be very useful in advising committees.

Now, we must consider for a moment the system of management. In practically every country club there are three distinct departments. Firstly, the golf course, the condition of which the greenkeeper is responsible for, under the direction of the green committee; secondly, the professional, who is responsible for golf instruction and the sale of equipment in the golf shop; thirdly, the clubhouse, which includes the restaurant, locker-rooms, accommodation and everything in connection with the clubhouse itself.

Manager Unifies Departments

In some clubs a general manager is appointed to take complete charge of the whole organization, and in others it is left to the heads of departments to manage their own affairs. In the latter instance there is a possibility of lack of efficiency and unnecessary expenditure. It may happen that an incident is reported to one of the heads of a department, who regrets he cannot give it his attention as another department is responsible for it. Why is it that in big, successful businesses a general manager is appointed to accept full responsibility, and yet in many country clubs it is departmental management? The necessary link between the various departments and the board of directors should be a general manager.

While many clubs are leaning towards the appointment of a general manager, it may not be an easy matter to find a man suitable to fill the position. He does not have to know how to repair a broken water main or teach golf, but he should have knowledge of accounting, understand res-



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taurant business, the rules of golf and something about golf course maintenance. Above all, he must have a pleasing personality and not be too familiar with the members.

It would facilitate business if all instructions were passed by the committees to the manager and, in turn, to the various departments. By this means, the general manager would be able to speak intelligently to members and guests regarding the organization as a whole.

Meet Them with a Smile

The general manager acts as host; meets the members and guests on arrival at the club and extends a hearty welcome. Some club members leave their troubles in town and arrive with a smile, some bring their troubles with them, but they are soon forgotten if a cheerful spirit prevails at the club. The whole staff should be instructed to be cheerful and receive guests with a smile; then you accomplish one of the biggest features that a country club can produce—a place where the business man longs to go.

In order to run a club successfully, care must be taken in the selection of employes, and when they have been selected see that they are satisfied. Put yourself in their position; consider their hours of work, living conditions where accommodation is provided, time for recreation. Occasionally

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provide transportation to town when other means are not available. A satisfied staff, well trained, will reflect on the members and the tradition of the club.

Handling Fussy Members

A "fussy member" is the first to notice any little defect and will feel that by-laws and rules have been made especially to "hit" him. While it is the duty of the manager to see that members do not violate the by-laws, a great amount of discretion can be used and a reasonable explanation made to try and convince the "fussy member" that rules are made for the benefit of all the members and not aimed at any individual. Many a "fussy member" has been converted into a club booster when handled the right way.

The professional comes in close contact with the majority of members and can either boost or kill the condition of the golf course. The closest co-operation must exist between the pro and the greenkeeper. In talking with members, the pro should at all times bring out the good points of the course and be very careful not to encourage knocks from members. The pro is a man looked up to by many members, and a good boost from him means a lot to the club, while a knock coming from the pro is magnified by the member a hundred times, which leaves a bad impression. When criticism is necessary, the pro can talk matters over with the greenkeeper, who is always ready to listen to reason to further the improvements of his course.

Catering to the Women

To have club women pleased is a great achievement. Their wants, if reasonable, must not be neglected. Make the club a place that women *want* to go to, whether it is for golf, bridge or other social events. Let the service at the club be its advertisement; people talk, and if the club is considered the place to entertain, the restaurant will benefit by increased business.

It is very essential to maintain a simple, yet efficient, system of accounting in the restaurant. Purchases should be carefully checked on arrival and care in buying will prevent too high a price being paid or too big a stock on hand at one time. Again, a very careful check is necessary for all food going out. If all employees are fed without a checking system, there is no way of ascertaining the cost of such food and the amount consumed may vary greatly month by month. A sound plan is to account for

every item of food on a meal check. If an individual record is kept of all items purchased, it is possible to compare one with the other at the end of each period, which shows which items are more profitable. To describe an efficient system of restaurant accounting would take up too much space here, but it is one of the vital factors in all clubs' financial reports.

PROS who are making a study of the turnover of their stock will be impressed by the importance of turnover as revealed by a recent Harvard Bureau of Business Research statement. Big department stores having fewer than 3 turnovers during the year made a net profit of only 1.6 per cent. Addition of one turnover a year to wholesale automotive equipment houses brought selling costs down 3.8 per cent.

As the turnover increases, selling cost comes down and profits increase. It's the same for the pro shop as for the big department store, so watch this phase of your business.

Watch out for danger in mid-channel. When the fat part of the pro season is on—in July—guard yourself against slowing down because the money is coming easier. Crowd your luck.

HELPING THE ASSISTANT PROS and CADDY-MASTERS

WE suggest to professionals that they give their assistants and their caddy-masters opportunities to read their copy of each issue of GOLF-DOM.

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