



Here is where America's rubber magnates have their golf headquarters; it's the Portage C. C. clubhouse at Akron (O.)

KEY TO PROFITABLE OPERATION IS Social Memberships REVEALS INVESTIGATION OF

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WHEN a country club discovers, after several years of operation, that its annual income has an exasperating way of falling short of annual expenses, despite the greatest care by the board to budget intelligently and operate on an economical basis, propaganda is pretty sure to start for the establishment of "social" memberships, carrying all club privileges except golf. Behind such memberships is the theory that in any community there are a certain number of desirable persons who would make fine additions to the membership personnel, but because they, at present, have no interest in golf, cannot be interested in joining the club. By offering a non-golfing membership to such desirable prospects at a cost somewhat below the price of full club privileges, a number of them can be brought into the club.

Thus, through an increase in membership, clubhouse business is augmented; the dining room has a chance to break even on the year, and the income of all other departments within the clubhouse picks up. Yet with all this boosting of clubhouse business, the golf course carries the same traffic as before, since these social memberships do not include use of the course.

These, broadly outlined, are the common advantages claimed for social memberships, against which are several points that bespeak caution before taking the step. Chief among them is the question of whether the increased use of the club's departments will return a profit adequate to permit an enlarged social program. Obviously, added emphasis must be placed on dances, card parties, and other social events to attract and hold the interest of the social members so they will continue to patronize the club.

If the club in question has in the past been strictly and solely a golfing proposition, the decision to sell social memberships will entail a considerable change in the club's organization, in its yearly budget, and in the number of employes. Such a club will do well to weigh carefully the physical and financial cost before making the change.

Another argument frequently heard against establishing social memberships is to the effect that by enlarging the entertainment program, featuring the dining service and playing up, through well-directed publicity, the advantages of belonging to the club, enough local prestige can be built up to make a regular full-price membership in the club a social pre-