

## Manager Names Holes in House Operation

PETER HAUSEN, manager of the Edgewater G. C., operates the "closest in" private golf club in the Chicago district. Hausen has one of those operations that is surrounded by the homes of members and gets a good volume of meal business. It isn't just as easy as it sounds for although the members live so close to the club that one might think casually they would be moved to run to the club for many of their meals, the handiness of their homes would work it out the other way were it not for a notably high standard of food and service.

In commenting on his own successful operation the Edgewater manager picks out the two major handicaps that so many managers have to battle through no fault of their own; a price scale that is too low and an enforced policy of buying from members. Even a cursory study of many golf club menus will show that they are charging too little for their meals. Managers and house chairmen who have revised the scale upward in line with costs have found there is considerably less howl about the slight increase in prices than there is about a substantial dining room deficit at the end of the year. The manager is supposed to encourage patronage at the club and does but what's the use of the club fooling itself that increased volume can mean anything but an increased deficit if the prices of food served lag hopelessly behind the food cost and operating items:

### In Business for Health?

While golf club members are at their clubs for their health and pleasure there is such a thing as the club being led into the red by the notion that it is in business for its health, Hausen points out. He tells GOLFDOM:

"It appears that kitchen and dining room in a good many clubs are the sore spot. Why this should be so I do not know.

"There is of course a vast difference between the operation of a restaurant or hotel kitchen and that of the culinary department of a club. While hotels are not in business for their health and must depend on the profit in their restaurants, a club does not necessarily have to show a profit in the kitchen, for quite a few first class country clubs are in business for their health.

"This does not mean, however, that wasteful, careless or injudicious manage-

ment should be instrumental in causing the club kitchen to show a loss. On the contrary, a club dining room should at least break even, if circumstances possibly permit it.

"Now let us consider what some of these circumstances are. I am fortunate to say that the members of our club are mostly men, who want the best, know when they get it and are willing to pay for it. But where a manager is handicapped by having to serve the best quality of food for prices so low that he cannot make both ends meet and in addition to this is expected to give superior service, he will not and cannot break even, much less show a profit in his restaurant.

### Fix Right Prices.

"If this condition prevails, it is up to the manager to show the house committee and directors why he is falling behind and suggest a remedy. If then he is not permitted to fix his prices appropriately, his responsibility ceases, and is transferred to the shoulders of his superiors.

"Another one of the circumstances which greatly tend to handicap the manager is where the buying of supplies has to be done from members, regardless of prices. Of course it is only fair that a member dealing in certain commodities which the club needs, should be considered first, if prices and quality compare favorably with non-members'.

"It is equally essential to purchase the best merchandise obtainable, for nothing is saved by buying goods of an inferior quality. By the time meat or vegetables of a lower grade are trimmed down you will find that you are paying as much or more for this less desirable merchandise, than for top quality.

"Other operating tips that are vital, I might suggest as:

"Watch your ice boxes for spoilage;

"Do not overbuy or stock your larders with a lot of unnecessary items on a chance that someone might ask for them;

"Make it your business to find out what your members want and then supply these wants;

"If possible cook everything to order, (one or two dishes on the carte du jour excepted). This will save a lot of waste from dishes prepared in advance and you will be giving far more satisfaction to discriminating members."

In short: Buy right—cook well—serve well—and with your restaurant all will be well."