

Billy Tier Tells Ten Laws of Club Management

ONE of the largest golfing plants west of Chicago is the Olympic Country Club at Lakeside, Calif., which operates in conjunction with its sister city club, the Olympic Club of San Francisco. The Olympic C. C. has 1,300 members, a clubhouse representing an investment of \$750,000 and two 18-hole courses spread over 274 acres of rolling terrain.

Successfully operating so large a club is a job requiring the talents of a real manager; in Olympic's case the position is capably filled by William N. (Billy) Tier, whose smart operating practices have brought Olympic no small reputation as a club with excellent cuisine, efficient service, homelike accommodations and a staff of loyal employes.

It is Tier's belief, according to an article recently run in *Country Club Magazine*, that any golf and country club can keep out of the red and be operated on a paying basis provided it is properly managed. To do this, the manager must understand his work and the membership must extend him its fullest cooperation. Otherwise, assessments are inevitable.

In explanation of his policies, Tier tells his idea of the "ten commandments of successful club management." They are as follows:

(1) It is positively necessary to buy with a mind of your own; know what you want, then get it. Accept no substitute against your better judgment.

Remember: Petty wastes sum up to more than a trivial factor in successful management. It is too often overlooked. It is the duty of each department head to emphasize this to his subordinates and continually guard against its laxity;

enforcement without restriction is imperative.

It may mean a chip of butter, the misuse of linen or carelessness in handling crockery in the dining room; nevertheless these details eat into your profit needlessly. This principle holds true throughout the clubhouse.

One must consider knowledge, experience, responsibility and the possibility of tips in granting compensation. Fairness should at all times prevail. Nothing can cause more dissension among employes than undue favoritism.

(2) The cooperation of your staff amounts to about 85% of your own success as a manager—particularly in a club—the "second home" of many men.

If employes are dissatisfied, naturally they reflect that feeling in their contact with the guests. This identically applies to the contrary, as when the spirit of good fellowship prevails. Pleasant, alert, neat workers create an atmosphere of prosperity. It is personal service extended through an organization's employes that makes the difference between a country club and an average hotel.

(3) Though a country club is expressly maintained for the recreation of business and professional men and their families, it must also be considered as a business proposition.

If it were not operated on a paying basis, it would cease to be a pleasure to its members, substituting a burden of assessments and premium prices, resulting in a loss of members and consequent dissolution.

Guard, therefore, your source of revenue daily with an "eagle eye"; each department must yield its quota.

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competent employes, together with modern facilities, favor successful club management beyond estimation.

(4) A high standard of entertainment should be established and upheld at all times; novel features introduced and presented at reasonable rates.

A country club is everything the name implies, getting its name from its beautiful surroundings and should never be operated as a "roadhouse."

(5) The financial upkeep of the golf courses requires constant watchfulness, it being too easy to overstep the budget bounds approved by the club's finance committee.

Our playing problem at Lakeside on week-ends was effectively solved in this manner: Players who wish to golf on Saturdays and Sundays were requested to submit their choice of a starting time on Thursday by means of a form card. The names are drawn without favoritism for "starting times." If six four-somes want to play at 9 o'clock on Sunday morning, they are assigned starting times at five minute intervals. Members are also requested to alternate between the lake course and the ocean links, thus reducing congestion to the minimum, an important factor when a club has 1,300 members.

(6) A country club requires a certain amount of publicity and should make an effort to inform newspapers of its activities, both of a social and tournament nature.

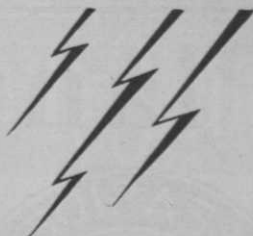
A country club should be popular to the extent of keeping its members interested, for therein lies its revenue; popular, too, to the extent of keeping the competitive spirit at its height. Its place on the field of sport must be maintained.

(7) Experience plus fact, judgment and the desire to please your guests spells success.

(8) Self-sacrifice.

(9) To keep a club on a paying basis demands a study of the problems confronting the club.

(10) Remember: A club whose members are given every attention creates a desire on the part of those members to visit the club frequently. Attendance means revenue. Make your club so attractive that it will be "the place to be" mornings, afternoons and evenings.



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