

Managers Testify Repeal Is Booming Clubs

LIQUOR AND code bewilderment were the two big acts put on at the Club Managers' Association eighth annual convention held at Kansas City, Mo., March 5-7.

A plan to take in club officials as associate members of the organization and thus to bring them into closer connection with the manager and his problems was laid aside for a year. Main objections to the plan were that the club officials because of short terms of office had no chance of becoming deeply interested in details of managers' work and the risk of the club officials bossing the organization, instead of the managers, if they did come in.

On the code, the managers approved the action of their association in trying to get definite information on private club status under the NRA. Although some clubs paid expenses of their managers to the convention in an effort to learn possibilities of coming under code control and the effect of code operation on costs, the score on the code at the convention's conclusion was still nothing to nothing.

Paul Simon of Horwath and Horwath, leading hotel accounting organization, told the managers he didn't think that they would get a specific code. The trend, said Simon, was toward only a few basic codes and in the event the clubs came under a hotel and restaurant code, their main problem would be that of hours as the wages now paid by most clubs were slightly higher than hotel and restaurant wage averages because of the better grade of help required in maintaining club standards of service.

He reminded the managers that the main idea of the code was to increase purchasing power by increasing wages and that they might as well get set for wage increases.

Simon, a smart hombre in the hotel and club business, keynoted the policy of club operation in saying that a club should be operated as an extension of each member's home.

Liquor sales before prohibition were 1 to 3 in ratio to food sales, said Simon.

Experience since repeal has shown almost a 1 to 1 ratio, principally because of prices of liquor are higher now. Liquor now is approximately 3 times higher than it was before prohibition. Taxation makes up a good part of the hike.

Liquor cost averages 40 per cent of the selling price at hotels and clubs now, according to Simon's observation at well-run establishments. He presented an address on a liquor accounting system for clubs in a valuable address that will appear in GOLFDOM.

Julius Kahn of Otto Schmidt Products Co. gave the managers some expert insides on wine selection and service. He told in detail of the German wines and of government supervision and inspection of these wines. Regardless of this authoritative control, Kahn said, labels are faked to the extent that the careful club manager's greatest safeguard is in buying from a reliable importer.

Kahn also said that the California wine people would get results, in time, putting their product on a basis of first grade imported wine.

Liquor Helps Clubs

In the exhibits at the convention greatest prominence was given to displays of bars, furnishing and merchandise. Portable cocktail bars came in for considerable attention.

As an example of what repeal has done for clubs, Russell Miller, manager of the Medinah CC (Chicago district) said that since repeal his club's business had increased 50 per cent over corresponding months last year. He encouraged cash sales in the bar because members won't run wild on accounts and acquire edges with such dispatch.

Better times at golf clubs also were revealed by Miller, who said that his club had netted \$6,000 last year. Medinah's membership increased greatly in 1933 and has continued to increase during the winter. The club has a big plant and to handle its overhead takes tournament business, having had as many as 7 tournaments in one day. Medinah in one day

has handled 4,000 people. Miller has a tough problem with Saturday night late parties, which frequently keep him on the job supervising the clean-up and preparations for Sunday to the extent that the luxury of 3 hours' sleep over the week-end makes him feel like he has been loafing.

Architects Cost Clubs 30%

Architectural mistakes in the clubhouse account for about a 30 per cent excess in operating costs at many plants, according to H. J. Foerster. The clubhouse should centralize around the locker-room, he advised. Inconvenient locations of parking spaces and grill rooms and costly mistakes in locating boiler rooms added to the managers' burdens at a golf club, he added. Foerster also spoke of golf club laundry operation and started a lively discussion on this subject, with the experiences of various managers not pointing to any definite decision as to whether, or when, it was advisable for a club to have its own laundry.

Tom Gallagher of the Peoples Gas Light & Coke Co., Chicago, in talking on the use of gas in club kitchens, said the gas companies were having a hard time trying to teach chefs to use gas efficiently. He warned against inexpert adjustment of the burners, saying that every gas company would gladly send one of its experts to care for this matter. Neglect of daily meter reading at clubs and other commercialized kitchens was responsible for great wastes in gas, he said.

"If I were a club manager I first would make my peace with the Almighty," decided Edwin T. Mahood, president of the Hills CC, in talking on "If I Were a Club Manager." He mentioned as a manager's essentials a perfect disposition and a talent for learning what the members want and reconciling it to what they can afford. It would ease managers' worries, he said, if they would keep members informed of what's going on and why.

Summarizes President's Policy

Frank Murray, secretary of the Managers' association, spoke on "If I Were a Club President" and summed up his advice by quoting Arthur Brisbane: "Organize, deputize, supervise." Murray advocated smaller boards of directors. He also recommended a presidential practice of endeavoring to route all complaints through committee chairmen.

Golf club membership drives get most

members during the winter season, observed P. E. Burton, membership specialist. Burton said the success with recent membership drives is a sure indication times are getting better. He said one of the big sources of membership were young fellows who are now able to join clubs but who never have been asked. Burton strongly advised against the employment of professional solicitors in membership drives, saying they took away the element of sociability that was the basis of clubs. He also ruled out prizes. A membership drive should be 2 or 3 weeks in preparation and not more than 2 weeks in actual operation, according to Burton. No membership drive luncheon should run over an hour, he stated.

A. C. Statt advised club managers to become better acquainted with course problems because the course, in his observation, far outweighed the clubhouse in interest to members.

A wide range of problems was covered during the convention, but most of them had some reference to the effect of repeal. Cash sales to help finance the heavy purchases of liquor, pricing and control of liquor inventories, local sales legislation and the performances and salaries of bartenders were a few of the liquor phases discussed.

Managers agreed that there were far fewer drunks at clubs and a noticeable improvement in club members' attitude since repeal.

ONE OF the answers to the question of golf clubs' inability to meet restaurant prices was brought out in the survey of New York City restaurants made by *Restaurant Management*. In a representative year the mortality rate of these restaurants was 33.2%. Even the restaurant chains had a high percentage of established closed in a year. Other figures show New York restaurants do 41% of total food sales in all boroughs.

NO MATTER how much care is taken, pieces of china and silverware find their way into the garbage. It is good economy to offer the man who has charge of hauling away the garbage 5c for each piece he finds and returns. But watch out for collusion between this man and some kitchen employe.