



One of three Brunswick-Balke-Collender bars operating in the exhibit hall at the Club Managers Assn. convention. This is a 16-ft. Capitol design equipped with mechanical refrigeration. A 10-ft. Moderne fixture was installed at the Anheuser-Busch exhibit and a 12-ft. Omar bar confronted the Pabst exhibit. Both the latter B-B-C bars also were equipped with mechanical refrigeration.

GLOOM GONE!

Managers, At Annual Meet, Survey Conditions and Find Promise of Big Season Ahead

CONFIDENT that the economic storm had passed its worst stages and there was happy harbor ahead for country and city clubs, the Club Managers' Association of America at its 1935 annual convention, March 4-7, made several distinctive departures from the somewhat dismal business affairs of the last few years.

For three years past the managers have sweated with the problem of keeping their clubs from slipping further back. Managers' salaries were cut thin and the marvel of it is that managers spent their own money to come to conventions with the hope of getting ideas that would help their clubs but rarely show any influence on their own pay checks.

This year the boys keynoted their convention with "go ahead". An interesting and timely address at the general session was that made on club re-organization under Section 77B of the federal bankruptcy act by William J. Deupree. Standing out of this address and its discussion was the bright idea that relief is possible for many clubs that now are hopelessly trying to operate with a crushing burden of fixed charges due to high initial expenses incurred during boom days.

Naturally the liquor business came in for considerably study. Prospects look

exceedingly bright for the clubs in this phase of operations as soon as operating problems are settled. Hotels and restaurants are having serious sociological problems with liquor, according to expert, inside testimony. She-bums and keyed-up gents on the make are red-lighting hotels and restaurants formerly able to make proud boasts of their reputations. Hotels are having some unpleasant and expensive legal cases laid in their laps by the prevailing conditions. Substitution of cheaper liquors at commercial bars is so extensively done that authorities state only about one commercial bar out of 10 deserves the patronage of drinkers with discriminating tastes and the money to buy what they want.

These factors have put the clubs in a spot where the manager must know his liquor business because the clubs are the one certain spots for safe, sane and decent drinking.

Women's Business Biggest

It was with somewhat of a shock that golf club managers compared notes on house volume and agreed that at many representative clubs the women's volume of house business ran around 75% of the total. Women's golf interest has grown steadily through the depression so that

it now accounts for more than 35% of the annual number of rounds played, but the general and private luncheons, dinners, dances and bridges put on by women at the clubs account for a greater part of the average club's house revenue. The smart managers are aware of this and are making a special play for women's interest and commendation without having the male members complain because of too many touches of "Ye Quaint Olde Countryside Tea Shoppe".

The ladies are doing noble on the consumption of liquor at clubs but driving some managers crazy by demands for fancy mixed drinks when rush hour business, lack of bartenders and space are handicaps. Managers believe that influence of competent club managers on women's selection of liquor brands for home consumption is going to be a boon to thirsty males. The liquor the wives are liable to shop around for under today's condition is in the same class as the Christmas gift cigars of the funny papers.

Smart Up On General Management

Again general management came up. This time the talk took a new slant; that of preparing for general management. Successful general managers agreed that the increased responsibilities were not to be lightly given and accepted unless the man appointed gave in advance some convincing demonstration of capabilities and a willingness to study. Leaders at the convention expressed the opinion that loose agitation of general management of golf clubs was not going to be 100% for house managers by a long margin. In many cases, it was pointed out, the qualifications of pros and greenkeepers who were able to handle the figuring and report angles, were such as to give them an edge on the general management job over the house

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manager. The pro or greenkeeper, it was said at Cincinnati, might say that the house department at a golf club could be handled by a hotel or restaurant man enlisted from the outside, but the golf department as the basis of operations required a man specially trained for golf club work.

Successful general managers who have come up through the house end testified that the job was no cinch; that it required constant study and broadening and complete cooperation.

With the theme being that management began with the manager's own management of himself, Russell Miller, general manager of the Medinah CC (Chicago district) advised the country club managers to watch their own appearance, to be serious on the job, build up an intelligent esprit de corps among employees of various departments and to broaden their education and culture to retain and increase members' respect.

Women members are more critical of a manager than are his directors, Miller remarked. A soiled or frayed collar, halitosis, or the slightest untidiness of any kind are death warrants to manager jobs these days, he said. The manager must watch



Starting at 7:30 a. m., this group of managers bussed to Lawrenceville, Ind., to inspect the Seagram distillery.

his own health, warned Miller who is one of the hardest working fellows in the business. In commenting on this, the matter of employees' health was brought up. In the event there is no state health inspection each manager must see to it that his members are served only by healthy employees.

More attention must be paid to the training of department heads, Miller emphasized. The present low salary condition around golf clubs makes it more important and difficult than ever before for the manager to staff his operations as he desires for good service, so he must interest and train ambitious young people in the hope that some day conditions will improve enough to warrant them taking up club management as a career.

G. H. Davies of the Beaconsfield G&CC, Montreal, spoke of the invaluable help of records in establishing a correct operating plan and keeping it going. Simple records that give a daily report of department operation with detailed reports monthly so that all of the manager's and board's questions can be answered, Davies pronounced an essential of good club management.

Schooling New Epicures

Peter Hausen, veteran manager of the Edgewater GC (Chicago district) outlined the managers' work in re-establishing great reputations for golf clubs as eating places, although the old school of epicures has passed.

"Get the right food, buy it right and prepare it right, and watch out that all of these masterly jobs are not nullified by improper service," Hausen counseled. He continued: "Keep your dining-room help as long as you can because they get to know the members' wishes. Changes are expensive. A chef who's been with you knows about what the member wants when he sees the member's name on a check. Have your waiters or waitresses—even the extra ones—call the members by name. That's important in club atmosphere. See that your dining-room help is scrupulously clean, polite and well-trained. You are running a club, not a hashery. Insist that the chef cooperate with the dining-room help because the waiters or waitresses only are carrying the members' orders to the chef, and the member is boss."

Liquor Control Studied

In talking over liquor service and control, the managers brought out that one of the most common mistakes is to have

members say, when ordering another round of drinks, "put it on the check I signed before". The practice stirs up kicks when the members' monthly bills are issued and is a temptation to sloppy accounting on the part of waiters and bartenders.

Ralph Sykora, manager of the Longue Vue club (Pittsburgh district) one of the veteran stars of wine and liquor service in the club field, transferred his assignment on liquor control methods to E. W. Hoppe of Horwath and Horwath, hotel, restaurant and club accounting specialists. Hoppe gave a fine practical talk on liquor handling at clubs. It will appear in full in GOLFDOM. He pointed out that the clubs usually spend 50% to 60% on merchandise in selling liquor and have a payroll cost of around 15%, whereas hotels spend from 35% to 40% on merchandise and have a payroll cost of from 6% to 8%. He reminded the managers that liquor is cash, hence the necessity of close control. Accurate inventories, prompt investigation of shortages and far, far more training of waiters and bartenders in liquor service, Hoppe mentioned as points requiring intensive study by managers.

Sykora in the discussion that followed the Hoppe address, remarked that some clubs last year had a rather high volume of wine sales on which there was less profit than on whiskey, so that already the comparison of club profits on liquor sales was developing confusion against which managers should protect themselves. Paul Horwath of the auditing company remarked that his organization had made arrangements to get liquor control forms printed at small cost and that these were available to the clubs.

General sessions dealt with brighter conditions appearing in the golf and city clubs.

The exhibits this year were bright with new equipment, accessories and supplies. Several bar manufacturers had exhibits in action with the merchandise being that of prominent brewers. Across from one of these bar demonstrations was the demonstration of a grill turning out tasty hamburger sandwiches. A visit to a distillery also was a detail of the convention program. The distillery visitors had to get up at 7:30 A. M. and grab breakfast before they loaded on busses. This tour packed the available busses, which certainly was a sure sign of sober, studious business interest. No one gets up at 7:30 after a convention entertainment evening unless they are on a business errand.