



Henry O. Barbour



Matthew Bernatsky



J. J. Wanderstock

# Club Managers' WORKSHOP

*Michigan State's course is typical of several fine ones sponsored by CMAA*

By **JOE DOAN**

**C**lub managers apparently never get caught up in learning all there is to know about their profession. At the CMAA Workshop, conducted at Michigan State University early in Sept., it was expected that 60 managers would attend the three-day session, largely devoted to food and beverage operations, but more than 80 put in an appearance.

Of this number, approximately two-thirds had attended previous Workshop gatherings and a fairly large percentage of managers was sitting in for a third time.

The CMAA's continuing education program has been going on for eight years. In this time, 35 Workshop conferences have been conducted at various locations throughout the country. The Michigan State meeting was one of seven sponsored by the CMAA this year and, according to the managers' organization, 420 of its members continued their educations through the 1963 conferences. This amounts to 22 per cent of the membership. Attendance at all sites where this year's workshops were held was larger than anticipated. About 90 per cent of the country and city clubs which send their managers to the CMAA seminars pay all expenses connected with them.

The Michigan State Workshop, identical with those held in Washington and San Diego and at Cornell, Columbia University and the University of Washington,

was presided over by Henry O. Barbour, and its staff included two noted food and beverage authorities, Profs. Matthew Bernatsky and J. J. (Jerry) Wanderstock, both of Cornell. Barbour is director of Michigan State's Hotel School.

A Workshop amounts to something very closely resembling a forced feeding operation. In three days, the students spend about 18 hours in the classroom and, ordinarily, a cocktail hour and dinner occupies them for one evening. The host club for the Michigan State social gathering was the CC of Lansing, where Ray White is manager. This club also was the scene of a wine-sampling interval in which the good professor, Bernatsky, pleaded the cause of the grape and decried American indifference to it. The wine of Lansing, several managers agreed, was just a little more delectable because it was poured by the club hostess, a comely young lady with the poetic name of Novella Lauterac.

### Advocates More Wine Drinking

The so called purists, Bernatsky declared, have a great deal to do with the fact that Americans don't drink more wine. These people insist that a confusion of wines be served with a meal, with the result that most diners refrain from ordering for fear of making the wrong selections. "A person is on safe ground," said the Cornell food expert, "if he drinks white wine with the appetizers, red wine with meat courses and sparkling with desserts."

Bernatsky also left the managers with the thought that their dining operations will be more profitable if they discourage coffee drinking and substitute wine. "Every cup of coffee after the first one," he pointed out, "is a courtesy of the house. But a charge is made for every glass of wine that is served."

### Copy The Cafeteria

In the first Workshop session, Bernatsky discussed the overall food service situation. He maintained that cafeteria style of serving has become the most popular and profitable way of presenting food and suggested that managers make every possible attempt to adapt its best features to the club dining operation. The buffet style meal, rapidly increasing in popularity at country and city clubs, is of course, the closest answer to the cafeteria method, but the Cornell professor questioned whether managers have refined their service techniques to the extent that they are realizing full economies from the buffet.

He also asked the same question in discussing table service. Many clubs, he observed, could profit by making wider use of service carts and trays for delivering food, displaying and removing it. The use of a cart for displaying desserts and wines, Bernatsky said, has been known to double or triple sales at some clubs and restaurants.

### Lose Convention Business

Discussing banquets, the Cornell food authority stated that large cities are losing convention business because of overcrowding. "And, when convention goers are questioned as to where most of the overcrowding occurs," Bernatsky added, "most of them say it's at the banquet table. They resent being jammed into 'black hole' space where it is impossible for them to get their shoulders squared to the table. If clubs and hotels are going to court the banquet business they had better be prepared to offer 10 square feet of space per guest."

Bernatsky, a native of Budapest who learned about food as a chef on the Paris-Bucharest Orient express, also presided at the second Workshop session. His subject was the Preparation of Food. Explaining the art of cooking meats, he said that too many persons are in a hurry to get them in and out of the oven. In short, the chef doesn't want to see them simmering, he wants to see them boil.

When it comes to roasting, Bernatsky said the slow-heat principle also should



A \$500,000 clubhouse and pro shop are to be built at Rolling Green CC, Arlington Heights, Ill., and ready for occupancy within the next year. Here is the architect's drawing of the structure which will be finished in contemporary style.

be applied. The heat of the oven shouldn't be stepped up beyond recommended temperatures for various cuts of meat or the juices won't be sealed in. Thickness of the cut, the internal temperature of the meat before it is cooked, size of the oven and number of cuts that are being simultaneously prepared in it, and similar factors were discussed by the Cornell professor in outlining a temperature schedule for the various kinds of meat that are to be prepared.

The subject of leftovers, which proved to be of great interest to the managers, also was thoroughly discussed by Bernatsky. He pointed out that too often they are held over too long by American chefs where, in Europe, they invariably appear on the next day's menus as appetizers. Another way of getting rid of them is to present them as riders or supplements to the menu. Overdoing this, however, may make the diner suspicious, said Bernatsky. "Eventually, a sixth sense tells the customer that food that isn't listed on the menu proper is yesterday's throwaway," he remarked.

Other morsels of wisdom dispensed by Bernatsky: Try to cook less roast than you can sell; Don't let your cook stir with anything other than a wooden spoon; Radar cooking isn't recommended for a beginner — the important thing is to understand how the radar range operates; Most people don't want exotic food. They prefer meat and potatoes prepared in a variety of ways; Don't underrate the potato — cook it with imagination!

### Wanderstock, Barbour Carry On

Jerry Wanderstock and Henry Barbour were the lecturers during the final two days of the Workshop. Wanderstock, an instructor in the Cornell University Hotel School who has served as a meat con-

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**Reasonable price and variety of fare are a menu's best selling points in either a club or restaurant operation**

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sultant for several South American countries and was a food adviser for the Williamsburg (Va.) Restoration committee, spoke on sanitation, menu planning and purchasing. Barbour, former hotel executive and onetime manager of the Houston Club, where he introduced the Gourmet meal in all its splendor, dwelled on management, employment and training problems and described some of the mechanics of running a buffet.

According to Wanderstock, many people in the club and restaurant business don't seem to realize that sanitation starts with the acceptance of food and meat from their suppliers. Their kitchens may be immaculate, but because they don't closely check everything that is brought into them from the outside, trouble that can lead to food poisoning is introduced. Salmonella, a bacteria that spawns on unclean or spoiled meat, and staphylococcus, sometimes found in unrefrigerated ham and eggs and in soups and Hollandaise sauce, are the most common sources of food poisoning. Another is streptococcus, which may be introduced by untidy kitchen or dining room personnel. Constant vigilance, Wanderstock emphasized, is about the only thing that will prevent these different types of bacteria from invading the kitchen.

#### **Kill That Fly!**

The fly continues to be the greatest menace kitchen personnel has to put up with, Wanderstock said. Possibly it is just as well that most people don't realize how deadly the fly can be, but that doesn't eliminate the need for exterminating it. Rats, mice and roaches are other deadly disease carriers that either destroy, or cause to be destroyed, millions of dollars worth of food each year.

Wanderstock advised his listeners not to labor under the illusion that cooking destroys all bacteria. Several strains may survive intense heat. Those that don't often generate toxins that are a source of food poisoning. The Cornell professor also suggested that the manager of the food operation frequently check refrigerators to make sure that they are functioning properly. The 40 deg. F temperature mark is a quite critical one in refrigeration because bacteria can multiply rapidly be-

tween this temperature and 140 degs. Much food spoilage results where temperatures rise above 40 degs. due to defective refrigeration.

#### **Confusion of Terms**

On the subject of menu planning, much of Wanderstock's lecture was devoted to straightening out the confusion that exists in the designation of terms in describing cuts of meat, and in pinpointing the animal area from which the various cuts come. "Nearly everyone," said the Cornell food authority, whose knowledge of meat seemingly is limitless, "has his own ideas as to what veal, liver, tenderloin, etc. really are, what part of the animal they come from, and what are the proper definitions of such as stag, bull, heifer, etc." Wanderstock used charts and definitions in clearing up many of the misconceptions that have arisen in the meat classification area.

As for the menu itself, he emphasized that variety of fare and reasonable prices are its best selling points whether it is prepared for members of a club or restaurant patrons. Other points emphasized in the discussion: For reasons of economy stick to seasonal items and ones that are grown in the native locality; Translate foreign terms; Use type on the menu that is easily readable; Avoid the loss leaders; Strive to serve meals that have balanced nutritional value, and avoid low calorie specials on dinners; Don't neglect the kids' specials; and play up both the chef's and the club's specialties whenever the opportunity presents itself.

#### **Inspection Methods Praised**

In his lecture on food purchasing, Wanderstock described packinghouse inspection methods used by federal, state and local governments and assured his listeners that these are not only highly developed, but are aimed at giving the meat buyer exactly what he pays for in the way of quality. Meat grading, though, according to the Cornell food technologist, is not 100 per cent pure or scientific, a fact that is generally recognized in the packing industry. There is some overlapping in deciding what is good, choice or prime in designating quality cuts, just as there

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**Club Managers' Workshop**

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is in determining what is standard, commercial or utility in lower cost meats. To keep all possible confusion out of meat buying, Wanderstock suggested that the purchaser should work closely with the purveyor in deciding what quality grades various cuts or sides come under.

Henry Barbour's lectures during the three-day Michigan State course were largely devoted to various surveys and statistical studies made by the club and restaurant industries, personnel training and management policies, promotion ideas for stepping up club dining room business and buffet operations.

**Hasn't Kept Pace**

In comparing 1962 dining figures with those of 1960, Barbour pointed out that club restaurant volume had increased slightly over the two year period, but not as much as that of outside table service restaurants. Refuting remarks made earlier by Matthew Bernatsky, Barbour said that cafeteria business had fallen off during the same two year period. According to statistics compiled by the club industry, patronage of club restaurants hadn't

increased appreciably since 1960 because of (1) poor service (2) prices (3) poor cooking (4) crowds and poor quality food (identical percentage). It was noted, however, that club patrons weren't kicking as much about the food and cooking in 1962 as in 1960.

Barbour suggested that perhaps the clubs could get a larger share of the \$30 billion a year "eating out" market not so much by promotion but by looking into their internal organization. Employee relations aren't as good as they should be, he remarked, or turnover wouldn't be as great as it is. Many clubs, he added, probably haven't concentrated sufficiently on dividing and defining authority so that employees know exactly what is or isn't expected of them. In this respect, clubs often commit the sin of putting employees in the middle between the member and the manager. Community relations also could be improved and, for that matter, so could the products the clubs are selling — food and service.

**Need Qualified Help**

Preceding his talk on employee training, Barbour polled the managers and found that one of three consider getting and keeping qualified help his most vex-

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ing problem. Next in line was the labor cost situation, which plagues roughly one of five managers. Layout and equipment, patronage of members, food costs, training program, prices, service and merchandising were also mentioned in the survey as being items that are causing the managers some grief, or about which they want to know more.

One advantage in any training program, Barbour declared, is that a newly hired employee is eager to learn because he quickly wants to establish his right to hold a job. The instructor should make every effort to avoid any interruptions or distractions while he is teaching the trainee. Easier aspects of the job should be taught first so that the new employee's mastery of them stimulates him to further progress. One of the great failings in many teaching programs, the Michigan State administrator said, is that the person who is in charge hasn't set up a logical instruction sequence. Too often he is so familiar with the job or operation being taught that he assumes the trainee instinctively knows or grasps many of the things he should be shown. An outline of what the job entails and what should be taught would greatly improve trainee programs, Barbour said.

### Discuss Party Innovations

Promotion of club restaurant business as well as a discussion of party innovations were turned into an open forum with several of the managers volunteering ideas they thought would increase patronage. Little that was new in the way of dining room promotion was offered, possibly because about 30 per cent of the managers said this part of the club business has been up in 1963 over previous years. As for parties, the big ones are still being held on the Memorial, July 4th and Labor Day holidays. Many of them are staged in a carnival atmosphere, with much of the emphasis being on keeping the kids entertained. Quite a few of the managers reported that parachute jumpers have been imported for these occasions. (A detailed description of a funeral party, conceived by the managers, appears elsewhere in this issue.)

As a prelude to his remarks on buffets, Henry Barbour queried the audience and found that nearly one-third of the managers thought this type of dining is falling off in popularity (Matthew Bernatsky to the contrary). Several others didn't agree with the theory that it is possible to save on labor costs in serving buffets, saying

that it seems to be impossible to cut down on help when children are served at them. Beverage sales, it was generally agreed, drop off when buffet type meals are served.

### May Favor Customer

Barbour pointed out that the advantage of holding buffets may well be with the customer rather than with the club. Price is one item that definitely favors the diner. There also is more for him to eat, he can pick and choose and his waiting time is reduced. But, on the other hand, he usually has to contend with a sameness in food.

As for the advantages to the club, a majority of managers still feel that buffets bring in more revenue; a show of hands revealed that three out of four say they can serve a buffet with less help than is needed for table-set meals. In addition, Barbour pointed out that both the manager and chef usually can get more recognition from members through the serving of a buffet style meal than a more formal one. "The buffet table," he said, "gives the manager a chance to display the artist that is in him. And, a meal of this kind gives the chef a chance to experiment with new dishes. If both make a hit, that is a big boost for the dining room operation."

### Women's Club Sales

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set will become standard and someday, the 12-club set. These are goals we'll have to build toward — they won't suddenly develop."

"I'm inclined to agree with Fogertey," says Bill Clarke. "Five years ago I could not have claimed that 50 per cent of my women players bought clubs and apparel from me. Today, 70 per cent buy their clubs in my shop and more than 90 per cent buy all or part of their sportswear from me. That's a pretty respectable increase. I don't think I should push too hard. If my overall sales to women go up 30 per cent or so in the next five years, I'll be quite satisfied."

### They're Price Conscious

Bill Hook of Kenwood CC, Cincinnati, and Joe Paletti, Ozaukee CC, Mequon, Wis., estimate that between 40 and 50 per cent of their women golfers have purchased clubs from the pro. Neither hesitates in stating that price is the most important factor in determining whether women buy clubs or perhaps don't buy



Here is the PGA National Golf Club clubhouse and general office building as it looked under construction in mid-September. Opening is announced for late November. Two 18s adjoin the building which will cost, furnished, "around a million and a quarter," say PGA officials. PGA members have not been advised of operating budget of course and clubhouse which are features of the Palm Beach Gardens subdivision development.



them. Where clubs are concerned, Bill Hook observes, women are extremely price conscious. "They want the best, but the majority hate to pay the price. But being women, they don't feel this way about apparel." Bill's conclusion: "Change the way women think and you'll change the club sales situation."

Joe Paletti puts it this way: "The first thing a woman sees in a club is the price tag. She certainly isn't to be condemned for reacting this way. She knows better than her husband what the family golf budget will allow and she won't rationalize as much as he will in figuring how she can buy a club or a set of them. If she didn't take this attitude, perhaps her husband wouldn't be the good pro shop customer that he is.

### Tie-In With Lessons

"At any rate," Joe goes on, "most of my club sales to women are accompanied by a lesson of 30 minutes or one hour. Wom-