

*By putting a big effort into gracious dining, the Glen View Club does an off-season business of up to 70% of what is grossed during the summer.*

## Don't let winter freeze your profits

by Joe Doan

**S**kiet and trap shooting, curling and ice skating each play relatively short seasons during the winter at Glen View Club, in Golf, Ill., but they are spaced to give continuity to the club's off-season sports program from November until well into March. But as popular as these activities are, Robert M. Broms, manager of the club, has some doubts if they would profitably fill in the dead season void if it weren't for a fourth "sport," *gracious dining*.

"People don't really like to hibernate during the winter," says Broms. "Secure as the fireplace is, people will brave cold weather and snow if a good meal is waiting when they arrive at their destination." An added inducement for most members is knowing that there is trap shooting, skating or curling going on at the club the night they decide to dine out.

"You couldn't get a lot of them to take part in these sports," Broms notes, "but they'll come to the club to watch and visit the people who do. While they're at it, they want to eat in style."

And, eating in style, doesn't stop with partaking of good food, properly prepared. If wine isn't served, then the meal isn't complete! This may sound like oversimplification, but Broms is convinced that it's true. Any club restaurant that isn't paying its way, that's playing to empty table after empty table, especially during the winter time, should try luring the members with wine.

Many northern clubs, Broms points out, have an excellent winter sports program. Some, in fact, are close to being a continuing winter carnival, but fall down in the revenue department because they offer nothing better than snack bar service. Sports themselves don't bring in much income. It takes the restaurant and bar operations to do this. If a manager is willing to put some effort into the winter operation and not treat the food and beverage service as a necessary evil accommodation, revenue can be

produced; perhaps as much as 60 or 70 per cent of what is grossed during the golf season. Furthermore, 60 per cent of the staff can be kept on during the winter, something that is appreciated in April or May when a manager normally has to go through the pain of large scale employee recruiting.

Regardless of what kind of a sports program it has going during the winter months, a club's main attraction is sociability. Bar revenue is directly dependent on how good the restaurant is. And wine makes the restaurant. That's the syllogism that has guided Bob Broms since he came to Glen View six years ago.

The wine base was established when a wine salesman persuaded Broms to give his products a trial. Wine tasting parties for members were introduced; wines were promoted at meals, and different vintages were designated as the "wine of the month." Most of the Glen View members were quickly converted. Within a few months it became necessary for the club to put in a wine cellar for the "take home" trade. Now, an \$18,000 inventory is carried. French Burgundies and Bordeaux, German white wines and domestic brands from both New York and California are stocked. The cellar is air-conditioned. Broms, who has had to become what he calls a minor authority on wine to stay ahead of his customers, could only get away five days last year for a vacation. He spent them in the vinelands of California.

Of course, fine feeding doesn't merely consist of serving the appropriate grape. Wine can't cover up the sin of poor food preparation. Glen View is noted not only for its excellent cuisine but for the variety of its menus. Where most clubs offer only the standard dinner fare of steaks, filets, chops and fowl, Glen View tempts its members with such as: Medallion of Veal Oscar, Pork Tenderloin-Gypsy Style, Tourne-do Marie Louise, a sauteed prime

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tenderloin, and Curried Breast of Chicken, Oriental. At lunch the diner may have a choice of a Danish Open Finger sandwich, shrimp sandwich or the local Oscar, a sandwich of cold roast beef, sour cream and onions, in addition to the regular fare.

Bob developed a great fascination for food and cooking while attending the Michigan State University Hotel School (immediately after World War II), and doesn't make sudden decisions in introducing the house specialties. He carefully checks their costs, has his chef experiment with their preparation, and does some rather extensive testing as to their palatability before deciding whether to include them on the menu. Specialties are a gamble, hence the careful checking and sampling before they are introduced. If they don't sell they are quickly withdrawn. Club restaurant profits are too thinly sliced to tolerate loss leaders.

Undoubtedly, the most popular winter attraction at Glen View, notwithstanding the hold that curling has on quite a large percentage of the membership, is the foreign dinners that are served every Friday evening for six weeks during January and February. French, German, Italian, Austrian, Hungarian and Scandinavian meals are successively featured. A French chanteuse, Italian tenor, German, Scandinavian or Hungarian trios and a pianist who plays mainly Viennese waltzes, are imported to entertain on the evenings the food of their native country is featured. It often takes some searching, incidentally, to find the appropriate performers for the occasions.

Only native wines are served and the diners eat under the flag of the country whose cuisine is being consumed. The motif is even carried out to the table linens. These are also in the colors of the country featured.

Broms introduced the six-week adventure in exotic eating five years ago under the billing, TGIF.

Translated, this is "Thank Goodness It's Friday." The dinners caught on immediately. Reservations for each foreign meal are restricted to 150 and are put on a first come, first serve basis. Members usually start making reservations for their favorite dinner or dinners four or five months ahead. Turkish, Japanese and Mexican menus have been tried over the years, but preference is for the native meals listed above. Almost every year the French dinner is repeated by popular demand.

The foreign dinners have been prepared under the direction of Chef Herbert Broegmann, who came to Glen View with Bob Broms from nearby Skokie Country Club. The manager-chef team has been paired for the last 12 years, since Broms came into the club management field from the restaurant and hotel field. But unfortunately, Broegmann is going to a large food wholesaler to do culinary research.

By now you may have the impression that eating is the only winter sport which amounts to very much at the 70-year old Glen View Club. It isn't. At least 35 members are frequent visitors on the trap and skeet shooting ranges in November and December and a little less regularly until spring. In January and February curling is at its peak and 40 women and 80 men participate. At the same time the outdoor ice skating rink is getting heavy play from about 75 kids and a scattering of adults. Glen View, incidentally, makes winter memberships available to about 25 persons from surrounding clubs where there are no cold weather sports activities. These include social privileges and extend from October until April.

So, there is a continuous winter sports program going on at the Glen View Club. Still, Bob Broms doesn't feel the program would have half the lure it does if these excellent restaurant and, of course, bar facilities weren't

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FRENCH DINNERS February 21, 1968	
<b>HORS D'OEUVRE ASSORTIS</b>	<b>APPETIZERS</b>
ESCARGOTS A LA ROQUEFLOUENNE PETE MASHOW LE SALMON FUMÉ ANCHONN AIX OEUFS DUX COMCOMBES FRAIS BARENG LUCAS FOUR PARTICIPANTS FARCIS OEUFS FARCIS A LA STRASBOURGEOISE SALADE DE METSANS ASPERGES AUX VINAIGRETTE ALOUAU DE BOROUF FROID JARDINIERS SALADE DE TOMATES CORNETS D'YVONNE	SMALLS BOURGUESNONNE LIVER PAITS SMOKED SALMON ANCHOVY AND EGG SALAD STUFFED CUCUMBERS MARINATED SALT MEERING STUFFED BRETCHONNE NOTIONS STUFFED EGGS WITH CHICKEN LIVER PICKLED BEETS ASPARAGUS VINAIGRETTE BROLOW OF BEET TOMATOES VINAIGRETTE PICKLED SALSIFY KOTTERSHAD LETTUCE HAM CORN
<b>POISSON</b>	<b>SOUP</b>
PETITE MARIANTE	PETITE MARIANTE
<b>ENTRÉES</b>	<b>ENTRÉES</b>
GRANTON ROTI A LA BOURGONNE BISCALOPES DE VEAU BOURGUESNONNE DANIS DE SALMON CHAMBORD POMMES RISSOLÉES PETITE POIS PRISANTINE FROMAGES ASSORTIS L'ENTREMÉT GATSAU ET HONORÉ	ROAST DUCK VEAL CUTLETS BOURGUESNONNE POACHED SALMON SINGOLE POTATOE GREEN PEAS COUNTRY STYLE FRENCH CHEESER DESSERT ST. HONORE CAKE

French fare tops a most popular winter attraction—foreign dinners.



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made available for members.

Spectators usually outnumber participants. They spend more money than those who take part in the sports activities. As Broms points out, the curlers, for instance, become so engrossed with their stones and brooms that they often forget to make their way back to the clubhouse. Spectators who watch them for a while finally turn away and come to the clubhouse to eat or drink. So, the only conclusion is that most of the winter revenue comes from the onlookers, the people who are at the club to socialize.

Glen View's trap and skeet shooting range is a busy place on weekends during November and December. Shoots are also held on Wednesdays during these months. In addition to interclub competition, home and home matches are played with Hinsdale and Westmoreland CCs, both in the Chicago area. At the end of the season there is an Invita-

tion shoot. A gourmet dinner, which follows this event, usually is attended by 50 or more people.

Curling, as it is at several clubs in the Chicago district, is the big winter sport at Glen View. There are women's and men's leagues within the club and at the end of the season there is a big interclub mixed bonspiel. Outside matches are played with North Shore, Indian Hill, Exmoor, Oak Park and Skokie, all country clubs, Chicago curling and out-of-state and downstate teams. In addition, state playdowns are held at the end of the curling season and surviving teams become eligible for the national and even international bonspiels. Glen View has two curling sheets.

In the winter of 1967-68, the club had a total of 40 ice skating days on its natural rink, located east of the course in a kind of depression, which gives the skaters good protection from the wind. An old tennis house has been moved into the area to provide a shelter. Since most of the skaters are youngsters, adult supervision is always made available. Most of the skating activity on the 50 x 100-yard rink takes place on weekends, and a regular Saturday feature is a hockey game. The aforementioned 40 skating days, even at a club located as far north as Glen View, kind of exceeds the normal quota, according to Bob Broms. For this, he thanks Henry Lange, the club superintendent, who is just as diligent in providing a good skating surface as he is in providing good putting surfaces. There's a trick to it. A rink that is flooded when the temperature is at least five or six degrees below freezing has a better surface than when flooded around 32°. As often as not this means that Henry gets up at two or three a.m. to take care of the flooding because the temperature usually doesn't drop to an optimum freezing level until the early morning hours.

Winter at Glen View Club, as you can see, does not bring gloom to the owners. True, it does bring snow—but at Glen View it also brings additional revenue! □