

Club managers' day at the 52nd national

By G. V. "Jerry" Marlatt, CCM



For many years it was impossible for me to attend the New York Hotel and Motel Exposition. As I sat in Oklahoma, Minnesota, Texas or other places, I often hoped some publication would report the show while emphasizing the annual club managers' day. The editors of GOLFDOM have given me the opportunity of doing this for you, and I hope you enjoy our attempts to take you there via the printed medium.

Monday, November 6, 1967, was a beautiful day in the autumnal atmosphere of New York. At 8:00 A.M., the Officers, Directors, C.M.I. Committeemen of America, Executive Director and Educational Director of CMAA had been joined by the Executive Secretary of the NCA at the Warwick Hotel. President Duncan set the scene for another Vision 77 Meeting, and this proceeded on until noon.

At noon, some two hundred "plus" managers began to converge on the famed New York Athletic Club for luncheon and reception hosted by Mr. James Parker, its genial manager. The day was under the sponsorship of managers of the New York, New Jersey and Connecticut areas. As it has always been, the luncheon was well attended and well planned. Managers from such far away places as California, Florida, Texas, Colorado and Tokyo, Japan, were on hand.

Before the grapefruit segments could be lifted to your lips, the talk about "clubs" had begun. Every-

one had come amply prepared with problems to be discussed, seeking solutions either through discussion with other managers or perhaps in an idea they might get at the Show.

Dessert had not been served to all before General Chairman Edward J. Drew of the Quinnipiac Club, New Haven, Connecticut, began to introduce the distinguished guests who graced the speakers' table. On hand were: Ken Emerson, Executive Secretary of NCA; Joseph J. Donoghue, Vice President; H. Alton Owen, Jr., Secretary-Treasurer; and Horace G. Duncan, President, all of CMAA. It also included: Edward J. Drew, General chairman of the meeting; Miss Li Ling Ai, guest speaker of the day; Peter A. D'Angelo, National Director, and Ed Lyon, Executive Director of CMAA. (See photo #1)

Mr. Drew welcomed the visiting club managers and gave a schedule of the activities for the day. Mr. Al Owen was then introduced and told of the people who had made the meeting possible and this included: Harvey Brown, Glen Ridge, C. C. (New Jersey); Richard Bush, Shorehaven Golf Club, East Norwalk (Connecticut); John Cremers, Empire State Club (New York); Egon Jorgensen, Old Westbury Golf and C. C. (New York); Alexander Levchuck, Garden City C. C. (New York); and H. Alton Owen, Harbor View Club (New York), Peter D'Angelo was also a member of this group, but we will tell more of him later.

President Horace G. Duncan, Cherry Hills C. C.,

hotel and motel exposition



then was introduced and remarked on the Vision 77 Group of CMAA and their work to date. He also spoke on the hopes and desires of this group, plus its possible effectiveness to our association and membership.

Mr. E. George Wetmore, General Chairman of the 1968 Philadelphia Conference and Manager of the Tavistock C. C., Haddonfield, New Jersey, was next introduced. He gave details of the Philadelphia Conference, reaffirmed their welcome to CMAA and invited all to attend.

With such a "menu" of celebrities and interesting people, there remained only the dessert to complete this fine luncheon.

However, our speaker for the day, Miss Li Ling Ai, proved to be the "piece de resistance" with her wonderful talk on China, its heritage of fine foods and the role China has played in foods of the world.

I might say only that Miss Ai's opening remarks, addressed to the men of the audience, in which she asked: "Is it true what they say about American women?" set the tone of her entire address. It is quite easy to understand, after listening to Miss Ai, why the population of China is as large as it is stated to be.

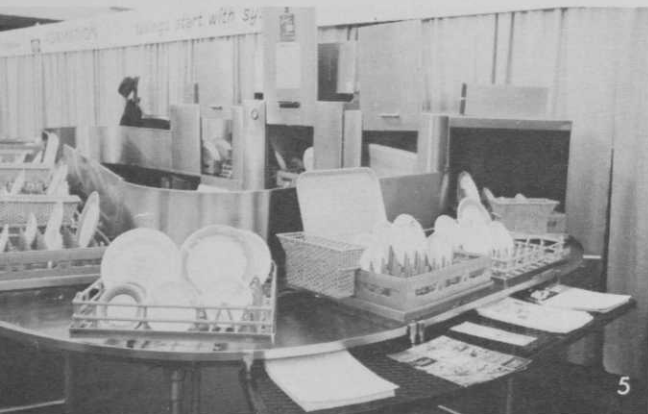
Following Miss Ai's excellent talk, we partook
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* For more information on items shown in photos 3, 5, 6, 7, 8, 9 and 10, please refer to New Products on pages 81, 83.



- 1 -During the Regional Meeting of the CMAA, a luncheon was held at the New York Athletic Club. At the head table were (L/R): Ken Emerson, Executive Director, NCA; Joseph J. Donoghue, VP, CMAA; H. Alton Owen, Jr., Secretary-Treasurer, CMAA; Horace G. Duncan, President, CMAA; Edward J. Drew, General Chairman of meeting; Miss Li Ling Ai, Guest Speaker; Peter A. D'Angelo, a national director, CMAA; and Ed Lyon, Executive Director, CMAA.
- 2 -J. J. Donoghue (seated) and L. T. "Bud" Hall (R.) inspect visual training aids at the AH & MA booth at the Coliseum.
- 3*-G. V. Marlatt inspects a closed-circuit and video-taped television outfit which includes camera, recorder and monitor.
- 4 -(L/R): G. V. Marlatt, David LaBounty and Desmond Tolhurst, managing editor and editor of GOLFDOM, respectively, inspect some gleaming, stainless steel equipment.

Club managers' *Continued*



- 5*-Merry-go-round principles of newer dish washing equipment are labor-saving devices which appeal to everyone.
- 6*-Another labor-saving device which was shown was a tomato-slicing machine which insured freshness and uniformity of slices with no damage to the tomatoes themselves.
- 7*-While coffee urns are not new, this one has an outstanding feature that there is no need for manual transfer of scalding water to produce a quickly brewed, filtered product.



- 8*-These various-colored waxed cups can be used to color-key your price lists which makes pricing of tickets or ringing up prices on your cash register a simple duty.

of the most strenuous activities of the entire day in the welcomed opportunity of walking two blocks to the New York City Coliseum. As we strode along the sidewalk, looking at Central Park to our right, one could almost hear the lyrics of the song, "Autumn in New York."

At the Coliseum, the usual large crowds blocked the entry way, and the endless lines of persons who had not obtained their admission passes in advance gave one a feeling of excitement. For those members of the CMAA, this usually rigorous detail was handled by efficient Ed Lyon, our Executive Director, who passed our badges to us as we arrived at the door.

As one enters the Coliseum, he is immediately confronted with the choice of going to the upper levels and working his way down or starting on the main floor and working up.

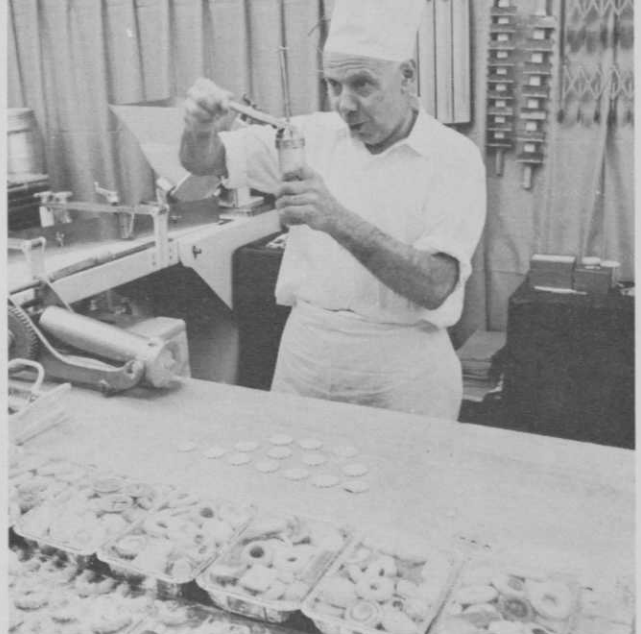
There was no choice this day for we immediately spotted the American Motel and Hotel Assoc. Booth and its Technological Display and headed straight for it.

At the AH&MA Booth we spotted CMAA Vice President Joseph J. Donoghue, Losantiville C. C., Cincinnati, Ohio, and Laurice T. "Bud" Hall of the CMI Committee and Pinehurst C. C., Littleton, Colorado. They had been exposed to information concerning teaching machines, carrels, programmed film shows and audio visual materials at the Sunday meeting of CMI. J. William Connor and Henry O. Barbour of M.S.U. had given information as to the feasibility of such devices and now they were seeing them "first hand." (See photo #2.)

Before we get too far into our trip to the National Hotel and Motel Exposition, we ought to introduce the other two gentlemen who are touring with us—Desmond Tolhurst, Editor of GOLF-DOM, and David LaBounty, Managing Editor. The world of the club manager, with its gleam-



9*-Paper products are being used more and more. These disposable paper chef hats are a good example of how to save money on laundry costs.



10*-Machine to left can be used to make 35 to 50 meatballs at one time. Gadget in pastry chef's hand can be used to make the variety of cookies displayed.

ing stainless steel and equipment, provided them a delightful respite from printer's ink and typewriters. (See photo #4.)

Before we proceed in our reporting of the Show, let me state that from a club manager's viewpoint, this annual affair is a wonderful opportunity to obtain information concerning new equipment or to note any trends before the new season begins.

Here are hatched many of the ideas which work themselves into budgets and, ultimately, into next year's new innovations for many clubs. However, the complexity, the logistics and size of the Show itself prevent one manager from doing justice to the reporting. We shall attempt to merely apprise you of some interesting things as seen through one pair of eyes, for other publications will undoubtedly elaborate various phases in detail.

With technology the "coming thing" in the next decade, we decided to investigate something we had heard a lot about—closed-circuit and videotaped television. Let us dwell for a moment on this one subject. Through the "almost magic" of this equipment, it is now possible for any manager to produce his own training films.

It is also possible to record, for later study, the serving of a party or dinner at the club, or to provide monitored viewing of the exterior of a club for security purposes. (See photo #3.)

Just as football coaches can now view "stop action" or hold post-mortems on their teams, so too can the modern club manager view his employees "in action" for later use in training sessions held from time to time.

The total cost of a camera, recorder and monitor would run approximately \$1,500. This may seem costly, but when shared with the golf pro in his use for instructional purposes, the superintendent for his training purposes, or the possibility of incorporation into a club security program, it be-

comes a small investment for so great a piece of equipment.

The cost of producing TV tapes is estimated at \$60 per hour for the tape. It is also necessary to point out that TV tape, like other magnetic recording tape, can be erased and used again and again, thereby reducing the cost if saving of the tape is not required.

Labor-saving devices appeal to everyone, and the "merry-go-round" principles of the newer dishwashing equipment lend themselves well to this area. Machines of this type, capable of being manned by a single employee, were exhibited and other old-line manufacturers had incorporated this principle into use on their machines. Foodcarrying equipment between various floor levels utilized this principle, and we could see that automation has reached the kitchen at last. (See photo #5.)

While we have mentioned a high investment form of labor-saving equipment, let us move to a more modest piece of equipment. Here you see (photo #6) a new tomato-slicing machine where one operation does the entire job of slicing a tomato with one arm movement. To insure freshness and uniformity of the slice with no damage to the tomato itself, this seemed the answer to the problem.

However, upon questioning, we were told that it could hold possible adaptations to slicing boiled potatoes or citrus fruits. Only the imagination of the individual limits the possible uses in slicing bread for canapes or boneless turkey breasts for portion controls.

Coffee urns always fascinate me, and this particular item caught my eye. First, it encompasses many features desired in a coffee urn. Whether it be safety from spilling scalding water on an employee or the desire for a quickly brewed, filtered product, this equipment served the need. While, its capacity of two to three-gallon tanks

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Club managers' *Continued*

helped to create a fresher product, the "recovery" quality gave you the assurance that it was capable of supplying the needs of a large type of operation.

Prevention of the common occurrence of "burning the bottom out of the urn" was another appealing feature. Ever-ready hot water for tea brewing and the fact that the equipment could be fitted with dual facilities in back as well as in front made this a most interesting new development for me. (photo #7.)

Paper also holds an appeal to me, for here again I look at it from a labor-saving standpoint. Yet I must see its possible utilization in a prestige club. This exhibit (photo #8) should best be seen in color for it is the color idea which makes this paper product so interesting.

Various-sized containers can now be obtained in various colors. The full range of colors exists in all container sizes.

Therefore, if you "color key" your price lists, it makes pricing of tickets or ringing of the cash register a simple duty. If you place all 15¢ items in a blue-striped container, and all 25¢ items in a red-striped container, and all 50¢ items in a green-striped container, you need merely color code your register or your price list for instant pricing of this type item.

Whether it be a milk shake in a tall container or a sundae in a squat container, if both sell for 35¢, they can now both be in the same color container. Soft drinks of the seven-ounce variety with "no ice" can be in the same color container holding a seven-ounce drink with three ice cubes if the price is the same. Speed of ringing up and the standardization of container sizes make this an excellent "new idea."

Paper now runs the gamut of bar clothes to waitresses's uniforms, while only the lack of creative utilization of paper manufacturers will limit its usage.

Everything from garbage-can liners to shoe-shine smocks can now be obtained in "throw-away", low-cost paper materials, the ultimate in this area being perhaps the new pleated french chefs; hats

which are available in every shape, with sizes regulated only by a stapling gun. (See photo #9)

Tradition took me to the "Fabulous Sixteen" exhibit located on a mezzanine floor and I was also drawn by the "gadgetry" displayed in it. The idea of making 35 to 50 meatballs at one time, or mass-producing cookies through such simple equipment, never ceases to attract my attention. While the idea may not be new, if this equipment were placed in the hands of a creative chef or manager, its uses would be endless. (See photo #10)

So three educational hours of time had now elapsed with our day still not over. Back to the hotel in a "hard-to-find" taxi left only time to change clothes, shave and depart for the Hampshire Country Club in Mamaroneck, New York, for a dinner dance to be hosted by the effervescent Peter D'Angelo, manager and CMAA director.

The host group had carried the hospitality of its visitors to the ultimate by providing bus service from the front of the Coliseum to the door of the Hampshire C. C.

Arriving at the club, and being in the hospitable hands of Pete D'Angelo, gave one the feeling of acceptance into the "Cosa-nostra of Clubdom" or the "CMAA family," as he so aptly stated it.

I feel that club managers in general would like to know more about dinner, but space prevents my elaborating too greatly on its content or quality. One might say, however, that the hors d'oeuvres were fit for Henry the VIII and sufficient for Roman legions.

The culinary staff of the club had displayed one of the finest arrays of pre-dinner snacks that this writer has ever had the opportunity to indulge in.

If one could say it lacked in anything, it would be in the expectation one has for tasting Italian delicacies which the name of D'Angelo seemingly implies. Only one such dish graced the table but it almost went unobserved among the many other beautiful and tasty treats.

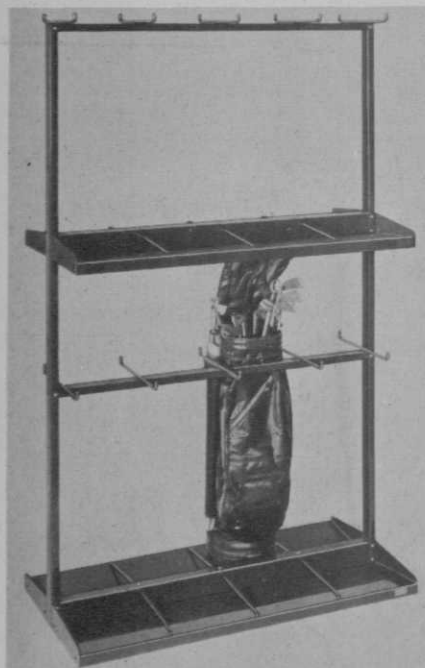
The dinner could best be described by that old sage of clubdom, Mr. Herb Graffis, who shares other space in this publication. As he would probably have said, "This

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Club managers' *Continued*

was the greatest thing to pass the gullet of this gastronomic expert since the invention of shredded wheat cereal!"

Herb would probably have gone as far as to say, "Why, a dinner like this is your throat's way of telling your ulcer to go to h" It was indeed a memorable dining experience, capped only by the serving of a chocolate mousse to the accompaniment of sliding walls which revealed a dessert table looking like the display from the pastry chefs' of America.

Fifty billion calories vied for your attention and competed for your hand. While the dinner was an etching on your memory of great delights, the table appointments, flowers, music and service made it difficult to decide which was the most outstanding.

Pete, ever hospitable, displayed the generosity of his members by giving what seemed to be an endless supply of door prizes to both the men and the women. John Cremers gave recognition to all of the people in the audience who had made the occasion possible, as well as introducing various dignitaries in the audience.

Dancing, conversation and pleasantries filled the evening until it was time to again board the waiting busses and take the starlit drive back to the beckoning lights of New York City. Our day had come to a close. □

management *Continued*

membership files, to age accounts, and to mail members' statements within five days after cutoff date.

It is interesting to note that installation of the system did not reduce staff. Instead it created a new problem—that of finding a competent operator for the machines. A factor to be considered by any club thinking about such an installation. The equipment rents for about \$400 a month, with punch cards and paper an added cost.

Obviously, so extensive a system can be used by only the larger country clubs. Kenwood is a club with well over 2000 members and

their accounting department often handles as many as 18,000 transactions a month. Smaller clubs would be well advised to look into equipment with a smaller capacity before committing themselves to any system.

Some clubs, in fact, must start with very basic equipment investments. Many small golf clubs are still doing their accounting manually. In order to install a really useful management information system such clubs must start by carefully evaluating their existing forms, statements, sales chits, purchase orders, and even the means by which they keep their members informed of club activities.

Such an evaluation was recently completed at Plum Hollow Golf Club in Southfield, Mich. where manager James McWorter has recently begun installation of an electronic accounting and computing system based on the NCR 395.

When fully operational it is estimated that the system will:

- (1) Provide mechanized, error-free bookkeeping with improved, permanent records and a detailed monthly statement.
- (2) Save a minimum of 50 per cent of the time formerly spent in preparing payroll, accounts receivable, and accounts payable.
- (3) Save at least 8 to 10 days in preparing tax reports.
- (4) Enable the club to even out the workload of accounting.
- (5) Eliminate much of the seasonal part-time help.

One attraction of the NCR 395 for Plum Hollow, in addition to its accounting and computing ability, is that it readily adapts to punched cards and tape and can produce cost control data, reports, journal and ledger, entries and checks.

More sophisticated machines are, of course, available and they will be able to retrieve more information. They also cost more money. However, if machine limitations must be set they are better set in terms of information retrieved rather than dollar cost.

It is how much information you need and how much you can use even more than expense that should be the determining factor. □