



# The club manager

... keeps the cash registers ringing at the clubs

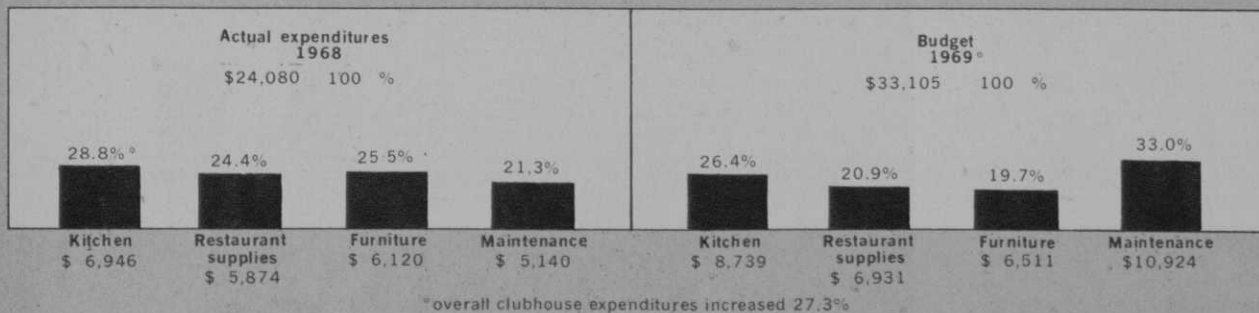
**S**ales of food and beverages at country clubs is not the total name of the game for managers, but these two segments of country club business will have to serve in that role until something else turns up as a contender for the top spot.

Last year, according to GOLF-DOM's First Annual Marketing and Research Study, the golfing public pushed a total of \$1,489,735,000 through country club cash registers for food and beverages. This staggering figure puts the club manager in the posi-

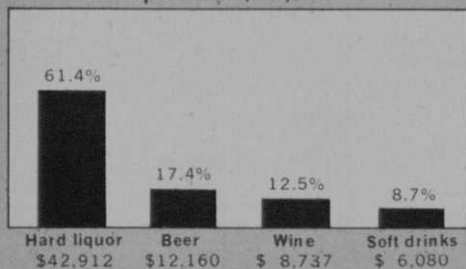
tion of being overseer of one of the nation's very large dollar volume businesses.

Just what is it the country club manager presides over? He runs a domain that has on the average 406 members, each of whom last year, spent \$453 at the club for

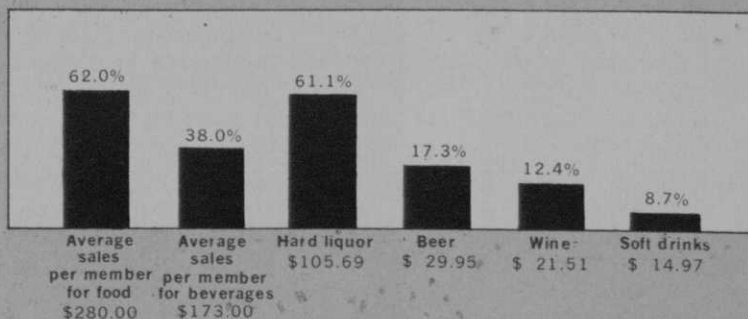
## Clubhouse expenditures



## Average total beverage sales per club \$69,889



## Average sales per member for food and beverage \$453\*



\*based on an average membership of 406

\*percentages show only shares of total of these four categories

food and beverages. Of this individual total, \$280, or 62 per cent, was spent on food and \$173, or 38 per cent, on beverages, including hard liquor, beer, wine and soft drinks.

The average total across the nation for food and beverage sales is \$183,918 per club, as reported by club managers in the GOLFDOM study. Food's share of this total is \$114,029 and beverage sales account for a \$69,889 slice of the pie. Food sales in the bottom 12 per cent of those club managers who reported came to \$13,125; beverage sales came to \$22,880, making the average total sales in both categories, \$36,005. The top 12 per cent reported sales of \$233,300 for food; \$142,860 for beverages, which bring the average total sales to \$376,160.

The GOLFDOM study queried managers on the specifics of their members' beverage consumption habits. In the four areas mentioned—hard liquor, beer, wine and soft drinks—consumption percentage relations are: 61.4 per cent of drinks sold represent sales in hard liquor; in the beer category the total is 17.4 per cent; wine represents 12.5 per cent of beverage consumption and 8.7 per cent is reserved for soft drinks. Within these categories 98 per cent of liquor stock is national brands.

In dollars per club these percentages translate into \$42,912 spent on hard liquor; \$12,160 on beer; \$8,737 on wine and \$6,080 on soft drinks. Per member this means a beverage expenditure, on the national average, of approximately \$105.69 for hard liquor; \$29.95 for beer; \$21.51 for wine and \$14.97 for soft drinks.

The GOLFDOM study also points out that in day-to-day op-

erations, managers perform tasks that are in many ways similar from club to club, but some functions remain unique because of the individual characteristic of a particular country club.

Like his pro and super counterparts, the manager is geared to golf operations at his club. Golf, the governing factor, enters the management area as well as the area of pro and super. Most manager's budgets, 66 per cent, are drawn up during October, November, December and January. It is during this four-month period that golf play subsides at many clubs, giving the manager a breathing space in which to plan his budget.

Budgetary considerations for the manager are many and complex. It is necessary to single out the manager's evaluation of replacement costs for clubhouse appointments to get some clear view of what helps determine a large part of his budget. This can serve as an introduction to his budget allocation for the coming year.

Managers have reported to GOLFDOM that the average replacement value of kitchen equipment is \$42,995; replacement value for furniture is fixed at \$54,743 by the managers, and carpets, drapes and other furnishings represent an average value of \$31,240.

A manager planning a budget is conscious of this almost \$130,000 valuation of his clubhouse appointments and this factor weighs heavily in budgetary allocations for the coming year.

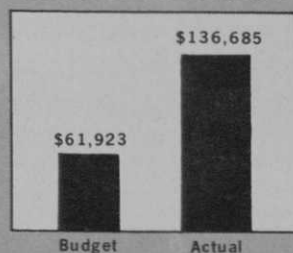
This consideration is reflected in the enormous increase in funds pegged for clubhouse maintenance, reported by club managers. For instance they have listed an average budget rise of 21.3 per

*Continued on page 72*

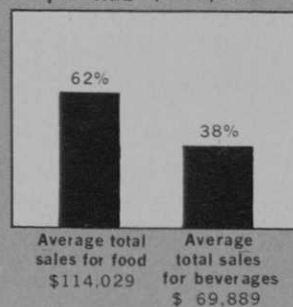
#### Average club operation budget \$156,473

(covers club rooms' maintenance, entertainment, administrative and general expenses, heat, light and power and general repairs and maintenance)

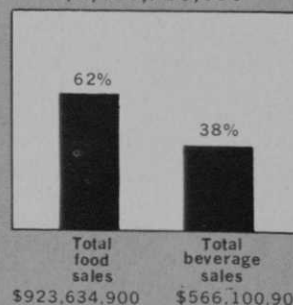
#### Clubhouse improvements



#### National average total sales of food and beverages per club \$183,918



#### Total sales for food and beverages \$1,489,735,000



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## The manager

Continued from page 25

cent from a year ago to a current 33 per cent in this category. This represents a dollar jump from \$5,140 to \$10,924. Overall, within the four clubhouse expenditures group the rise has been 27.3 per cent.

Kitchen equipment expenditures will decline 2.4 per cent from 28.8 per cent of a year ago to a present 26.4 per cent. However, managers still indicate a dollar volume increase in these figures, from \$6,946 to \$8,739. Restaurant supplies (excluding food) has also declined, percentagewise, but increased in dollars. A year ago managers allocated 24.4 per cent, or \$5,874, to this category. Today the percentage stands at only 20.9 per cent of the average budget, but \$6,931 in volume. Clubhouse furniture has been earmarked to get 19.7 per cent of the yearly budget, down from a year ago's 25.5 per cent, but also up in dollars, from the latter's \$6,120 to this year's \$6,511. Thus, in

every category, club managers have seen fit to increase expenditures that maintain the plant.

It is perhaps in clubhouse improvements, the area most difficult in which to pin down a fixed budgetary figure that the manager's greatest expenditure is made. Those managers responding to GOLFDOM's queries listed an average budget figure for the ensuing year of \$61,923. Tabulation renders this figure out of all proportion to the reported actual expenditure for the prior year of \$135,685. This most probably indicates that monies expended in this area range so widely from the anticipated budget there is no accurate way of setting a fix for the category.

The average club operation budget, also a six figure amount, is \$156,473 exclusive of payroll and pro shop operational costs. The costs included in this figure cover club rooms maintenance, entertainment, administrative and general expenses, heat, light and power, and general repairs and maintenance. □

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