

# CLUB MANAGERS

*... slowed down rising expenditure rates, but failed to make substantial gains in some major sources of revenue*

Club managers made a definite effort to hold down the rate of increase of operating expenditures. GOLFDOM's Fourth Annual Marketing and Research Study noted a 6.1 per cent increase in total operating expenditures from \$1.15 billion in 1970 to \$1.22 billion in 1971—a considerable slowdown from the 40.1 per cent leap in 1970 over 1969. Managers did even a better job in holding these costs down than they anticipated. They had expected to spend 13 per cent more in 1971 than in 1970.

On the income side of the manager's account, no single trend was revealed. The 1971 tallies ran from good to poor in three prime revenue areas—food, liquor and green fees. Gross food sales at private and semi-private courses totaled \$736 million—only a 5.3 per cent increase over 1970. Gross liquor sales at private and semi-private courses did better with a 20.9 per cent increase to a little more than \$464.2 million. But revenue from green fees took a sharp drop of 12.8 per cent to \$326.8 million.

As with major golf course improvements, clubs also were unable to hold off on major clubhouse

improvements in 1971, and the average expenditures per facility leaped 61.5 per cent from \$20,000 in 1970 to \$32,300 in 1971.

Property taxes continued to plague clubs. Projecting responses from managers on taxes in 1971 as opposed to 1966, private, semi-private and hotel/resort courses combined paid out almost 41 per cent more last year than five years before. The grand total adds up to a hefty \$125.7 million in 1971 compared to \$89.2 million in 1966.

Managers did not fare much better than superintendents in upping their salaries in 1971. Again, there was slight upward mobility out of the three lowest brackets, which cover from under \$7,500 to \$12,500. Similar to the superintendents, only a few managers have hit the two top ranges, \$20,001 to \$25,000 and \$25,000 plus.

Nationally, managers now are in charge of \$848.5 million worth of clubhouse equipment and appointments. This is about \$115.5 million more than 1970 and bears out the large increase in expenditures for clubhouse improvements. □

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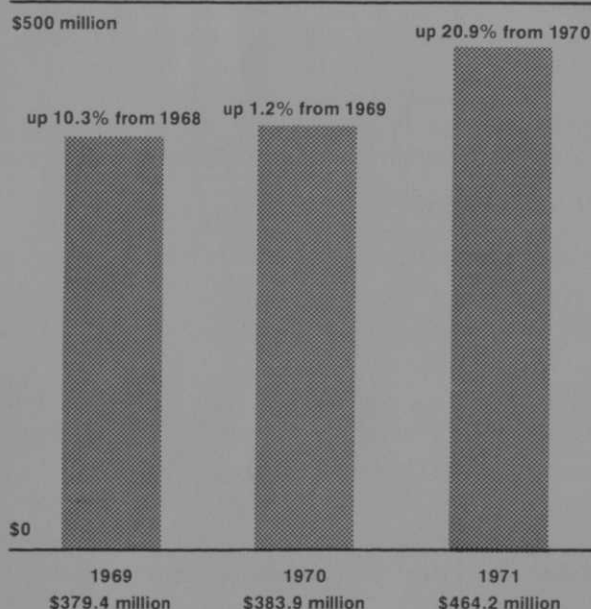
### GROSS RECEIPTS FROM LIQUOR\* SALES (private and semi-private facilities)\*\*

Course type	Average per facility	National totals
<b>Private</b>		
1969	\$79,100	\$295.8 million
1970	\$72,500	\$286.7 million
1971	\$80,300	\$322.9 million
<b>Semi-private</b>		
1969	\$23,400	\$ 83.6 million
1970	\$27,500	\$ 97.2 million
1971	\$38,900	\$141.3 million

\* Includes hard liquor, wines and beer.

\*\* Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

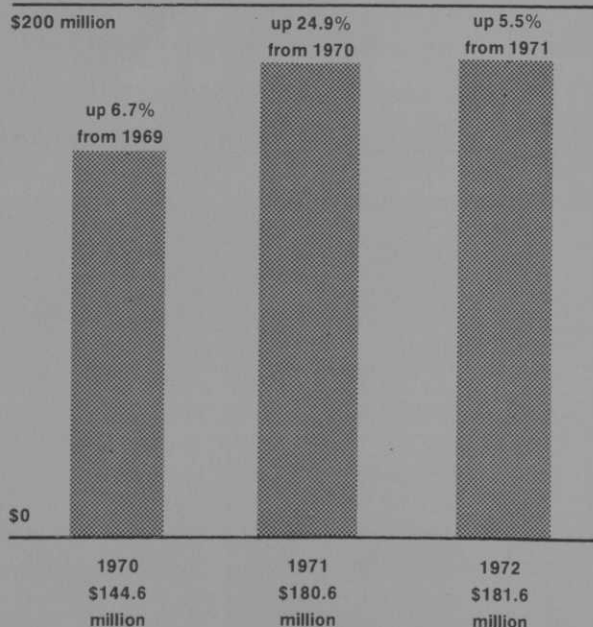
### GROSS RECEIPTS FROM LIQUOR\* SALES (private and semi-private facilities)\*\* NATIONAL GRAND TOTALS



\* Includes hard liquor, wines and beer.

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### LIQUOR\* PURCHASE BUDGETS (private and semi-private facilities)\*\* NATIONAL GRAND TOTALS



\* Includes hard liquor, wines and beer.

\*\* Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

### LIQUOR\* PURCHASE BUDGETS (private and semi-private facilities)\*\*

Course type	Average per facility	National totals
<b>Private</b>		
Budget 1970	\$29,400	\$110 million
Budget 1971	\$29,700	\$117.2 million
Budget 1972	\$28,800	\$115.9 million
<b>Semi-private</b>		
Budget 1970	\$ 9,700	\$34.6 million
Budget 1971	\$18,000	\$63.4 million
Budget 1972	\$18,100	\$65.7 million

\* Includes hard liquor, wines and beer.

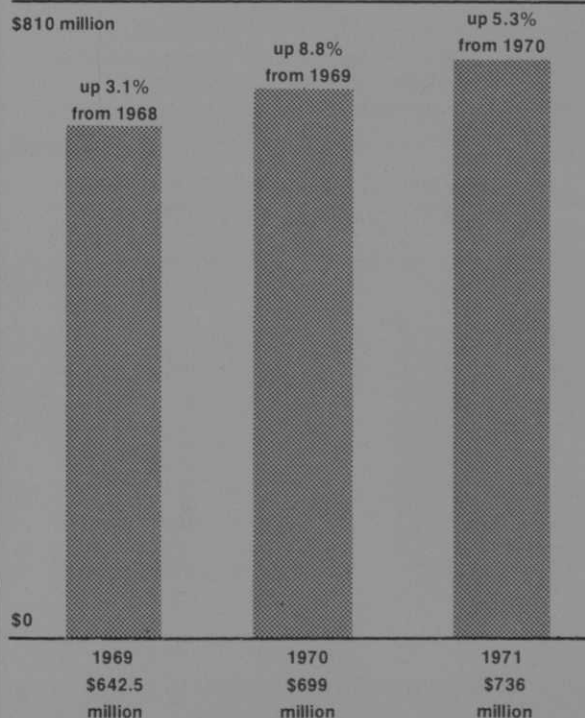
\*\* Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

### GROSS RECEIPTS FROM FOOD SALES (private and semi-private facilities) \*

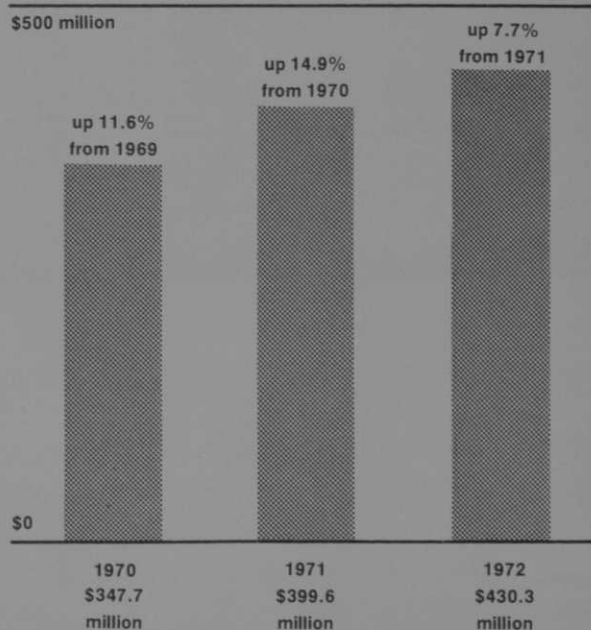
Course type	Average per facility	National totals
<b>Private</b>		
1969	\$139,100	\$519.8 million
1970	\$138,700	\$548.1 million
1971	\$148,200	\$595.9 million
<b>Semi-private</b>		
1969	\$ 34,300	\$122.7 million
1970	\$ 42,700	\$150.9 million
1971	\$ 38,600	\$140.1 million

\* Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

### GROSS RECEIPTS FROM FOOD SALES (private and semi-private facilities) NATIONAL GRAND TOTALS



### FOOD PURCHASE BUDGETS (private and semi-private facilities) \* NATIONAL GRAND TOTALS



\* Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

### FOOD PURCHASE BUDGETS (private and semi-private facilities) \*

Course type	Average per facility	National totals
<b>Private</b>		
Budget 1970	\$78,000	\$291.4 million
Budget 1971	\$83,800	\$331.2 million
Budget 1972	\$84,800	\$340.9 million
<b>Semi-private</b>		
Budget 1970	\$15,700	\$ 56.3 million
Budget 1971	\$19,400	\$ 68.4 million
Budget 1972	\$24,600	\$ 89.4 million

\* Hotel/Resort and public facilities have been excluded from this portion of the study because the disparity among their food and liquor facilities makes averages and national totals unreliable.

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*Notes: This club manager study does not include non-regulation courses (par-three, executive, etc.) because the number of such courses with complete dining and clubhouse facilities are few. Therefore, when the terms United States golf facilities and nation's golf facilities are used, it should be understood that they refer to regulation golf facilities only.*

*The term golf facility refers to an entire golf establishment. Therefore, a club with two or more courses is considered to be one golf facility, because the courses are under the same management and share the same clubhouse, pro shop and other club facilities. Figures reflect this definition.*

*Figures in many cases have been broken down by the following course types: private, semi-private, hotel/resort and public. For purposes of the survey, GOLFDOM has defined semi-private as a private, daily fee facility; hotel/resort as a facility owned and operated by a hotel or resort, and public as a municipal course or any other facility that does not represent private interests.*

*In some cases averages for 1970 and 1971 are the same, but national projections are different. This is indicative of the growth in the number of golf facilities.*

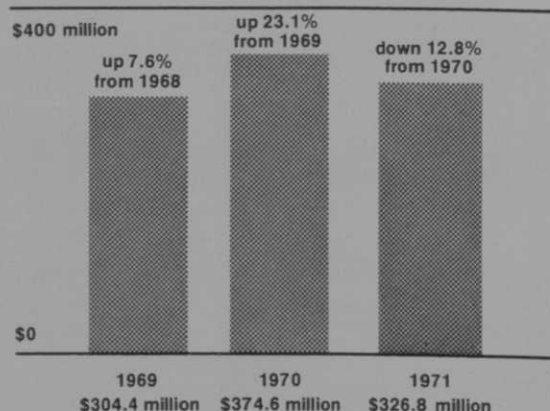
*Figures in the billions have been rounded to the nearest ten million dollars; millions have been rounded to the nearest hundred thousand dollars; figures in the millions have been rounded to the nearest hundred thousand dollars; figures in the thousands have been rounded to the nearest hundred dollars, and figures in the hundreds have been rounded to the nearest ten dollars. Therefore rounded national totals, when added, may not precisely agree with the national grand totals, because these are the sums of the unrounded figures.*

## REVENUE FROM GREEN FEES

Course type	Average per facility	National totals
<b>Private*</b>		
1969	\$15,000	\$ 56.1 million
1970	\$14,200	\$ 56.3 million
1971	\$17,200	\$ 69.2 million
<b>Semi-private</b>		
1969	\$42,600	\$152.5 million
1970	\$61,200	\$216.2 million
1971	\$49,300	\$179.1 million
<b>Hotel/Resort</b>		
1969	\$39,500	\$ 15.8 million
1970	\$69,900	\$ 28 million
1971	\$62,900	\$ 25.8 million
<b>Public</b>		
1969	\$68,300	\$ 80 million
1970	\$61,900	\$ 74.2 million
1971	\$42,700	\$ 52.8 million

\* The figures noted for private courses would generally constitute guest fees.

## REVENUE FROM GREEN FEES NATIONAL GRAND TOTALS



### OPERATING EXPENDITURES\*

Course type	Average per facility	National totals
<b>Private</b>		
1969	\$152,500	\$570.1 million
1970	\$217,400	\$859.2 million
1971	\$238,200	\$957.6 million
Budget 1972	\$249,100	\$1 billion
<b>Semi-private</b>		
1969	\$ 56,300	\$201.6 million
1970	\$ 66,600	\$235.1 million
1971	\$ 58,300	\$211.8 million
Budget 1972	\$ 64,900	\$235.8 million
<b>Hotel/Resort</b>		
1969	\$ 13,900	\$5.6 million
1970	\$ 13,900	\$5.6 million
1971	\$ 17,200	\$7.1 million
Budget 1972	\$ 19,000	\$7.8 million
<b>Public</b>		
1969	\$ 35,300	\$41.3 million
1970	\$ 44,000	\$52.8 million
1971	\$ 41,500	\$51.2 million
Budget 1972	\$ 24,500	\$30.3 million

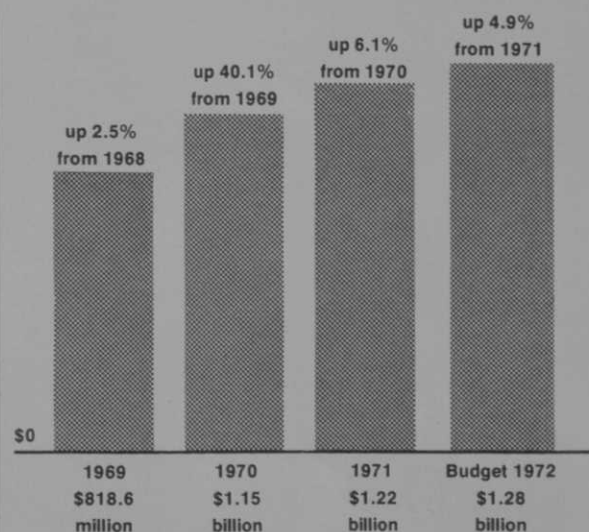
\* Excludes payroll and pro shop operations.

### AVERAGE ACTUAL TAXES PAID ON CLUB PROPERTY

Course type	1966	1971
Private	\$16,400	\$21,500
Semi-private	\$ 5,800	\$ 9,800
Resort	\$ 6,000	\$ 8,300

### OPERATING EXPENDITURES\* NATIONAL GRAND TOTALS

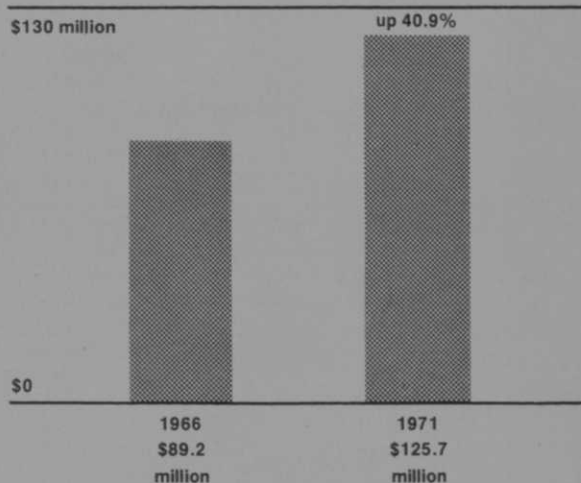
\$2 billion



\* Excludes payroll and pro shop operations

### ACTUAL TAXES PAID ON CLUB PROPERTY NATIONAL GRAND TOTALS

\$130 million

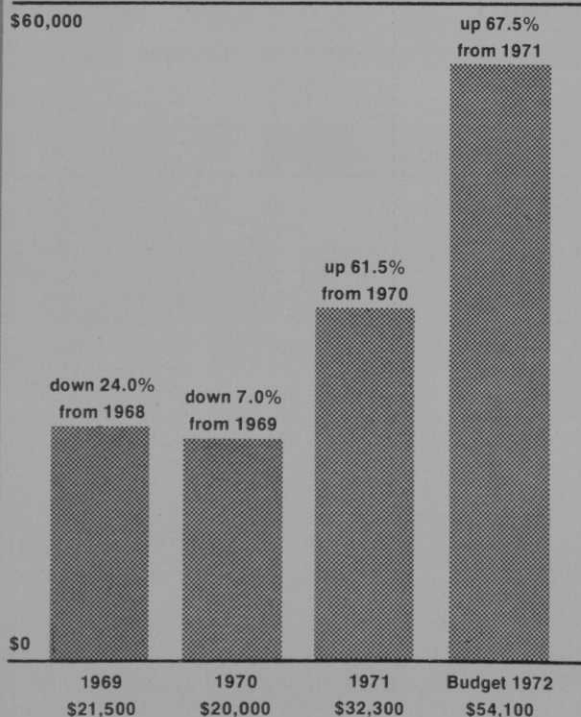


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### NATIONAL GRAND TOTALS:

1969 .....	\$191.5 million
1970 .....	\$181.9 million
1971 .....	\$221.8 million
Budget 1972 .....	\$358.8 million

### EXPENDITURES FOR CLUBHOUSE IMPROVEMENTS AVERAGE PER FACILITY\*

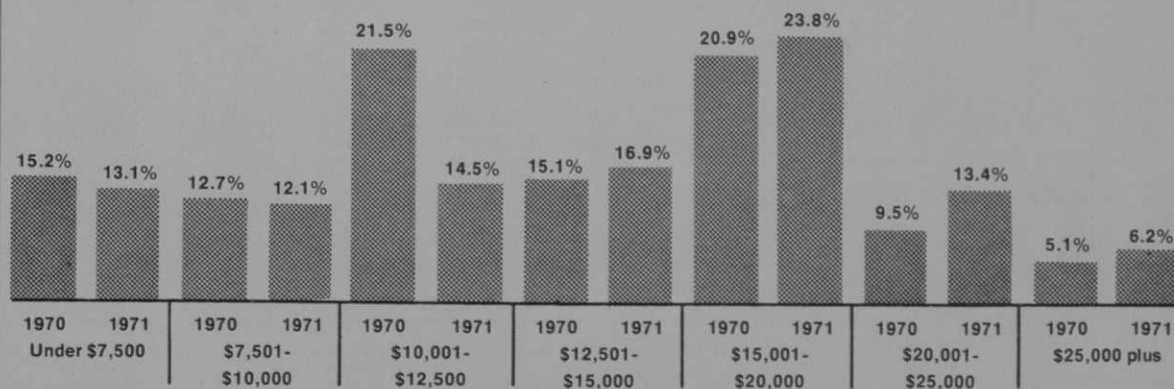


\* Averages encompass all four types of regulation facilities—private, semi-private, hotel/resort and public.

### EVALUATION OF CLUBHOUSE EQUIPMENT AND APPOINTMENTS (actual current replacement values)

Course type	Kitchen Equipment		Furniture		Carpet, drapes, other appointments	
	Average per facility	National totals	Average per facility	National totals	Average per facility	National totals
Private	\$51,500	\$207.1 million	\$72,000	\$289.4 million	\$36,200	\$145.4 million
Semi-private	\$17,600	\$ 63.9 million	\$14,500	\$ 52.7 million	\$10,100	\$ 36.6 million
Hotel/Resort	\$35,000	\$ 14.4 million	\$37,700	\$ 15.4 million	\$15,500	\$ 6.4 million
Public	\$ 7,800	\$ 9.7 million	\$ 4,800	\$ 6 million	\$ 1,200	\$ 1.5 million
National grand totals		\$295 million		\$363.5 million		\$190 million

**MANAGERS' SALARIES**  
(per cent of response, all course types combined)



**ANNUAL MANAGERS' SALARIES**  
(per cent of responses in each course type)

Salary ranges	Private		Semi-private		Hotel/Resort		Public	
	1970	1971	1970	1971	1970	1971	1970	1971
Under \$7,500	13.7%	6.6%	14.9%	31.7%	10.0%	—*	50.0%	57.1%
\$7,501-\$10,000	7.4%	8.1%	21.3%	22.2%	20.0%	44.4%	16.7%	—*
\$10,001-\$12,500	16.8%	12.3%	31.9%	19.0%	10.0%	11.1%	33.3%	42.9%
\$12,501-\$15,000	17.9%	19.0%	14.9%	9.5%	—*	33.3%	—*	—*
\$15,001-\$20,000	27.4%	29.4%	10.6%	11.1%	20.0%	—*	—*	—*
\$20,001-\$25,000	10.5%	17.5%	6.4%	3.2%	20.0%	—*	—*	—*
\$25,000 plus	6.3%	7.1%	—*	3.2%	20.0%	11.1%	—*	—*

\* No response in these categories.