

CLUB OPERATIONS SURVEY

ISSUED BY MET. GOLF ASS'N.

Data supplied
by 66 clubs

Did you blanch when your club's entertainment committee reported a bill of \$650 for the orchestra at the last dinner-dance? Should your club make an extra charge for use of the swimming pool? What about the testy problem of handling delinquent accounts?

The Metropolitan Golf Association's new study, "Golf Club Operations," doesn't purport to serve up ready-made answers to these questions. It does, however, offer a frame of reference for any club member pondering these and the myriad problems involved in running a golf club.

Based on a 28-page questionnaire containing more than 600 different inquiries, the survey has been published by the MGA and made available to non-members for \$8 per copy. The MGA's address is 40 East 38th Street, New York 16, N. Y.

The MGA, which bases its reports on data supplied by 66 clubs in the Metropolitan New York area, believes that "Golf Club Operations" is the broadest survey of golf club policy and procedure ever conducted.

New Statistics

It contains thousands of new statistics on costs, expenditures, policies and procedures in all areas of club activity for the fiscal year which ended in 1960.

The purpose of the work is stated in a preface which says: "The image of a golf club as an attractive, capacious center of healthful physical activity, leisure time relaxation and stimulating social relationships tends to obscure the stern reality of its economic needs.

"A club is a business operation at any level of membership size, income and plant investment. While it is not operated for cash profits for its member-owners, it must make a profit to assure continuity stability, and proper maintenance and improvement.

"Profitability in a club operation is

often an elusive goal. Balancing income and expense can be a strenuous effort that makes members unhappy about higher charges and reduced service.

"While there are no pat solutions to profit problems in this book, its information holds many ideas for club officers and managers, in revenue realization and in all other areas of club operation. Essentially, this book is a report of what clubs actually do in their management policies and procedures."

Actual operating figures for four unidentified median clubs in different income groups showed that operating costs per regular member greatly exceeded annual dues. To break even or show a small profit clubs must earn substantial revenue from other sources, such as dues from non-golfing classes, restaurant and beverage sales, locker rentals, and incidental fees.

Challenging Questions

The editors, after digesting a massive amount of data, have included a series of 10 "Challenging questions for club executives." Among these are:

"Should we suggest to inactive regular members that they transfer to house membership, so that we can receive new members now on the waiting list, who will use our facilities regularly?"

"Should we modernize the course? With the newer methods of moving earth and trees, it might be a good investment. Maybe we could add a new starting point; close some meaningless bunkers and traps that require maintenance; and possibly speed the play on busy days.

"Are our clubhouse accommodations and our restaurant facilities attractive and efficient? Would a new kitchen, and air conditioning, be worthwhile? When our members go out to dinner, are they more apt to turn in at that glamorous new roadhouse with the lighted parking lot?"