

The New Refrigerator

By Ray McDonald

UNLESS YOU HAPPEN TO BE THAT FELLA FROM THE GEICO COMMERCIAL WHO HAS BEEN LIVING UNDER A ROCK, IT SHOULD COME AS NO SURPRISE WHEN I SUGGEST THAT TECHNOLOGICAL ADVANCEMENTS OF THE PAST DECADE HAVE PROPELLED OUR METHODS AND MEANS OF COMMUNICATING WITH ONE ANOTHER AT SPEEDS BEST MEASURED IN LIGHT YEARS.

Mark Zuckerberg started Facebook in February 2004. Seven years later, his brainchild reached 750 million users. Most people these days communicate with one another and organize their lives in ways that did not exist as recently as the turn of the 21st century.

Fifteen years ago, you could walk into almost anyone's house and they had a calendar hanging from the refrigerator that showed everything the family had going on — parties, tee times, even their favorite photos and keepsakes. There was always a constant reminder of the important events and memories taped to the refrigerator. Often, the calendar people used was the one provided by their club from its monthly newsletter.

Unfortunately, the mind-bending technological advances spawned an unanticipated downside for clubs, which, given all the pressures on the discretionary dollar from restaurants and other venues of entertainment, has relegated clubs to background status simply because they failed to remain at the forefront of a family's social activities. In other words, they lost their spot on the member's refrigerator.

During the past five years or so, clubs began looking for ways to trim costs and under the assumption that most members were going online, the club could go "paperless" and use the Internet to communicate with their members. But instead of saving money, most clubs found themselves replacing the cost of printing and mailing newsletters with those of building and maintaining websites and online newsletters. While most members have transitioned to the Internet, they haven't transitioned to the club's online newsletter and worse still, are not using the electronic club calendar as their home base for planning social activities.

With technology, people have abandoned their habit of posting club information in a physical place in the home. It's simply not how people keep their calendars anymore. Today, most club members maintain some type of electronic calendar and communicate with friends and family through social media outlets. The 21st century go-to spot for planning and sharing has moved from the refrigerator to the Smartphone.

The good news is, this provides us the opportunity to change, and once again place our social offerings at the front and center of our members.

So, what's the answer? The past has proven that it won't be accomplished through websites and static information delivery. Members today communicate via social media. If we're to be relevant then we must play on this stage. Last year's CMAA show in Orlando demonstrated that as vendors and club operators, we're attempting to communicate with our members in a manner that is inconsistent with how members connect with friends, family and co-workers.

That's why ClubSoft decided it was time to change our thinking and build on the social networking concept as our go-forward strategy. ClubSoft Links product is unlike any other offering in the private club market. Our Links product is not a website; it's a social media site — a private network that engages club members instead of merely informing them. It allows your members to help you replace your current website with an interactive "Online Community."

Members don't log in to the same single home page, instead they are directed to their own, private, actionable homepage that is populated by their activities and specific club happenings that you want them to learn about. Your members help you keep your site relevant and updated. Clicking on an event not only schedules it on the member's calendar, but also RSVPs back to the club. We've seen clubs' member logins increase from hundreds per month to a remarkable thousand per month in a short 90-day period after transitioning to a social networking solution.

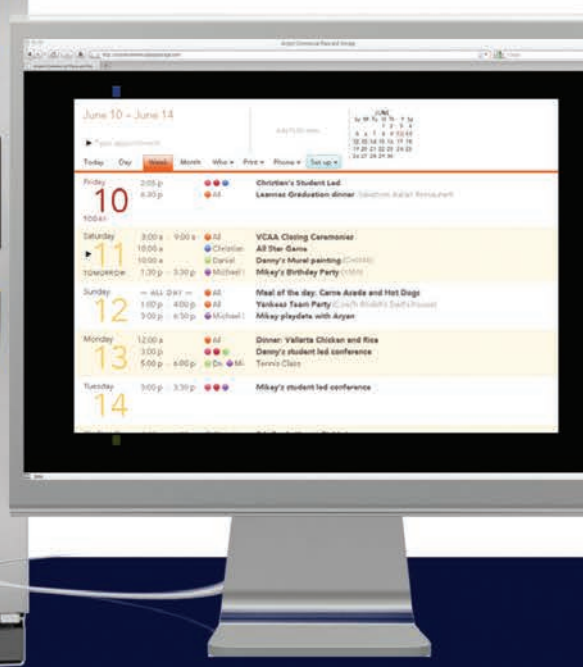
But the more powerful impact on club operations is when you tie a comprehensive reservation engine to the social network. This is the proverbial "tipping point" that turns the lights on. By having the two married you're now giving your members the tools to virally populate your events, court reservations, spa reservations, and tee times. Members create their groups and the "Online Community" can notify others when reservations are made. The possibilities become endless and you are placing your best ambassadors in a position to help you every time they make any kind of reservation.

Sometimes we get a second chance to correct a past mistake. The time for the private club industry to rethink electronic communications is now. It will be interesting to see which clubs embrace "the new refrigerator." **BR**

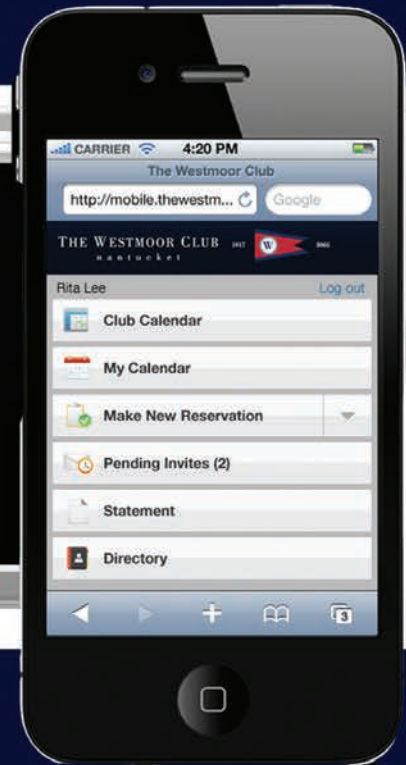
THE FAMILY SOCIAL CALENDAR HAS CHANGED OVER THE YEARS . . .



1990



2000



2012

WHICH METHOD ARE YOU USING TO COMMUNICATE WITH YOUR MEMBERS?

ClubSoft links

"Built for those who want to move past the sticky note and static website."

"We have been using the Back9Links product for over a year and it is the backbone of our entire online communication for the membership. We are especially pleased with the online tee reservation system, and event reservation system, and are looking forward to utilizing the dining reservation system. The social network concept makes it much more than just a static website, and **we have seen it dramatically improve attendance to our activities** at the club. We continue to receive positive feedback from the membership on the website and our on-going communications efforts."

-Kenneth P. Kinka
North Ridge Country Club
General Manager/Chief Operating Officer

"The spa reservation package from Back9Links has **increased our reservations by 70%** since the inception season. The concept of the social network is how the product makes such a dramatic impact. This is a game changer in the private club market. Our club would not waste any more time building a typical website because there is no way that a static site can generate the activity that an online community can."

-Brent Tartamella, CCM
The Westmoor Club
General Manager

"The only
online club
community"

ClubSoft North America
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The Experience Behind the Innovation

MANY VENDORS OFFER SOFTWARE SOLUTIONS TO THE PRIVATE CLUB INDUSTRY, BUT THE ONE COMPANY THAT HAS BEEN CONSISTENTLY SUCCESSFUL SINCE ITS INCEPTION IS CLUBSYSTEMS GROUP, INC.

Clubsystems group, inc. (csg), has been providing comprehensive applications and exceptional customer service to the finest of clubs for over 40 years. Our understanding of the business needs of the private club world spans the history of club automation itself:

- First operating as a service bureau to dozens of clubs in the Greater Philadelphia region
- Expanding to hundreds of clubs nationwide, by offering in-house accounting and point-of sale applications on the first personal computers available
- Migrating proven functionality from DOS to Windows to the Internet
- Among the first vendors to embrace .net and SQL.

Over the years, csg has continued to grow by responding to the needs and feedback of our customers. As clubs were ready to embrace new technologies and applications, we were there to support them. We are as dedicated to our clients' success today as we have always been.

The key to our accomplishments lies in the long tenure of many team members. Key personnel involved in csg's management have an average tenure of 28 years - a statistic rarely found in other companies. By passing on shared experience and expertise from one generation of employees to the next, ensures that our customers continue to receive the same dedication and commitment they have come to expect.

When seasoned csg developers take a model application and update it, the new version inherently still retains the previous base functionality. These same developers also mentor new hires (who come to csg fresh with all the latest technology - but no club experience) on how the club industry conducts their business. Regional account managers introduce them to local clients so they may experience first-hand how the applications are used.

"I have recently updated to the latest version of Catering...after reviewing the "What's New" notes, I found many aspects of the module I was not even aware of! The new updates provided are wonderful!" - Catering Sales Manager

When experienced csg Implementation Specialists upgrade a club from one version to another, they speak to both the precedent functionality being replaced, and the

newly-enhanced features, thus making the transition easy and seamless. It's obvious to state that many of today's club managers, controllers, professionals and staff have enhanced their knowledge by interacting with a csg trainer.

"We are thrilled to have (your csg trainer) return again for new staff assistance...he was patient, fantastic, so knowledgeable - we are thrilled that he is able to work with us again!" - Office Manager/Membership Director

With an average of 14 years experience, our Support Representatives are as well-versed in our various applications as they are in other typical private club concerns - something that our clients have come to rely upon with great comfort.

"Over the past 12 years, I have called support for a variety of issues. Each time, I have walked away very satisfied with their prompt resolution and support. Please thank the team for their beyond-the expectation service." - General Manager

The experience of our team members enables us to easily interact and understand issues our clients may be facing, but our experience as a whole facilitates our ability to recognize needs within the club industry for new products and services. csg was among the first private club vendor to recognize the importance of engaging members and prospects in the online environment. With a plethora of proven features and functionality as a back-end foundation, our clients today are embracing the latest web-based technologies - such as fully interactive websites, email marketing and even social media. All of these interactive new technologies allow our clients to do more than just report on information - they can act on the data they track, both via demographics and via transactions to engage and serve their members.

Having served the most prestigious of clubs for over 40 years, clubsystems group, inc. fully understands the needs of club personnel, as well as the memberships they serve. Coupled with ongoing industry-driven product enhancements and technological advancements, csg is well poised to continue our success. We are experienced. We are reliable. We are accountable. *How can we help you and your club towards your own success?*

Clubsystems group, inc., based in Horsham, PA, is a leading provider of club management software, offering such diverse products as accounting, food & beverage, catering, tee time management, point of sale, and various online services. The company is owned by Jonas Software, but operates as an independent business unit. To learn more about the products and services offered by clubsystems group, visit www.clubsys.com. **BR**

INNOVATION LED BY
EXPERIENCE

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1967

FOUR DECADES
OF EXPERIENCE & EXPERTISE

14 YEARS

The average tenure of our support staff

On average, our clients
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GROWING

What does this mean to you?

Our 44 years of club industry experience has enabled us to develop a unique understanding of what clubs need. It is this insight that has led us to develop innovative software solutions at every step of the way.

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Leading innovation with 44 years of experience



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Group Technology

By Donald N. Williams

HAVE YOU EVER THOUGHT ABOUT THE WORD GROUPS? EARLY ON IN MY 35 YEARS OF SERVING THE CLUB INDUSTRY, I CAME TO UNDERSTAND THAT WITHOUT GROUPS, PRIVATE CLUBS SIMPLY WOULD NOT EXIST.

By definition, a group is “two or more individuals that are connected to each other by social relationships. Groups tend to interact, influence each other and share a common identity.”

Groups are important not only because they offer social support, resources and a feeling of belonging, but also because they supplement an individual’s self-concept.

Largely, humans define themselves by the group memberships, which form their *social identity*. The shared social identity within a group influences intergroup behavior – the ways in which groups behave towards and perceive each other.

Once we have considered the real importance of groups within a private club, it may be easier to understand why some clubs succeed while others face dwindling membership and failure.

After all, a private club is essentially one large group held together by an interwoven network of smaller groups.

The golf groups, the tennis players, the members who never miss a party; all individual subsets that make up the whole.

Often a club’s ability to retain a strong membership can be traced to the success of its “group dynamics.” In fact, the number one reason most people leave a private club is because something happened to “their group” albeit golf, tennis or social. Someone resigned, moved or even died and the group began to splinter.

So, what role does (or should) technology play in helping clubs and their members hold those groups together?

The world has changed dramatically over the past several years, but never so much as we have seen in the past two years for the private club industry. In this tough economy, many members are under financial strains and must work harder and smarter just to get by.

Their recreational and social time has diminished. Clubs have been forced to implement significant and dramatic cost cutting measures, while at the same time maintaining the services demanded by their membership.

In this new environment, private clubs must find ways to help current and perspective members build and foster that group concept. Even though many of your members spend less time than ever at your club, they still want and need to be a part of a common identity, a part of a group, and feel connected to that group.

In fact, if you hope to hang on to them as members, they *must* feel connected to their groups.

Enterprise software systems offered by *ClubTec* and the website solutions of *WebTec* are providing clubs with many convenient and powerful ways to reach out and “touch” their members.

Now those companies are bringing clubs the new powerful features of *Clubster*, the first completely private social network designed to provide individual clubs an effective and efficient solution to group management and helping those members stay connected. Club to member, member to club and member to member, *Clubster* is easy to use and easily accessible from computers, iPads, Tablets or Smartphones.

Whether or not the club’s leaders feel ready to embrace “group technology” in their own lives, it’s a reality – a whole new world – and a large majority of your members have already gone there.

They are becoming more reliant every day on the new technologies that allow them to communicate, stay connected to their groups and manage their busy lives. For that growing group of members, clubs will have to do whatever it takes to help them stay closer to their sub-groups and connected to the club, or risk losing them.

Long ago, there was a slogan for the telephone company that simply said, *reach out and touch someone!* Today, you should utilize every tool technology has to offer to *reach out and touch ALL of your groups of members!* **BR**

Donald N. Williams is the CEO of ClubTec and Clubster. For more information, please contact him at (800) 800-5506 or by email at dwilliams@clubtec.com. You can also visit our websites – www.clubtec.com or www.clubster.com.

**If your clubs software
isn't living up
to expectations...**



then its time to

eVolve



ClubTec

Affordable, Customizable, User-friendly Does Your Club Management Software Match-up?

IF YOURS IS LIKE MOST CLUBS, YOU HAVE A CERTAIN WAY OF DOING THINGS.

Whether it's POS, member billing or board reports, you want information packaged to fit your needs. The trick is finding club management software that works for you, not against you.

As former club managers, we know what you need - software that works in a real, day-to-day club environment. You need the ability to change a report without reprogramming, to retrieve information without opening several programs, and flexibility to customize the software to your club, with no extra charges.

In 2007, we created a diverse team of club and technology professionals. The result was software we could not only live with, but we could work with. Clubspan was born! Our integrated, customizable software is the direct result of club managers driving the development and creating an affordable product that fits your needs.

So, what are those needs? How about real time software for today's busy employees and members? In an age of online banking and instant communications, members appreciate the convenience of seeing their bills, even their tickets, online as soon as the transaction is completed. Employees appreciate the ease of use and the ability to get seasonal help up to speed quickly.

But mainly Clubspan helps clubs do what they are already doing, only better. There's no major down time for training and most important, there are no hidden costs or nickel and diming for changes or consulting. The price we quote is the price you pay. Period! This means that clubs of all sizes can afford Clubspan.

Our new release, version 3, has over 100 new features and enhancements based on suggestions made by our users. Want to know more? Visit our web site at www.clubspan.com or call us at (617) 830-6754 for a free, no obligation demo. **BR**

Tired of working around the limits of your overpriced **club management system?**

Clubspan is different



Affordable

Complimentary customization, training, support and consultation, with no hidden service fees.

User-friendly

Intuitive interface reduces training time to a few days.

User-designed

Designed by club managers with over 30 years of industry experience.



Get a free demo and learn how Clubspan can streamline your operations and save you money. **Call (617) 830-6754 or visit www.clubspan.com**

Mobile Member Communications

WITH OVER 200 MILLION IPHONES, IPADS, ANDROIDS AND TABLET PCs BEING USED IN THE UNITED STATES TODAY, THE WAY WE COMMUNICATE HAS DRASTICALLY CHANGED.

Smartphone applications (Apps) have revolutionized the Internet and represent a new way for companies to communicate with their customers.

Now instead of just having a website and using email to reach out to customers, companies can provide a rich and engaging experience for people right on their iPhones or Smartphones, wherever they are.

MyClub is a custom-branded app for your club that will allow you to join this new digital revolution and make your club accessible to your members and customers all the time, wherever they are. **BR**

HERE ARE SOME HIGHLIGHTS OF THE MYCLUB APP

- The MyClub app works on ALL Smartphone devices, not just the iPhone and Android.
- The MyClub app uses "push notification" technology. It gives your members opportunities to interact with the club. Very few apps utilize this feature.
- Drive member revenue. Increase club utilization and fill up club events - enhancing your member's perception of club value.
- Boost membership drives by providing your membership information/packets in the palm of their hand – an excellent way to communicate with prospects when they are not at the club!



What is your mobile strategy?

- With 9 out of every 10 phones accessing the internet (smart phones) where is your club? The MyClub app has dedicated iPhone and Android apps and a universal mobile platform that works on all other devices such as Blackberry and Palm.
- Mobilize your web content so that members can view it on their mobile devices.
- Our seamless interface with ForeTees allows members instant access to the tee sheet.
- "Push" notifications to your members give them a reason to open the app and receive important announcements.
- New is the Wine App for your dining room. Provide extensive information on your wine list not possible with current, hard-copy wine lists. Members may download it on their phones or tablets and receive information when wines are coming or going from your wine list and special events.
- Have one, easy-to-use platform that updates information on all mobile devices.



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Preferred Technology Partner



Club Managers Turn to Competitive Bidding for Instant F&B Cost Savings!

ACCORDING TO JAY DIPIETRO, CCM, CEO OF BOCA WEST COUNTRY CLUB, "PURCHASING STARTS THE WHOLE FOOD AND BEVERAGE OPERATION. IF YOU DON'T BUY RIGHT, NOTHING ELSE IS RIGHT." GETTING THE BEST POSSIBLE PRICES FOR THE QUALITY AND SERVICE REQUIRED IS THE FIRST STEP IN THIS PROCESS.

Given today's rising food prices, the best way to reduce the club's food costs without adversely affecting the members is to pay less in the first place. Consider the potential savings if all approved F&B vendors submitted competitive bids for everything the club buys. Industry estimates place the reduction in pricing at an average of four to five percent!

Unfortunately, collecting these bids manually and comparing them item-by-item is too labor-intensive, which prevents most clubs from doing this. But now, even clubs with F&B revenues under \$1 million can afford to competitively bid all their F&B purchases. And they can be doing it in less than 30 days.

With the FOOD-TRAK System, bid sheets are automatically created and exported to Excel and vendors fill out the form and e-mail it back. With our latest innovation, the Vendor Portal, vendors get their own secure web page where they can enter their bids directly into your hosted FOOD-TRAK System! Prices are compared and purchase orders are created automatically using the best pricing. It's possible to achieve 100 percent bidding with almost no additional club labor using this approach. Food costs are instantly improved!

"We use our FOOD-TRAK system to produce bid sheets for our vendors which are automatically converted to Excel spreadsheets and e-mailed to the vendors," says Shawn Ganderton, who handles procurement for the Summit Golf and Country Club in the Toronto area. "They complete the spreadsheet, indicate the active dates for their bid, and e-mail them back to us. We import the bid sheets into our system, and it compares the bids automatically during the purchase order creation process. We actually spend very little time dealing with bids, but have the ability to bid our entire inventory out." The Summit is a great example of a smaller club using this approach with annual F&B revenues of under \$1 million.

C.J. "Joe" Bendy, Jr., CCM is COO and GM of River Oaks Country Club in Houston Texas. "Having the ability to quickly and accurately check pricing, container size etc. allows us to purchase smarter and develop better relationships with our suppliers. We dropped roughly 10 points and have maintained that drop for six years with no decrease in quality of product purchased or delivered," says Bendy.

NEW! QUIK-START OPTION: NO HARDWARE OR SOFTWARE - FULLY IMPLEMENTED AND SAVING MONEY IN LESS THAN 30 DAYS!

With SCI's new QUIK-START approach, start-up costs are minimized and clients are up and running in less than 30 days. It incorporates the hosted system's low monthly fees and an accelerated, but complete implementation and training process that doesn't need to be performed on-site, saving additional expense billings. Implementation and hosting fees are typically low enough that board approval may not be required

Richard Creally, Summit's general manager says it best. "The difference between the old way we handled purchasing, and the approach we use today is a quantum shift. By simply requiring purchase orders and getting our vendors to work for us by supplying prices in advance, everything became simpler. With the addition of the FOOD-TRAK system, we feel like a weight has been lifted and the club's food and beverage procurement operation became more of a science and less of an art. And not only is it paying off now, but we keep getting better at it!" **BR**

For more information, see the video at www.foodtrak.com/bid or contact SCI's club specialists at (800) 553-2438.

Bill Schwartz, CHTP is CEO of System Concepts, Inc. (SCI). Based in Scottsdale Arizona, SCI specializes in helping clients control F&B costs, and is the developer of the FOOD-TRAK Food and Beverage Management System, which is widely used in clubs around the country. Bill can be reached at bills@foodtrak.com

Lower Food and Labor Costs Immediately by Getting Vendors to Do Your Bidding!

NEW! Vendor Bidding Feature

- Get bids electronically from every vendor – big and small
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- Save 3-5% on food purchases

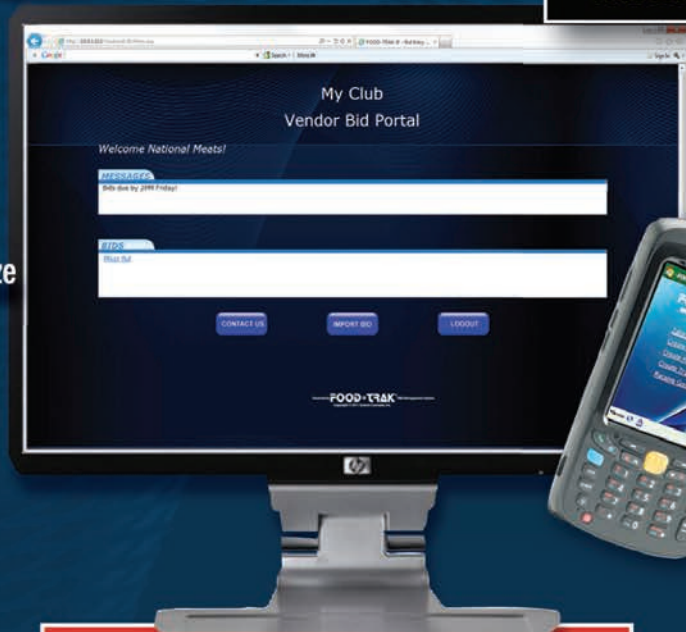
And with new QuikStart option:

- Low implementation cost
- Up and running in less than 30 days
- No hardware or software purchase needed
- Perfect for Clubs of every size

FOOD-TRAK®
Vendor Bidding Module



Watch the Video
www.foodtrak.com/bid



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MOBILE PARTNER
Wireless handheld scanner for data collection

FOOD-TRAK®
Food & Beverage Management System

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More Than Just a Software Provider

THE ANNUAL TECHNOLOGY ISSUE OF BOARDROOM MAGAZINE HAS OFFERED US A GREAT OPPORTUNITY TO REACH OUT AND TELL YOU MORE ABOUT OUR BUSINESS OVER THE PAST FEW YEARS.

Previously we have written about the software tools for success in a down economy, our RUSH (Retention, Utilization, Satisfaction & Help Acquiring New Members) initiatives, and we've even shared success stories of clubs who have implemented our client facing applications. But even with the opportunity to tell you more about ourselves, we sometimes don't take the time to properly address the fact that Jonas Club Management is so much more than just a software provider. As focused as we are on providing software, Jonas Club Management is just as much a service provider, offering wide range of *service based solutions* as well as *service based initiatives*.

SERVICE BASED SOLUTIONS

In addition to making your life easier, your software solutions should empower you to reach out to your members and enhance the overall level of service at your club. While there are many examples of our service based solutions that adhere to these principals, three that immediately come to mind are *ClubHouse Online e3*, *clubbroadCast Email Marketing*, and *The Private Club Network*.

ClubHouse Online e3 is the only website solution in the industry that is fully integrated to the Jonas Club Management system. The result of this integration is the outstanding service experience each of your members will have. Within just minutes members can view and pay their monthly statements, book a tee time, register for an upcoming club event, make a dining reservation, and much more. In addition, with the power of our integrated email marketing solution, *clubbroadCast*, your website and email marketing program bring the service experience full circle. Not only can your members interact with your website in multiple ways, their whole online experience starts when they receive the automatically triggered emails from your *clubbroadCast* email marketing system.

The most recent of our service based offerings, and one that we are very excited about, is the *Private Club Network*. The *Private Club Network* provides reciprocal benefits to clubs, offering your members the ability to access and play at partnering clubs across the nation. By way of offering these unique benefits directly to your members, their overall value

of membership is increased and the service experience you're able to offer extends well beyond the front door of your club.

SERVICE BASED INITIATIVES

Just as our *service based solutions* are designed to help you reach out and offer your members the best possible experience, our own *service based initiatives* such as training programs, utilization reviews, and user groups, all showcase our ongoing service commitment to our clients.

In the fall of each year, a select group of Jonas Club Management staff and system experts hit the road to host our annual user group event series. Visiting as many as 14 cities throughout September, October and November, our team lead a series of sessions designed to help you make the most of your Jonas Club Management system. In addition to sessions based on all aspects of the Jonas Club Management system, our staff members also host sessions on important industry topics such as membership marketing, social media, and reciprocity. For club staff wishing to spend a day outside the office, we feel there's really no better learning opportunity.

For those wishing to remain at the office, our service initiatives are more than willing to come to them, with programs such as our *Group e-Training*, *One On One e-Training*, and even our unique *System Utilization Reviews*. With a *System Utilization Review*, you get to work directly with one of our Jonas Club Management system experts to determine your club's software and education requirements. The result of this process is an in-depth report of your clubs software utilization, and includes recommendations for software configuration, optimal usage and reporting, as well as proactive services needed for skill development.

Although we don't have nearly enough space here to showcase all of our *service based programs* and *initiatives*, we invite you to visit www.jonasclub.com and learn more about all aspects of our business, and our commitment to software & service excellence. **BR**

Jonas Club Management, owned by Constellation Software Inc. (TSX:CSU), is headquartered in Toronto, Ontario, Canada, and is the world's leading provider of Club Management Software. Across the globe, clubs with memberships ranging from 100 to 20,000 rely on the solutions and services of Jonas Club Management to build and enrich member relationships, increase revenues, and decrease costs. The company CEO is Barry Symons. You can learn more about Jonas Club Management by visiting www.jonasclub.com.

The logo for Jonas Club Management, featuring the word "Jonas" in a bold, italicized, sans-serif font with a trademark symbol. The background of the advertisement is a photograph of a man in a dark suit and yellow tie, smiling and giving a thumbs-up in a modern, well-lit interior space with contemporary lighting fixtures and furniture.

Jonas™

Club Management

www.jonasclub.com

sales@jonasclub.com

1-888-789-9073

This is Kevin Carroll.

Kevin is both the General Manager of The Loxahatchee Club and President of the CMAA. Every day, Kevin relies on Jonas Club Management Software to manage his club and make critical business decisions.

This is what Jonas Club Management Software does for Kevin Carroll and The Loxahatchee Club.

Visit jonasclub.com and tell us what our software does for you.

Fun and Easy Way to Learn the Members Names

A NEW APPROACH TO REMEMBERING MEMBER NAMES HAS OUR INDUSTRY BUZZING AND NOT A MOMENT TOO SOON.

As the name of the game for many country clubs has changed from member recruiting to member retention, the importance of remembering our members' names cannot be overstated. But really – a new approach to name recognition that is better than flash cards, the member bible, or the default “learn-as-you-go” method? What solution can make such a claim? The all-new Member Name Game™.

Member Name Game™ is a computer-based learning system that pairs learning with competition, resulting in an effective learning tool that is both fun and easy. Best of all, it works - Member Name Game™ is built on a solid foundation of advanced learning and memory techniques.

Member Name Game™ was designed to motivate staff to learn member names because they want to – to win a contest or for bragging rights between departments. Member Name Game™ allows a club to reward individual employees for their performance and/or to acknowledge an employee group or department for its superior level of member service.

HOW DOES MEMBER NAME GAME™ WORK?

Every staff member will login to Member Name Game™ with their own unique credentials and then progress through 4 key functions: **Learn**, **Practice**, **Compete**, and **Test**. Let's take a closer look...

LEARN. The **Learn Module** is the method through which members are introduced to employees using a combination of digital flash cards and memory matching. While veteran staff may skip this module and head straight into competition mode, this feature of Member Name Game™ is perfect for new staff to learn members and veteran staff to learn new members. As is true in all of the modules, the **Learn Module** allows a club administrator to concentrate an employee's efforts – to tailor learning and game exercises to include only the members that employee is likely to serve based on the staff person's job functions.

PRACTICE. Once the employees have been introduced to the members, it's time for the fun to begin. The **Practice**

and Compete Modules are where the games are played. *Games? As in, more than one game?* That's right - Member Name Game™ is a series of games - each a little bit different – but each rewarding points for accuracy and speed. So, what's the difference between **Practice Mode** and **Compete Mode**? The answer to that lies in what makes Member Name Game™ so powerful for administrators: Member Name Game™ was designed with a full reporting system that reports a staff member's scores and achievements to club administrators, the highest scores of the staff being posted on a contest leader board. **Practice Mode** allows a staff member to test their skills in the games without having their scores recorded or reported, providing the employee excellent feedback on how they will perform in **Compete Mode**.

COMPETE. The module that keeps club staff coming back time and time again – making sure their top score on the leader board remains unsurpassed – is the **Compete Module**. Staff members will be able to see the top 10 scores for a specific contest, as well as how their department or employee group is scoring in relation to other departments. The games in a contest are played very much like an arcade – the highest scores belonging to the most accurate and fastest players. For every contest, club administrators can list prizes or rewards for the top 10 employees. Member Name Game™ will also tell employees what their overall percentile ranking is, so they know how they compare to other staff members at the club.

TEST. Member Name Game™ would be incomplete without a testing module that allows club administrators to proctor a test and monitor an employee's improvement in member name recognition. The **Test Module** provides such functionality, allowing clubs to document a staff person's name skills before and after a contest, or to ensure a club standard is being achieved at any time during the year.

Member Name Game™ seems so simple – using technology to create a fun and easy way for staff to learn member names and for managers to monitor employee performance. Member Name Game™ has certainly changed the name of the game in member name recognition. **BR**



REMEMBER

Every manager knows that the hallmarks of a great club are personal service, attention to detail, and anticipating the needs of its members. Member name recognition goes a long way in raising the level of personal member service. Member Name Game™ is a fun, easy way for staff to learn the names of members. To find out how easy it is to win the name game, call **561.721.6900** or visit www.MemberNameGame.com

Making every member feel like a V.I.P.

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Putting our knowledge and experience to work for your club.

PCTS offers a wide spectrum of technology consulting services expressly for the private club industry. Our experienced team of professionals has assisted over 300 golf, country, city/athletic, yacht and social club clients nation-wide. Our basket of services includes:

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To find out how PCTS can help your club, call Bill Boothe or Brian Warren at **561.275.1515** or visit www.pctsgroup.com

Northstar - A Fully Integrated Solution for Private Clubs

NORTHSTAR CLUB MANAGEMENT SOFTWARE IS AN EASY-TO-USE YET FULL-FEATURED SOFTWARE SOLUTION DESIGNED SPECIFICALLY FOR PRIVATE CLUBS. INSTALLED AT MORE THAN 200 CLUBS, INCLUDING OVER 50 PLATINUM CLUBS, IT'S A PROVEN SOLUTION BACKED BY 24/7 CUSTOMER SUPPORT.

Available as either an on-premise solution or cloud-based hosting solution, Northstar is flexible and powerful enough to satisfy your entire club management needs.

Northstar's seamless, integrated suite of products provides the most flexible and functional way to get the information you need, when you need it, through the following features.

STREAM ALERTS

With Northstar's stream alerts, you can ask once and stay informed forever.

- Is a new member eating at the club for the first time? *Introduce them to other members!*
- Has a member returned to the club after an extended absence? *Welcome them back as soon as they step foot into the clubhouse!*
- Are too many voids being made by your servers during a shift? *Re-train or discipline them immediately!*
- How many members are in the dining room? *Make a walk-through to be sure service is running smoothly!*
- Use your imagination. Design a stream alert system customized to your club's needs - *The possibilities are endless.*

SMARTPHONE APPLICATIONS

With Northstar, members can make tee-time reservations, sign up for events, review and pay their statements, look up a friend on the member roster and much more – the information is right in the palm of their hand.

Management can have instant access to key information about the club in real time. Based on their permissions, staff can have access to information like who is at

the club, sales by department, golf rounds played, accounts receivables and many more key indicators.

SOCIAL NETWORKING AND WEBSITE

Northstar's website package includes both a public site and an exclusive members-only area with solid support for social networking. Integration with Facebook allows members to easily share their activities at the club with their friends. Social networking profiles on Facebook and other sites can be shared by linking directly to the member roster.

MOBILE POINT-OF-SALE SYSTEMS

Northstar's mobile Point-of-Sales system runs on iPad, Galaxy and other tablets, allowing clubs to offer F&B and retail sales on-the-go.

Staff can also access membership and billing to provide custom menus for members based on past orders. This functionality, coupled with Mobile POS terminals, allows F&B Staff to offer a highly personalized ordering experience to members.

24/7 SUPPORT

Northstar provides 24/7 live customer support. We pride ourselves on having 95 percent of the calls answered immediately by live support engineers.

Our friendly and professional support team takes care of our customers' issues quickly and efficiently. **BR**

Northstar Technologies is based in Alpharetta, Georgia, and has 60 employees. Owned by Spectrum Technologies, a systems integration firm with operations in 10 countries, Northstar has access to the skills and expertise developed in software consulting for a variety of industries and domains. Prasad Suryadevara is the CEO of Northstar Technologies and can be reached at Prasad@globalnorthstar.com or (678) 389-4300 x2.



NORTHSTAR CLUB MANAGEMENT SOFTWARE

Point of Sale On The Go!



Northstar Mobile POS Runs On

Apple iPad
HP Slate
and More...

Focus On What You Do Best...Outsource The Rest

FOCUSING ON THE CORE COMPETENCIES OF EMPLOYEES AND THEIR TRUE RESPONSIBILITIES ALLOWS CLUB MANAGEMENT TO DRIVE REVENUES, INCREASE PRODUCTIVITY AND IMPROVE SERVICE.

PCS group provides a full suite of IT solutions that allows you to do what you do best...exceeding members' expectations. A common business practice today states *focus on what you do best, and outsource the rest*. By involving yourself and your staff in activities that detract from your primary role in the club leads to goal diffusion and a lessened level of service to your members. By maintaining a clear and concise focus, you're better able to look at the short and long-term strategic picture of the club.

Should a club manage their own technology infrastructure? Although many do, it may not be the best way to gain a competitive advantage, especially in an economic downturn. Clubs compete based on their reputation, facilities and service levels. *What role does IT play in determining your competitive advantage?* For clubs, providing a pristinely manicured golf course, stunning food & beverage offerings, unmatched service levels and timely responses to member inquiries is

quite different than (and preferable to) managing an email server, your website, data back-ups or POS systems.

PCS Group offers a suite of IT solutions that allows clubs to focus on what they know best, and not waste money, time or their people capital on their IT environment. From *proactive managed services solutions, hardware maintenance agreements, custom website design and SEO solutions* and *fully integrated club accounting software*; PCS Group lifts the burden of managing your network from your shoulders. Network downtime can cripple a club's operation and force management to dedicate time and money to repair the damage. What other, more impactful responsibilities are going unattended while your staff works on IT issues? Outsourcing part or all of your IT needs is an effective relief lever; allowing you to put your best and brightest to work on your core business. In other words, let someone else focus on what they do best, so you can focus on what you do best. **BR**

David Karch is vice president of sales & marketing for PCS Group, Inc. He can be reached at David@PCSGrp.com. Visit www.PCSgrp.com to learn more.

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Technology - The First Evaluation Criteria When Assessing Club Vendors?

SHOULD TECHNOLOGY BE THE FIRST EVALUATION CRITERIA IN EVALUATING CLUB VENDORS?

Technology is in the forefront of every conversation with our clients and prospective clients. Magazine articles, advertisements, trade show displays and round table discussions all focus on what technology can do for the club industry. With all the technology available today, how does a club define which vendor is most suitable for their club? The club industry is in an enviable situation with technology; the major software vendors all have good systems and we all have access to the available technology. But what's more important is how that technology is used and how that use serves to differentiate one vendor from another.

I am fortunate that my technology background and tenure in the club industry affords me a wide perspective in this area. We software developers ride the wave of innovation and leverage the tools available, forever struggling with designing systems for sale and designing solutions based upon what is needed by our clients.

When a vendor is the first to introduce their product using new technology, there is a window of opportunity before the remaining vendors add the same technology to their product. This is an ongoing cycle among my fellow developers. The reality is, the technology is available to all the vendors to use and a vendor's marketing staff has only a brief moment to make the most of a technological advantage before others adapt it.

Another discussion is the claim of reaching technology milestones. Fifteen years ago it was: Who was first to be in Windows? Recent examples are "the cloud" and tablet PCs. The "cloud" has been a part of technology for many years and any major vendor can implement their system in the "cloud" at any time. Tablet PCs are similar off-the-shelf technology that does nothing to differentiate a vendor because we all have the ability to use our applications on a tablet. TAI's hand held Point of Sale options include a tablet PC or an iPod touch.

Understanding that technology is a short-term differentiator, look at the core fundamentals of the vendor and select the vendor who matches your needs. The differential is how your vendor does business, how well the system works for your needs, their knowledge, the quality of their support and their track record in development.

We can always look to the industry for the perfect analogy; every year the golf club manufacturers produce new hi-tech drivers and each manufacturer's marketing engine revs up to convince you that their product is the best. Next year will be no different. The difference is where you get your driver. Purchase it from a store or company driven by sales and you'll get what you paid for and little else. Purchase it from a professional and you'll get what you paid for and someone qualified to give you a lesson, teach you how to use it and someone whose job it is to be there and support you when needed.

Technology is only one part of a successful solution and Moore's Law, the theory that computer capacity doubles every 18 months is expected to hold firm for another two decades. Personally, I can't wait to see what innovations are coming next! **BR**

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effect as a severe outage at your property.

Consider the cost of your bandwidth, too. If you operate in a location where bandwidth is relatively expensive, that will eat into your cost savings. As with the delivery section, the bandwidth available to the vendor hosting your application is a factor, as is the latency between your organization and the vendor's network.

Security: As recent hacks on Google, RSA, Epsilon and Sony demonstrate, even the major vendors are vulnerable. Keep in mind that by storing your data with a larger vendor, you actually might be increasing your attack surface. A large vendor might be more of a target for hackers, and you are adding their employees — over whom you have no control — into the equation.

Similarly, a recent outage at Amazon and Microsoft shows that even companies with a major focus on server uptime can and do experience downtime. You may read that your cloud provider has multiple backups of your data. However, that might just mean they are replicating the current active data to prevent data loss, not that they are actually backing up and archiving your data.

There could easily be additional cost or labor required to ensure that you can restore your data to specific points in time. Lastly, it is up to you to be aware of compliance issues, specifically PCI compliance. Some public cloud vendors have stated publicly that they can't and won't ever be PCI compliant.

UNDERSTAND THE POTENTIAL BENEFITS AND DRAWBACKS

The concept of cloud computing looks really good on paper. As with any other major technology decision, however, there is a strong need to fully understand all of the potential benefits and drawbacks before moving forward.

Remember the “cloud” in cloud computing represents an unknown because you won't always know how the servers are managed, backed up or secured. In some cases, that uncertainty might be enough to warrant keeping your most sensitive applications and data behind your firewall.

Remember that any compromise of a cloud vendor that results in your private data being stolen will still reflect negatively on your brand. That being said, with the right vendors and right applications, the benefits of cloud computing far outweigh the drawbacks.

It's up to you to do your homework, make a realistic analysis and determine whether it's the answer you've been looking for or not. **BR**

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