

Technology Solving Your Club's Jigsaw Puzzle

SOMETIMES FINDING THE IDEAL TECHNOLOGY SOLUTIONS FOR YOUR CLUB IS MORE AKIN TO HUNKERING DOWN OVER A 1,000-WORD JIGSAW PUZZLE.

You're just not sure what piece fits where, when, why or how as your club searches for technological solutions and software.

Some technology we happily embrace because it makes our lives easier, it simplifies what we do, and we do it more quickly, efficiently and effectively. Sometime it's hard to understand why people don't want to make the adjustment...yet understandable how overwhelming technology can be.

In *BoardRoom's* technology issue, including our cover story, we look at some of the latest technology and what some of the country's innovators and leaders are offering the private club industry.

What's happening in private club management technology? Where is it headed? Is it club friendly...member-friendly, and if so, who benefits? Members obviously!

Whether it's your food and beverage department, the locker room, the clubhouse, the fitness area, or the golf course, the impact of technology is everywhere and increasing.

Clubs are embracing technological innovation more so today than any time in our past...even though ancient DOS systems are still to be found lingering around in the private club world.

Is it technological warfare...companies competing against each other for "the sale?" Not really. The competition is the "status quo," clubs paralyzed in their decision making, afraid of the future and newer technologies.

We either get with it or bury our heads in the sand. It's time for clubs to step up. Read on in this issue and you'll see why as our leaders and innovators tell their own stories.



Sometimes a *BoardRoom* story just rings our readers' bell...a story with impact...a notion triggering calls to action by both boards of directors and general managers.

As phone calls and emails suggest, that's what's happening with Dick O'Hallaron's four-part series on club governance. O'Hallaron focuses on 1) board structure (*BoardRoom, July/August 2008*) 2) defining and oversight functions (this issue) 3) direct functions and oversight and 4) the GM as president and CEO.

Boards and GMs are obviously relating to what this retired CEO of Bon Secours St. Mary's Hospital, and former affiliate professor at the Medical College of Virginia in Richmond, VA has to say and how and what it means for their clubs. It's as O'Hallaron says, "governance is the key to a successful country club." Obviously many of our readers agree!



DAVE WHITE
EDITOR, BOARDROOM



Hacienda Golf Club in La Habra Heights, CA near Los Angeles covets its moniker as "the jewel of the canyon." In recent years it's been more like a "tarnished" jewel as Hacienda has suffered many of the same maladies – competition, lifestyle shifts, economic factors, tax legislation – hampering many private clubs throughout the country.

"The club was in crisis mode, spiraling down a slippery slope and falling victim to the proverbial "Reactive Governance/Management Model," relates GM/COO Frank Cordeiro. What a difference a few years makes!

Under Cordeiro's guidance and a willing board of directors and membership, the club has instituted a strategic planning process that's paying off in spades. It's not something that comes all that easily, as the many clubs that have embarked down this road will attest. But IT IS the future for private clubs as the diligent work of everyone at Hacienda shows.

As Frank Sims, Hacienda's president says, "This is a pure necessity as a survival tool in today's private club market." Our club profile this issue focuses on the Phoenix and Hacienda's rise from the ashes. It's a must read! **BR**

Got a comment? Drop us a note:
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