



military recreation



NAVMC 2792



Bowling Center Operations Handbook

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DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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FOREWORD

1. PURPOSE

The Bowling Center Operations Handbook provides installation bowling center managers, counter control personnel, and maintenance staff information on the operation and marketing of Marine Corps bowling centers.

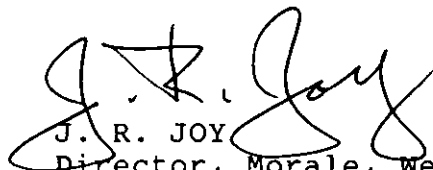
2. INFORMATION

a. This handbook provides general information on bowling center operations. The following organizations provide specific types of educational and training materials.

- (1) American Bowling Congress (ABC)
5301 S. 76th St.
Greendale, WI 53129
POC: Greg T. Dziejick, Tel# (414) 421-9001
- (2) Women's International Bowling Congress (WIBC)
5301 S. 76th St.
Greendale, WI 53129
Tel# (414) 421-9000
- (3) Young American Bowling Alliance (YABA)
5301 S. 76th St.
Greendale, WI 53129
- (4) Bowling Proprietors Association of America
P.O. Box 5802
Arlington, TX 76011
- (5) Brunswick Bowling & Billiard Corp
525 West Laketon Ave.
Muskegon, MI 49443
POC: Douglas R. Bugee, Tel# (616) 725-3434.
- (6) AMF Bowling Companies, Inc.
1975 Coney Island Ave.
Brooklyn, NY 11223
POC: Michael Florention, Tel# (718) 339-8669
FAX: (718) 339-8754

3. **CERTIFICATION**

Reviewed and approved this date.



J. R. JOY
Director, Morale, Welfare and
Recreation Support Activity

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BOWLING CENTER OPERATIONS HANDBOOK

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BOWLING CENTER OPERATIONS HANDBOOK

INTRODUCTION

The Marine Corps bowling program is designed to stimulate and maintain the social, physical, and mental well-being of Marines and their families. Bowling provides the opportunity to participate in a lifetime sports activity and is a sport in which people of all ages and physical capabilities may participate. It also provides an opportunity for people to socialize in a clean and friendly environment.

In this age of physical fitness and wellness, bowling can make a major contribution to the leisure services offered to the Marine Corps family.

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CHAPTER 1

GENERAL INFORMATION

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CHAPTER 1

GENERAL INFORMATION

1000. MARINE CORPS BOWLING PROGRAM OPERATION

1. The Marine Corps bowling program is a mixture of both Category B and Category C activities. Twelve lanes or less are Category B and are authorized APF support while centers over 12 lanes are considered Category C and are not authorized APF support.

2. The program is operated at the installation level, generating income to offset expenses and receiving appropriate support from APF/NAF resources.

1001. USE OF MARINE CORPS BOWLING FACILITIES

1. **Policy.** Use of Marine Corps recreation and athletic facilities and areas is governed by MCO P1700.27. Authorized patrons are allowed to have guests on a nonrecurring basis provided the guest is accompanied by the patron.

2. **Guest Fees.** Guests will be required to pay the same user fee as charged the sponsoring participant, or higher if the command has established a graduated fee for that activity.

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CHAPTER 2

PLANNING AND PROGRAMMING

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4. A program that is successful one year may not meet the needs the following year. Similarly, all programs will not work in all installations.

5. Ultimately, programmers must use their own best judgement in program selection, but only after they have weighed all the facts and carefully analyzed the particular needs of their installation. Once a program is under way, programmers must continue to evaluate its progress and make adjustments as needed to better serve the participants.

2003. ANALYSIS

1. Market driven is a term used often in MWR recreation programming. Programs must be based upon appropriately conducted market analysis of the needs and wishes of authorized patrons. MWR programs will be continually reviewed to determine their program viability. This leads us to examining the first critical step in program planning. Needs assessment is done through various means; i.e., surveys, informal questionnaires, suggestion boxes, advisory groups, etc. Once you have collected information from all sources, you need to evaluate the data so that you can make decisions about patron needs. NAVMC 2777 also has helpful information on doing needs assessments.

2. During the analysis you need to look for trends (maybe industry-wide or just something happening in your local area). Be careful and don't confuse trends with short term fads.

3. The needs of participants, expressed or unexpressed, affect choices in programming. Some groups need social outlets or a chance to get acquainted, while others need opportunities for physical activities or opportunities to serve. A broad program creates offerings to satisfy basic physical and psychological needs. In a world in which it becomes increasingly difficult to find satisfaction in the workday, people often turn to recreation programs to gratify their needs, stimulate new interests, and develop their skills.

4. Let's look at interests and skills. A recreation planner must start with a program geared to the interests and skills of the participants, and then build skills to stimulate new interests. Special interest groups are found at every installation and are a vital element of the total recreation program.

5. The size of the installation and the number of expected participants affects the planning and promotion of activities. Although serving a large number of people is important, a programmer should not play the numbers game as the only criterion for evaluating the success or failure of the program. Most

popular new activities started with a handful of interested persons who spread their enthusiasm to others.

2004. ESTABLISHMENT OF GOALS AND OBJECTIVES. The next step in the program planning process is to establish goals and objectives and write a program plan. See paragraph 2001 above.

2005. PROGRAM STRATEGY. Strategy involves blending all components of the planning process into one comprehensive approach for conducting a program. Strategy will change as participant needs, demographics, budgets, mission, lifestyles, trends, facilities, and staff change. What proves to be an effective strategy for one season may not work for another. As a programmer you must look at the overall operation and determine where you have been, where you are now, where you are going, and how you will get there. Additionally, you should look at your strong points. Are you capitalizing on them? Also, look at weak points. What action has been taken to strengthen them? This system of self-analysis helps develop a strong strategy foundation.

2006. PROMOTION

1. Once installation and participant needs are known, the challenge of program promotion begins.

2. Effective promotion is crucial to the success of programs and events. It's not enough to distribute flyers, or to put items in the Weekly Bulletin and hope for the best. As you plan a program, you should also be planning a promotional strategy to compliment it. Your MWR Marketing Office can help you develop promotional strategies and the effective use of media.

3. Your first concern should be about allowing adequate lead time for promotion campaigns. Any promotional materials should be ready at least 3 weeks in advance of any program, longer if there are mailings involved.

4. Promotional materials must be professionally done. Using poor quality brochures and flyers will give the impression that management doesn't really care about its image, thereby creating a negative attitude toward the program itself. As you budget for your program, make sure to allow sufficient resources for your promotional campaign.

5. Promotion must be both internal and external. It is just as important to get employees enthusiastic about programs as it is to get potential customers enthusiastic about them.

6. A well organized promotional strategy should include a blend of four basic elements.

a. Advertising through flyers, brochures, posters, marquees, table tent cards, newspapers, radio, and television.

b. Personal selling through oral presentations to potential or existing patrons. Orientation briefings, command training, and wives' club meetings are all opportunities to engage in personal selling. One-on-one contact between a staff member and a patron is also a chance to sell upcoming programs. Contacting club members by phone or by mail can be an effective selling tool.

c. Sales promotion includes discount coupons, free introductory trials, contests, or the giveaway of special items such as T-shirts, balloons, and buttons.

d. Publicity is information issued to the public at no cost. This may include news or feature articles in the base newspaper, community newspapers, or organizational newsletters. Public service announcements on local radio or TV stations and guest appearances on local media are also examples of publicity.

7. Promotional efforts are most effective when a mix of tools is used. You need to select promotional media that are appropriate for each audience you are trying to reach.

8. Your promotional strategy must emphasize the benefits your program can provide to each audience or market segment. Since you have more than one market, you may need several different promotional strategies for each program.

9. Evaluate the effectiveness of your promotional efforts. Are your flyers reaching their intended audience, or are they being disposed of before they get there? Are posters being placed in visible, high traffic areas on the installation? Are promotional materials reinforcing a quality image for your program or event? Are promotions creating awareness, interest, and "excitement" among your customer base for upcoming programs? Be tenacious in the tracking of your promotional efforts. A quality program is the best promotion and positive word of mouth is still the best advertising.

2007. TARGET YOUR AUDIENCE

1. You shouldn't try to be all things to all people with your programming. Different events and programs will be attractive to different segments of the installation's population. A family with young children is looking for a different program experience than a single Marine or retiree. Although major events on base can sometimes satisfy all these groups at the same time, it is generally more effective to think in terms of separate programs for your different population segments.

2. Accurate demographic information (age, sex, grade, income, marital status, children) about the installation community is necessary in order to fully define your patron base. In addition, reliable survey research should be conducted to determine the usage patterns and interests of different customer segments. Knowledge about who your customers and potential customers are, and their differing needs and wants will enable you to divide your programming efforts to successfully meet these different patron needs.

3. Programming should be conceived with a specific target audience in mind. Promotional strategies should be directed toward your target audience. If you have more than one room or area in your facility, you have the capability to run different programs for different target audiences simultaneously.

4. There's nothing wrong with a bowling center having "Enlisted Night" separately from "Officer's Night" or "NCO Night." Bowling centers can establish separate programs for families versus single Marines as long as the specific audience targeted exists in sufficient numbers to support the program. Even tournaments can be segmented by having separate programs for youth, single Marines, retired military spouses, etc.

2008. METHODS OF PROGRAM ORGANIZATION. Methods of organizing and conducting recreation programs can generally be classified as either informal or organized.

1. **Informal Activities.** There are many people who want to pursue their recreation interests on their own initiative, at their own speed, and with a minimum of interference. Informal or self-directed activities always will have an important role to play in recreation. They need little direct guidance and satisfy large numbers of patrons at minimum expense.

2. **Organized Activities.** Some of the main types of organized activities include classes, contests and tournaments, leagues, and special events.

3. **Classes.** Where needs and interests are evident, classes should be planned, scheduled, and conducted. Youth classes are always popular. Young American Bowling Alliance (YABA) is an excellent resource for conducting youth classes. Also, don't forget single Marine and family classes.

2009. LEAGUES. Leagues are established to facilitate competition in various sports. League play is the backbone of the bowling program. There is a continuous effort to establish new leagues. The relationship established between league members and officers and bowling programmers is critical to the success of league play.

2010. LEAGUE FORMATION

1. The opportunity to locate new league bowlers is presented every day. We need to recognize this fact and then do something about it. It is common knowledge that leagues are the backbone of the bowling business. Total lineage is proportionate to league structure. This is the reason you should be continually involved in the process of league building. It has already been stated that 40 percent of our open bowlers would join a league if asked. This 40 percent is opportunity knocking very loud and long every day. You, as a control counter manager, are in a prime position to do the asking.

a. DO:

(1) Secure names, addresses, and telephone numbers from all customers for permanent filing, by asking for this information at the control counter.

(a) Keep a section for potential league bowlers.

(b) Keep a section for present league bowlers.

(2) Secure names of friends from bowlers and call them.

(a) Determine if they are currently league bowlers.

(b) Determine if they are interested in league play.

(c) Determine if instruction is desired.

(d) Determine the most suitable day and hour for prospective customers to receive instruction or participate in league play.

(3) Keep a current league structure book. This book should contain all vital information concerning each league (officers, length, prize fund, etc.).

(4) Keep a loose leaf book on leagues forming, which includes day, time, type of league, starting date, and people already committed to bowl in each league.

(5) Know when all instructional classes are being held.

b. DON'T:

(1) Have customers fill out information cards. People are reluctant to fill in blanks. Ask the customer for the information and you fill in the blanks.

(2) Put a blank sign-up sheet on the bulletin board. Try to have it partly filled in before posting.

2. Bowling Activities

a. **Tournament:** A tournament is a pre-arranged contest between teams, individuals, or a combination of both. A tournament is generally spread out over a period of time, and winners must wait until the tournament is over or possibly later to collect the prizes.

b. **Sweeper:** A sweeper is a contest between teams, individuals, or a combination of both. A sweeper may be a one night or a weekend promotion or a weekly, bi-weekly, or monthly promotion.

c. **Special events:** Special events are contests between teams, individuals, or a combination of both.

2011. CONTESTS AND TOURNAMENTS. Tournaments are a series of contests conducted to determine winners in various activities. Programmers need to have a basic knowledge of the different types of tournaments and contests, including round robin, single and double elimination contests. Knowledge of seeding and handicapping is essential as well as familiarity with management issues such as scheduling, handling protests, and others. The ABC Rule Book and Mull, Bayless, and Ross' Recreation Sports Programming, published by The Athletic Institute, are both excellent sources of information.

2012. PROGRAM IDEAS. Consider conducting one of the following programs for appropriate age groups.

1. **Best Ball Doubles.** Partners bowl for best score on alternate lanes. Bowl the first ball on one lane. Go to partner's lane and roll to convert partner's spare. Variation: Partners each roll 10 complete frames but count only the best score in each frame.

2. **Blind Bowling.** Suspend a curtain or sheet about half way down the lane to block the bowler's view of the pins. Bowlers must concentrate on hitting their target. Automatic pinsetters show spares or spotters can tell what pins remain standing.

3. **Bowling Bingo.** Purpose is to score a bingo, five in a row, by knocking down specific pins or pin combinations on pre-printed bingo cards. Make up Bowling Bingo cards based on pin and spare combinations bowlers need to practice. Variations: (1) Fill up the card. (2) Number a 5x5 bingo card, 1 to 25. Mark the center box with a strike. Roll 25 frames counting first ball

only. Record strikes. Score a bingo with five in a row or four corners. (3) Repeat Variation 2, count spares and strikes toward a bingo.

4. **Bowling Teen Party.** Conduct regular weekly or monthly bowling parties. Get teens involved in the planning and promotion. Make these events socially exciting with friends, bowling, food and loud music. Offer these beginners regular lessons and then league bowling.

5. **Bowl Your Average.** Bowlers must roll their average exactly. Penalty pins given based on previous frame. Mystery penalties can be alternately added or subtracted to the score when channel balls are rolled. Variations: (1) Team members cooperate to bowl the total team score exactly. (2) Predict your team or individual score and bowl it. Receive a free game if it is over your average. (3) Match or exceed your team's best series score. (4) Provide a five or more pin range for young bowlers.

6. **Golf Bowling.** Bowl 10 frames. Strikes count one stroke. Spares count two strokes. Misses count three strokes. Lowest score is 10. Highest is 30 or more. Variation: Add all pins left standing to stroke score.

7. **Moonlight Bowling.** Turn off as many center lights as possible, except those at pinsetters and concourse. Do conventional bowling or other activities found in this chapter. Used also as an attractive variation for fun nights. Fees are usually charged and prizes awarded.

8. **Moonshot.** Objective is to land on the moon; 240,000 miles away. All bowlers receive 80 percent handicap. Compute difference between their average and 240. When game is over, bowlers add three zeros to their score to see who comes closest or gets to the moon. Winner(s) declared an astronaut.

9. **Mystery/Partner.** Objective is to roll high scores. Pairs of numbers (e.g., 1 to 40) are written on slips of paper and placed in two boxes. Bowlers are divided into two groups and draw a number from their respective box. Hand number to recorder without looking at it. Record numbers on weekly standing sheet. At conclusion of bowling, partners are announced. Scores are calculated. Special incentives can be awarded to bowlers with best scores. In three game format, plan Mystery Partner in game two. Announce results during game three. Variations: Other winning scores can be lowest total, biggest or smallest difference, same score or closest to same score.

10. **No Tap (9 Pin No Tap).** Knock down nine pins on first ball and bowlers are awarded strikes. Variation: 8 pin no tap.

11. **Power Scoring System.** "P.S. System" is an option to conventional 10th frame scoring. Bowlers continue to add to score in 10th frame as long as they strike. Only strikes count. When nine or fewer pins are felled, bonus count stops with last strike. Variation: For less skilled bowlers, add to 10th frame score as long as bowlers continue to roll spares.
12. **Progressive Pin Shoot.** Objective is to roll at full set of pins or designated spares across 10 successive lanes. Pins to be felled are designated for each lane. Score 10 when hit goal. Count zero or actual pinfall if not successful. Variations: (1) Stay at that lane until goal is achieved. (2) Start over when fail to knock down designated pins in one (two or three) rolls.
13. **Progressive Splits (or Spares).** Start with easier splits to convert like 2-7, 3-10, and 5-6 and progress to those more difficult like 5-10, 5-7, 4-10, 6-7-10 and 4-7-10. Score a strike if convert on first ball, spare if convert split on second ball. Variation: Set up a progression of easy-to-difficult spares for beginners.
14. **PBA Format.** Roll qualifying series. Top five average bowlers are placed in ladder tournament, low to high score. Bowlers meet head to head. Winner bowls against next person up the ladder: five against four, winner against three, winner against two, winner against top qualifier for championship. Can conduct as scratch or handicap.
15. **Pin Point.** This game was played among bowlers on pro tour in 1960's. Knock down one pin in first frame. Second ball in first frame must stay on lane and go through same spot. Knock down a total of two pins in second frame, one or two balls, no channel ball permitted. Knock down three pins in third frame, and so on. Score 10 points when bowler achieves objective. Score zero when unsuccessful. Variation: Reverse the order. 10, 9, 8, 7, 6, 5, 4, 3, 2, 1.
16. **Scotch (or Dutch) Doubles.** Teams of two bowlers. Objective is for partners to roll at pins alternately throughout each game. When strikes are rare, change rotation after fifth frame or start of each new game.
17. **Shadow Bowling.** No pins, practice basic skills while rolling for target arrow or area. Works well with young beginners. Not discouraged when there are no pins swept off the lanes miss after miss. Use pins as incentive by saying: "Get these skills correct and we will start using the pins."
18. **Streaking.** Objective is to make as many consecutive marks as possible. Variations: (1) Hit the headpin. (2) Hit the pocket.

19. **Strike-a-thon.** Variation of a bowl-a-thon for charity or scholarships. All bowlers start at same time. First bowler to roll 100 strikes ends the event. Multiply number of strikes times pledges.

20. **Strike-O.** Objective of game is to get highest number of strikes in a three game series. Variations: (1) Most spares. (2) Most spares and strikes.

21. **Swiss Tournament.** Five players per team bowl 10 to 12 games over 2 days. Set maximum total pins to equalize teams. Series is both team against team and one-on-one match play. Scratch or handicap. Put teams in one ladder. Reverse order of starting score. Roll 10 to 12 games. Each game is a position round. Each bowler competes for one point one bowler against another.

22. **Turkey Shoot (or Field Goals).** Roll ball between 4-6-7-10 pins. Score one (for soccer), or three (for football) or 10 points. Miss it and score zero. Variations: (1) Roll between 7-10 pins; (2) Knock down one pin on first ball, other with next ball. Channel balls count zero; (3) Other targets between 4-6, 7-9 or 8-10 pins; (4) Try also 1-10, 2-10, 4-10, 5-10 or 1-7, 3-7 or 5-7 and 6-7 pins for more variety; (5) Knock down any two pins in the back row, one pin at a time; (6) Thanksgiving Turkey Shoot can include awards for three strikes, splits, and 111 or any triplicate scores.

23. **Youth-Adult (Family) Tournament/Generation Game.** Conduct conventional three-game double series. Helps promote good spirit among center personnel, coaches, teen bowlers, and families. Select other activities in this chapter. Variations: (1) Also father-son, mother-daughter, father-daughter, mother-son, brother-sister; (2) Family-Family; (3) Generation Game with child, parent, grandparent.

2013. **BUDGET.** The preparation of a budget is critical for effective program planning. The next logical step to program planning is a financial plan that is integrated into the annual budget. For years, program managers have complained that financial managers control operations - maybe this is because operational managers never developed program plans. The budget process is a continuing series of actions based on historical data, current situations, and projections of future events. The budget is a tool programmers must use to accomplish activity goals and objectives. In order to establish accurate historical data one must determine and define the basic element of budgeting.

1. **Costs.** First, one must distinguish between cost and price. Full cost is the total monetary cost of all the resources used by the activity in developing a specific program. Cost includes all

the dollars the agency uses in producing a program, regardless of the source of these dollars. Dollars acquired through APF, fees, commercial sponsorship, and the like all represent a cost to a specific program when they are used to produce the program. The activities cost for developing and offering a program are all the resources used to produce the program. Any program represents a cost to an activity, whether or not the activity recovers any of its costs through fees or other methods.

2. **Price.** This is the dollar amount the activity charges patrons to participate in a program. The price patrons must pay is a cost to the patrons; that is, it is a resource they must give up to participate in a program. Fees should be set to maintain NAF self-sufficiency. Prices should be compared with local commercial centers keeping in mind the condition of a facility, age and availability of equipment, and many other factors may make the on-base service either more or less valuable than the service offered in the local area.

3. **Pricing Programs.** The programmer must assign a price by examining the costs associated with conducting a specific program. The cost of a program may be classified as variable or fixed.

4. **Variable Costs.** Variable costs are those that change directly and proportionately with changes in the number of participants, a variable cost is one that charges the same amount of money with the addition of each new participant. The cost of an instruction book to be used in a beginners bowling program is an example of a variable cost. The activity would need to purchase a book for each participant and would need as many books as there are participants in the program. If a book costs \$5.00, then \$5.00 in variable costs would be added on to the program for each participant who enrolls.

5. **Fixed Costs.** Fixed costs remain the same for the duration of a program, regardless of the number of participants. An example of a fixed cost would be promotion. Whether one or thirty people participate, the cost of promotion would remain the same. It is therefore a fixed cost. The notion of a fixed cost has limitations, that is, the notion of a cost remaining the same is only true within certain parameters.

6. **Program Cost Sheet.** The first step in creating a program cost sheet is to determine the areas of variable and fixed costs. These elements of cost may then be transferred to a program cost sheet. An example of a program cost sheet for a class with 10, 1-hour sessions follows:

COST ITEMS ACTUAL COST**FIXED COSTS**

INSTRUCTOR		
10 hrs. x \$10.00		\$100
PROMOTION		30
STAFF PLANNING		30
DEPRECIATION		<u>40</u>
TOTAL FIXED COSTS		\$200

VARIABLE COSTS

INSTRUCTION BOOKS	\$5.00	\$ 5.00
RENTAL SHOES	.75	7.50
ELECTRICITY	.25	<u>2.50</u>
TOTAL VARIABLE COSTS PER PERSON		\$ 15.00

7. Price Per Person Cost

a. The next step in our budget planning process is to determine the program price per person. Most programs require a minimum number of participants.

b. The above example indicates there are \$200 of fixed costs and \$15 of variable costs to be recovered. If we plan for 15 participants we must charge \$13.33 to cover fixed costs and \$15 to cover variable cost of goods for a total of \$28.33.

c. Profit goals must be considered now. What percentage of profit is required to meet local goals becomes an installation management decision. A realistic mark-up should be applied to our \$28.33 (cost of goods) in order to achieve budget objectives.

d. The bottom line is - don't give recreation programs away. Consider each program a profit center. Don't conduct programs unless a sufficient number of participants have registered and paid.

2014. IMPLEMENTATION

1. This is the most critical phase in the planning process. All efforts to determine needs, establish strategy, create a budget, promote and organize are wasted if implementation goes awry. The key to successful implementation is check, check, check.

2. A successful programmer always has an alternate plan to plug into the implementation process. The programmer must consider everything from inclement weather to an unannounced field exercise and be able to respond.

3. Another common mistake is not providing sufficient on-site information. Program brochures, signs, and information booths are always helpful. Always plan for medical and safety emergencies.

4. All programmers know Murphy's Law - what can go wrong, will go wrong.

2015. EVALUATION

1. This section provides some very basic information on how to accomplish fast and effective program evaluations. Done properly, an evaluation will help ensure your future programs are even more successful. Without an evaluation, one never knows how to improve on weakness, accentuate positives, or show command programs are worthwhile.

2. Four methods of obtaining program evaluation information are covered: questionnaires, participant interviews, observation, and Management Information System (MIS) reports. A programmer should use at least two of these methods to develop an accurate and valid evaluation.

a. The First Step

(1) You must establish objective statements as the foundation of the evaluation. Objectives must be "SMART," which means Specific, Measurable, Achievable, Realistic, and Timebound. Why? The point is to be able to measure results. If an objective is SMART then it is easy to measure. Again, any of the four evaluation methods can be used to measure the objectives.

(2) Let's go over a few examples of objectives which could be established for a hypothetical program:

(a) Attract 25 people to sign up for bowling classes NLT 1 June 1990. Measure by counting at first class session.

(b) Generate \$1,000 net profit during bowling tournament NLT 1 June 1990. Measure by tournament Management Information System (MIS) Report.

(c) Increase participant knowledge of bowling during bowling classes NLT 1 June 90. Measure by questionnaire at conclusion of program.

(d) Provide an exciting leisure experience for participants during turkey shoot NLT 1 June 1990. Measure by questions at conclusion of program and by observation.

(e) Create decorations and lighting which will compliment moonlight bowling and add to participant enjoyment NLT 1 Jun 90. Measure by asking on questionnaire at conclusion of programs and observation.

(3) As you immediately see, some of the above objectives are easy to measure and some are more difficult. The deeper one gets into the experiences, feelings, and perceptions of participants, the more difficult the assessment becomes. However, don't shy away from this valuable subjective information. Bowlers will share their feelings, they only need to be asked.

(4) The next step is to determine which method will be used to obtain the specific answers to each objective. Throughout this process of getting answers to questions based on objectives, you also obtain an impression of a program, which results in an evaluation. Consider using the following methods to evaluate programs.

b. **QUESTIONNAIRES.** The key here is to keep them simple. If you overwhelm your participants with questions, nothing will be accomplished. Ask only what you need to know. Ask questions in several ways. Ask closed-end questions, such as:

The decorations and lighting at moonlight bowling complimented the activities and added to your enjoyment.

disagree		neutral		agree
1	2	3	4	5

The turkey shoot was an exciting and fun filled event.

disagree		neutral		agree
1	2	3	4	5

Open-ended questions can also be asked, but interpretation is hard and data becomes less specific.

What did you like most about mystery partner? _____

What did you like least about mystery partner? _____

Suggestions for mystery partner improvement. _____

(1) Now, lets look back at one of the example objectives above, which is "Create decorations and lighting which will compliment moonlight bowling program and add to participant enjoyment NLT 1 Jun 90."

(2) The question about decorations and lighting is designed to obtain participants opinion on how well the above

objective was accomplished. If, for example, 85% of participants agree with question #1, then it is reasonable to presume the lighting and decorations were well done and complimented the program.

(3) The open-ended questions will allow participants to add more information concerning the program. For example, an answer to the question, "What did you like most about program "X" could be - "the decorations were unique, well suited, and helped create a festive atmosphere". Bingo. At this point, one can be reasonably sure the decorations at program "X" were well done.

(4) You want all questionnaires returned. The higher the rate of return, the better your information. Be creative. There are lots of ways to obtain information. A word of caution, don't be too demanding or you may turn some people off. Ask for questionnaires to be returned to coatroom staff, table service personnel, class instructors, trip leaders, reservation clerks, etc. You may want to give each respondent a piece of fruit, discount coupon, or a cash refund after returning their questionnaire. If your event is informal, type questions on plain paper. For formal events consider a quality printed questionnaire.

(5) **QUESTIONNAIRES PROS:** Provides a written record of comments, is measurable, fast, and may be preserved for future reference.

(6) **QUESTIONNAIRES CONS:** Not appropriate for all types of programs, sometimes hard to get back, people won't fill out, and sometimes turns people off.

c. **PARTICIPANT INTERVIEWS.** This is one of the most personal ways of obtaining information. Literally, all that is involved here is asking your participants their opinion concerning an event or program.

(1) You need to develop unbiased questions and ensure each respondent is asked the same questions. The interviewer needs to keep copious notes, or better yet record for interpretation later.

(2) Let's go back to our program objective statement, "creating decorations and lighting which compliment program "X"." The type of question you may wish to ask during participant interviews is, "Did the lighting and decorations contribute to your enjoyment of program "X"?"

(3) If the answer is something like, "yeah, wow, these are the best decorations I've ever seen" then you can be sure the decorations were a great success.

(4) **INTERVIEWS PROS:** Fast, cheap, usually get true feelings.

(5) **INTERVIEWS CONS:** Comments are lost from original sources (unless recorded), it is difficult to remember all answers and they may be embellished during re-telling.

d. **OBSERVATION.** One of the easiest methods of obtaining a program evaluation. It can, however, be the most subjective. The result of this type of evaluation is literally in the eye of the beholder. We each see events in our own unique way. It is imperative, therefore, to seek the opinions of several people during the observation process. Use of a checklist of pre-determined areas to observe is necessary.

(1) Again, going back to our objective on decorations and lighting, it is easy to observe the quality of decorations and lighting. If you get several opinions, photograph the decorations at an event, and question participants, then a very strong, true picture of one aspect of an event becomes known and is easily communicated to others.

(2) **OBSERVATION PROS:** Fast, easy, may be videotaped, many may participate in the process, may be standardized with checklists, may be conducted with real time results, allows for corrections during the event, and not dependent upon returns from participants.

(3) **OBSERVATIONS CONS:** Can be very subjective, original data lost if not videotaped.

e. **MANAGEMENT INFORMATION SYSTEM (MIS)**

(1) The last method of program evaluation is very objective. This process uses the Management Information System to produce some form of a report. You must, however, continue to use objectives as a basis for measurement. This report could include headcounts, inventory counts, DAR's, scatter sheets, labor costs, net profit, etc. The challenge is selecting data that gives the best information indicating program success, and obtaining the proper counts.

(2) If we go back to our objective on decorations and lighting, it is easy to see that MIS will help us to determine the costs associated with decorations and lighting. This is important, since we must determine the "value" of all aspects of an activity. The analysis at this point becomes somewhat subjective. The cost of decorations and how much enjoyment they provided, compared with cost, is a decision management must make taking the other three methods of evaluation into account. At the end of our evaluation process we could determine decorations

and lighting cost \$295 and scored high on the questionnaires, patron interviews, and observation. If over 250 people attended the program and if we obtained the \$1,000 net profit objective, then decorations were well worth the cost and should be continued in the future.

(3) **MIS PROS:** The data is very objective, measurable, usually required for most programs (so extra work is not necessary) and is supportable.

(4) **MIS CONS:** Many times managers only provide information from MIS, and consider this a full evaluation. While profit generated and headcounts are important, they only tell part of the story. What happens if you don't meet objectives? Don't be overly concerned if a few points are missed on the evaluation measurement. The purpose of an evaluation is not to cast blame or make people look bad, but measure, based on the established objective criterion prior to conducting an event. The end result is to learn lessons, tailor budgets and expectations so you may improve future events.

2016. SUMMARY. Conducting successful programs is critical for the profitable operation of a bowling center. New customers are attracted to bowling, people use new skills, and new social situations are created.

BOWLING CENTER OPERATIONS HANDBOOK

CHAPTER 3

MANAGEMENT RESPONSIBILITIES AND GUIDELINES

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BOWLING CENTER OPERATIONS HANDBOOK

CHAPTER 3

MANAGEMENT RESPONSIBILITIES AND GUIDELINES

3000. RESPONSIBILITIES. The relationship of the various individuals involved with the MWR program is outlined as follows:

1. **The Installation Commander.** The installation commander ensures bowling centers are operated per the current edition of MCO P1700.27 and other pertinent directives.
2. **MWR Director.** The MWR Director is the primary staff officer on an installation for all MWR programs.
3. **Recreation Operations Manager**
 - a. Supervises the bowling center manager.
 - b. Makes sure financial matters affecting the bowling center operation are as required in the current edition of MCO P1700.27 and other directives.
 - c. Supervises the preparation of NAF/APF bowling budgets for annual submission.
 - d. Reviews financial statements and variance analysis to ensure relationship to annual financial plans.
 - e. Makes sure all position descriptions are kept current.
 - f. Evaluates the effectiveness of programs in relationship to benefits and services provided to the patron.
 - g. Coordinates market analysis and related info between various departments for resource sharing with bowling manager.
4. **Bowling Center Manager**
 - a. Operates the bowling center and programs as required by Marine Corps directives under the supervision of the Recreation Operations Manager.
 - b. Supervises all bowling center employees.
 - c. Identifies employee training needs to the Operations Chief and schedules required training programs.
 - d. Works with the base maintenance supervisor and recommends maintenance requirements.
 - e. Prepares required reports.

- f. Protects APF and NAF assets.
- g. Prepares an annual program plan with listed objectives and submits proposed APF and NAF bowling center budgets to the MWR Director.
- h. Publicizes all bowling programs.
- i. Plans specific bowling events and implements strategies to meet patrons organizational newsletters. Public service announcements on local radio or TV stations, and guest appearances on local media are also examples of publicity.
- j. Coordinates league schedules with league secretaries.
- k. Updates and maintains specific information on different population segmentation, potential target groups, bowling needs and industry trends to ensure a viable bowling program exists.

5. Single Manager Concept

a. In the determination of the organizational structure that will be most responsive to the customer, certain types of MWR activities lend themselves to a "single manager concept." The single manager concept should be considered for bowling centers, where there are multiple MWR operations that cater to and support the same patrons; i.e., a bowling center with a snackbar and a bowling pro-shop.

b. The concept allows the responsibility for day-to-day operation, employee supervision, hours of operation, housekeeping chores, etc., to rest with the primary functional activity manager who will be evaluated on their ability to efficiently and effectively manage the entire facility. Using the above example, technical assistance and support for the food service operation would be provided by the Food and Hospitality Section, while the Retail Section would provide assistance and support for the bowling pro-shop. The reporting supervisor would be the operational manager of the primary function with coordination from the operational managers of the secondary functions.

c. The accounting system provides a profit and loss (P&L) statement for each cost center (pro shop, snackbar and bowling) as well as a P&L for the facility as a whole, from which the facility manager can be evaluated. The company level P&L will reflect sales, cost of sales, and operating expenses for the bowling pro shops in the Retail operating group, bowling in the Recreation operating group, and snackbar in the Food and Hospitality operating group.

3001. BOWLING FACILITIES AND SERVICES**1. Operations**

a. All persons using a bowling facility must pay the established line fee and any other fees commensurate with services provided. Line fees for all authorized patrons must be the same unless a graduated system by pay grade is established. Civilian employees will be charged fees higher than those set for authorized military patrons according to paragraph 30905.2 of the MWR Policy Manual (MCO P1700.27).

(1) Fees and charges will be determined by management and approved by the installation commander.

(2) Free use of the bowling facility or equipment is authorized only to persons such as the manager and mechanic so as to evaluate equipment condition. Such use must have prior approval of the recreation manager.

b. Control of bowling lines will be done by the automated control system installed in those centers with automatic scorers. For centers with manual scoring the following is required.

(1) Prenumbered bowling score sheets must be used to control the lines bowled. The manager must review score sheets and verify the funds received against the cash register tape. Score sheets will show the opening and closing pinsetter meter readings to allow the counter attendant to determine the exact number of lines bowled. In league bowling where scores are recorded on telescope score sheets or on permanent league records, a single, prenumbered bowling score sheet will also be used. It will indicate the total number of individuals in the league bowling, total lineage bowled, and funds collected.

(2) A daily logbook record of the opening and closing master meter readings (located on the back of pinsetter machine) must be made to establish an audit trail. Management should compare daily machine readings with daily activity reports to account for all lines bowled.

(3) The bowling center management will attach prenumbered bowling score sheets to the daily activities program.

c. Advanced program planning and effective advertising are essential elements in marketing the command bowling program.

(1) Although league play is an important part of the bowling center operation, it is just as important to provide time for open or practice play. It is suggested that a lane be available for open bowling during league play.

(2) Promoting future play is also important. A strong instructional program for beginning and advanced bowlers should be set up to increase participation.

(3) The center bulletin board is a good focal point for bowling information. Keep the board interesting and current. The base newspaper and other base advertising media should also be used.

(4) Periodic distribution of leaflets promoting special events is authorized and encouraged.

(5) Proper equipment maintenance is a key factor in patron satisfaction, and their continued use of the bowling facility.

d. Tournaments outside the realm of the military sports program to stimulate interest and participation are encouraged. The following provisions apply:

(1) Cash prizes are authorized. Value of cash awards will be determined by the local MWR Director.

(2) The value of awards outside the realm of the military sports program will be borne entirely by participants' entry fees. After direct operating expenses for line fees, supplies, etc., are determined, the remainder of the entry fee may be used for awards.

(3) Commands must take positive steps to ensure that the amateur status of all participants is protected, and that participation in base-sponsored events, with cash prizes or gift certificates, does not violate the regulations of the national governing body.

e. Use of bowling facilities for special events or occasions by personnel not authorized by the MWR Policy Manual require prior approval by the installation commander and will be decided on a case-by-case basis. Such usage will be approved only under the following circumstances:

(1) The commander determines on an individual basis, and authorizes in writing, that such an event and/or program benefits the Marine Corps by enhancing overall community relations. The following are specific "public-use" programs which commanders can approve:

(a) Annual base open house where all base facilities are open to the public, like Armed Forces Day.

(b) Base-hosted or co-hosted events or programs in connection with national, state, city, or local tournaments

sponsored by non-DOD organizations in which Marine Corps personnel are taking part.

(c) Base high school and college bowling events in conjunction with off-base school sports programs if local facilities are not available or cannot meet programs.

(d) Invitational Marine Corps base-sponsored bowling events that are not associated with the military intramural sports program.

(2) Use of facilities as outlined in paragraphs 3001.1e(1) (b) and (c) are approved only when written statements from the owners or operators of civilian bowling facilities, if any, within a 10-mile perimeter or 30-minute commute of the installation, are obtained saying they do not object. This policy does not apply to schools physically located on Marine Corps installations.

(3) NAF's must not be used to subsidize the programs addressed in paragraph 3001.1d. The free use of facilities or the purchase of trophies, or other related items from NAF's for this type of event is prohibited.

(4) NAF's may be used to support those events in paragraphs 3001.1d and e when an entry fee is charged.

(5) The generation of additional NAF income for activities supported by the recreation fund will not be used for justification to conduct such programs.

(6) The establishment of fees and charges for civilians participating in events authorized in paragraphs 3001.1e(1) will be higher than the user fees for military patrons. These fees will remain comparable with those fees charged at public facilities in the nearby community.

(7) Authorization for civilian use of the bowling facility as outlined in paragraphs 3001.1e(1) (a) through (d) does not include authority for fundraising events.

3002. FUNDING SUPPORT AND BUDGETING

1. Bowling centers with 12 or less lanes are authorized limited direct APF support. Centers with 13 or more lanes are not authorized any direct APF support, with the exception of those centers located in remote or isolated designated areas. These are authorized direct APF equivalent to APF authorized for Category "B" MWR activities.

2. Centers are authorized indirect APF support for facility maintenance as necessary to maintain the structural integrity and

external appearance of the building and correct fire and safety deficiencies.

3. Proper budgeting of NAF's is the key to a successful bowling operation. Managers must play a key role in the budget planning process and use proper budgets to meet established goals. Effective budgets are flexible and take into account changing economic conditions.

3003. EQUIPMENT STORAGE AND USE

1. Bowling centers should provide locker storage space on a first-come first-served, basis using the priorities in paragraph 30905.2 of the MWR Policy Manual (MCO P1700.27).

2. Liability requirements must be considered in accepting responsibility for storage of privately owned bowling equipment.

3004. BOWLING PRO SHOP. The pro shop provides a convenient sales outlet for bowling equipment and merchandise directly associated with participation. The pro shop will be established and operated by the retail branch together with the bowling staff.

1. Selling price is determined by establishing financial goals and calculating profit margins to reach goals. When authorized by the retail manager, the bowling center manager may mark down merchandise to cost.

2. When vendors provide free items such as special bonus items, they must be picked up as either property or resale merchandise and controlled. Free items received for special occasions which are to be given away (under \$10 value) must be accounted for without processing them through the inventory and cost of goods sold. The retail manager or a designated representative must personally examine all transactions involving free items to ensure that items received as a bonus, purchase discount, or for a special occasion are accounted for and used for their intended purpose.

3. Hours of operation should be determined by patron demand, season and labor cost. One must be flexible when determining facility hours. It is important to remember hours must be patron oriented not established for the convenience of the staff.

3005. PRICING

1. As far as setting the price for any given item, markup is established by the retail branch, but you should be familiar with the process. There are many factors involved in pricing an item

other than cost. Expenses such as shipping, handling, and processing costs should be included when determining the price.

2. Next, set the price of an item based on the percentage of profit that must be generated. There are two basic ways of doing this--the markup and the margin methods.

a. The markup method takes the basic cost of an item (including other costs) and adds a set percentage to it. For example:

Cost of Ball:	Basic Cost	\$47.00
	Handling Cost	1.00
	Shipping Cost	<u>2.00</u>
	Cost of Goods	\$50.00

Price of Ball = \$50.00 (cost of goods) + 20 percent (markup) = \$60.00 (selling price).

This method is fine except when you want to discount the item for a sale. If you mark down the item 20 percent, then the selling price will be \$48.00--less than your cost of the item. Here's why.

$$\$60.00 \times .20 \text{ (20 percent)} = \$12.00$$

$$\$60.00 - \$12.00 = \$48.00$$

b. A better method is to use the profit margin or markon method. You take the desired percentage and divide it by its reciprocal. Here's an example:

Cost of Goods	\$50.00
Profit Margin	20 percent
	(.80 = 1.00 - .20)
Price of ball =	$\frac{\$50.00}{.80} = \62.50 Sell Cost

This way if you give a 20 percent discount, the selling price will be \$50.00 or the cost to you of the item.

$$\begin{aligned} \$62.50 \times .20 \text{ (20 percent)} &= \$12.50 \\ \$62.50 - \$12.50 &= \$50.00 \end{aligned}$$

3006. INVENTORY LEVEL CONTROL

1. Three main areas are of concern to you in controlling inventory levels. They are as follows:

- a. Inventory turnover.
 - b. Reorder points.
 - c. Economic order quantity.
2. Let us look at them individually.

a. **Inventory Turnover**

(1) Inventory turnover is the number of times each year that you sell your average inventory level. Let's say that your inventory has a value of \$2,500 at any given time. To find the inventory turnover you would divide this figure into total cost of goods sold.

$$\begin{aligned} \text{Inventory Turnover} &= \frac{\text{Annual Sales}}{\text{Average Inventory (at selling price)}} \\ &= \frac{\$10,000}{2,500} \\ &= 4 \text{ times} \end{aligned}$$

In this case the inventory turnover is four times. Inventory turnover is one way to tell if your average inventory is too large. If you are only turning over your inventory 1.5 or 2 times a year, there is a chance that your average stock level is too high. Low inventory turnover means that your cash is not being put to the best use.

(2) Some businesses have traditionally high turnovers and others have low turnovers. For example, a grocery store may turn over their inventory once a week while a jewelry store may only turn over their inventory once every 9 or 10 months. It would be a good idea to contact local bowling centers to see what their turnover rates are.

b. **Reorder Points.** How do you know when it is time to reorder an item? When you run out? When you are down to one? Determining reorder points for items in stock will take the guess work out of reordering. Basically, a reorder point is the stock level at which you must reorder an item to avoid being out of stock. You do this by multiplying the average daily usage by the lead time.

(1) **Average Daily Usage** = Average number of units sold per day

$$\frac{\# \text{ of units sold annually}}{\# \text{ of days open annually}} = \text{average daily usage}$$

Let's say

of units sold annually = 500
of days open annually = 250

or

$\frac{500}{250}$ average daily usage = 2 per day

(2) **Lead Time.** The number of days it takes to receive an order after it is requested.

Let's say lead time equals 10 days

(3) **Determining Reorder Point.** When your stock reaches 20 units you should reorder.

Lead time x average daily usage
10 days x 2 units/day = 20 units

(4) An item being out of stock can cause unhappy patrons. If being out of stock is something that you wish to avoid at all cost then you should add a safety stock to your reorder point.

(5) **Safety Stock.** Extra stock held as protection against being out of stock. Suppose the longest lead time that you have ever experienced was 15 days. In this case, you would add a 5 day safety stock to prevent any chance of being out of stock.

Longest lead time - 15 days
Normal lead time - 10 days

15 - 10 = 5 day safety stock margin

5 days (safety margin) x 2 units/day (daily usage) =
10 units (safety stock)

Your new reorder point including safety stock would be 30 units.

20 units (reorder point) + 10 units (safety stock) = 30 units

c. **Economic Order Quantity (EOQ).** Once you reorder something, how much should you order? 50 units? 500 units? The EOQ indicates the most cost effective level of an order. By definition, the EOQ is the order quantity which minimizes the total annual cost of ordering and carrying inventory.

(1) **Ordering Costs.** Costs related to getting an item into inventory (dollars per order). Some examples are:

(a) Requisition costs (salaries, paper, gas)

(b) Purchasing costs (salaries, telephone, clerical)

(c) Receiving goods (salaries, gas, clerical)

(2) **Carrying Costs.** Costs related to holding an item in inventory (percentage of average inventory). Some examples are:

(a) Interest lost on money invested in inventory.

(b) Obsolescence/deterioration of stock.

(c) Operation cost (record keeping, inventory, security, insurance)

(3) **Determining EOQ.** There are two basic methods for determining EOQ, the tabular method and the formula method. Examples of the two methods, using the following variables, are provided below.

VARIABLES TO BE USED IN BELOW EXAMPLES

Number of Orders per year = (N)

Total Dollar Value (DV) of item used each year = \$25,000
(500 units x \$50)

Carrying Cost (CC) (percentage of average inventory) = 25 percent

Ordering Cost (OC) (dollars per order) = \$100

Economic Order Quantity (EOQ) = Number of units used annually
divided by proper N

EXAMPLE OF TABULAR METHOD

(1) Orders Per Year (N)		1	2	4	6	12
(2) Dollars Per Order (DV)/(N)		\$25,000	\$12,500	\$6,250	\$4,166	\$2,083
(3) Average Inventory (AI) (DV)/2		\$12,500	\$6,250	\$3,125	\$2,083	\$1,042
(4) Carrying Cost (CC) (AI) x 25%		\$3,125	\$1,563	\$781	\$521	\$261
(5) Ordering Cost (OC) (N) x \$100		\$100	\$200	\$400	\$600	\$1,200
(6) <u>Total Cost/Year</u> (CC) + (OC)		\$3,225	\$1,763	\$1,181	\$1,121	\$1,461

N=6

EOQ = 6 Orders of 83 (500) Items Each
6

EXAMPLE OF FORMULA METHOD

$$N = \sqrt{\frac{DV \times CC}{2 \times OC}} = \sqrt{\frac{\$25,000 \times .25}{2 \times 100}} = \sqrt{\frac{6250}{200}}$$

= 31.25 = 6 (Rounded) Orders of 83 Items Each

3. Proper inventory levels are critical for maintaining fiscal integrity. One needs to understand the costs related to maintaining inventory to realize the significant impact that proper planning will have on your bottom line figure. Most merchandising consultants agree the cost of maintaining inventory will run between 20 percent and 30 percent of the inventory investment. So with two inventory turns, the cost of maintaining your inventory is between 10 percent and 15 percent of your sales. If you turn the merchandise less than two times, your inventory costs in relation to sales goes up. If you turn it more times, the inventory costs in relation to sales goes down.

3007. PROPERTY CONTROL

1. All equipment, regardless of origin, will be properly identified and marked.
2. Retain on file the most recent copies of NAF or APF property control receipts or listings.

3008. ACCIDENT PREVENTION. Bowling center managers must make sure that bowling centers and programs are safe for all users. To promote safety, prevent accidents, and protect property, bowling center personnel should make periodic risk management inspections to identify possible hazards. Bowling personnel should also be familiar with the current edition of MCO 5100.8. Center managers should also develop emergency plans to address foreseeable accidents such as injuries, heart attacks, etc. The plan should be practiced periodically to ensure personnel are familiar with procedures. Telephone numbers of medical, fire, and police should be posted conspicuously near a readily available telephone. At least one center employee who is CPR certified should be on duty at all times.

3009. COMMERCIAL SPONSORSHIP

1. Commercial sponsorship is the outside underwriting of an event, program, or promotion using money, goods and/or services in exchange for a marketing, public relations and merchandising campaign for the underwriting sponsor. Bowling center managers are encouraged to obtain commercial sponsorship for special events in their centers. Commercial sponsorship is not an answer to all funding problems, though. It should not be solicited for every event - only those which have large attendance, patron interest, and participation in order to give value to the sponsor. Managers should work with their local marketing branch, which has the primary responsibility for the sponsorship program, to get sponsorship for various events.

2. To get started in your commercial sponsorship efforts you should: prepare an annual calendar of events, rank the events according to attendance, prepare budgets, and research and develop a list of target sponsors. Your marketing branch should take care of the solicitation and contracting discussions with sponsors but you should help them by publicly thanking the sponsor and completing an after action report. Benefits to the sponsor may be: increased visibility, goodwill, market share, sales, good public relations, and promotional opportunities.

BOWLING CENTER OPERATIONS HANDBOOK

CHAPTER 4

BOWLING CENTER CUSTOMER SERVICE

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BOWLING CENTER OPERATIONS HANDBOOK

CHAPTER 4

BOWLING CENTER CUSTOMER SERVICE

4000. CONTROL COUNTER MANAGER

1. Probably the first thing a customer notices when entering the center is the control counter. What impression does one get? Is the counter cluttered with merchandise, coffee cups, ash trays, newspapers, rental shoes, scoresheets, and other items too numerous to mention? Or does it give the impression of simplicity, cleanliness, and orderliness?

2. As a control counter staff member, you should greet all persons as they enter. If you do not know the customers, then it is especially important to make them feel welcome and learn their names through introduction or from the scoresheet after bowling is completed. Make it a point to learn the names of all regular and occasional bowlers.

3. A survey of businesses to determine "Why customers quit the business they patronized" showed that 1 percent died, 3 percent moved away, 5 percent were influenced by other friends, 9 percent went to find a cheaper price, 14 percent did not return because of product dissatisfaction, and the remaining 68 percent did not return because of a lack of interest or indifference on the part of the seller. Is the attitude of your staff driving away customers? We must constantly strive to give the best service possible.

a. Many times a point of contention at a control counter is condition of rental shoes. If a shoe is worn out, discard it. If it needs repair, then have it repaired. If they need new shoe laces, then put in new shoe laces. A little soap, water, and effort will keep them clean and neat. Customers expect and deserve a good product for their money.

b. The control counter staff should observe people bowling and give credit over the public address (PA) system for exceptional feats such as getting high scores or converting a difficult split. People enjoy being recognized for good things that they do.

c. As bowlers return to the counter from the lanes, the control counter staff should comment favorably on their bowling and/or offer words of encouragement. Offer help, if needed, at a time convenient to the bowlers, thank them for their patronage, and ask them to return soon.

d. Bowlers do not want to hear you gripe about personal problems or problems in the center. Be cheerful, considerate, and courteous. Remember, you are not doing the customers a "favor" by serving them, they are providing you a job.

e. Dress neatly. Personal appearance adds to the overall image of the center and consciously or unconsciously affects the customer's attitude toward you and bowling. In many centers, men wear ties and jackets while the ladies wear corresponding outfits. Neatness is the key.

f. Don't keep the customer waiting for you to return from the snackbar, the lanes, the restroom, or other points in the center. If you leave the desk, make sure you are relieved.

4. A survey of occasional bowlers showed that over 40 percent did not bowl in a league for the simple reason that they have never been asked. You should make it a point to ask all occasional bowlers to join a league. Find a time and day that is suitable for the customer. You are the coordinator and the organizer. In just a short time, you can start a small league. For every league bowler you enroll, you are adding at least \$100 a year revenue to the center. The survey also showed that the better bowler bowls more frequently and that 25 percent of the bowlers do 75 percent of the bowling. This indicates that we need to offer instructions to develop or improve bowler's skills and advertise that instruction is available.

4001. SELL BY SEEING. There are several techniques you can develop, which will help you observe more at a faster rate. When you develop better powers of observation, you'll enjoy your job more because you'll be seeing the things that help make the job easier, more interesting, and more stimulating. Make up your mind to be a better observer, and then learn and practice the skills necessary to become effective.

1. **See With a Purpose.** Develop check points for every phase of your job. Know what to look for. Check for signs of questioning, problems, irritations, confusion, dismay, and then do something about them. Check for accuracy and completeness in every detail of your job. Make bowling more enjoyable.

2. **Stay Alert.** Avoid preoccupation by clearing your mind and focusing attention on the customer you are serving or the job you are doing. Practice shutting out unnecessary distractions. Increase your ability to concentrate. When you are alert, you'll observe many ways to improve your service.

3. **React to What You See.** To "see" with your mind, learn to analyze what you see. Ask yourself: Is this the way things should be? Is this an opportunity to do it better or faster? What action should I take? To "see" with your feelings, put

yourself in the other persons shoes. Think how an error may inconvenience a customer or cause extra work for other employees. In observing customers, teach yourself to react to their needs, their moods, and the opportunities to serve them better.

4. Remember What You See

a. Very often, we don't remember what we see. We might just as well not see at all. We permit our observations to fall on a mind that is so busy hopping around that it doesn't retain any information. Consequently, we don't do anything as a result of what we see.

b. Not everything is worth remembering. Your responsibility is to decide what is important and what is not. To remember the important things, try concentrating on the main point of what you see. Let your "mind's eye" exaggerate the main point. That will help you remember. Whenever possible, jot down a brief note on things you want to remember. Probably writing it down will help you recall it.

c. There are times when we become so accustomed to seeing people and things, that we don't really "see" them at all. We look at them, but our observations are dulled by repetition. This robs us of the chance to see changes that should be made. It deprives us of the chance to render that extra bit of service which will keep bowling the number one sport.

5. **Keep a Fresh Approach.** No matter how familiar the surroundings, try to take a new look every day. Put yourself in the customer's shoes and ask, "What would they see?" Even with routine details, take a new look each time. Remind yourself to look for differences in customers which offer you opportunities to personalize your service. Be aware of the changes which take place in all things and all people. Be ready to act as needed when you see the changes.

4002. GOOD LISTENING

1. There are at least four obstacles to better listening. Each of us must be alert to prevent any of these barriers from hindering our personal listening effectiveness.

a. **Get Ready to Listen.** Our ears are "turned on," but our minds are not "tuned in." We are not evaluating what is being said, nor are we searching for the main point.

b. **Pre-judgment or Prejudice.** Hastily formed opinions or previously held opinions or attitudes toward a person or situation may affect your reaction to what someone is saying.

c. **Distraction or Pressure.** Distraction or pressure can reduce listening effectiveness by causing your attention to wander away from what your customer is saying.

d. **Lack of Interest.** Lack of interest can arise from a variety of sources including boredom and fatigue.

2. Better listening can be developed with these five important points:

a. **Get Ready to Listen.** Know why you're listening and determine what is being said. You'll get better and faster results when you figure out why the speaker is talking to you. Physically adjust your attention and thinking to the speaker. Switch over from developing your own thoughts to concentrating on getting ideas and facts from the other person. Your interest will be sensed at once and be appreciated.

b. **Listen With Your Mind Tuned In.** Concentrate on what the other person is saying. Listen for main ideas and facts. Listen to your customer's problem or request, and then solve it if you can, or else tell him why you are referring him to another person.

c. **Listen With Your Eyes.** You can "fill in between the lines" by maintaining full eye contact as you listen. Many times a person's actions or expressions will help convey the meaning or purpose more clearly.

d. **Listen Responsively.** Smile, frown, look quizzical, or nod assent as you listen. Ask questions to clarify something your customer has said or to find out what hasn't actually been expressed.

e. **Take Notes.** In "listening" situations, especially when talking to customers, keep a scratch pad handy for taking notes. Don't trust your memory.

3. Better listening pays big dividends because it can help you in at least five ways.

a. You'll learn more. You'll become more informed about areas of interest or importance to you.

b. You'll increase your job skills and effectiveness. This is an excellent way to achieve the personal development you are seeking.

c. You'll develop your personality. You'll become a more interesting person--a person people like to talk to and be with.

d. You'll find that more people like you because you know how to pay them an important compliment--the compliment of being interested in what they say.

e. You'll discover new and fascinating things about the world you live in. You'll find ideas for new interests and activities which will make your own life more pleasant and meaningful.

4003. SELL BY TALKING. The art of communication is the passing of information between persons with understanding and involves seeing, listening, and talking. Seeing and listening enables you to gather, judge, and measure information as well as determine whether the message is understood. Talking is the most common method of transmittal. The following guidelines may be helpful in talking more effectively and efficiently:

1. **Know your subject.** Avoid getting out on a limb where you are guessing at facts instead of knowing them. There is nothing wrong with saying "I don't know, but I'll find out for you." People not only understand but will respect that person.

2. **Know ahead of time.** If possible, plan what you are going to say before you speak. When using the telephone a few notes can help ensure that you cover every point in the correct order. Even in conversation, a quick mental plan of what you are going to say first, second, and so on, will help you in getting across your message concisely and strongly.

3. **Speak in simple terms and phrases.** Talking is not writing, just as listening is not reading. People can read "fancier" messages better than they can listen because they can go their own speed and back up when they miss something. When you lose your listeners because something is unclear at one point, you lose them for the rest of what you are saying. Watch television newscasters in action. They often have complicated things to talk about, but the words are simple and the sentences are short.

4. **Put it in your own words.** Everyone has an individual way of speaking and quite often, what someone else writes down is hard for another to say out loud. As long as you check to ensure that no information is omitted, putting a message or an announcement in your own words will make you feel more comfortable saying it. When you are at ease, you will find that your listener will understand your message more readily.

5. **Ask questions.** Whenever the situation allows, simple questions enable you to get the "feedback" that is vital to two-way communication.

4004. THE VOICE THAT SMILES

1. Build an image of your center with a "Voice that Smiles." Pleasantness is contagious.

2. Every time you receive or make a telephone call or announce over the PA system, you represent the bowling center to the person at the other end of the line. The bowling center is judged by your voice and by what is said and how it is said. Bowlers will enjoy dealing with you if your voice is warm and friendly and if you are courteous and tactful. Indeed, your voice is the badge of your personality. Five elements which comprise your voice are as follows:

a. **The speed of your voice.** Voice speed refers to the rate of delivery which is best suited to a person's style of speaking. Talking too fast causes words to slur together. Resulting in misunderstanding and difficult listening. Talking too slowly causes irritation to your customers. They probably feel like shouting, "hurry up!" Talking too slowly can result in cluttering your speech with nerve-wracking elements such as "a-a-ah," "er-er-un," and other indications of mixed-up thoughts which make listening difficult and unpleasant.

b. **The modulation or tone of your voice.** A pleasing combination of high and low tones in a person's speaking voice conveys warmth and friendliness. Use a normal tone of voice, neither too high nor too low, but avoid a monotone. Varying the tone of your voice will bring out the meaning of sentences and add color and vitality to what you say. A voice that is too high causes irritation and loss of warmth. It can also convey nervousness and quickly prove tiring to the speaker and to the listener. A voice that is too low is usually gruff and difficult to hear and causes a loss or misunderstanding.

c. **The impression given by language and enthusiasm used.** Your voice should give the impression that you are wide-awake, alert, and interested in the person to whom you are talking. Use simple, straight-forward language. Avoid repetition of mechanical words or phrases, particularly technical terms or slang.

d. **The level of volume used.** Changing the level of volume of your voice will help put emphasis on the important parts of your sentences and will add meaning to your statements. Avoid a monotone. A voice that is too soft indicates a lack of confidence and is either not understood or results in requests for repeating what you said. A voice that is too loud creates tension and ill will, and results in a loss of that feeling of pleasantness.

e. **The expressiveness indicated by your voice.** Speak clearly and distinctly. Move the lips, tongue, and jaw freely. Talk to your audience. The use of emphasis, pauses, phrasing, and change-of-pace will ensure good understanding.

4005. HANDLING COMPLAINTS

1. An expressed complaint is one which causes a bowler displeasure or dissatisfaction and is registered as a complaint verbally to you or another employee. An expressed complaint is easier to cope with than a nonexpressed complaint. A person will inform you of an "expressed complaint" even if you don't notice the problem.

2. A nonexpressed complaint is one which causes a bowler some displeasure or dissatisfaction, but is not expressed verbally to an employee of the bowling center. Bowlers who have "non-expressed complaints" are reluctant to complain and may not tell you about the problem. They may just walk away and never return perhaps because of an impression that you give poor service or an impression that you just don't care. As a control desk manager, you must develop skills in recognizing unvoiced complaints. You must look for signs of annoyance. Often, by applying tuned-in listening techniques, a complaint can be determined by what a customer says or, more importantly, what is not said. A tone of voice, a facial expression, a gesture--all of these might give you a sign that all is not well.

3. Some complaints may not be your fault. They arise because of action or lack of action on the part of another employee or even another bowler. Conditions or installation policies and procedures may cause complaints. You may not have control over these, but action should be taken in all cases.

4. You will encounter complaints almost daily. Where people, equipment, food, and beverages are provided day after day, complaints are inevitable. You should be constantly on your toes looking for them. You must look and listen for situations which cause dissatisfaction and eliminate as many "annoyances" as possible before they become "complaints."

5. In the case of complaints, here is a plan for soothing the bowler and restoring good humor.

a. **Step One.** Sincerely recognize the bowlers' right to their opinion.

(1) They are not going to start thinking favorably of you or your center until they feel their opinions are respected.

(2) Your respect for the bowlers will eventually lead to their respect for you.

b. **Step Two.** Draw out as many of the bowlers' opinions as possible.

(1) Let them talk; listen to their story.

(2) Be aware of the conditions which contribute to the complaint.

(3) Use your skills of observation and listening to find out what happened.

(4) In drawing out the bowlers' opinions you are letting them "blow off steam" and at the same time, you are getting information to help you answer the true objection.

c. **Step Three.** Regain the bowlers' respect.

(1) Don't argue; you can win the argument and lose the bowler.

(2) Don't jump in too soon with explanations. They will fall on deaf ears if the bowler is still blowing off steam and is centered on his/her own emotions.

(3) Present your solution as a helpful suggestion. Point out the possible choices, but show why your "suggestion" seems to be your customer's next best step.

(4) Make sure you are answering the true complaint.

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CHAPTER 5

PRO SHOP OPERATIONS

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BOWLING CENTER OPERATIONS HANDBOOK

CHAPTER 5

PRO SHOP OPERATIONS

5000. GENERAL. Bowling centers' pro shops may sell pro line bowling equipment and other bowling related items.

5001. LOCATION. The pro shop should be located in the bowling center. A central location will improve delivery of services to patrons, facilitate control of diverse pro shop functions, and provide the greatest possible traffic flow in the area where sales and services are provided. This improves convenience to patrons and sales.

5002. DESIGN. Pro shops should have functional design and should compliment the rest of the bowling center. The shop should have a balance of windows and wall space. Wall space is needed to display merchandise. Caution should be taken to protect merchandise that could be damaged by direct sunlight.

1. Type of Activity. Pro shops may be designed as a self-service operation. This allows patrons the opportunity to see and examine items without being waited on by a sales clerk. With this type of design, however, shoplifting is a problem and proper safeguards need to be established. Pro shops should have counter space to display products; i.e., racks for shirts and blouses, shelving for shoe stock, and racks for display of bowling equipment. The pro shop must be attractively displayed, pleasing in color, and match the overall decor of the center. There should be sufficient space to properly display a full line of bowling equipment and related items, but small enough to control and not take up space needed for other functions of the center.

2. Retail Floor Plan. Pro shop floor design must control the flow of traffic and allow patrons to be managed from a central point. This in turn allows minimum staffing. Usually one person can control and operate the pro shop. Once the general location of the pro shop has been established and is compatible with other facility operations, floor space size can be determined. It should be based on the maximum number of people that will be served and space required for each register and other merchandising aids. Counters, display cabinets, and clothing racks should normally be below eye level. This allows the patron to view at a glance what the pro shop offers.

3. Walls and Ceilings. Select light colors to provide contrast with merchandise and display fixtures. Neutral colors work best.

4. Proper Lighting. Lighting plays a major part in proper display of merchandise. Lighting should be carefully selected to enhance displays. A good lighting system provides for movable

lights with varying intensity and focus. Pencil beams can accent a display. Colored lenses or bulbs give color balance and add atmosphere. Lights generate heat. Low voltage lights generate far less heat than normal floor lights. Sufficient electric outlets must be available to provide power for display lights and signs.

5. **Floor Covering.** Single color, small pattern, cut pile carpeting is suggested.

5003. RETAILING

1. Merchandise

a. Keep fresh and clean merchandise on display. Always remove damaged items that would detract from the image you are trying to create.

b. Keep your products in good position with respect to high traffic areas, and always within easy reach of the customer.

c. Learn your customers' buying habits, and plan your future retailing efforts to fit them.

d. Maintain a stock rotation that will ensure the customer of getting new and fresh merchandise.

e. Put up point-of-sale materials as soon as they arrive.

f. Maintain a supply of promotionals such as pamphlets and flyers, keeping them within easy reach of customers.

g. Keep a close check to see that merchandise is priced correctly and clearly.

h. Use new display ideas.

i. Change displays weekly. Dust daily.

2. Do's of Retailing

a. Bowling Balls

(1) Buff balls, preferably every week, but at least every other week. Use ball polish, not machine.

(2) Keep trademarks up and at the same level.

(3) Mark weight of ball with grease pencil.

(4) Destroy or store ball boxes. Don't offer them to purchasers of new balls, sell bags instead.

b. Shoes

- (1) Remove tags on the inside. Use ladies' size 5 and men's size 7 for display.
- (2) Stuff for shape.
- (3) Never display flat. Set heel on small block to angle them.
- (4) Display only left shoe to prevent theft.
- (5) Provide customer with shoe fitting.

c. Bags

- (1) Change bag display location in the shop but always keep it in a high traffic area and within easy reach of the customer.
- (2) Change the display itself. Feature balls one week, bags the next, shoes next, ensemble next.
- (3) Change light color, amount, and center of focus light.
- (4) Change displays weekly or biweekly. Dust daily.
- (5) Use motion or animation to attract attention.
- (6) Use spot lights.

d. Theft

- (1) Keep merchandise within easy view of the control desk.

5004. MERCHANDISING BOWLING PRODUCTS

1. There are many components to selling merchandise.
 - a. Identifying the needs of the patrons served.
 - b. Buying merchandise that will appeal to patrons and provide fast turn-over.
 - c. Displaying merchandise to create a patron desire for what you have to purchase.
 - d. Advertising so that patrons will recognize the pro shop as the best location with the best selection and value.

e. Keeping records on sales and inquiries to assist future ordering.

2. Now comes the hard part--how do you accomplish these essential actions? Identifying needs can be done through customer suggestions, identifying trends for the local area, attending bowling merchandising shows, and talking to other bowling managers.

3. Displaying merchandise properly requires skill and taste. At least one staff member should have training on how to display items. Your local retail branch should be able to help.

4. Remember the primary purposes of sales fixtures are to store, display, and protect merchandise. Not every fixture is required to perform all three of these functions. The size, shape, and character of the merchandise will logically determine the form and functions of each sales fixture. Small objects, such as shoe strings, gloves, and other folded stock, need storage displays and protection. Bowling shirts require organized storage and a measure of protection. Hanging stock, such as shorts, skirts, and pants need to be displayed on a rack. A cover for hanging stock usually will provide enough dust protection. Shoes need only display fixtures, while other items sold in the shop are sold from the boxes they are packed in, which are designed as merchandise displays. Remember pro shop feature displays should be changed at least biweekly.

5. Advertising is limited only by your imagination and efforts. Coordinate publicity requirements with the MWR Marketing Office. They can help you use every publicity medium available (daily bulletin, installation newspaper, posters, fliers, schedule of events). Advertising is a major key to success in any business, and the bowling shop is no exception. Make sure that all eligible patrons are fully aware of programs and merchandise you have to offer.

5005. PRICING MERCHANDISE AND SERVICES

1. The Marine Corps sets financial goals for Morale, Welfare, and Recreation (MWR) activities which are ultimately approved by the installation commander through the budget process. Bowling center managers assist the recreation manager (services) and retail manager (merchandise) in developing these goals. Each resale item is priced to achieve the desired gross profit.

2. The purpose of merchandising is to sell. Money annually spent by bowlers for bowling equipment (bags, shoes, balls, etc.) has increased over the past decade. Today, emphasis is on soft goods and apparel; the majority of income is generated from sales

of this kind of merchandise. Today's bowling patron is a sophisticated shopper and is more conscious of brand names. The bowling patrons who enjoy being in your shop will become repeat buyers, provided you establish favorable prices and select merchandise that meets the patrons' needs.

5006. BUYING/SELECTING MERCHANDISE

1. Bowling pro shops are a big business. Many of our military pro shops have insufficient stock selections. For example, they only carry balls, bags, gloves and caps. These shops are not perceived by patrons as being serious retail operations; but with a little additional effort, pro shops can be expanded to a level commensurate with patrons needs and desires.
2. A bowling manager should be a salesman, display expert, and a merchandiser. Without the right merchandise at the right time and price, you are losing business.
3. **BUY SMART.** Start with the basics; then move on to fancier items. Buy white, yellow, and light blue before going to the brighter colors. Buy more of the popular sizes. Know your market. For example younger patrons require more slacks in size 32, 34, and 36; older members (retired) require larger slacks such as 36, 38, and 40.
4. **BOWLING EQUIPMENT AND ACCESSORIES.** One of the most important functions of running a pro shop is the selection and selling of basic bowling equipment. Because of the continuing technological advances made in the manufacture of equipment, the bowling manager must take every opportunity to keep abreast of new items, designs, construction, and materials in all popular lines of bowling equipment. This knowledge should be used to help the retail buyers order popular equipment. You can do this by visiting factories, attending trade shows, consulting sales representatives, and subscribing to trade journals.

5007. SPECIAL MERCHANDISE SALES. Keep your merchandise stock in sufficient quantity to meet your patrons' needs but see that stock turns over and does not remain on the shelves too long. One way to avoid outdated stock is to hold semiannual or annual sales. A sale will not be effective unless significant reductions in prices are made. When these sales are well advertised, and the merchandise is properly displayed, patrons will respond well to the bargains offered.

5008. HOURS OF OPERATION. Pro shop hours usually coincide with the bowling center hours. The schedule should accommodate the customer, not the staff. Maintaining a log of patron usage will help to determine operating hours. If employees are trained to handle several positions, the control center attendant, for

example, can wait on customers in the pro shop during slow hours. This helps to keep costs down, provides a needed service, and increases your profit.

5009. PRO SHOP STAFF. Pro shop employees must have knowledge of bowling. They should be able to advise on type and weight of balls, proper shoe fit, use of bowling aids, and so on. An uninformed clerk discourages sales. A training program should be established for all staff members who assist patrons.

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CHAPTER 6

MAINTENANCE

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BOWLING CENTER OPERATIONS HANDBOOK

CHAPTER 6

MAINTENANCE

6000. GENERAL INFORMATION. Good preventive maintenance extends equipment life, gives maximum performance, and reduces maintenance and repair or replacement costs. Management and maintenance personnel must work together to plan and schedule a preventive maintenance program. Proper maintenance procedures, trained personnel, and management leadership yield peak efficiency and low operational costs.

6001. LANE MAINTENANCE. Lane maintenance varies according to the type of lanes involved. The following maintenance procedures are necessary.

1. Daily (Before Bowling Hours)

a. Dust ball returns, gutters, and divisions using a gutter mop.

b. Spot clean and dust approaches.

c. A proper method of "running" the lanes is needed to make sure that the lane conditioner (oil) does not get on pin decks or approaches. Run the lanes and approaches during bowling hours. The frequency is based on the lineage and dust accumulation. Usually the lanes and approaches are run-dusted during open bowling and just before the start of play for each bowling league.

d. Lanes that are too dry speed finish wear and cause burning. Dry lanes also cause the bowler's ball to hook. Both maintenance and management personnel must closely watch ball action and scoring to determine if lane conditioning changes are needed. All in one cleaner/conditioner machines are labor savers and are recommended.

2. Monthly or more often

a. Clean kickbacks and flat gutters.

b. Clean lanes to remove the buildup of old conditioner and dirt and restore luster to lane surfaces.

3. **Quarterly.** Recoat pin decks, kickbacks, and flat gutters frequently.

4. **Semiannually.** Refinish lanes. Newer water based urethanes are safer to use. Older nonwater based finishes are highly

flammable and safety directions on the containers must be strictly followed. Notify the base fire department when using these bowling lane finishes.

5. **Resurfacing.** The need to resurface the lanes varies with the type of lane and preventive maintenance used. If proper preventive maintenance is used, resurfacing the lanes can be reduced. Resurfacing should be done as needed to meet the American Bowling Congress (ABC) certification requirements. This includes, but is not limited to:

- a. Removal of all finish.
- b. Replacement of all broken lanes.
- c. Sanding and leveling of all lanes.
- d. Application of base coat and finish.

6. Newer synthetic lanes should be cleaned and treated per the manufacturer's specifications. Periodic resurfacing is not required.

6002. PINSPOTTER MAINTENANCE. Set up a scheduled preventive maintenance program using the manufacturer's method. A record must be kept showing actual preventive maintenance done on a daily, weekly, monthly, quarterly, and annual basis. Needed forms and charts can be obtained from the pinspotter manufacturers. The owner manuals have preventive maintenance guidelines. Keep track of how many shutdowns occur per roll due to machine ball return.

6003. PIN MAINTENANCE. Replacing bowling pins is the largest recurring equipment expense for the bowling center. Good preventive maintenance practices prolong pin life and reduce replacement costs. Obtain instructions for preventive pin maintenance from the manufacturer. ABC rules on maintenance of pins must be followed to ensure pin certification.

6004. PARTS INVENTORY AND CONTROL. Each bowling center must set up a bowling equipment spare parts inventory and parts control record. This record must show the following:

- a. Parts presently on hand.
- b. Stock number of each part (obtained from manufacturer's parts catalog).
- c. Necessary stock level for each part and reorder level (comparing spare parts in stock with local consumption).

6005. HEATING AND AIR CONDITIONING. Adequate bowling conditions in bowling centers require proper heating and air conditioning. Heating and air conditioning requirements (including humidity factors) will vary depending on geographic locations and time of year. The ideal conditions are to maintain heating and air conditioning at a temperature comfortable for playing with a 40-60 percent humidity moisture content. This will make sure the proper moisture content exists to safeguard lanes and pins, and maintain proper bowling conditions.

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CHAPTER 7

FOOD AND BEVERAGE OPERATIONS

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BOWLING CENTER OPERATIONS HANDBOOK

CHAPTER 7

FOOD AND BEVERAGE OPERATIONS

7000. GENERAL

1. Marine Corps food and hospitality activities are set up to promote the well being, morale, camaraderie, and the wholesome use of leisure time for Marines and their families.
2. Standards have been developed to establish a common basis for planning, measuring, and providing services by Marine Corps food and hospitality activities. The center manager must become familiar with these standards and follow them.

7001. MENUS

1. Menus will be developed and provided by the food and hospitality branch. The center manager will ensure that the printed menus and/or menu board are updated and kept in excellent condition.
2. Any changes to the menu must be approved by the food and hospitality branch. Recommendations for changes are based on customer surveys and customer requests.

7002. MENU PRICING

1. Menu pricing will be established by the food and hospitality branch. The center manager will become familiar with pricing formulation and structure. Set prices are established to achieve the desired food cost percentage. The food and hospitality standards outline a 30-35 percent food cost requirement for snackbar operations.
2. Menu pricing is basically easy if the cost of each ingredient is known and the total cost of all the ingredients that comprise the menu item is computed. If the basic food cost for a menu item is computed as \$1.40 and a food cost of 35 percent is the goal, simply divide the total cost of ingredients (\$1.40) by the desired cost percentage (.35). This will provide you with the selling price of \$4.00. These computations are recorded on an item cost card. Cost cards are to be reviewed on a quarterly basis.
3. There are various ways to determine the selling price of a menu. A combination of factors to price menus should be used, some of which are:

- a. The total cost of the menu item.
- b. Prices in the local community.
- c. The anticipated item popularity.
- d. Profit objectives.

All items on the menu cannot have the same food cost percentage. A well balanced menu may have a portion of low cost, high gross profit items; and high cost, low gross profit items.

7003. RECEIVING AND STORAGE OF FOOD ITEMS AND SUPPLIES

1. The primary objective of controlled receiving is to make sure that the quantity and quality ordered, at quoted prices, are actually being delivered. The emphasis placed on correct and effective receiving procedures results from the awareness that merchandise represents money in another form and should, therefore, always be counted and checked with the same attention customarily given to cash.

2. Receiving procedures are as follows:

a. A receiving schedule should be established and sent to all purveyors.

b. Permitting purveyors access to the inventories is strictly forbidden.

c. A copy of the purchase order and purchase specifications will be consulted to verify that the merchandise received is in compliance with that specified.

d. Weights and counts specified on the invoice should be compared to those on the purchase order. All items purchased by weight should be weighed, all items purchased by count should be counted, and all items inspected for quality.

e. All copies of the invoice and delivery tickets must be signed and dated by the person receiving the merchandise.

f. All food stuffs should be marked with the receiving date before going into storage.

g. All items received must be immediately stored.

3. The major objective in storing food is to maintain adequate stocks of merchandise with minimal loss through spoilage and pilferage.

4. The following is a list of storage conditions which should be adhered to as closely as possible.

a. The dry storeroom area should be well ventilated and not overheated; a temperature of 50 - 70 degrees Fahrenheit is desirable.

b. Shelving for staples and canned goods should be adjusted to a height of 15 inches between shelves.

c. Staple merchandise should be stored so that the items most frequently used are the most easily accessible.

d. Materials used for cleaning and sanitation purposes will be clearly labeled and kept in a locked area away from the food supplies.

e. The floor, walls, ceiling, lights, shelves, equipment, and storeroom must be kept immaculately clean through a regular cleaning schedule.

f. After new goods are received, the old stock should be moved to the front of the shelf and the new stock put behind it.

g. Refrigerated food should also be stored in an orderly manner so that inventory can be checked daily and be more readily available. Refrigerated storage must be kept dry. Food should be stored on shelving no less than 2 inches above the floor. All racks and shelves must be kept clean.

h. The recommended temperatures for refrigerated storage are:

Meat and Poultry	32 - 35 degrees Fahrenheit
Fish and Shellfish	32 - 35 degrees Fahrenheit
Dairy Products	32 - 34 degrees Fahrenheit
Fruits and Vegetables	32 - 35 degrees Fahrenheit
Frozen Foods	-10 - 0 degrees Fahrenheit

i. All thermometers in cold storage areas should be checked periodically for accuracy. A refrigeration log is mandatory for each box.

7004. INVENTORIES

1. Food inventories will be conducted on a biweekly basis and monitored by the center manager.

2. Inventories represent a substantial investment to the operation and require careful periodic scrutinization to safeguard them from loss through theft, spoilage, and/or

mishandling. Doing the physical inventory helps reduce the possibilities of any loss and provides the operation with the opportunity to periodically update the financial records, namely, the assets on hand.

3. Using preprinted inventory sheets developed to correspond with the shelves, one person should assume the responsibility of calling out the name of the item and the quantity of that item. At this time, the person should also be responsible for reviewing the stock on hand for spoilage and products of extreme age and should mark the items on the appropriate reports. As the first person calls out the item name and quantity, the second person is responsible for recording the quantity in the appropriate space on the inventory sheet. The items listed on the inventory sheet should be described in sufficient detail to readily identify them at a later date if a review of invoicing must be made to determine any pricing discrepancies.

4. Following the physical inventory, a designated person should ensure that the unit pricing for each item on the inventory is accurate and up-to-date. A Perpetual Pricing Sheet is an internal control established to record up-to-date unit costs. These costs are obtained from the delivery document when goods are received at the activity and the sheet is updated with the current prices immediately.

5. After verifying the unit price for each of the items listed on the inventory, this person shall extend the unit price by quantity to determine the total item price and enter that price in the appropriate column on the inventory sheets. Each page should then be added down and the total entered in the appropriate space at the bottom of the sheet. Adding all the page totals will result in a dollar figure that should represent the total dollar value of the inventory on hand.

7005. FOOD PRODUCTION AND CONTROLS

1. The center manager will have knowledge of basic food production, use of recipes, portion sizes, plate presentation, etc., as established by the food and hospitality branch.

2. All foods should be cooked to order or cooked in small batches to preserve quality, freshness, color, and texture. All foods should be prepared according to approved standardized recipes. A standardized recipe is a recipe that has been adapted to the operation and has been tested a number of times and found consistently satisfactory. Recipes provide management with a tool to control cost and quality of the different menu items.

3. All foods displayed, presented, and served will be attractively and tastefully arranged to enhance presentation.

Food items should be arranged so that their placement is balanced and food selections complement each other. Garnish should complement the menu selection. Always serve hot food hot and cold food cold.

4. Management's responsibility is to ensure adherence to the selected portions. There are several methods of portioning food. They include using weight scales, purchasing proper sized glassware and tableware, procurement of food items such as meat products which are already cut or canned to specific portions, and most importantly, the use of properly sized dippers and ladles for serving. Another area of food service operations which is critically affected by the accurate control of portion sizes is food cost, which determines menu pricing and ultimately the success of the operation.

7006. SCATTER SHEET CONTROL AND GUEST CHECKS

1. Scatter sheet controls, guest check usage, and reconciliation statements will be monitored by the center manager. The food and hospitality branch will spot-check procedures to ensure compliance.

2. The purpose of the daily scatter sheet is that of a record of all food items served by outlet on a daily basis. This record is kept as a means of establishing the number of times each item listed on the menu or listed as a special is served. Through the use of this daily scatter sheet, the popularity of food items can be established for the purpose of designing a menu that both appeals to the guest and is financially feasible to the operation.

a. At the beginning of each week, the daily scatter sheet should be started by listing in the left-hand column, by category, all the food items on the menu and all the food items that will be served as a special that week, that may not appear on the regular menu. This should be done for each meal period on the appropriate forms.

b. At the close of the meal period the guest checks should be assembled and the food items listed on them; i.e., Hamburger, Club Sandwich, French Fries, etc., should be counted and the total number of each item served should be transferred to the daily scatter sheet in the correct space across from the corresponding food item listed on the sheet.

c. Tabulating the checks in this fashion should continue daily for 7 days. At the end of the period, each item should be totaled and that figure entered in the total column at the right-hand side of the sheet.

3. A system for controlling food and beverage sales that will be used in hospitality activities is the "guest check system."

a. Managers or their designated representatives will issue guest checks to employees recording the number issued on a locally produced control sheet, at the beginning of each day or shift. At the end of the day or shift, all unused guest checks must be turned in and the last number used verified with the last guest check number turned in by the cashier.

b. The wait person records the customer's order on the check, verifies the price of the items ordered, and turns in the duplicate check copy to the galley (galley copy). The cook will never issue food without benefit of a guest check. The original copy (office copy) will be presented to the customer for payment and is retained by the cashier for management use in the reconciliation of the original and galley copies. Original and copies will be maintained for inclusion with cost controls.

c. The galley copy and office copy of the guest checks will be cross-referenced with each other and with the cash register totals.

d. A snackbar operation will use a single prenumbered guest check rather than a duplicate check. The use of a Point-of-Sale System may preclude this requirement.

7007. BAR RECIPES AND PORTION CONTROL

1. Recipes and portion control for all alcoholic beverages will be established by the food and hospitality branch. The center manager will monitor and conduct random spot checking of these controls.

2. As a minimum, it is mandatory that a recipe card index be established for the bar.

3. For uniformity and comparison analysis, a standard 1-ounce (30 ml) portion for highball-type drinks must be established and controlled by the use of a predetermined measuring device. The standard would not preclude the use of a greater or lesser amount as called for by a recipe for a mixed or cocktail-type drink.

7008. BAR PRICING

1. Pricing for beverages will be established by the food and hospitality branch. The center manager will monitor that beverages are accurately priced. The center manager will have the knowledge of price formulation and structure.

2. The method for pricing beverages is the same as for food. Simply divide the cost of ingredients by the desired pour cost percent.

7009. PAR STOCK, STORAGE, AND PROCUREMENT OF ALCOHOLIC BEVERAGES

1. The food and hospitality branch will establish par stocks, proper storage practices, and procurement of all alcoholic beverages. The center manager will monitor and spot-check these practices within the facility.

2. The par stock level for the beverage room should be the quantity necessary for the operation's busiest week plus a 50 percent safety factor. The par stock level for the bar should be the quantities they need for their busiest day plus a 50 percent safety factor.

3. The manager must exercise tight storeroom controls. It is virtually impossible to overcontrol a liquor storeroom. As with the bar, one person must have the responsibility and be supervised. Standard storage procedures are as follows:

a. Access to the beverage storage areas is limited to the center manager and authorized individuals.

b. These storage areas will be organized by item class; i.e., all brands of bourbon will be located adjacent to one another; all brands of scotch will be located adjacent to one another; etc. In order to facilitate inventory taking and record maintenance, the beverages on the shelf will be arranged in the same order as they are listed on the beverage inventory sheet and beverage order form.

c. All wines not stored in appropriate wine racks (not regular shelving) shall be stored in the cartons in which they are delivered and shall be placed on their sides to ensure that the bottle corks are kept moist to preclude possible spoilage.

d. No unbroken, empty liquor bottles will be in the storeroom. Good beverage operations management dictates that all liquor bottles used for service be removed from the premises as soon as possible.

e. Control of keys is essential. The lock or locks to the storage area shall not be part of any master lock and key system.

f. Necessary tools to open cases should be readily available.

g. The following are recommended storage temperatures for different beverages:

- Spirits - room temperature (between 65 and 70 degrees Fahrenheit).
- Beer - 45-50 degrees Fahrenheit.
- Red Wine - room temperature (between 65 and 70 degrees Fahrenheit).
- White Wine - 45-50 degrees Fahrenheit.
- Rose Wine - 45-50 degrees Fahrenheit.

4. Alcoholic beverages must not be over bought. A maximum inventory of most activities should not exceed a 2-month supply.

7010. SALE, POSSESSION, AND CONSUMPTION OF ALCOHOLIC BEVERAGES

1. The minimum age for possession and consumption of alcoholic beverages on CONUS military installations will be consistent with the law of the state in which the installation is located.

2. For Marine activities outside the United States, other than Japan, the minimum age for possessing, purchasing, or consuming alcoholic beverages shall be consistent with the law of the territory or country in which the installation is located. Lacking any age limitation, 18 years of age is established for non-U.S. commands.

3. Control instructions are as follows:

a. Serving alcoholic beverages to anyone who is, or appears to be, intoxicated, is prohibited.

b. Alcohol drinking contests are prohibited.

c. Activities shall not engage in "last call" and other count down techniques designed to promote last minute alcohol sales.

d. The serving of "doubles" without doubling the price is not authorized.

e. Patrons or groups may not bring private stock beverages into the activity for consumption.

f. Snacks or other food items will be available.

g. Nonalcoholic specialty drinks and beers will be offered on beverage menus.

7011. SERVICE

1. The bartender must be familiar with the standard bar recipes.
2. Glasses will be chilled and adequate ice used in making all drinks.
3. Mixed drinks with fruit, fruit juices, and cream should be blended or shaken and strained to control consistency and texture.
4. Bar service area will be kept clean and will meet sanitation requirements.
5. Bar and table tops will be cleaned and reset immediately after patrons' departure.
6. Patrons will only be seated at clean tables using the standard table top setting.
7. Patrons should be thanked and asked to return.

7012. BAR RETAIL ACCOUNTABILITY

1. The food and hospitality branch will implement bar retail accountability controls that will be monitored by the center manager.
2. Weekly bar retail accountability is mandatory as a system of cost control for all activities selling distilled spirits.
3. Retail accountability is the name of a system of control of sales and inventory that offers the most accurate information for management. This system uses inventory usage figures to determine how much money should have been taken in during a specific period or shift. This expected income is then compared to the actual money received and if discrepancies exist, they are investigated and documented.

7013. BAR INVENTORY. A physical inventory of all alcoholic beverages will be taken at least biweekly. The center manager will spot-check the bar inventory periodically.

7014. PERSONAL APPEARANCE

1. The center manager will monitor and spot-check the physical appearance of food and hospitality personnel. Center managers should ensure that employees' appearance meets the highest standards and reflects a professional attitude.
2. Uniforms or other clothing should be appropriate to the job, in good repair, good taste (suitable to the position), and easily distinguishable from patrons.

7015. SANITATION

1. Strict sanitation practices will be monitored and enforced by the center manager with guidelines established by the food and hospitality branch.
2. All food service personnel, including the center manager, will attend the required sanitation training as outlined in SECNAVINST 4061.1.

7016. HOURS OF OPERATION AND LABOR SCHEDULING

1. A work schedule will be prepared and posted for each employee of the activity. The center manager will ensure that work schedules are posted in a timely manner and that the schedule is relative to the activity's hours of operation.
2. Hours of operation will be established by the food and hospitality branch and center manager working together to meet the requirements of the operation.

7017. FINANCIAL

1. The center manager will review the financial statements of the food service operation within the activity.
2. The center manager will notify the food and hospitality branch immediately upon detection of unduly high food, beverage, or labor costs. A satisfactory explanation must be given for the above-normal cost.

7018. SUMMARY

1. The center manager is responsible for monitoring the food service operation within the facility. Support, guidance, training, and standard operating procedures will be the responsibility of the food and hospitality branch.
2. The center manager will work with the food and hospitality branch by providing information on discrepancies to any procedures set forth. It is the primary function of the food and hospitality branch to control, establish, and implement proper food service practices as they pertain to the physical kitchen operational duties.
3. Recommend that center managers take course training in:
 - a. Cost controls.
 - b. Management of clubs and messes.

4. The following publications are to be used as reference and additional information:

MCO P1700.27, MWR Policy Manual, chapter 3, section 10.

MWR Food and Hospitality Standards.

NAVMED 6240/1 - Food Service Sanitation Inspection.

NAVMC 2711 - Food and Beverage Service Operation.

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