Sleek New Styling...a Great Ride—and VRF!

Your players will appreciate the crisp new lines of the TEE BIRD...and the unbelievably smooth "Glide-Ride" provided by our unique new Uni-Spring Suspension System. Also, available only on the TEE BIRD, is the new VRF Speed Control. This simple, non-electronic control is stripped of amp-eating resistance coils, allowing the car to cruise at half or full speed with equal efficiency.

TEE BIRD offers easy handling...all of the comfort and convenience features...is as strong and trouble-free as Taylor-Dunn industrial vehicles. Try the all-new electric TEE BIRD before you make your buying decision...you'll be very glad you did!

WE'RE COMING EAST!

Taylor-Dunn has appointed Golf Car Systems, Inc., 15 Prospect Road, Westport, Connecticut, as our East Coast Representative. Golf Car Systems, headed by Robert F. McGrath (president) and William A. Dodd (vice president) plan to establish distribution and service centers throughout the East Coast area to lease and sell the Tee Bird Golf Car.

TEE BIRD by Taylor-Dunn

ANAHEIM, CALIFORNIA

Some valuable dealer territories available...Inquiries are welcome. Write for brochure.

For more information circle number 195 on card
ARTICLES

CLUB BUYING STUDY: WHO SAYS "YES" OR "NO"? golfdom's recent survey shows a stronger than ever emphasis on collective decision-making in the buying process at golf clubs / by vincent j. pastena 25

GOLDEN RULES OF BUYING a review of buying basics that have contributed to the success of leading golf professionals and retail stores / by ernie sabayrac 31

PGA MERCHANDISE SHOW—WHO GOES AND WHY? a golfdom survey answers questions about the show as a buying influence on the golf professional market / by vincent j. pastena 32

GOLF CLUBS '74 AT A GLANCE here's a reference source to what the major golf equipment makers will be offering in '74 37

GOLF CAR ROUNDUP FOR '74 golfdom previews the 1974 offerings of the major golf car manufacturers / by the editors 50

TURF EQUIPMENT: THE HOW TO'S OF SELECTION the authors tell the superintendent how to go about selecting the best piece of equipment for the prescribed job / by james r. watson and james a. fischer 55

MAINTENANCE '74: A MATTER OF STRATEGY indicators show higher over-all prices in 1974, as well as possible materials shortages and delivery delays / by dr. james b. beard 59

QUANTITY BUYING the ins and outs of this practice and its hazards are explored / by jerry claussen 61

THE LAW AND THE GOLF COURSE '74 (Part II) a rundown of proposed national legislation that could affect the private club industry / by ken emerson 62

LABOR SOURCES: WHERE ARE THEY? golfdom offers some solid suggestions on employee sources to help clubs get the most from their labor dollars / by stephen w. byers 65

BATTERY MAINTENANCE: A WINTER MUST following the tips presented here may save you downtime costs / by robert a. buesing 68

SPECIAL PRO SECTION

FASHION FORECAST '74 a look at spring fashions / by dick farley 36B

PRO SHOP PROBLEM SOLVER 36J

DEPARTMENTS

COMING EVENTS 23 CLASSIFIED 74
NEW PRODUCTS 69 PEOPLE IN THE NEWS 76
NEWS OF THE INDUSTRY 71 ADVERTISER'S INDEX 76

VIEWPOINTS

ACCENT ON MANAGEMENT / by ken emerson 7
SWINGING AROUND GOLF / by herb graffis 8
GRAU'S ANSWERS TO TURF QUESTIONS / by fred v. grau 15
TURFGRASS RESEARCH REVIEW / by dr. james b. beard 18
THE PROFIT PRO SHOP / by chuck cumming 49

GOLFDOM, Incorporating GOLF BUSINESS; November/December. Published 10 times a year; monthly January through September, and November. Copyright 1973, by Times Mirror Magazines, Inc. Published simultaneously in Canada. Copyright under the International, Universal, and Pan-American copyright conventions. All rights reserved, including right of reproduction, in whole or in part, in any form. Printed in the U.S.A. For advertising rates, apply to Advertising Sales Manager, Editorial and Advertising offices, 380 Madison Avenue, New York, N.Y. 10017. Address manuscripts and other editorial contributions to the Editorial Office. Unacceptable contributions will be returned if accompanied by sufficient first-class postage. Not responsible for lost manuscripts or other material. Controlled circulation postage paid at Effingham, Ill. Please send change of address notice to golfdom Mailroom, Service Department, 380 Madison Avenue, New York, N.Y. 10017. Members of Business Publications Audits, Magazine Publishers Association and National Golf Foundation. Subscription rates $5 per year. Foreign $6 per year. New subscribers are advised that it takes six to eight weeks to receive the first copy of GOLFDOM. A similar period is required to effect a change of address.
Your golf cars aren't making money when they're down for a charge. Keep your cars running farther and lasting longer with a Lester-Matic charger...The Proven Profit Maker.

Check these outstanding features:

• Proven Dependability: Over 150,000 Lester-Matics in use all over the country in all types of climates.

• Proven Profit Maker: Automatically compensates for voltage variations and tapers charge for longer battery life and low water use.

• Proven Simplicity: Easy to use. No taps or controls to set. Inexperienced help can operate the Lester-Matic without fear of over-or-under charging.

The Lester-Matic gives you more rounds per car

Send for free LESTER ELECTRICAL, 625 West A St. LESTER EQUIPMENT, 2840 Coronado St. brochure today! Lincoln, Neb. 68522 • 402-477-8988 Anaheim, Calif. 92806 • 714-630-2260

GOLF BAG STORAGE RACKS

IMPROVE BAG STORAGE BEST BY TEST

WE DESIGN YOUR LAYOUT—ECONOMICAL—EASY TO ASSEMBLE HEAVY DUTY FURNITURE STEEL—NO OTHER PARTS TO BUY—

ACME IRON WORKS, INC.
4900 Frolich Lane, Kenilworth Ind. Park
Tuxedo, Md. 20781

For more information circle number 153 on card
The No. 1 name in golf course irrigation...

The country's top golf courses use TORO irrigation systems. For a number of very good reasons:

REPEAT CYCLE WATERING—TORO makes it practical. So you automatically get just the right amount of water for your soil and terrain. At the right time. And for the right price.

CUSTOM TAILORING—TORO automatic sprinkling systems are tailored to your specific requirements. No two golf courses are alike...so no two TORO systems are the same.

THE STRONG, SILENT TYPE—TORO sprinkler heads are made of tough CYCOLAC. Gear driven so they're consistent and night-time quiet. Self-contained and sealed so a few grains of sand can’t bring things to a grinding halt.

VALVE-IN-HEAD SPRINKLERS—This TORO exclusive eliminates line drain puddles and damaged turf.

VARIABLE SPEED GEAR DRIVES—Nobody but TORO lets your sprinkling patterns overlap without overwatering.

EASY EVERYTHING—Easy servicing...from top to bottom instead of vice versa. Easy installation. Easy conversion...with TORO's big, adaptable assortment of head sizes and variations.

MORE THAN 50 YEARS OF EXPERTISE—TORO's learned a lot about total turf care in 50 years. And all that experience is available to you whenever you need it through our distributor network.

If you've seen a totally TORO golf course lately, we'll let the results speak for themselves. If you haven't, let us tell you more. Write TORO Irrigation Division, Dept. G-1173, P.O. Box 489, Riverside, CA 92502.

To prove the hill-climbing ability of Westinghouse electric golf cars, we ran two up the famous Pikes Peak Auto Hill Climb course.* Both cars made it to the top, 21,859 yards up to the summit, a 14,110 foot elevation. How steep is your course? Power. Distance. Reliability. Westinghouse electrics deliver. Power to spare. For rugged grades. Over long courses. And they're priced right to help you make money whether you buy or lease. And, of course, they're comfortable. Safe, too, with automotive-type brakes on both rear wheels. But the important thing is they're built to operate from dawn 'til dusk, day after day. On an overnight charge. You can be sure if it's Westinghouse.


*Test sanctioned by the U.S. Auto Club with Westinghouse 3- and 4-wheel golf cars each using 6 Exide EV106 batteries. The test was conducted with the cooperation of the city of Colorado Springs, Colorado, and the U.S. Forest Service.
STABILIZING MENU PRICES

It is probably correct to state that the final test of the success of a golf or country club's food and beverage operation is the figure on the bottom line of the annual financial statement. I would like, now, to suggest a more practical guide—one more easily understood by the average member: the stability of the menu prices.

In the business world the slogan, "You have to buy right to sell right" is axiomatic. It is equally true for golf clubs. This statement should not be interpreted as detracting in any way from the requisite for good internal controls. Unfortunately, the current inflation is fast becoming a standard excuse for increasing menu prices. An examination of purchasing policies will produce some unexpectedly good results in the effort to hold the price line.

Efficient purchasing requires all of the following:
1. Product specifications;
2. Competitive bidding;
3. Immediate-use buying;
4. Immediate-pay buying.

Instituting any of these measures will stabilize menu prices. If a club is using all four, the results will be gratifying to both members and management and will ultimately stabilize menu prices and contribute toward successfully meeting the profit and loss test.

PRODUCT SPECIFICATION

This simply means written standards for all products used by the club. These include container types and sizes; whether fruits are to be packed in water or syrup; the number of shrimp in a pound and sizes; whether fruits are to be packed in water or syrup; the weight and type of trim on meat. Management must develop these specifications if it is to make any reasonable evaluation of comparative prices and if wholesale-salers are to be able to provide accurate quotations.

Basic to standard setting is an evaluation of menu policy and staff capability. A limited menu that does not permit full use of leftovers requires more stringent standards than the club with a busy dining room and large menu. A club with a capable butcher on the staff can take advantage of the savings that come with buying prime cuts of meat. A club with ample storage space can purchase products in larger quantities.

Whatever the circumstances of the individual club, written standards are a requirement for efficient purchasing.

COMPETITIVE BIDDING

Even when a club manager knows he will probably buy most of a given product from a particular purveyor, he still should secure competitive bids. Not only is this practice the only reliable way management can be sure of getting the cheapest price, but it is the only sure way it can know what is going on in the marketplace.

Competitive bidding will also keep the regular suppliers from becoming careless or too casual in handling the club's orders.

Although larger clubs have the time to secure bids on individual items, small organizations also can profit by putting the day's or the week's requirements in a specific area out to bid, i.e., produce, meat or dairy products.

IMMEDIATE USE BUYING

Contrary to today's trend to hedge against inflation by large-lot purchasing, "buy big" does not always mean "buy right." It is only necessary to note that the back shelves of too many club storerooms are loaded with items that have been inventoried each month for the last year—and will have to be inventoried each month for the next year—to understand that many clubs over-buy.

A usage analysis should be made of each inventory item, giving consideration to storage area and cost, maintenance and inventory expenses and fire risk and insurance. Purchasing in quantities should be determined only after a full consideration of these factors.

Quantity buying is a speculation on future market prices; risky at best, disastrous at worst. To see how risky speculative quantity buying can be, consider the case of the club that ordered a month's supply of prime ribs the day before the beef freeze was lifted. The club discovered that prices dropped for that particular cut by 20 cents a pound the day after.

With the exception of some staples, condiments and shortening and of house brand liquors and special wines, a good rule is to buy only for a two-week period.

IMMEDIATE PAY BUYING

The wheels of business are greased by credit, but they're turned by hard cash. The wholesaler operates on an exceedingly thin margin. When a club takes more than 20 or 30 days to pay its bill, the wholesaler must borrow to pay his.

The cost of that loan is going to be added to the unit cost the club pays! This increase may only be 2 or 3 cents a unit, but if the unit price is 25 cents, it represents a 10 per cent hidden charge that might have been avoided.

When a club is short on funds, it often "borrows" by holding up bills. If accounts are paid 20 days late, and the wholesaler increases prices even by as little as 5 per cent, it means an annual interest of 60 per cent. At these rates it is wiser to borrow from a bank.

The savings will show on the menu.
IMPROVED CLUB MANAGEMENT A MUST

Improvements in management by both elected officials and department heads is essential if private golf clubs are going to meet the continued, dangerous increases in operating costs and taxes.

Higher costs of labor and materials, inefficient labor, murderous taxation and, too often, operating policies not in line with prevailing conditions have increased the price of memberships beyond the reach of many highly desirable families.

These potential members and many present members haven’t had their incomes raised at the same rate as the cost of living.

There is no prospect for a brighter-looking tax picture either. Golf clubs have never sold to their respective communities their values as bargains on the tax rolls. They don’t send kids to school, need streets and lighting, expensive sewerage and garbage collection or water supply. They rarely need the police, then only for shop robberies and vandalism, and it must be said that policing these areas has been no bargain for most golf clubs.

That a golf club raises the value and tax revenue of all the surrounding property hasn’t carried weight with local taxing bodies.

Collectively, private golf clubs haven’t done much of a job of legislative self defense. Lately, the National Club Assn. has done some mild lobbying, but it still is clear that the private golf club must help itself to salvation.

The first priority for improving management is to gather facts about current club membership.

Although it’s easy to do, few clubs have made what officials in their own businesses would call a market survey.

Club officials change often and usually have only their own feelings and sketchy observations about the membership market. At annual meetings, a minority of members attend. Of these, expressions of approval or criticism of operations or plans rarely are based on adequate data and analysis.

The result is that elected club officials continue to direct operations for another year on the platform of custom and personality. These officials are self-sacrificing, competent and conscientious.

“Can you tell me why men who do so well running their own businesses can’t run a golf club?” is a question often asked when assessment notices are received by members.

The querulous members, of course, can’t subject themselves to the inconvenience and criticism of being club officials.

The answer to their question is easy: The officials don’t know as much about the club and its members as they know about their own businesses.

The necessary corrective education has to come from questionnaires in a market survey. Private club officials, whether or not they recognize the fact, generally are representative of the more articulate and powerful members of the membership. That’s not their fault, it’s the responsibility. There should be no second-class citizens in a first-class club.

David McNiven, a banker and a director of the Cypress Lake CC at Fort Myers, Fla., observed that the lack of definite facts was preventing the club directors from confidently making sound and
smooth and easy on the tee!

Smooth . . . because Standard has fuse coated the metal parts of their tee equipment with a specially formulated compound. This fused coating resists chipping, fading or rusting . . . greatly reduces your maintenance problems of repainting and sanding each year.

Easy . . . because you move the entire console and the tee bench when mowing the tees. And you can change the traffic pattern to greatly reduce killing the grass. Pick up the spiked console and tee bench and move to another spot on the tee. Think of the time you'll save mowing and clipping.

This unique combination was engineered for the two of you . . . to greatly reduce your maintenance time and problems plus giving your club members an attractive, useful and colorful tee combination.

Standard's consoles and benches are available in red, yellow and avocado. Tee markers are available in red, white, blue and yellow. Write today for FREE, 32 page full color catalog that shows the complete Standard line.
THIRD PLACE WINNER

PENNCROSS SUCCESS STORY CONTEST

I never fail to be amazed at the miracle of a grass seed. Just think, that this 1/9900000th part of a pound comes to life after a short love affair with soil. It grows into one of man's most useful, esthetic and pleasurable gifts of nature.

Come — listen to my story. I want to share a delightful experience I had with Penncross Creeping Bentgrass. On the big course at Holly Greens Golf Course in Michigan, we had Penncross Creeping Bentgrass greens and tees. We found them easy to maintain. (My previous experience with Penncross was about nine years ago at Meadowbrook Country Club.) As a trial test, we planted Penncross on an alternate ladies new tee. The tee was isolated and therefore often missed when it came to watering, fertilizing, and mowing. But it always looked good and Poa-free. So it was obvious that Penncross could stand a lot of neglect!

At Holly Green, when it was decided to add a nine hole executive course on thirty-five acres, Penncross Creeping Bentgrass was our natural choice. Now, follow our methodical madness. We seeded the whole thirty-five acres to Penncross Creeping Bentgrass, putting-green quality. After executing the rest of the course, we added large tees to add flexibility to the course. We also installed a wall-to-wall automatic irrigation system, which can be used for fertilizing and chemical spraying. All this, including Penncross Creeping Bentgrass, putting-green quality, to the acre, we paid a lot of money here — 9,000,000 seeds. July 4th. We were amazed at the lush quality of the turf. We were the talk of the area.

We enjoyed our romance with Penncross Creeping Bentgrass. We find it economical, responsive, excellent golf turf, and easy to maintain. I have used and adopted it in my 36 years of course maintenance, and I have never seen a more versatile or adaptable grass. In all sincerity, the more I see of other grasses, the more I like Penncross Creeping Bentgrass. I still believe in miracles — I enjoyed one! It made a believer of me.

Signed:

Andy Brutme
40694 Eight Mile Road
Northville, Michigan 48167
Holly Greens

For Your Free Copy of Our New Booklet, Write

WORLD WIDE MARKETERS

TEE-2-GREEN CORP.

1212 WEST EIGHTH STREET
KANSAS CITY, MISSOURI 64101

(816) 842-7825

For more information circle number 179 on card

CHAMPIONSHIP TURF GUIDE

1349 Capitol St. N.E. • 97303
Salem, Oregon

10 GOLFDOM MAGAZINE 11-12/73