



Day-by-Day Control in a Big Volume Operation

Len Kennett and Hank Barger, who run bustling California shops, usually are more than knee deep in register tapes and tickets — but there are no complaints since these things show the big picture

It is generally agreed that a golf professional must wear at least four hats to be successful. He must be skilled as (1) a golfer, (2) a teacher, (3) a public relations man and (4) a merchandiser.

Typically, the pro is retained by a private club because of his reputation as a player and teacher and for his management ability. He must also be capable of getting along with people well enough to impart some of his playing dexterity to club members. The draw of his reputation and his teaching capabilities help make the shop successful.

Because a pro has his own money invested in a shop whose profits usually make up the major portion of his income, he has a bread and butter interest in a business control system that is

1. Accurate;
2. Easy to use;
3. Reliable.

The success of the golf pro as a businessman depends on maintaining records that inspire customer confidence. These same records should also serve as a guide in helping the pro stock his shop for the best possible service to his clientele. Information from today's sales should govern tomorrow's inventory purchases.

A view of the systems in use at two Southern California clubs show some of

the highlights of modern mechanized control systems.

Guide to Operation

In both cases, the common denominator for business control is a modern sales register (NCR "Class 6000"). The important feature of this machine is its multi-total capabilities. That is, the cash register can accumulate separate totals for different classes of sales. The distribution of this information is controlled through the pressing of keys at the time sales are recorded. At the end of the day, the cash register presents this information to the pro as a guide to his operation.

The ability to accumulate meaningful business information makes the register a valuable tool in a pro shop even though the bulk of the business at private clubs is in charge sales.

At San Gabriel (Calif.) CC, Pro Len Kennett operates in the environment of a relatively small and consistent clientele. The club's 18-hole course dates back to 1904. Kennett's potential customers are drawn from a comparatively small circle of 450 members.

In order to operate his shop profitably, Len must know every member, and each member must know him. In this way, the pro can control his inventory investment so that every penny counts. At least half



Len Kennett

... from the tape to the register

of his time is spent in instructing members. Kennett has this to say: "If you go to a doctor, you do not expect to be treated by his assistant every time. It is the same thing here. We have several very capable assistant pros. But, the members enjoy seeing me out working with them."

Another portion of his time is bitten off by occasional tournament competition. Kennett's contract with San Gabriel permits him to compete in two national tournaments and a number of local ones annually. He feels that competition in big time events makes him more valuable to his members because it forces him to keep abreast of the latest playing methods.

Uses Seven Classifications

In order to see that the shop is running properly even when he isn't there, and to keep a day-to-day feel of how it is operating when he isn't present, Kennett has established a system under which seven departmental classifications have been set up on the keyboard of the cash register. These include fees or charges for electric car rentals, green fees, hand carts, golf balls, club and bags, apparel, and similar merchandise and repairs.

Every time a charge sale is made, a two-part merchandise ticket is filled out by Kennett or one of his assistants. The ticket shows what was purchased and what the charge was. Almost all purchases made in the pro shop are charged to the mem-



Hank Barger

... stays close to the shop



Jim Pringle

... he's an inside and outside man

bers' club accounts. Therefore, the members are asked to sign the charge slip.

At the same time, each item sold is rung up on the register. The operator depresses the departmental key along with the amount of the charge. One copy of every signed charge slip is forwarded to the business manager at the end of each day. The club has guaranteed all accounts. The business office determines what is owed Kennett — and pays him directly. The country club then bills the members at the end of the month.

At the end of each day, Kennett or one

of his assistants enters the departmental totals from the register tape into the shop's daily ledger. Then, the day's signed tickets and register tapes are forwarded to an accounting firm retained by the San Gabriel pro. The accountants check the individual charge slips against the tapes to make certain that no errors have been made. From these he prepares and issues a monthly profit and loss statement.

The monthly statement and his own daily ledger allow Kennett to see the big picture instantly. From personal contact work, he knows the individual members' requirements. Through control of sales records, he knows where he is making money and where his operation has to be strengthened. Combining these factors, Kennett estimates he can turn over his \$20,000 merchandise inventory about five times a year. His shop is operated on a 12-month basis.

Two Sales Sources

Hank Barger is golf pro at the Stardust Motel, which operates a 27-hole private course at Mission Valley in San Diego. In this case, even though it is a private course, Hank's management problems are somewhat different than Kennett's. Besides more than 700 members of the club, Mission Valley's facilities are open to all guests of the Stardust Motel.

About 15 per cent of the players are transients. Typically, a week day will see 200 players on the Mission Valley courses (twice as many as at San Gabriel), and on a weekend 500 to 600 (almost three times as many as at San Gabriel) are out. In addition to the 27-hole layout, Barger oversees a popular 18-hole pitch and putt course.

Stays in the Shop

This arrangement makes it necessary for Barger to plan his time differently than Kennett. He has to be available to work with or answer the questions of the majority of the members and guests. So, Barger remains in the vicinity of the pro shop most of the time, leaving much of the lesson-giving to his assistant, Jim Pringle.

Two other assistants work either with Pringle or Barger, depending on where traffic is the heaviest.

By spending most of his time in the shop, Barger is in a position to see everyone who is playing on any given day. Every player must telephone his reservations for a starting time and then come into the shop to sign in before he starts. Thus, Barger gets an idea of the personal



Paul Hahn, whose feverish mind is constantly conjuring new publicity photos, is shown with Mickey Wright and Ruth Jessen, and one of Paul's 73-inch woods, at a recent exhibition at Stardust GC in Las Vegas.

requirements of hundreds of golfers, members as well as visitors.

Like Kennett, Barger uses his National cash register to obtain daily totals of departmental sales volume. The register keyboard has been set up for seven departments. These are keyed to sales for clubs, shoes, men's wear, women's wear, balls and accessories, green fees and cart rental fees.


Barger's system varies from Kennett's in his method of handling of charge sales. Because of the transient traffic, Barger makes limited charge sales to members.

Three-Part Ticket

On all charge sales a three part sales ticket is made out and recorded thru the register using the proper department keys and the charge key. On charges for green fees or cart rentals made to a member, all three copies of the sales ticket are sent to the club office at the end of the day. Billing and collecting of charges are handled by the office.

On all other charges, except green fees and cart rentals, the three part ticket is made out and the transaction is recorded through the register with the department keys and the charge key being used. The

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and 150 social memberships, 80 per cent of which have been filled. If the total of 550 memberships never is exceeded, it is felt that the clubhouse won't be outgrown. The only major change that has been considered by club officials is to move the pro shop into a separate building, but this probably won't be done until there are definite signs of overcrowding. The layout, as originally designed by Haag & Associates after a rather lengthy series of consultations with both Aaron Martin and club officials, has undergone but a few minor alterations, and these only to improve service in the dining areas.

"Some people," says Martin, "have suggested that our kitchen arrangement isn't quite how they'd want it to be. The main kitchen on the second floor is at the opposite end of the building from the utility kitchen on the first floor and prepared food has to be delivered the length of the building to the latter location. We agree that it would be ideal to have one kitchen directly under the other one, but even on our busiest days we've never run into any serious bottlenecks because of this setup."

The utility kitchen, the Silver Lake man-

ager points out, was installed several months after the clubhouse was completed when it was realized that the dining room on the ground floor couldn't be efficiently serviced from the main kitchen. If there were any oversights in the original planning this was it, but at least the remedy has worked out to everyone's satisfaction.

Day-by-Day Control

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customer receives one copy of the sales ticket at the time of the sale, a second copy is retained as a permanent record by Barger for his bookkeeping, and the third copy is sent to the customer at the time of billing. The billing and collecting of these charges is handled by Barger's office.

At the end of each day, a tape kept by the register indicates the sales volume for each department plus a daily grand total. These tapes and the sales slips are turned over to an outside accounting firm which develops monthly profit and loss statements.

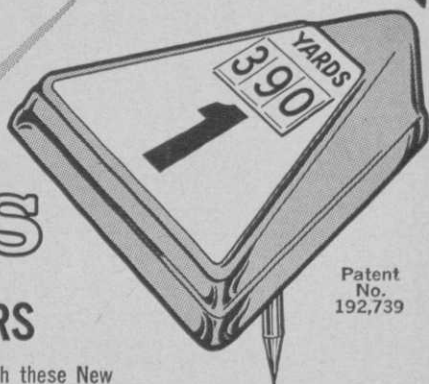
The pro shop maintains an inventory of \$35,000 worth of merchandise

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which it turns over about three times annually on a 12-month operation. By maintaining tight control over what is selling, and what should be stocked, Barger is able to closely monitor the profitability of his shop. He, like Kennett and other successful pros, does this through a complete control approach to operating a business on a golf course.

Souder Re-Elected As Western Golf President

William F. (Fritz) Souder, Jr., Chicago insurance executive, was re-elected president of Western Golf Assn. at the 64th annual meeting of the organization in Dec. Souder, the 36th man to hold the position of president, said WGA had its greatest year in 1962. Much of the success was due to the comeback of the Western Open, held in Chicago, which netted nearly \$25,000 after a string of financial flops in recent years. Proceeds of the tournament were turned over to Western Golf's Evans Scholarship Foundation.

Other WGA officers, all re-elected, are: Norman G. Copland, Cameron Eddy and George H. Webb, vps; Clifford Domin,

treas.; Thomas V. King, sec.; and A. J. Petit, Jr., general counsel. The association's board is composed of 69 men.

14 Writers Pick Single Winner in Golfing Poll

Probably because Gary Player and Labron Harris confounded most people by winning the PGA Championship and National Amateur in 1962, golf writers who took part in Golfing's annual poll didn't fare too well. None of them forecast Harris' victory, only one picked Player, but 13 of them redeemed themselves by foreseeing Jack Nicklaus as the winner of the Open. Here is the list of those who picked one winner:

John O'Donnell, Davenport Morning Democrat; Ken Alyta, Charlotte (N.C.) AP; Orlando Blackburn, Lamarque (Tex.) Times; Al Cartwright, Wilmington (Del.) Journal; John Cathey, Greensboro (N.C.) Record; Maury Fitzgerald, Washington Post; Frank Reece, Dallas Morning News; Ron Young, Clearwater Sun; Bert McGrane, Des Moines Register; Aileen Covington; Earl Hilligan; Robert M. Brumby; John Hubbard, PGA Magazine; Gene Korzelius; Mark Schreiber.