



**A MECCA
FOR GOLFERS**
the Famous Scottish Resort

TURNBERRY HOTEL

Ayrshire

with its championship Ailsa and Arran Golf Courses, venue of the 1963 Walker Cup Match, overlooking the sea and in the heart of the Burns Country, near Culzean Castle. Also a miniature golf course, tennis courts, indoor swimming pool and a private cinema. Dancing.

OPEN ALL THE YEAR

Turnberry Hotel is adjacent to the international airport at Prestwick.

Full details may be obtained from the Resident Manager, Turnberry Hotel, Ayrshire, Scotland, or from British & Irish Railways Inc.;

New York: 630 Fifth Avenue. Los Angeles: 510 West Sixth Street, Chicago: 39 South La Salle Street, Toronto: 4 King Street (West). Vancouver: 409 Granville Street.

BTH/451C

above club belongs, drew up two suggested schedules for determining variable monthly service charges. Here is a summary of them:

Schedule I — Determine the break-even level, variable profit margin and constant cost level by one of these three methods:

(a) Comparison with previous years . . . Measure increase in cost dollars and per cent of sales dollars. Eliminate known price increase factors. Use such an indication of variable nature to restate the prior years' operations, applying the variable rate to volume determining variable costs. Deduct from total to derive the constant.

(b) Selective cost method . . . Visually scan three or four years of comparative figures (ratios can be used). Select a reasonable constant level in each cost item or, if it can be done, on total expense. The remaining portion of the operating expense constitutes the variable element.

(c) Comprehensive cost analysis . . . This isn't recommended because of its complexity. It involves an item by item study as to variable, constant character.

Schedule II — Determine necessary sales to the member by the month.

(a) Show constant cost, divided by number of members. Divide this by number of months of operation. This is the amount required each month from each member to cover the constant cost of operation.

(b) Determine the amount of profit contribution required from the operation after operation costs are met.

(c) Using your own variable rate, multiply the necessary monthly sales level by your variable rate. This is the service charge for the lowest level of use.

(d) Determine the steps brackets — \$5 or \$10 a step.

(e) Decrease each subsequent bracket by the amount of the step times the variable rate.

Reduce Playing Time In Walker Cup Matches

When U.S. and British Walker Cup teams meet May 24-25 at Turnberry in Scotland, matches will be played at 18 rather than the traditional 36 holes. The USGA and Royal and Ancient recently agreed on the reduction in playing time. The U.S. team for the 1963 matches will be announced at the USGA's annual meeting in New York this month.