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Bernatsky also left the managers with the thought that their dining operations will be more profitable if they discourage coffee drinking and substitute wine. "Every cup of coffee after the first one," he pointed out, "is a courtesy of the house. But a charge is made for every glass of wine that is served."

### Copy The Cafeteria

In the first Workshop session, Bernatsky discussed the overall food service situation. He maintained that cafeteria style of serving has become the most popular and profitable way of presenting food and suggested that managers make every possible attempt to adapt its best features to the club dining operation. The buffet style meal, rapidly increasing in popularity at country and city clubs, is of course, the closest answer to the cafeteria method, but the Cornell professor questioned whether managers have refined their service techniques to the extent that they are realizing full economies from the buffet.

He also asked the same question in discussing table service. Many clubs, he observed, could profit by making wider use of service carts and trays for delivering food, displaying and removing it. The use of a cart for displaying desserts and wines, Bernatsky said, has been known to double or triple sales at some clubs and restaurants.

### Lose Convention Business

Discussing banquets, the Cornell food authority stated that large cities are losing convention business because of overcrowding. "And, when convention goers are questioned as to where most of the overcrowding occurs," Bernatsky added, "most of them say it's at the banquet table. They resent being jammed into "black hole" space where it is impossible for them to get their shoulders squared to the table. If clubs and hotels are going to court the banquet business they had better be prepared to offer 10 square feet of space per guest."

Bernatsky, a native of Budapest who learned about food as a chef on the Paris-Bucharest Orient express, also presided at the second Workshop session. His subject was the Preparation of Food. Explaining the art of cooking meats, he said that too many persons are in a hurry to get them in and out of the oven. In short, the chef doesn't want to see them simmering, he wants to see them boil.

When it comes to roasting, Bernatsky said the slow-heat principle also should



A \$500,000 clubhouse and pro shop are to be built at Rolling Green CC, Arlington Heights, Ill., and ready for occupancy within the next year. Here is the architect's drawing of the structure which will be finished in contemporary style.

be applied. The heat of the oven shouldn't be stepped up beyond recommended temperatures for various cuts of meat or the juices won't be sealed in. Thickness of the cut, the internal temperature of the meat before it is cooked, size of the oven and number of cuts that are being simultaneously prepared in it, and similar factors were discussed by the Cornell professor in outlining a temperature schedule for the various kinds of meat that are to be prepared.

The subject of leftovers, which proved to be of great interest to the managers, also was thoroughly discussed by Bernatsky. He pointed out that too often they are held over too long by American chefs where, in Europe, they invariably appear on the next day's menus as appetizers. Another way of getting rid of them is to present them as riders or supplements to the menu. Overdoing this, however, may make the diner suspicious, said Bernatsky. "Eventually, a sixth sense tells the customer that food that isn't listed on the menu proper is yesterday's throwaway," he remarked.

Other morsels of wisdom dispensed by Bernatsky: Try to cook less roast than you can sell; Don't let your cook stir with anything other than a wooden spoon; Radar cooking isn't recommended for a beginner — the important thing is to understand how the radar range operates; Most people don't want exotic food. They prefer meat and potatoes prepared in a variety of ways; Don't underrate the potato — cook it with imagination!

### Wanderstock, Barbour Carry On

Jerry Wanderstock and Henry Barbour were the lecturers during the final two days of the Workshop. Wanderstock, an instructor in the Cornell University Hotel School who has served as a meat con-

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**Reasonable price and variety of fare are a menu's best selling points in either a club or restaurant operation**

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sultant for several South American countries and was a food adviser for the Williamsburg (Va.) Restoration committee, spoke on sanitation, menu planning and purchasing. Barbour, former hotel executive and onetime manager of the Houston Club, where he introduced the Gourmet meal in all its splendor, dwelled on management, employment and training problems and described some of the mechanics of running a buffet.

According to Wanderstock, many people in the club and restaurant business don't seem to realize that sanitation starts with the acceptance of food and meat from their suppliers. Their kitchens may be immaculate, but because they don't closely check everything that is brought into them from the outside, trouble that can lead to food poisoning is introduced. Salmonella, a bacteria that spawns on unclean or spoiled meat, and staphylococcus, sometimes found in unrefrigerated ham and eggs and in soups and Hollandaise sauce, are the most common sources of food poisoning. Another is streptococcus, which may be introduced by untidy kitchen or dining room personnel. Constant vigilance, Wanderstock emphasized, is about the only thing that will prevent these different types of bacteria from invading the kitchen.

#### **Kill That Fly!**

The fly continues to be the greatest menace kitchen personnel has to put up with, Wanderstock said. Possibly it is just as well that most people don't realize how deadly the fly can be, but that doesn't eliminate the need for exterminating it. Rats, mice and roaches are other deadly disease carriers that either destroy, or cause to be destroyed, millions of dollars worth of food each year.

Wanderstock advised his listeners not to labor under the illusion that cooking destroys all bacteria. Several strains may survive intense heat. Those that don't often generate toxins that are a source of food poisoning. The Cornell professor also suggested that the manager of the food operation frequently check refrigerators to make sure that they are functioning properly. The 40 deg. F temperature mark is a quite critical one in refrigeration because bacteria can multiply rapidly be-

tween this temperature and 140 degs. Much food spoilage results where temperatures rise above 40 degs. due to defective refrigeration.

#### **Confusion of Terms**

On the subject of menu planning, much of Wanderstock's lecture was devoted to straightening out the confusion that exists in the designation of terms in describing cuts of meat, and in pinpointing the animal area from which the various cuts come. "Nearly everyone," said the Cornell food authority, whose knowledge of meat seemingly is limitless, "has his own ideas as to what veal, liver, tenderloin, etc. really are, what part of the animal they come from, and what are the proper definitions of such as stag, bull, heifer, etc." Wanderstock used charts and definitions in clearing up many of the misconceptions that have arisen in the meat classification area.

As for the menu itself, he emphasized that variety of fare and reasonable prices are its best selling points whether it is prepared for members of a club or restaurant patrons. Other points emphasized in the discussion: For reasons of economy stick to seasonal items and ones that are grown in the native locality; Translate foreign terms; Use type on the menu that is easily readable; Avoid the loss leaders; Strive to serve meals that have balanced nutritional value, and avoid low calorie specials on dinners; Don't neglect the kids' specials; and play up both the chef's and the club's specialties whenever the opportunity presents itself.

#### **Inspection Methods Praised**

In his lecture on food purchasing, Wanderstock described packinghouse inspection methods used by federal, state and local governments and assured his listeners that these are not only highly developed, but are aimed at giving the meat buyer exactly what he pays for in the way of quality. Meat grading, though, according to the Cornell food technologist, is not 100 per cent pure or scientific, a fact that is generally recognized in the packing industry. There is some overlapping in deciding what is good, choice or prime in designating quality cuts, just as there

*(Continued on page 104)*

# Statistics Look Good But Sales Picture Is Spotty

**T**he increase in pro shop sales and in rounds played, which have been steadily advancing at close to an annual 10 per cent rate for the last decade or so, again followed this well established trend in 1963. Whether this can be taken at full face value, especially in regard to sales, may be questioned when some of the pros' comments, which appear below, are examined.

The more than 60 pros who took part in GOLFDOM's annual roundup of golf business conditions reported that, as of Sept. 15, their sales were up approximately nine per cent. Added volume that will result from Christmas business undoubtedly will bring the increase for the year to 10 per cent, very close to what it was in 1962. (A sectional breakdown of the pro survey appears on page 46.) The aggregate increase in rounds played amounts to about nine per cent. This, of course, will increase somewhat between now and the end of the year, with the result that the percentage figure probably will be rounded off at 10.

A study of the sectional breakdown shows that from both the pro sales and play increase standpoints, the Midwest carried the country. The percentage of the sales increase in comparison with the increase in play was lower in all sections of the country except the West. In the footnote at the bottom of the sectional breakdown on page 46, it is significant that Western pros point out that cut-price competition doesn't make nearly such large inroads in their volume as professionals in other sections of the country say it does. The South-Southwest also is not nearly as hard hit by this kind of competition as are the East and Midwest.

In remarks appended to the survey

questionnaire, more pros than ever before point out that the real menace to their sales volume isn't the sporting goods stores and the discounters, but the cut-price practitioners within their own ranks. As one pro in the East puts it: "We are hurt most by a few fellows at public courses who sell playing equipment at heavy discount prices, depending on a big volume of sales to produce profits for them." This statement is echoed by several other eastern shop operators as well as a few in the Midwest.

One Midwestern pro, in his remarks, calls attention to the fact that even though his sales are up nearly 15 per cent for the year, he isn't sure this is going to be reflected in his profits. "Everyone," he says, "is too price conscious. Everyone is looking for deals. You have to listen to every proposition or you are going to lose customers. So, you have to cut into your markup or sales are going to be lost. This, combined with the constantly rising expenses of operating a shop, can't help but reduce your net."

Still another complaint comes from a professional who declares that quite a few national suppliers of many different types of products are offering such as golf ball premiums to their customers in an effort to get or keep their business. "This is fairly prevalent among medical and surgical supply houses," this shopmaster says. "We have quite a few doctors among our membership and so one of our prime sales sources is being quite effectively cut down."

## Complaints Continue

The complaints go on. Catalog sales are hurting the pros to some extent, as they always have; Large companies that arrange for their employees to buy at discount prices continue to take their toll; The jumping of the gun on closeouts irks some professionals, and so does the fact that many new club members don't feel any responsibility to buy in the pro shop.

"There is always something new that has a disrupting effect on pro sales," observes a veteran southern shopmaster. "As far as I am concerned, 1963 hasn't been any worse in this respect than any other year. Our sales go up a little each year and our profits tag along with them. But what shouldn't be overlooked is that while many pros increase their net each year, there are many that aren't so lucky. The whole picture may look good, but that cer-

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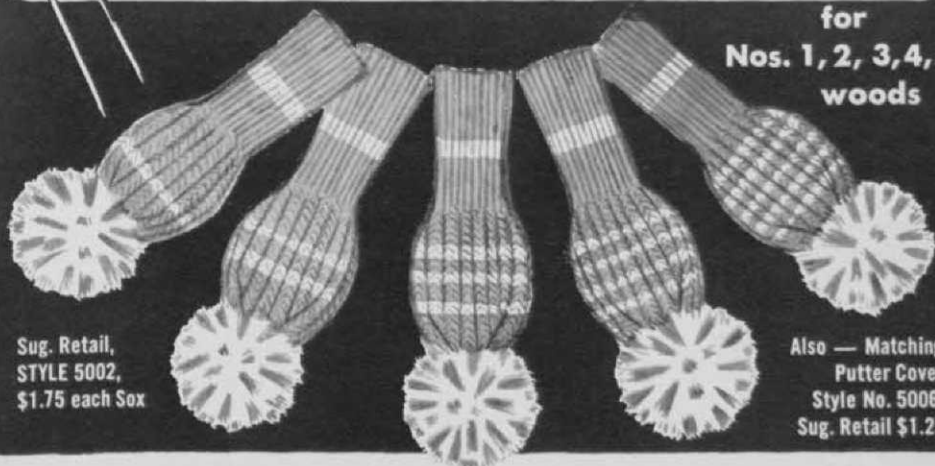
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	New England & East	Midwest	South & Southwest	West
Percentage of Sales Increase (1963 over 1962)	6.0	12.6	7.3	10.8
Increase in Play (1963 over 1962) Per cent	7.5	15.0	7.0	7.25
Percentage of Increase in Lessons (1963 over 1962)	5.0	2.65	0.63	4.0
Average Number of Rounds per private club	21,200	23,850	29,622	23,900
Percentage of total rounds played by women	31.5	29.5	21.0	33.0
Increase in women golfers (Average number per club)	13	17	16	8
Per cent of lessons taken by women players	60	59	37.8	47.5
Percentage of total sales to women	27	34	20.7	44
Percentage of new club sales that involve trade-ins	34	74	69	67
Percentage of members who buy balls, bags, clubs outside shop	24	26.5	26	35
Percentage of sales in equipment in apparel	72	56.4	57	53.5
other	25	32.6	30	38.5
	3	9.0	13	8.0
Average number of active golfers at each club: New England & East — 236 men, 95 women; Midwest — 210 men, 90 women; South & Southwest — 341 men, 88 women; West — 230 men, 96 women.				
Average number of Juniors in pro classes and number who play regularly: New England & East — 42-35; Midwest — 65-47; South & Southwest — 63-55; West — 39-34.				
Percentage of pros who say cut-price competition hurts their sales: East — 90; Midwest 62; South & Southwest — 46.2; West — 29.				

tainly doesn't mean it applies to all the individual pros."

So, it can be concluded, that pro shop sales have their discouraging as well as encouraging aspects. As the breakdown shows, lesson business, thanks to the patronage of women players in all other sections of the country except the South-Southwest, picked up slightly in 1963 over 1962. But this is more than counteracted

by the fact that the percentage of members who buy equipment outside the shop increased from 20 to 27 per cent between 1962 and 1963.

The pro situation, as a whole, is good but spotty. The fact that more people continue to take up golf year after year undoubtedly has had most to do with the recording of uninterrupted increases in pro shop volume in the last decade.

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# Ice-Sheet Damage in Your Future? Keep Soil Porous to Avoid It

This is the suggestion of Midwest greenmasters who suffered the ordeal by snow in the trying winter of 1961-62

By **TED WOehrLE**  
Supt., Beverly CC, Chicago

Considering that the Midwest and East were hard hit by ice-sheet damage in 1961-62, and that New England had the unwelcome visitor back again last year, there is a very strong possibility that many areas in the northern part of the country are going to have to put up with the phenomena once more in the cold months of 1963-64.

So, at this moment, the big question in the minds of practically every supt. north of the Mason and Dixon line probably is: "Is there anything that we can do to guard against ice-sheet damage or, at least, minimize its injurious effects?"

Supts. who have gone through the ice-sheet ordeal think they know the cause, some possible ways of preventing it and, since they had to renovate their courses after it heavily damaged them, the remedy for it. Yet, they are not 100 per cent sure they know all the answers that there are to be known about winterkill.

## Heavy Rainfall Started It

In reconstructing the events that led up to our troubles in the Midwest in 1961-62, we had abnormally heavy rainfall in August and Sept. of the former year. It amounted to something like 30 inches, enough almost for the entire 12 months. October and November also were excessively rainy, with the result that the soil became super saturated. This left the grass roots in a shallow, unhealthy state.

We might have survived the rain, but in early December a severe ice storm struck the Midwest. It was followed by heavy

*This article is condensed from a speech made by Ted Woehrle at the GCSA convention last February.*

snowfall within a few days and for the next three and one-half months, most of our courses were covered by ice and snow.

## Warm Weather May Have Hurt

Soon after the ice and snow storms hit us, we sensed that we were in for great trouble. But there was nothing much that could be done because most courses, especially those around the Lakes, were literally snowbound. Late in the winter, we had a few days of unseasonably warm weather, which turned out to be a blessing for some, but as far as I am concerned, the worst thing that could have happened to us. Some supts., including Ray Gerber of Glen Oak, were able to remove the ice from their greens during the warm spell and their courses suffered very little damage. But most of us weren't so fortunate, finding it impossible to get to the greens to work on them. Even if we had, desiccation may have caused more damage than the ice sheets did.

Those few days of warm weather, in my estimation, could have been the cause of most of our trouble, although I will concede this is a matter of conjecture. A good deal of sunshine passed through the ice during this period and was absorbed by the grass. The heat partly melted the ice on the leaves but the plants remained encased in ice. This possibly resulted in sufficient leaching to kill many of the grass plants.

## Greens Almost Black

Late in March, when the ice and snow finally thawed, most of us found we were in serious trouble. Many greens were sadly discolored, some of them being almost black. In addition, the odor that emanated from them was nauseating. This may have been due to one or two conditions: Carbon dioxide, produced in the root area, couldn't escape because of the ice sheet; or the absence of oxygen caused an an-