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**8 per cent overall gain reported
but 10 per cent of shops fall behind**

Pro Sales Increase But All Don't Share in Bonanza

BY HERB GRAFFIS

Pro shop sales through mid-september of 1964 are nearly 8 per cent ahead of the corresponding period of 1963.

Christmas golf gift sales will boost this figure substantially as holiday sales account for the second largest month in the sales volume of numerous professionals.

The sales increase is spotty. Approximately 10 per cent of the pros haven't fared as well this year as they did in 1963. Among reasons stated for failure to beat the previous year were poor weather early in the season, unusually large business (generally at new clubs) in 1963, and the cross-fire effect of cut-price competition. Price slashing competition has hurt pros at clubs with moderate income members with increasing effect. Price cutting also has complicated trade-in deals. However, in several cases where professionals have shops at public courses, their buying, advertising and merchandising jobs had the price-cutters gasping.

Play Up 12 Per Cent

Despite a poor spring in some areas and turf troubles that hit hundreds of courses hard, play this year is reported to be about 12 per cent ahead of last year. That means that approximately 122,000,000 rounds will be played in 1964.

This year, (to Sept. 15) the following new courses were opened:

18-holes and larger — 115

9-holes — 143

Par-3s — 100

In 1963, 283 standard size courses and 124 Par-3 courses were put in play.

What you have heard about the tremendous increase in the number of golfers because of the television golf impetus isn't echoed by pro reports. There has been just a normal year's growth which would bring the number of golfers (playing 15 or more rounds per year) to 5,570,000. Many semi-private course golfers have graduated to private clubs. The Par-3s have been doing a good market development job. Golf course-real estate combinations have been quite active in bringing women into the game. Farmers and their families are coming into the game as course owners and operators through the Farmers' Home Administration program for long-term loan conversion of farm land into recreational areas. Almost 60 golf courses have been built in 1964 through FHA financing.

Only a few golf course-subdivision promotions have gone broke. There's been a slowdown of under-financed promotions but, according to golf course equipment and supply dealers, most of those situ-

The Selling Season . . . at a Glance

- **Pro Sales increase by 8 per cent over 1963**
 - **Play up 12 per cent — to 122,000,000 rounds per year**
 - **Lesson business increases by a slight margin**
 - **Women buy 20 per cent of golf merchandise — take 65 per cent of lessons**
 - **Trade-ins figure in 82 per cent of new club sales**
 - **Playing equipment accounts for 62 per cent of sales — golfwear for 38**
-

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ations will work out in two or three years.

Women's Play 35 Per Cent

With very few exceptions pros reported that lessons are "the same" or slightly ahead of the previous year. At many established clubs, the pro staff has been booked nearly to capacity for each of the past three years. Where increases have been registered, the usual figure is 10 per cent ahead of 1963. Percentage of lessons to women generally ranges from 90 to as low as 25. Nearly 65 per cent of the lessons are given to women.

Women's play at private clubs accounts for about 35 per cent of the total. At semi-private courses, women's play runs around 20 per cent. Rarely did women's play fail to increase this year at private or fee courses. The increases amounted to from 10 per cent to 30 per cent, with 20 per cent being the most frequent figure cited at both private and public courses.

At several private courses, women play half the total rounds. At many clubs there are half as many women as men golfers. Pros say that at metropolitan district private clubs almost 40 per cent of the golfers are women. Women golfers, however, haven't been getting much of a welcome at daily fee courses. But it apparently is only a matter of a few years before the percentage of women's play at the semi-private courses will be the same as at private clubs.

Women Buy 20 Per Cent

Pro shop sales to women range from 5 per cent of total volume (at several public courses) to 60 per cent at several private clubs. Of all professionals reporting from a wide variety of clubs, the average of shop volume bought by women is 20 per cent.

Junior classes and play have had a good year. At numerous clubs more than 100 youngsters have been in pro classes and have played through the summer. The kid players range from 9-year-old youngsters playing three-hole competitions to 16-year-old boys and girls who score in figures their parents envy. Junior class lessons and play at most private clubs this past summer had enrollments of from one quarter to a third of the combined membership of men and women.

The percentage of trade-in deals on new

Four Writers Picked Winners

Only four of more than 150 golf writers who took part in Golfing's annual contest to name the winners of the USGA Open, PGA Championship and National Amateur were wearing their psychic uniforms when they made their selections. They were Jack Goodwin of the Minneapolis Star and Jim Falkner of the Baton Rouge Morning Advocate, who picked Ken Venturi to win the Open, and Mickey Porter, Louisville Courier-Journal and John Whitaker, Hammond (Ind.) Times, who foresaw Bobby Nichols' victory in the PGA. Not a single scribe predicted Bill Campbell's Amateur triumph.

club sales increased over 1963. This year it is approximately 82 per cent. Only a few pros won't take trade-in clubs. A few report that only about 10 or 20 per cent of new club sales involve trade-ins, but the great majority say that in from 80 to 100 per cent of the deals, they have to take in a used set. That means, of course, that two sales have to be made.

Pros were asked to estimate what percentage of their players customarily bought their golf playing equipment and supplies away from the pro shop. There was a good showing of member loyalty despite cut-price attractions. Fee course pros say the extent of competition and its cheap prices were brutal. One public course pro mentioned that 18 retailers within a few blocks of his shop are selling equipment at cut prices.

To again illustrate that there isn't an "average" golf club or semi-private course pro shop are figures on the division of pro shop sales between golf playing equipment (balls, clubs and bags) and sportswear and shoes.

The division ranges from 90-10 with clubs, balls and bags being the big selling items to 70-30 with apparel and shoes accounting for the larger share of the revenue. Overall at both private and fee courses, shop sales revenue for 1964 has been about 62 per cent from balls, clubs and bags and the remainder from sportswear, including golf shoes.

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Don't Lift It If It Can Be Lowered

This is the substance of what three speakers told the club managers at a three-day CMAA Workshop at Michigan State

By JOE DOAN

What is stressed when club managers attend a three-day CMAA Workshop, such as about 500 of them did this summer at nine locations across the country, and all the seminars are concentrated on the subject of Personnel Management?

If you were one of 85 managers who attended the Michigan State University sessions, held in early September, you probably would have come away with the impression that more dependence should be placed on subordinates, operational methods and standards at most clubs should frequently be re-examined and revised, and the principles of automation should be adopted wherever possible. These things were particularly emphasized by the Workshop faculty composed of Joseph T. Bradley, professor of Hotel and Restaurant Management at Washington State University, James C. Taylor, dean of the University of Houston's Downtown School, and Donald E. Lundberg, who is in charge of the Restaurant and Hotel School of the University of Massachusetts.

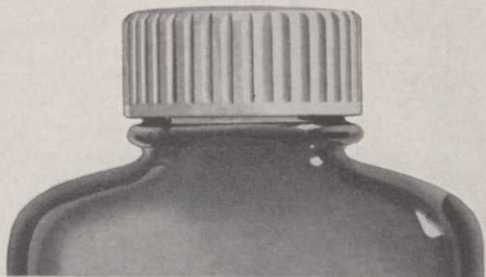
The trio travelled the Workshop circuit all summer for the CMAA, putting on three-day seminars at such places as Cornell University, Columbia, New York University and several other locations. As at Michigan State, the emphasis at all schools was in smoothing out operations in order to make club jobs more congenial for the manager as well as those under him.

Joe Bradley concentrated on such subjects as labor recruiting, the manager's span of control and standards of performance. Jim Taylor dwelled for the most part on employee morale and training, and Don Lundberg's main theme was job analysis and simplification. Henry O. Barbour, head of the Michigan State Hotel school, was the Workshop coordinator.

Labor Recruiting Sources

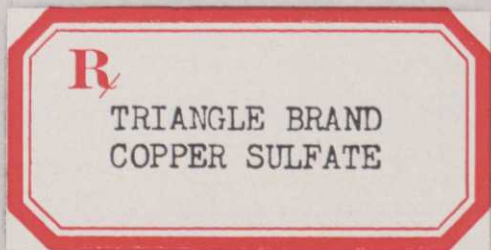
Discussing labor recruiting, a perennial problem in the club management field, Bradley suggested a half dozen prime sources for finding help. The best of these, according to personnel men in the hotel and food industry, is the club's present and retired employees who can

algae problems?



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control water weeds. Disintegrates some weeds where they grow—does not simply dislodge them to drift downstream and clog waterways. □ In sewer pipes and water conduits, Triangle Brand Copper Sulfate controls root growth, slime and odors. Write for literature, stating your problem.



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be depended upon to turn up more prospective workers than any other source. Newspaper ads rank second and right behind these, state and federal employment service offices. Next in line are the private employment agencies. Then come vocational and technical schools, which in the last four years have offered increasingly better employment pools. College and university placement services also are directing more students into the club field than ever before. Retired GI's, a few of whom have been trained as cooks or bakers or as managers of enlisted men's or officers' clubs while in service, have proved to be excellent employees at many clubs.

Bradley, who worked for many years in the restaurant industry before going to Washington State, cautioned the managers not to do any hiring without checking to find out if they are obligated to fill vacancies only through their local unions. Disregard of this contract clause has caused a good deal of friction between management and labor in the club business. At the same time, the manager has every right to insist that the union agent provide only qualified employees for any jobs that are open.

Spread It Around

On the subject of the manager's span of control, Bradley stressed that the person who is working 80 or 90 hours a week isn't necessarily conscientious, but simply a poor manager of his time and his job. He should be looking for ways to get out from under details and should be asking himself these questions: "What are some of the things I do that others should be doing?" and "What jobs can my assistant take over that I am handling?" The manager, said Bradley, is hired by the club to be an overseer and coordinator and is not fulfilling his obligations if he allows himself to become snarled in lesser tasks that others are hired to do.

A onetime coronary victim, the Washington State professor stated that practically every study made by the club and other industries proves beyond doubt that the efficiency curve of a person who works much more than 50 hours a week drops to zero in a hurry. "Don't be deceived by

CMAA Publishes Huge Club Jobs Description Book

Henry Barbour, director of the Michigan State University Hotel school, has compiled an encyclopedia of job descriptions for city and country clubs that can be obtained from the Club Managers' Association for \$15, complete, or for \$6, \$2 and \$1 each in sections. The CMAA, which is located at 1028 Connecticut ave., N.W., Washington, D.C., 20036, commissioned Barbour to compile the book several months ago.

A total of 197 club jobs are described in the book. It is said to be useful in training employees, avoiding overlapping of their functions, balancing workloads and orienting part-time help. The book is a three-ring, loose leaf binder type that enables the user to assemble descriptions of various jobs and duties in relatively few categories and thus cut down on overlapping of functions. The material is easily removed and copied for distribution to employees.

Sections of the CMAA book can be bought at these prices: "Food Purchasing Through Preparation" \$6; "Administration-Front Office," "Food Serving and Dining Room," "Personal and Locker Room Services," and "Housekeeping and Maintenance" each \$2; and "Service — Lobby," "Beverage Preparation and Serving," "Golf Course and Grounds," and "Recreation Other Than Golf" each \$1.

stories you hear of executives working 80-hour weeks," he added. "Three and four-hour lunches usually are a part of many of those allegedly long working days."

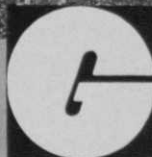
Want Work Reviewed

Discussing standards of performance, Bradley said that it has been established that employees not only work harder but strive to be more efficient when they are employed at a club where merit reviews are regularly made. Several types of performance reviews for waiters, kitchen help, etc., available from the CMAA, were shown during this part of Bradley's talk.

(Continued on page 123)

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Golfer Must Exercise Care to Protect Self from Slipping on Floor

BY WILLIAM JABINE

A golfer who slipped and fell when getting a golf cart from a room at a clubhouse owned and maintained by the city of Pontiac, Mich. brought an action against the city charging negligence. The alleged negligence stemmed from the fact that the floor of the cart storage room was made of asphalt while other rooms in the clubhouse were floored with a rubber type tile. The plaintiff, 64 years of age, contended that the cart room floor presented an unjustified hazard to anyone wearing shoes with cleats.

The Oakland circuit court directed a verdict for the city and the plaintiff appealed to the supreme court of Michigan. He contended that the verdict was contrary to the great weight of evidence and that the trial court had erred in failing to recognize that the degree of care required of the owner of a building is dependent upon the degree of risk involved.

The supreme court reviewed the arguments of plaintiff and defendant as follows: "Plaintiff stresses testimony of the defendant's employees to the effect that the floor of the lobby is safer for a person in golf shoes with cleats than the floor of the cart room which is a soft, spongy material that allows a golfer to use a normal stride because the cleats make an impression that 'springs back up again' a certain percentage of time. The testimony of plaintiff's expert witness, Edward W. Tillitson, associate professor of chemical engineering at Wayne University, states that golf-cleated shoes on asphalt floors are about 2½ times more

slippery than shoes with leather soles and, considering the coefficient of friction, the cart room would be 5 times more slippery than the lobby.

"The plaintiff in his brief admits that the asphalt floor in the cart room was clean and free of any defects and, also, while this type of floor is extensively used in kitchens, bathrooms, recreation rooms and stores, yet the defendant was 'negligent in maintaining an asphalt floor * * * where persons wearing golf shoes with metal cleats will use them,' and where there was no warning that the floor in the cart room was different than the floor in the lobby. . . .

Some Helped Selves

"The defendant introduced proof that employees hand the carts from the cart room to the golfers and make an effort to keep people out of the cart room, but admitted that when attendants are busy, patrons in a hurry help themselves. The plaintiff testified that on his previous trips to the club he had never, before the day of the accident, entered the cart room as those he golfed with secured the cart. The plaintiff's son-in-law testified 'there never was any assistance offered' and that he walked into the cart room and got his cart.

"The defendant emphasizes the fact that the testimony of both plaintiff and defendant's witnesses establishes that a person walking on a hard surfaced floor, such as asphalt tile, concrete or wood flooring, should use extraordinary care to protect himself from a fall and that the plaintiff, in hurrying into the cart room, did not exercise that care. * * *

No Previous Mishaps

"Evidence was introduced to the effect that between 30,000 and 50,000 rounds of golf are played in a season at the Pontiac course and that the cart room floor was the same from the time it was installed in 1936 up to the day of plaintiff's accident. The record doesn't show that the said conditions caused injury to any person other than the plaintiff, or that defendant was informed or warned that the asphalt floor created a dangerous condition."

After this review of the evidence, the supreme court affirmed the judgment of

Legal Side of Golf
