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Spending the Promotion Budget

Newspaper ads and direct mail continue to produce the best results, according to managers who run public patronized clubs

By JACK HASKETT

For many semi-private and public club managers an ever-present problem is promotion. How should the available budget be spent or invested, as the media salesmen like to say, to bring in the largest return?

Below are the answers we received from a co-operating group of club managers. While their answers may not jibe exactly with your situation, some of the details they have provided may help you when that next promotion question presents itself.

Some managers gave more than one answer to several of the questions (in these cases the percentages total more than 100).

1. Which advertising media do you use fairly regularly?

In several geographic regions, club managers included strictly local ad media, which ordinarily would not be available in other areas. These media were eliminated, and the list below includes only those media normally available across the country.

Local newspaper display sections	70%
Direct mail	60%
Local "About Town" magazines	40%
Sporting events programs	40%
Local newspaper classified sections	30%
Imprinted specialties such as tees, pencils, scorecards, etc.	30%
Billboards, signs, etc.	20%
Personal phone calls, letters	10%
Other	10%

2 Which medium brings the largest volume of business?

This question could not always be answered strictly on the basis of actual dollars and cents data. As in most cases it is impossible to determine what business has resulted from an ad in a particular medium. But all the survey panelists did answer it readily, so evidently they have already wrestled with this problem.

Direct mail	40%
Newspaper — display	20%
Sporting events programs	20%
"About Town" magazines	10%
Imprinted specialties	10%

3. Which medium produces business at the lowest cost per advertising dollar spent?

There is the same problem with this question as number 2, of course. Several managers make an important qualification to their answers. As a Seattle manager says: "For us, imprinted specialties produce sales at the lowest cost. But that doesn't mean we can use them exclusively, for our circulation of them is strictly limited to those people who pick them up here, or those people to whom we send them. There are times when we have to use the bigger producers, like newspapers, because we have to have a larger potential audience."

Imprinted specialties	30%
Direct mail	30%
Sporting events programs	20%
Newspaper — classified	10%
Billboards & signs	10%

4 What percentage of total sales do you allocate for advertising and promotion?

Under 1%	10%
1%—1.9%	30%
2%—2.9%	20%
3%—3.9%	20%
4%—4.9%	10%
Over 5%	10%

5 How has this budget percentage changed since 1960?

Increased 51%—100%	20%
Increased 1%—50%	50%
No significant change	20%
Decreased 51%—100%	0%
Decreased 1%—50%	10%

FAMCOMAT

*stretches the growing
season to all corners
of the calendar*

Lets you rebuild greens and tees even in the winter months

Until Famcomat, a continuous-filament glass fiber mat, was introduced last year, successful turf development was at the mercy of the weatherman. Jack Frost, in particular. Now, Famcomat extends the growing season right on into the colder winter months.

**Famcomat protects ground from
frost; speeds germination;
retains needed moisture.**

Actual installations prove Famcomat cuts rebuild costs by reducing seed and water requirements and eliminating expensive damage from erosion.

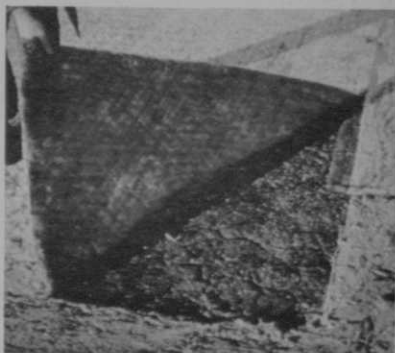
Famcomat comes in easy-to-handle rolls, goes down quickly. One man can do the job. Rolls can be re-used as many as three times. Get complete information on this new way to faster turf development. Contact:

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1144 Industrial Blvd., Louisville, Kentucky
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At Big Spring Country Club, Louisville, seed germinated in 3½ days; Famcomat was removed for re-use after only ten days. Gordon Duiguid, Superintendent.



Despite ice on Famcomat, soil beneath was moist. Photograph was made at Harmony Landing Country Club, Louisville. Gene Morehead, Superintendent.



One man easily installs and re-rolls Famcomat. Tests have proven Famcomat can be effectively re-used as many as three times.

A substantial majority — 70 per cent — of the managers say they are spending more today on promotion than they were five years ago; only one-tenth of the clubs are allocating less. To see why budgets have risen, we asked the 70 per cent who are spending more why they are doing so:

Increased competition today means more spending	57%
Media rates and production costs have increased	29%
Using more media; short term rates boost total	14%

6. What is the most effective way of reaching those groups who award golf outings on an annual basis?

For many managers, one of the bugbears of promotion is maintaining contact with those organizations who hold one or two outings each year, and who hold these affairs at the club giving them the "best deal," as determined each time an outing comes up.

Personal letters, phone calls	50%
Standardized direct mail	30%
Imprinted specialties, either mailed or delivered during the year	20%

There is substantial agreement that the best way to keep in touch is through personal — or as close to personal as possible — contact, with the mailman a strong right hand.

7. What is your annual advertising and promotion budget?

Under \$500	10%
\$500—\$999	20%
\$1,000—\$1,499	30%
\$1,500—\$1,999	20%
\$2,000—\$2,999	10%
Over \$3,000	10%

These figures represent net ad and promotion costs; any direct sales costs, such as sales salaries, are not included.

8. When do you do the bulk of your advertising?

Winter months	10%
Spring months	50%
Summer months	30%
Autumn months	10%

Extensive advertising in the fall and winter is not warranted, except in the South and Southwestern states. It might

be, some Northern managers say, that slightly more effort in the off-season, say the autumn months, would give a competitive advantage, and bring in business at a relatively low cost.

9. Do you plan on making any changes in the media you are now using? If so, why?

Only one-tenth of the panel is satisfied with the status quo; the other 90 per cent said they do plan on media changes. For that group, here are the reasons most often given:

Not satisfied with results from present media	56%
Read trade magazine story on untried medium	33%
Our club is new, and we haven't tried all media	11%

10. Do customers ever mention seeing your advertising? If so, which media are most often mentioned?

The panel split right down the middle on this, with exactly half saying that their promotion efforts were commented on by golfers they attracted. Here are the media which drew the customers' eyes:

Direct mail	40%
Imprinted specialties	40%
Signs	20%

11. Is campaign (continuing) or spot (One-time) advertising most effective?

Four-fifths of the managers are in favor of campaign advertising, one-fifth for spot promotion. As several managers pointed out, it's not always possible to practice what you preach. "If you haven't got the money available," one Los Angeles respondent says, "it doesn't matter if you believe in campaign promotion. In that case you just have to settle for spot advertising."

These were some of the reasons why the majority voted for campaign advertising:

- Once set up, it requires far less work and time.
- Makes more impression on members and prospects.
- Cheaper, due to long-term media rates.

The minority 20 percent went for spot
(Continued on page 82)



The perfect lie

WHAT A THRILL for the golfer who comes up to the perfect lie! When he does, how he blesses the man responsible for the turf that made it possible.

But all too often the fairway turf lets the golfer and the course superintendent down — and the ball, too. The grass is too soft, or too stubbly — or it just can't take the close mowing, the disease onslaughts, the heat or drought. As good grass goes — *poa annua* comes in.

This year a few favored golfers are going to have that perfect lie time after time. That's because they will be playing on fairways of the one new golf course grass patented by the

United States government. It is Windsor and it's truly different.

Windsor was developed by Scotts. It is the bluegrass mutation that grows the dense, sturdy sod that golfers rave about. It is firm but not stiff and bristly, gives good footing.

Windsor develops perfect *tee-up turf*. And it thrives under constant close mowing — down to a half inch. Grass blades need never again get in the way of the club head. No more "floaters."

That's not all. Windsor loves heat — keeps its deep green color with far less moisture. Windsor tees and fairways took last year's drought in stride.

Too good to be true? Have the Scotts Professional Turf Counselor fill you in on how Windsor grows the perfect lie. Just drop us a line and he'll be in touch with you.

Facts-of-life about Windsor for the technically minded

WINDSOR is a mutant of *Poa pratensis*. It reproduces asexually by apomixis, with progeny true-to-type. Chromosome count is double that of common bluegrass and greater than that of any other variety. Plant patent No. 2364.

Scotts . . . the grass people
MARYSVILLE, OHIO

Golf Books

LEFT-HANDED GOLF . . . By Bob Charles . . . Published by Prentice-Hall, Inc., Englewood Cliffs, N.J. . . . Price \$4.95.

The slim New Zealander, who announced in 1960 by winning the U.S. Left-handers' championship by 14 strokes that he was the world's best left-handed golfer, has compiled a sound book with the help of Roger P. Ganem. Charles was due to go into labor pain of literary composition when he became the first portsider to win a major championship. That happened in 1963 at Royal Lytham and St. Annes when Charles putted holes right through Phil Rodgers and won the British Open in a play-off.

Charles and his literary helper do a first class "how-to" job. Charles admits that his grip is "a bit unusual." He is strong for a long right thumb and for holding the club more in the palm of his right hand and the fingers of his left, saying that with connection his grip stays firm all the way through.

When Charles was a teen-ager in New Zealand we were told that he was a phenomenal putter. He still is. He says, "I belong to the arm and shoulders group of putters because I have found it completely reliable under the pressures and tensions of tournament golf . . . I use no wrist action at all in the putting stroke."

But Charles adds: "What is all right for me may be completely wrong for you."

The Great Discount Delusion . . . By Walter Henry Nelson . . . David McKay Co., Inc., 750 Third ave., New York 10017

Many pros, who have been hard hit by the discounters, will be interested in looking into this book, to be published this month. It is said to be the first expose of discounting. Nelson, an advertising and public relations man, has spent several years trying to find out how discounters are able to do what other retailers can't — sell merchandise at great

bargain prices and still stay in business. The general conclusion is that for every item sold below list, many more carry big markups — maybe more than 200 per cent. For every bargain there are a dozen items on which the buyer gets stung.

The alarming thing is that some discounters boast that in 15 years they will have taken over most of America's retailing.

When does a tournament pro become over-golfed? Or, when does he have to attend to so many business matters other than that of hitting a golf ball that he is compelled to scatter his mental power?

Those questions are being asked more often by ordinary golfers who apparently have the idea that the big prize money and side-bar revenue can be collected without commensurate responsibility.

Marian Benton's biography of the late **Horton Smith** points out that Horton's heavy schedule may explain why major titles weren't won by the admirable young Joplin Ghost.

In "**The Velvet Touch**," Mrs. Benton notes that during 1930 Horton Smith played in 50 tournaments and on 250 courses in 200 cities. During the years when he was one of the biggest names in pro golf, Horton gave lectures and demonstrations annually at 30 to 40 high schools and colleges. Almost always these educational missionary jobs were done without charge to the school officials or kids. Horton did well as a businessman in golf. Yet, he put into the game much more than he took out of it.

As told by Mrs. Benton, the chronicle of Horton Smith is one that causes veterans in the golf business to recall the many, many times when Horton did exactly the right thing as a sportsman and gentleman. This was when the game was becoming big business and didn't have commercial precedents to give ambitious youth.

Smith's roundup of instruction from his viewpoints as a successful player and effective instructor, are a valuable part of the book. **The price of the book is \$5.95. It is published by the Benton's, 15810 Reedmere, Birmingham, Mich.**



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Look at these leading features —

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- ★ Very thin bottom blade for very close cutting.
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E. RAY JENSEN, AGRONOMIST

Manual Tells Officials How to Deal with Slow Players

Slow play is the No. 1 problem in golf today. However, a manual now available from the Golf Publishing Co. offers golf



Carol McCue

chairmen a tool with which to attack this problem. The manual, *How to Conduct Golf Club Championships*, has been compiled by Carol McCue, executive secretary of the Chicago District Golf Association, to save the time of club

committee and staff members when planning their annual club championships. The 20-page booklet, now in its third printing, has developed into a club "bible" with chapter and verse to restore the club championship to its traditional and significant place as the social and competitive highlight of the golf season.

In simple, step-by-step procedures the duties of the committee members, the club manager, greens supt., professional, and caddiemaster are outlined to achieve a smoothly conducted championship and award presentation.

Handy Daily Reference

In addition to its original purpose, the manual has proved a handy reference for golf chairmen in their daily golf activities. A section on slow play, for example, has encouraged club officials to take further steps to speed up laggards.

In accordance with USGA Rules of Golf, the booklet suggests the following solution of the slow play problem:

"Players shall at all times play without undue delay. Between the completion of a hole and driving off the next tee, a player may not delay play in any way. Penalty: Stroke Play, two strokes; Match Play: loss of hole; For repeated offense: Disqualification.

"If a competitor in stroke play refuses to comply with a rule affecting the rights of another competitor, he shall be disqualified. The committee shall deem an

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Write for your 1965 Catalog today, Mail orders are processed and shipped promptly.

To our Golf Professional friends, our sincere thanks for your valued patronage and trust that we may continue to be of service to you.
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Write for Chemical Fertilizer Brochure . . . gives directions and formulas for turf care.

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'open hole' as affecting the rights of other competitors. The player or players who permit an 'open hole' to develop shall incur a two stroke penalty in stroke play or in match play, must allow the match following to pass. Repeated offense — disqualification.

"Players should be permitted only a reasonable time (8 minutes) between nines or at the halfway house in order that an 'open hole' does not develop. It would be helpful to have a ranger or Rules Committee member between nines or at the halfway house to keep the field moving."

The manual is available at \$3.00 per copy from the Golf Publishing Co., Box 329, Evanston, Ill.

Courses Available For CMAA Members and Their Employees

The board of trustees of the educational institute of the American Hotel & Motel Association has approved a request from the Club Management Institute to make the courses of the institute

available to the members of the CMAA and their employees.

The educational institute of AHMA is a non-profit organization offering courses in the food service and lodging industry. The institute is accredited by the National Home Study Council and by local state departments of education. The courses are being used in hotel and restaurant courses in four year colleges as well as junior colleges.

Experts Prepared Courses

The courses were written, reviewed and revised by consultants, university faculty members, accounting firm executives and experts in various subjects of the curriculum. There were 3,665 enrollments in 1964. Seventy-five per cent of these enrollments were in classes and 25 per cent on a home study basis.

Persons desiring more information regarding the courses may write to Mrs. Helen C. Weiss, director of Operational Training Div. of the EIAH & MA, Michigan State Univ. Kellogg Center, East Lansing, Mich.