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Today's club pro must put more time and effort into merchandising than ever before—for that's where he can really earn big money. No finer example of a successful and well-run pro shop is evident than the one Bob Klewin and his wife Maryellen have at the Tucson National Golf Club in Arizona.

Innovation is the key to their success. It moves merchandise faster for them and rings up countless additional sales.

One example of this inventiveness is their sales in non-golf clothes. They have built up these sales on the premise that many couples come from out of town to play golf there. Figuring couples often decide to stay overnight, Bob and Maryellen began stocking underwear, button-down shirts and socks for the men and undergarments and sports ensembles for the women. This has proved a wise decision.

Here are numerous other clever examples of "pure merchandising" that has put extra dollars in their cash register.

- Using the club's colors, Bob and Maryellen painted a tall stepladder green and displayed on each of the steps different styles and colors of men's golf shoes. In a different part of the shop they painted another stepladder orange for the display of ladies' golf shoes. A third display of golf shoes has matching socks draped over them.

- "We place our merchandise so that the most wanted items hit the prospective customer's eye first. We figure," says Maryellen, "the following order is about right for our operation; golf balls, golf gloves, tees, clubs, golf bags, shirts, shoes and then slacks.

- "We've definitely learned it is an advantage to feature women's hats in the far corner of the shop," she emphasizes. "Women like to try on hats in out-of-the-way places so that they can take their time, and perhaps avoid masculine stares. We also try to display them in ever-different ways. At present we're using the skeleton of a palo verde tree. I'm

great for novelty hats and I'm taking a lot of satisfaction from our steadily climbing sales of this item."

- They charge the players for tees so as to avoid the disturbing waste that often follows something given away free, and to make people respect the things they use. A sidelight of this is the goodwill created since the entire proceeds from the sales of tees is donated to boys' clubs.

The attitude of the two probably accounts for as many sales as their inventiveness. "Hardly a day goes by that we don't see a chance to make improvements," says Maryellen. Adds Bob, "Part of this is because, to a large degree, we let our members and guests tell us how to run our pro shop. It's not that we solicit lectures from them, but we do make every effort to listen to what they have to say while they are in the shop, especially when they talk to each other. We also watch their expressions as they wander around looking at the merchandise.

"If you make people feel welcome and happy about browsing, you've got it made insofar as sales appeal goes. People like to browse. We have several ways of encouraging it. We take an interest in the golf games of our members and guests who drop into the pro shop and do a little Monday morning quarterbacking about their games.

"Listening to Monday morning quarterbacking is also a good way to set up lessons in regard to some playing deficiency that plagued the player on the course that day."

The shop itself is also used in the Klewin's bag of merchandising tricks. The decor and atmosphere cries out "golf" in a variety of ways. There is a clock, for instance, on the wall with golf balls for numerals and flag pins at the quarter hours and hands shaped like golf clubs, for atmosphere. Color also helps convey the message. The lines of men's clothes have more color and flair, particularly in slacks and shirts, than ever before. And, strategically placed spotlights bring these colors out with

Is this any way to run a pro shop?

Bob Klewin and his wife, Maryellen, team up to produce inventive displays at Tucson National—but that's only half of it. They listen to suggestions by members; study trends; order goods early, and watch what's bought.

by Robert Joseph Allen

an almost mesmeric effect.

Even more along this line is the fact that they prominently display around the shop some of the finest and most expensive merchandise that money can buy. "It adds immense tone to the premises and we are always surprised by how much of it we sell each year," says Bob.

"Keeping classifications separate is another most important step in this theme and in merchandising golf items," he adds. "For even though it may be just one big room, a golf shop should be divided in effect by the way you display things. However, this doesn't rule out having at least one or two harmonized outfits (sweaters, slacks, shirt, shoes, belt, cap, etc.) prominently displayed as a unit here and there. This is a good opportunity to sell merchandise by color-coordinating.

Having a well-established resort and estate development as part of their golf club operation, gives the Klewins a class of customer who can usually spend more freely than the average country club member. The customers are used to the very best of service and quality, and this makes a difference in what they expect to find in the Tucson National shop when they come in to buy.

"When we first opened up," says Maryellen, "people came to 'the National' as they would to most resorts, dressed and ready to go. Now there are a lot of returnees every year who know that we are almost sure to have a wide-ranging stock of the things they like and/or need, so an increasing number of them wait and buy from us. Sometimes they write ahead and tell us what they want to have reserved for them when they arrive. We've developed this into quite a mail order business. Their desire to order their golf and sports togs from us in the winter months so they can be ahead of style for the summer keeps us always on the alert to be sure we get the new things first. So, we study the trends and order early. We watch what our customers buy

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You bet it is!

The two photos reveal the Klewin "know-how." The step-ladder, one of three strategically placed in pro shop, is painted in club's colors and is used to display shoes. Bottom photo shows unique hat rack—a palo verde tree. It was put in far corner of shop since women like to try on hats in out-of-way places.



COOL

Check out the Gran Cushman for '68. It's cool-city all the way.

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GRAN



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Cool? Not the way these babies are selling. Hot! Better hotfoot it down to your Cushman Distributor, like now. He's the man with the answers. He's "Mr. Golf Car." Or drop us a line at the factory—we'll send you our gorgeous color literature. Fast and hot!

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For more information circle number 148 on card

By putting a big effort into gracious dining, the Glen View Club does an off-season business of up to 70% of what is grossed during the summer.

Don't let winter freeze your profits

by Joe Doan

Skeet and trap shooting, curling and ice skating each play relatively short seasons during the winter at Glen View Club, in Golf, Ill., but they are spaced to give continuity to the club's off-season sports program from November until well into March. But as popular as these activities are, Robert M. Broms, manager of the club, has some doubts if they would profitably fill in the dead season void if it weren't for a fourth "sport," *gracious dining*.

"People don't really like to hibernate during the winter," says Broms. "Secure as the fireplace is, people will brave cold weather and snow if a good meal is waiting when they arrive at their destination." An added inducement for most members is knowing that there is trap shooting, skating or curling going on at the club the night they decide to dine out.

"You couldn't get a lot of them to take part in these sports," Broms notes, "but they'll come to the club to watch and visit the people who do. While they're at it, they want to eat in style."

And, eating in style, doesn't stop with partaking of good food, properly prepared. If wine isn't served, then the meal isn't complete! This may sound like oversimplification, but Broms is convinced that it's true. Any club restaurant that isn't paying its way, that's playing to empty table after empty table, especially during the winter time, should try luring the members with wine.

Many northern clubs, Broms points out, have an excellent winter sports program. Some, in fact, are close to being a continuing winter carnival, but fall down in the revenue department because they offer nothing better than snack bar service. Sports themselves don't bring in much income. It takes the restaurant and bar operations to do this. If a manager is willing to put some effort into the winter operation and not treat the food and beverage service as a necessary evil accommodation, revenue can be

produced; perhaps as much as 60 or 70 per cent of what is grossed during the golf season. Furthermore, 60 per cent of the staff can be kept on during the winter, something that is appreciated in April or May when a manager normally has to go through the pain of large scale employee recruiting.

Regardless of what kind of a sports program it has going during the winter months, a club's main attraction is sociability. Bar revenue is directly dependent on how good the restaurant is. And wine makes the restaurant. That's the syllogism that has guided Bob Broms since he came to Glen View six years ago.

The wine base was established when a wine salesman persuaded Broms to give his products a trial. Wine tasting parties for members were introduced; wines were promoted at meals, and different vintages were designated as the "wine of the month." Most of the Glen View members were quickly converted. Within a few months it became necessary for the club to put in a wine cellar for the "take home" trade. Now, an \$18,000 inventory is carried. French Burgundies and Bordeaux, German white wines and domestic brands from both New York and California are stocked. The cellar is air-conditioned. Broms, who has had to become what he calls a minor authority on wine to stay ahead of his customers, could only get away five days last year for a vacation. He spent them in the vinelands of California.

Of course, fine feeding doesn't merely consist of serving the appropriate grape. Wine can't cover up the sin of poor food preparation. Glen View is noted not only for its excellent cuisine but for the variety of its menus. Where most clubs offer only the standard dinner fare of steaks, filets, chops and fowl, Glen View tempts its members with such as: Medallion of Veal Oscar, Pork Tenderloin-Gypsy Style, Tourne-do Marie Louise, a sauteed prime

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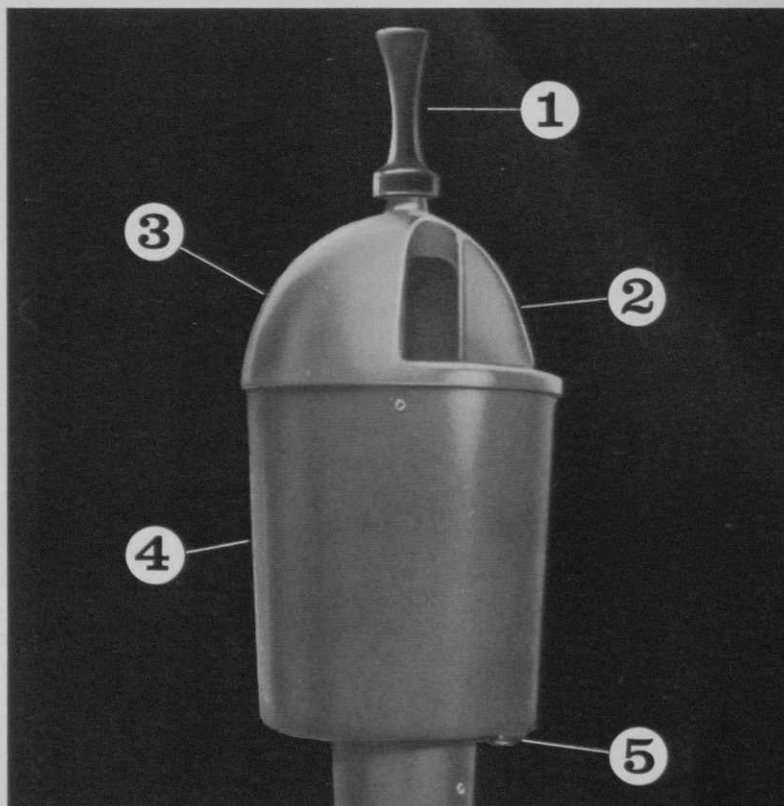
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20-55



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Don't let winter freeze your profits

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tenderloin, and Curried Breast of Chicken, Oriental. At lunch the diner may have a choice of a Danish Open Finger sandwich, shrimp sandwich or the local Oscar, a sandwich of cold roast beef, sour cream and onions, in addition to the regular fare.

Bob developed a great fascination for food and cooking while attending the Michigan State University Hotel School (immediately after World War II), and doesn't make sudden decisions in introducing the house specialties. He carefully checks their costs, has his chef experiment with their preparation, and does some rather extensive testing as to their palatability before deciding whether to include them on the menu. Specialties are a gamble, hence the careful checking and sampling before they are introduced. If they don't sell they are quickly withdrawn. Club restaurant profits are too thinly sliced to tolerate loss leaders.

Undoubtedly, the most popular winter attraction at Glen View, notwithstanding the hold that curling has on quite a large percentage of the membership, is the foreign dinners that are served every Friday evening for six weeks during January and February. French, German, Italian, Austrian, Hungarian and Scandinavian meals are successively featured. A French chanteuse, Italian tenor, German, Scandinavian or Hungarian trios and a pianist who plays mainly Viennese waltzes, are imported to entertain on the evenings the food of their native country is featured. It often takes some searching, incidentally, to find the appropriate performers for the occasions.

Only native wines are served and the diners eat under the flag of the country whose cuisine is being consumed. The motif is even carried out to the table linens. These are also in the colors of the country featured.

Broms introduced the six-week adventure in exotic eating five years ago under the billing, TGIF.

Translated, this is "Thank Goodness It's Friday." The dinners caught on immediately. Reservations for each foreign meal are restricted to 150 and are put on a first come, first serve basis. Members usually start making reservations for their favorite dinner or dinners four or five months ahead. Turkish, Japanese and Mexican menus have been tried over the years, but preference is for the native meals listed above. Almost every year the French dinner is repeated by popular demand.

The foreign dinners have been prepared under the direction of Chef Herbert Broegmann, who came to Glen View with Bob Broms from nearby Skokie Country Club. The manager-chef team has been paired for the last 12 years, since Broms came into the club management field from the restaurant and hotel field. But unfortunately, Broegmann is going to a large food wholesaler to do culinary research.

By now you may have the impression that eating is the only winter sport which amounts to very much at the 70-year old Glen View Club. It isn't. At least 35 members are frequent visitors on the trap and skeet shooting ranges in November and December and a little less regularly until spring. In January and February curling is at its peak and 40 women and 80 men participate. At the same time the outdoor ice skating rink is getting heavy play from about 75 kids and a scattering of adults. Glen View, incidentally, makes winter memberships available to about 25 persons from surrounding clubs where there are no cold weather sports activities. These include social privileges and extend from October until April.

So, there is a continuous winter sports program going on at the Glen View Club. Still, Bob Broms doesn't feel the program would have half the lure it does if these excellent restaurant and, of course, bar facilities weren't

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 FRENCH DINNER February 23, 1968	
HORS D'OEUVRE ASSORTIS ESCARGOTS A LA ROUGUISSENOISE FILET Mignon LE SALMON FUMÉ ANCHOVY AIX CEUF D'OR CONCOMRRES FARCIS HARENG LUCAS FOND D'ARTICHAUTS FARCIS CEUF FARCIS A LA STUBERCOUSNOISE SALADE DE BETTERRAVE APERCEU AUX VINAIGRETTE ALCOU DE PORC FROID JACQUINE SALADE DE TOMATE SALADE DE CAROTTE CORNETS D'YOGHURT	APPETIZERS SNAILS ROUGUISSENOISE LIVER PATÉ SMOKED SALMON ANCHOVY AND EGG SALAD STUFFED CUCUMBERS MARINATED SALT HERRING STUFFED ARTICHOKES BOTTOMS STUFFED EGGS WITH CHICKEN LIVER PICKLED BEETS ASPARAGUS VINAIGRETTE SLOWLY OF MEAT TOMATOES VINAIGRETTE FRIEDED SALSIFY BUTTERHEAD LETTUCE HAM CORN
POTAGE PETITE MARMITE	SOUP PETITE MARMITE
ENTRÉE CANTON ROTI A LA RUBARBE ESCALOPES DE VEAU ROUGUISSENOISE DARNÉ DE SALMON CHAMBERED POMME RIBESLÉE PETITE POIR FAYARDINE FROMAGES ASSORTIS L'ENTRAMEET GATSAU ET, HONORE	ENTRÉE ROAST DUCK VEAL CUTLETS ROUGUISSENOISE POACHED SALMON RIBBLE POTATOES GREEN PEAR COUNTRY STELL FRENCH CHEESER DESSERT ST. HONORE CASE

French fare tops a most popular winter attraction—foreign dinners.



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The functional approach

by Jerry Marlatt, CCM

Manager, Northmoor CC,
Highland Park, Ill.

Within the histories of all clubs and the careers of all managers, there is a memorable period of time known as THE CLUB BUILDING PROGRAM. This can be either a new or remodeling program, but it either did, or will, include working with an architect. If it is all behind you now, it may be referred to as "the turning point of our club," or "when we up-graded the facilities," or "just after the manager resigned," or "just before it started costing money to belong to our club."

Regardless of how you might remember it, or what you contemplate it as being; it would be a good thing to get to know more of the architect, his job, how to work with him, and what you should anticipate as a result of this association.

In meeting with Earl R. Larson, of Earl R. Larson and Associates of Hinsdale, Illinois, I wanted to find out just what an architect's job is in relation to club remodeling or renovation.

"My task," Earl relates, "is to develop, basically, a building which will function in the manner in which it was intended; yet still function from a stand-point of

economics. You can develop a building which will function, but require so many employees that it would be economically unsound to operate. This is where I feel some architects, and committees are 'missing the point.' They create something esthetic and when you begin to operate this creation, you find yourself with a costly operation for many years to come.

"It is in preventing such a mistake as this that the experience, background, effort, and real 'head scratching' of a good architect 'pays off.'"

Mr. Larson continued: "From the FUNCTION comes the FORM. This is the placement of the various facilities and rooms around a 'functional' center. One of the things I feel a country club has over a restaurant, motel, or city club is the natural beauty which surrounds it. You can see the flowers of the grounds, the trees, and the golf course. You can see the swimming pool, tennis courts, skeet range or curling rinks. Through our form, we want to make the member a part of these facilities. We want him to become totally involved. In this way he becomes a part of the

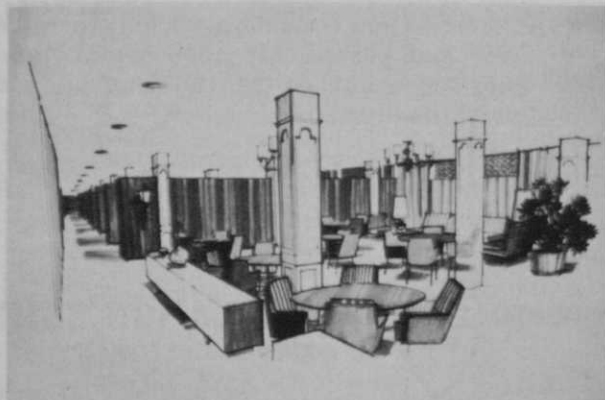
club and is not just at the club.

"We want the people who are going to operate this club to also become totally involved, and to also be a part of its operations through our form. To illustrate my point: At one job, through a convenient elevation, the dining rooms and grill room were placed so that one could see practically the entire club from these two locations. Not only could mom see dad as he passed on the golf course, but she was able to keep an eye on the kids in the pool; and at the same time she could be dining with other women friends. Secondly, in the matter of bar facilities, we took two bars, one on each floor, and served the entire club. The downstairs bar accommodated the men's lockerroom, the 19th hole, the men's card room and the outside terrace. The second floor bar served the cocktail lounge, became a service bar for the dining room, and two terrace areas as well. Third, was to carry this functional planning right to the manager's office.

"It is situated so that when he sits at his desk to do routine work, he can observe his kitchen, ac-

These architect's renderings are of work done by Earl Larson & Associates

Ladies card room, Beverly CC, Chicago



Exterior, Kankakee CC, Kankakee, Ill.

