

Key—A—Double-slotted metal standards; B—Hangrods; C—Fitted panels; D—Lowboy; E—Hang shelf; F—Female mannequin; G—Valance with lighting hidden; H—Hang-

ing shelves with bin separations; J—Brackets for hangrods shelves, etcetera; K—Decorative panels; L—Platform; L/F—End-Feature, e.g., focal point of interest.

isting architecture. The decor and equipment should help to achieve an atmosphere and appearance that meets and satisfies the tastes of your members.

Quality is extremely important and must be consistent with the projected "image." The finish, craftsmanship and materials should all reflect a "quality look" regardless of the size, shape or location of the individual shop.

The appearance of the finest merchandise in the shop will be adversely affected and appear undesirable and of poor value when arranged or displayed on fixtures or equipment that are old, damaged, marred or poorly painted. And less we misunderstand, quality is not measured by price. High prices do *not* necessarily assure good quality. The quality is determined by:

(A) The design; is it in good taste? good looking? In harmony with the other elements in the shop?

(B) The finish: metals plated or brushed to a rich lustre, glass ground and polished, woods painted, stained, waxed and rubbed to perfection; colors rich and durable.

(C) Fabrication and construction; sturdy, durable, legs attached securely, metal parts welded properly, ground and finished.

Depending upon the care and attention given to the above, the resulting pro shop should:

(A) Encourage customers to come in, browse, shop and buy.

(B) Be so functional as to allow easy relocation of equipment, categories of merchandise, or provide special settings for selected feature promotions.

(C) Be so practical as to withstand rough treatment by customers or the staff.

(D) Be easy and inexpensive to maintain and keep looking fresh, neat, clean and attractive.

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Club managers' day at the 52nd national

By G. V. "Jerry" Marlatt, CCM



For many years it was impossible for me to attend the New York Hotel and Motel Exposition. As I sat in Oklahoma, Minnesota, Texas or other places, I often hoped some publication would report the show while emphasizing the annual club managers' day. The editors of GOLFDOM have given me the opportunity of doing this for you, and I hope you enjoy our attempts to take you there via the printed medium.

Monday, November 6, 1967, was a beautiful day in the autumnal atmosphere of New York. At 8:00 A.M., the Officers, Directors, C.M.I. Committeemen of America, Executive Director and Educational Director of CMAA had been joined by the Executive Secretary of the NCA at the Warwick Hotel. President Duncan set the scene for another Vision 77 Meeting, and this proceeded on until noon.

At noon, some two hundred "plus" managers began to converge on the famed New York Athletic Club for luncheon and reception hosted by Mr. James Parker, its genial manager. The day was under the sponsorship of managers of the New York, New Jersey and Connecticut areas. As it has always been, the luncheon was well attended and well planned. Managers from such far away places as California, Florida, Texas, Colorado and Tokyo, Japan, were on hand.

Before the grapefruit segments could be lifted to your lips, the talk about "clubs" had begun. Every-

one had come amply prepared with problems to be discussed, seeking solutions either through discussion with other managers or perhaps in an idea they might get at the Show.

Dessert had not been served to all before General Chairman Edward J. Drew of the Quinnipiac Club, New Haven, Connecticut, began to introduce the distinguished guests who graced the speakers' table. On hand were: Ken Emerson, Executive Secretary of NCA; Joseph J. Donoghue, Vice President; H. Alton Owen, Jr., Secretary-Treasurer; and Horace G. Duncan, President, all of CMAA. It also included: Edward J. Drew, General chairman of the meeting; Miss Li Ling Ai, guest speaker of the day; Peter A. D'Angelo, National Director, and Ed Lyon, Executive Director of CMAA. (See photo #1)

Mr. Drew welcomed the visiting club managers and gave a schedule of the activities for the day. Mr. Al Owen was then introduced and told of the people who had made the meeting possible and this included: Harvey Brown, Glen Ridge, C. C. (New Jersey); Richard Bush, Shorehaven Golf Club, East Norwalk (Connecticut); John Cremers, Empire State Club (New York); Egon Jorgensen, Old Westbury Golf and C. C. (New York); Alexander Levchuck, Garden City C. C. (New York); and H. Alton Owen, Harbor View Club (New York), Peter D'Angelo was also a member of this group, but we will tell more of him later.

President Horace G. Duncan, Cherry Hills C. C.,

hotel and motel exposition



then was introduced and remarked on the Vision 77 Group of CMAA and their work to date. He also spoke on the hopes and desires of this group, plus its possible effectiveness to our association and membership.

Mr. E. George Wetmore, General Chairman of the 1968 Philadelphia Conference and Manager of the Tavistock C. C., Haddonfield, New Jersey, was next introduced. He gave details of the Philadelphia Conference, reaffirmed their welcome to CMAA and invited all to attend.

With such a "menu" of celebrities and interesting people, there remained only the dessert to complete this fine luncheon.

However, our speaker for the day, Miss Li Ling Ai, proved to be the "piece de resistance" with her wonderful talk on China, its heritage of fine foods and the role China has played in foods of the world.

I might say only that Miss Ai's opening remarks, addressed to the men of the audience, in which she asked: "Is it true what they say about American women?" set the tone of her entire address. It is quite easy to understand, after listening to Miss Ai, why the population of China is as large as it is stated to be.

Following Miss Ai's excellent talk, we partook
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* For more information on items shown in photos 3, 5, 6, 7, 8, 9 and 10, please refer to New Products on pages 81, 83.

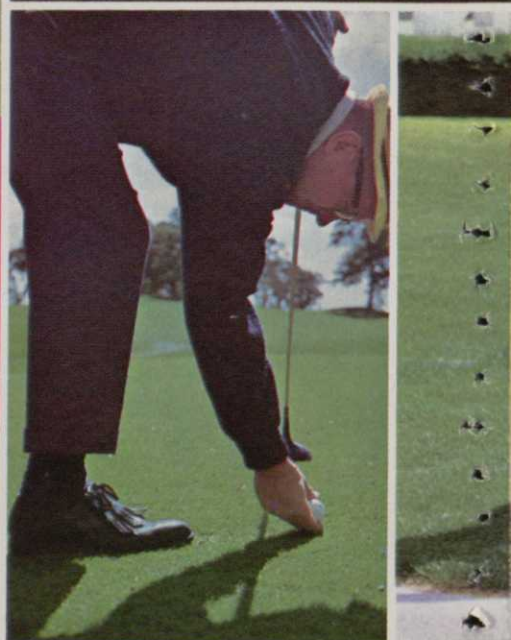
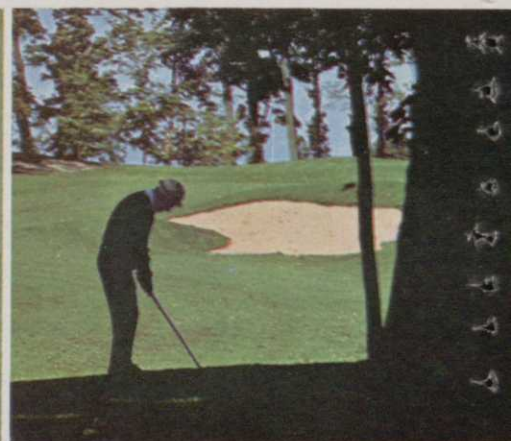


- 1 -During the Regional Meeting of the CMAA, a luncheon was held at the New York Athletic Club. At the head table were (L/R): Ken Emerson, Executive Director, NCA; Joseph J. Donoghue, VP, CMAA; H. Alton Owen, Jr., Secretary-Treasurer, CMAA; Horace G. Duncan, President, CMAA; Edward J. Drew, General Chairman of meeting; Miss Li Ling Ai, Guest Speaker; Peter A. D'Angelo, a national director, CMAA; and Ed Lyon, Executive Director, CMAA.
- 2 -J. J. Donoghue (seated) and L. T. "Bud" Hall (R.) inspect visual training aids at the AH & MA booth at the Coliseum.
- 3*-G. V. Marlatt inspects a closed-circuit and video-taped television outfit which includes camera, recorder and monitor.
- 4 -(L/R): G. V. Marlatt, David LaBounty and Desmond Tolhurst, managing editor and editor of GOLFDOM, respectively, inspect some gleaming, stainless steel equipment.

The M

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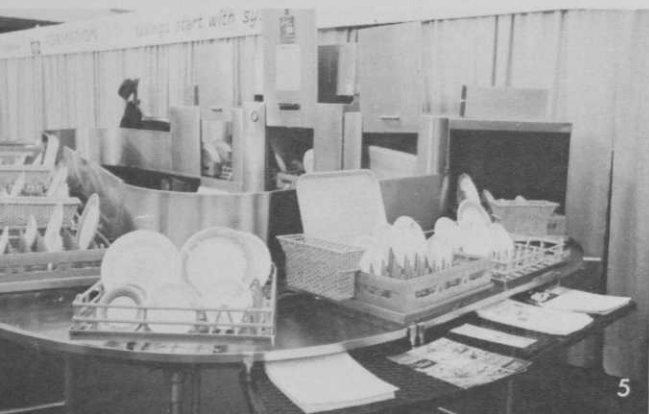
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Club managers' *Continued*



- 5*-Merry-go-round principles of newer dish washing equipment are labor-saving devices which appeal to everyone.
- 6*-Another labor-saving device which was shown was a tomato-slicing machine which insured freshness and uniformity of slices with no damage to the tomatoes themselves.
- 7*-While coffee urns are not new, this one has an outstanding feature that there is no need for manual transfer of scalding water to produce a quickly brewed, filtered product.



- 8*-These various-colored waxed cups can be used to color-key your price lists which makes pricing of tickets or ringing up prices on your cash register a simple duty.

of the most strenuous activities of the entire day in the welcomed opportunity of walking two blocks to the New York City Coliseum. As we strode along the sidewalk, looking at Central Park to our right, one could almost hear the lyrics of the song, "Autumn in New York."

At the Coliseum, the usual large crowds blocked the entry way, and the endless lines of persons who had not obtained their admission passes in advance gave one a feeling of excitement. For those members of the CMAA, this usually rigorous detail was handled by efficient Ed Lyon, our Executive Director, who passed our badges to us as we arrived at the door.

As one enters the Coliseum, he is immediately confronted with the choice of going to the upper levels and working his way down or starting on the main floor and working up.

There was no choice this day for we immediately spotted the American Motel and Hotel Assoc. Booth and its Technological Display and headed straight for it.

At the AH&MA Booth we spotted CMAA Vice President Joseph J. Donoghue, Losantiville C. C., Cincinnati, Ohio, and Laurice T. "Bud" Hall of the CMI Committee and Pinehurst C. C., Littleton, Colorado. They had been exposed to information concerning teaching machines, carrels, programmed film shows and audio visual materials at the Sunday meeting of CMI. J. William Connor and Henry O. Barbour of M.S.U. had given information as to the feasibility of such devices and now they were seeing them "first hand." (See photo #2.)

Before we get too far into our trip to the National Hotel and Motel Exposition, we ought to introduce the other two gentlemen who are touring with us—Desmond Tolhurst, Editor of GOLF-DOM, and David LaBounty, Managing Editor. The world of the club manager, with its gleam-



9*-Paper products are being used more and more. These disposable paper chef hats are a good example of how to save money on laundry costs.



10*-Machine to left can be used to make 35 to 50 meatballs at one time. Gadget in pastry chef's hand can be used to make the variety of cookies displayed.

ing stainless steel and equipment, provided them a delightful respite from printer's ink and typewriters. (See photo #4.)

Before we proceed in our reporting of the Show, let me state that from a club manager's viewpoint, this annual affair is a wonderful opportunity to obtain information concerning new equipment or to note any trends before the new season begins.

Here are hatched many of the ideas which work themselves into budgets and, ultimately, into next year's new innovations for many clubs. However, the complexity, the logistics and size of the Show itself prevent one manager from doing justice to the reporting. We shall attempt to merely apprise you of some interesting things as seen through one pair of eyes, for other publications will undoubtedly elaborate various phases in detail.

With technology the "coming thing" in the next decade, we decided to investigate something we had heard a lot about—closed-circuit and videotaped television. Let us dwell for a moment on this one subject. Through the "almost magic" of this equipment, it is now possible for any manager to produce his own training films.

It is also possible to record, for later study, the serving of a party or dinner at the club, or to provide monitored viewing of the exterior of a club for security purposes. (See photo #3.)

Just as football coaches can now view "stop action" or hold post-mortems on their teams, so too can the modern club manager view his employees "in action" for later use in training sessions held from time to time.

The total cost of a camera, recorder and monitor would run approximately \$1,500. This may seem costly, but when shared with the golf pro in his use for instructional purposes, the superintendent for his training purposes, or the possibility of incorporation into a club security program, it be-

comes a small investment for so great a piece of equipment.

The cost of producing TV tapes is estimated at \$60 per hour for the tape. It is also necessary to point out that TV tape, like other magnetic recording tape, can be erased and used again and again, thereby reducing the cost if saving of the tape is not required.

Labor-saving devices appeal to everyone, and the "merry-go-round" principles of the newer dishwashing equipment lend themselves well to this area. Machines of this type, capable of being manned by a single employee, were exhibited and other old-line manufacturers had incorporated this principle into use on their machines. Foodcarrying equipment between various floor levels utilized this principle, and we could see that automation has reached the kitchen at last. (See photo #5.)

While we have mentioned a high investment form of labor-saving equipment, let us move to a more modest piece of equipment. Here you see (photo #6) a new tomato-slicing machine where one operation does the entire job of slicing a tomato with one arm movement. To insure freshness and uniformity of the slice with no damage to the tomato itself, this seemed the answer to the problem.

However, upon questioning, we were told that it could hold possible adaptations to slicing boiled potatoes or citrus fruits. Only the imagination of the individual limits the possible uses in slicing bread for canapes or boneless turkey breasts for portion controls.

Coffee urns always fascinate me, and this particular item caught my eye. First, it encompasses many features desired in a coffee urn. Whether it be safety from spilling scalding water on an employee or the desire for a quickly brewed, filtered product, this equipment served the need. While, its capacity of two to three-gallon tanks

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Put a woman in your shop

By Max Brown

Your profits will increase with a person who can sell both your lady members as well as the men.



A woman's place is in the pro shop. This successful professional feels that many of his brother pros are missing the boat by not having a lady merchandiser.

"A man can sell to another man, but not to a woman. A woman can sell to a man or a woman." So says Bob Wolfe, head professional at Middlebay CC in Oceanside, New York.

"Years ago, all a pro had to do to open his shop was invest \$5,000 in balls, clubs, bags and a few shirts," Bob points out. "Suddenly, golf started growing, and, with family memberships, many clubs now have, as we do, as many as 250 lady members in addition to 350 male members. Today, the pro has to stock his shop with \$30,000 or \$40,000 in merchandise to satisfy the needs of the members, and particularly the ladies.

"I have found," Wolfe says, "that a lady merchandiser can sell anything except hard goods—which my assistant, Jimmy Corrigan, or I handle—and she can sell easier than a man. It's also a pleasant fact of merchandising that men like to be sold by a woman. So your

lady saleswoman is not just restricted to sales to the ladies."

Working from this premise, Wolfe has had a woman working in his pro shop all during his three years at Middlebay. The results have been amazing. Over-all apparel sales have been excellent, with one-third of his gross sales, he estimates, coming from ladies.

"There is definitely a place for a woman in the pro shop today," says Wolfe. "However, some pros get quite irritated, whenever you mention the idea to them. They're simply used to having a man there—someone they can ask to go out to the back room to get a bag. Obviously, you can't ask a woman to do that. But she *will* earn her salary in a million other ways."

Bob has been fortunate in having the help of his wife, Paula. "At my previous club," he points out, "she ran the ladies' apparel for me. But now, we have two young children, and she only works weekends." So Wolfe hired another woman, Mrs. Millie Florea, to help out, primarily with the selling of ladies' apparel, during the week.

"A key point to remember,"

says Wolfe, "is that the wife is the buyer in the family. So, why not aim your merchandising towards her?"

This is exactly what Wolfe has done in having both his wife and Mrs. Florea handling the sales and buying of ladies' apparel.

In the over-all atmosphere of his shop, subtle, indirect lighting accents the colors of outfits on counters, in displays and on mannequins which dot the shop displaying both men's and ladies' outfits. Soft hi-fi music unobtrusively plays in the background. The "hardware-store" look is gone. Of course, the clubs, bags and other golf tools are there, but the main stress, at least in display, is on clothes for the well-dressed golfer.

On the subject of display, Bob has some strong views. "You should change your displays weekly," he says. "Your members come out to the club every weekend at least. So, Friday is the day you should change the displays in the showcases and on the mannequins. Every week you must have a different 'look.' Otherwise, if you let it go for a month at a time,

Bob Wolfe, Mrs. Florea (center) and Mrs. Wolfe work as a close-knit team to operate the pro shop as efficiently as possible.



your members will just walk through the shop without stopping."

Here again, it's the woman's touch about the shop that is so important, Wolfe feels. "In shops I visit, I can always tell whether there is a woman employed there, because of the many things that only a woman would do. Besides keeping everything spotless and tidy, a woman always has time for those little, artistic touches that would never occur to a man. My wife puts flowers in our shop. What man would ever think of that?"

"Also, the displays are always professional. Somehow, women can coordinate the colors of an outfit on a mannequin much better than the average man. I'm from the 'new school' of golf pros," says Bob. "The 'old school' taught golf all day. I feel that the money is made in the shop, not on the lesson tee."

"Even when I was in college (Duke University for one and a half years, then finishing up at U.S.C., Calif.)," says Wolfe, "I realized this. I therefore took extra courses in merchandising, business leadership and public speaking.

"But I honestly believe you must have a good woman in the shop to sell the soft goods to the ladies—and many of the men. You have to have a soft goods buyer and seller on the ladies' side and many pros just don't have the time or sometimes the knowledge to adequately handle the job."

Wolfe first discovered the value of having a woman in the shop several years ago, when he worked under a married couple at an Illinois club. "The wife could really sell," he recalls, "and I saw right then that this was the answer to running a successful shop. I've talked to other pros since then who have failed in regard to selling ladies' apparel, and I feel it's because they don't have anyone who knows what the ladies want, and then how to sell it. Most any pro can sell clubs and bags—that's his business—but few can sell a lady a sweater or a blouse."

Wolfe believes in letting his lady merchandisers have almost complete charge of their department, from buying the merchandise to setting up the displays. In fact, the two women make occasional

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Top left: Mrs. Florea never misses a chance to keep shop neat. Sweater rack shows sweaters to best advantage. Note neat club and bag display in rear.

Top right: Personal attention is a rule of the shop. Wall partition behind can be used to display apparel while giving the hat area a note of intimacy.

Bottom: Perforated wall behind counter is used for display. Apparel in counter is changed weekly to create interest. At left is Jimmy Corrigan, assistant pro.



COOL

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

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Don't get the idea this is just another pretty-boy golf car, though. The rough and rugged all-steel body will take all the punishment you care to give it. (Built in bumpers and side protection plates.)

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room than you've ever seen in any golf car. Individual, adjustable waterproof buckets that rival your favorite armchair. A handsome sports console-mounted stick shift to bring out the beast in you. Deck-to-deck carpeting. Lush, man! And a sports car steering wheel that replaces the tiller bar forever. It's all standard with the Cushman GC.

And what a ride. Smoooth. Thank the beefier, low-slung 3-point rubber suspension between the power frame and main frame. This baby floats through turns, up hills, down hills, with super-ease, super-safety, super-stability. Cool!

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