

Put color in the shop and black in your ledger

Creative use of color attracts customers and stimulates spending

by Ernest W. Fair

Take a good look at your use of color in the pro shop. Proper understanding of color as a sales tool could mean the difference between a sizeable loss or gain in potential sales.

The effective use of color in advertising, promotion and merchandising takes on even greater importance with the increasing business volume of wearing apparel, men's and women's, in pro shops.

Here are some proven and tested ways of stimulating sales through the application of basic and imaginative color schemes.

1 Use color to bring about clear, three-dimensional viewing instead of a dull, flat effect. By displaying a green item in a green carton, or free-standing against a like background, the product can go completely unnoticed by most customers. Move it to another area where its own color contrasts with that of the background and sales will invariably improve.

2 Complimentary colors should always be used to make an item stand out from its surroundings. Here are the more important colors that are opposite one another on the color scale: yellow-violet, yellow-green and red violet; green and red, and blue and orange.

3 Keep in mind that warm colors always tend to be exciting and use them where this response is valuable in raising the interest of customers. Warm colors, scientists have found, increase blood pressure and the pulse rate. They arouse desire to possess many an item which would be scarcely noticed were they absent.

4 Keep display and merchandising fixtures to low-key and pleasant natural colors so that contrast will be pos-

sible no matter what merchandise is displayed thereon or therein. White, cream, buff and similar colors in such areas lend themselves to widest possible usage.

5 Bright circus colors relieve monotony and create a cheerful feeling. They are particularly valuable when used in mass displays; in displays set up within large fixtures; on lengthy aisles; in heavily-stocked windows or in other areas where monotony could discourage customer interest.

6 Get color contrast in all displays by arrangement of merchandise. Four different red items displayed beside one another, for example, stand out as a mass and not as individual items. Use two blue or green items between each of the red and all four will attract more attention.

7 Brighter tints reflect more light. Use them in areas where lighting is below that of other parts of the store or window layout. It also pays to put this factor to use where customers have been browsing a number of other units before reaching this specific display.

8 Provide top visibility in all display areas with finishes having high reflective factors by means of adequate contrast in hue of the basic colors used. This increases light illumination and provides the pleasant background to put the customer in a receptive mood.

9 Pick your colors (whether on merchandise or package or in display fixtures) to adapt to the type of illumination used at the particular spot. These differences illustrate the value of the point: Light blue under mercury light has a 27 per cent reflected value compared to 32 per cent under incandescent light; yellow has 30 per cent under mercury and 23

per cent under incandescent; light buff has 30 and 40 per cent; and light green has 32 per cent under both.

10 Comfortable seeing is always a must for effective merchandising. Keep it in mind when planning any display fixture color choices as well as in merchandise shown therein. Concentrate on an over-all contrast which is not too harsh in order to assure such pleasant viewing by the customer.

11 Red and white are colors that stand out. Red is traditionally a signal to "stop and look." Since we are all conditioned to react to it in that manner, it can be used effectively to make a customer "stop and look" at any specific display.

12 Yellow has very high visibility. Use it when you want an item, a display card or other merchandising effort to attract the attention of customers from a distance. Displays in remote areas of the store draw customers more effectively when this color is used than most others.

13 Some colors cause less eye strain. Customers naturally spend more time in viewing displays or merchandise in these colors. Buff, for example, is rated at 68 per cent in the area of eye sensitivity while gray is 34 per cent.

14 Bear in mind that a person's vision and reaction to any color decreases with the diminishing of light on that color. Illumination of color can be overdone, of course, but underlighting can be just as ineffective.

15 Use color to hold attention to merchandise or displays. Eye fatigue results from unnecessary travel of the eye over ill-defined areas. High con-

Continued on page 60



Ex-**pga** champ goes public

*Jerry Barber is happier
and does a better business
since becoming head pro
at Griffith Park*

by Robert Joseph Allen

Two years ago Jerry Barber gave up his job at Los Angeles' exclusive Wilshire Country Club to become head professional at Griffith Park Municipal Golf Course.

It is interesting to see not only how he takes care of the operation, but how he coped with the change of moving from one of the most posh golf clubs in the world (where tee times are plentiful), to one of the busiest public courses in the country.

It was quite a cold plunge from the tender atmosphere of the private club, where a member pays an initiation fee of about \$10,000 and monthly dues of \$65.

"This job is far more complex, and interesting, too, I've discovered, than Wilshire was," Jerry says. "I used to have quite a bit of time to teach, play or practice there, usually as much as

I wanted. Teaching was my main lucrative activity then. Now merchandising is. The number of players here is so great, and the rest of the operation so correspondingly large, that I never have a dull moment. This keeps my disposition oiled, and I'm more considerate."

Surprisingly, Jerry was happier and more content about his work than he had ever been. "Though there isn't as much golf played at Wilshire as here," he said, (Wilshire averages about 100 players a day to Griffith's average of some 500, plus about 200 to practice and take lessons) "it cost me about 40% as much to staff Wilshire's golf operations. We had to keep their pro shop open almost as many hours, by and large, as we do here. We have the same quality merchandise here as we did there, but our sales weren't 40 per cent of what they will be here.



The main difference, as I see it, is that they were a little more demanding over there when it came to individual attention and they were generally a bit harder to please.

"My operation here is much like it is at almost any municipal course. I pay my help, buy my merchandise and range balls, pay a percentage on our sales and rentals to the city, and I'm entirely responsible for the finances of the whole operation.

"Incidentally, I've noticed that when club managements take over the concessions and hire clerks to take the place of the head professional, and then get some substitute for a proper professional to give golf lessons to the members, a lot of things, especially the service, usually don't work out quite as well as when the golf pro handles it for them on a lease basis.

"Also, I've seen club-operated shops that weren't as nice to go into as most of those which PGA professionals run. The pro should be the actual heart of the club. The club is better in every way because of the pro. It's only natural that a professional, who must of necessity make a profit on the operation and guard his reputation, will put his heart and mind where he has already put his money.

"We have two courses and a driving range here. And, it takes a bit of doing to keep the average of 500 players a day, 365 days a year who tee off, sorted, serviced, managed and happy, but I'm having a ball as a sort of ringmaster over it all."

The course opens up very early in the morning, 15 minutes before daylight, and closes after the last addicts straggle off, ordinarily well after dusk.

Continued on next page

A second tier was added to the driving range (below), which helps defray expenses. Pro shop (r) though quite big, is slated to be enlarged because the volume has grown so. Jerry Barber (with cap) talks to customer. Photo on preceding spread is of clubhouse, which is to be replaced by a new one.



Ex-pga champ goes public

Continued from preceding page

Griffith Park's 9th holes on each of its two courses don't end at the clubhouse; they end out in the middle of the courses—which makes the hours mostly regulated by the amount of daylight available.

Expansion at Griffith is currently going along at a rapid pace.

- A 21-tee second deck, with lights, has just been added to the existing 20-tee driving range. (See photo above).

- In April, 1968, 60 electric cars were bought. (The charge is \$6 for 18 holes).

- A new and bigger clubhouse is on the way. (Photo on preceding spread is of huge current one).

- Although the pro shop (see photo next page) is quite large—the volume has outgrown the space available—so it too will have to be enlarged. (The volume is currently about \$70,000). Under the terms of the contract, Jerry must put up the

money for this project, but the city will reimburse him.

"Our operation at present costs me between \$50,000 and \$60,000 a year, and maybe more," he revealed. "It isn't only the payroll. You have to come up with money, as in any other business, for state disability insurance, unemployment insurance, and for your F.I.C.A. which is hospital insurance and social security. All of these run into rather a large sum of money. Then there are the taxes you pay on your merchandise, and the 'Possessory Tax' which you pay for having possession of the area, etc. For example, the insurance just for fire and theft on my merchandise alone is between \$2,000 and \$3,000 a year. Then there is the usual percentage of loss on merchandise that didn't sell, and the thousand and one 'little' expenses that are always cropping up.

Altogether I have 15 people on my staff, two of them are on contract, my bookkeeper and one of the buyers. The rest work for me outright.

"The merchandising of golf is the biggest consumer of all the staff's time here. Ordering goods is the toughest part of the problem. The golf professional today has to be a good businessman. He has to be forever on guard that he doesn't wind up with a lot of goods that don't sell. In addition, he must be able to select and employ people who are also above average in the business field because he has to put up his own hard



are here because they love the game, and want to learn the business and, perhaps, become head professionals themselves some day."

Getting back to the merchandising aspect, Jerry believes that "not many golfers these days will just walk in and buy something because the pro is a certain person. In the field of merchandising—and make no mistake about this—you will mostly earn what patronage you get because there's too many other places they can get it at competitive prices. You have got to be competitive! And, here, we are competitive, and we intend to stay competitive.

cash for the merchandise, and if he gets stuck with some of it, he has to suffer the financial loss.

"I pay my assistants a salary," he said, "and let them keep all the money they make teaching, with very little restriction on the amount of time they devote to teaching, as long as the shop is well covered. For instance, on Saturdays we are extremely busy in the shop, and it is also the day when the most people want lessons. Therefore, we have a chart, and my four assistants (all qualified for teaching) divide the time available for teaching on this chart in such a way that two of them are in the shop at all times. I charge \$8 per half hour for my lessons, and my assistants get \$6. I do a lot of teaching on Saturdays also, so I can't be in the shop much, but we have a shop manager, Al Edwards, who handles all contingencies."

A problem that is indigenous to courses located in sunny California, or similar climates, is that it's necessary for the staffs to spend a lot more hours and days at their jobs, as compared to those in the east and north where a golf pro works eight to nine months a year and has three or four of the winter months off. The compensation for this is higher salaries all around for the staffs located in these climates.

"Practically all of my assistants here are not in golf because they hope to make a lot of money out of their jobs," Jerry emphasizes. "Mostly they

"Often you have two or three hours a day consumed by conversations with people who merely want to talk. You get no income from it, directly that is, but don't knock it. You can make these talkers into a valuable asset if you train yourself to be a good conversationalist. Always have a few funny stories on tap, for instance.

"In a large operation like we have here there are also bound to be many people coming into the shop who are just looking around. Many of them have time to kill while waiting for their tee-off time. We therefore avoid approaching them unless they more or less unmistakably indicate they want something. We adopted this policy because we don't want to embarrass them, but want them to feel comfortable.

"In other words, we try to run our shop with good public relations in mind. If a person buys something and is dissatisfied with it we try to be fair, often generous, with them when they return the merchandise. Shop personnel who are not trained to be adept at this can rapidly create widespread dissatisfaction. We don't want even one former customer saying to golfing friends and acquaintances, 'Don't buy it at Griffith Park,' if we can help it. My assistants know I would rather lose the profit of a sale anytime than have a customer dissatisfied, let alone leaving angry.

"We particularly like golfers to come and ask our opinion about things, such as: should the

Continued on page 58

trees do more than just stand there

by Russ Osgood

Aside from reducing wind, blocking off unsightly views and beautifying the course, they sell memberships

Owners of new golf courses under construction or in the planning stages, especially courses in the southwest and mainly in Southern California where they are mushrooming like supermarkets, should be giving more consideration as to how they want their courses to look four or five years from opening. This is about the length of time needed for the trees and shrubs to show their true colors, unless owners can afford expensive transplanting.

The old school believes there is no use of going into competition with established businesses unless there is something better to offer either in the way of price or service. So why not offer a more attractive golf course?

In the south and east, owners have to cut and blast trees out of the way for fairways, but in the southwest, they are lucky to find a tree or two on any given 200 acres. This is not to imply that there aren't many trees in some areas; it's just that the wooded lands are already in use or are not conveniently located, which leaves only bare farmland or scrubland for courses.

Then, there is the semi-arid soil that is so unreliable that you can

grow a beautiful tree in one location and, 10 feet away from it, you can't cultivate a weed.

This is the challenge that faces new builders of courses in the southwest, and, yet, it can work in their favor if they will seek and heed the advice of a competent landscape architect.

Most owners are willing to pay a landscape architect for planning the entrance to their club. This is money well spent. But what about the course itself? What about that period between the rough layout and the time the maintenance crew takes over? This calls for proper planning.

Sure, the owners, committees, course architects and greens superintendents can suggest this tree here or that shrub there, but the landscape architect can do the job much more competently.

The areas of importance should be the course, borders, fairways, tees and behind the greens. The selection of trees and/or shrubs selected for these areas should follow some simple ground rules.

These are: they should be adaptable to climate and poor soils; fastgrowing, possibly evergreens; and have some summer or winter blooms planted wherever possible.

Palms are not included because they are transplantable and can survive under almost any condition.

On the borders, there may be as many as four conditions that should be considered: the windward side; unsightly side; occupied side; and the roadside leading to the clubhouse.

For the windward border, trees such as Beefwood and Australian beech have good foliage and grow from 60 to 70 feet. These will not produce blooms, but they will reduce the wind from 25 to 50 per cent, which is their primary purpose.

To block off unsightly views, dense foliage of the evergreen pear with white flowers in the spring and the Kafir plumb with red growth in the summer will do a very creditable job. Both grow from 20 to 30 feet.

Where houses are adjacent to the fairways, a fuller type of foliage such as the sweetshade with yellow flowers in early summer and the peppermint tree with white flowers in summer, give the "kibitzers" on the back porch a chance to see and enjoy the golfers' plight. Also, these trees are of sufficient height (40 to 70 feet) to offer some protection to the home.

Continued on page 48

CUSHMAN TURF-TRUCKSTER

the one all-purpose grounds maintenance vehicle



USE IT AS A TRACTOR to pull gang mowers or other non self-propelled equipment. Big 9.50 x 8 traction-tread tires give plenty of traction without

damaging turf. Six speeds forward through dual-range transmission and variable speed governor give proper speed and power for uneven terrain.



USE IT AS A SMALL TRUCK for carrying personnel and equipment everywhere. Has governed top speed of 19 mph and 1,000 pound payload, for quick,

inexpensive transportation within the park, golf course or cemetery, on the roads or cross country.



USE IT AS A SPRAY RIG with boom for spraying greens, without boom for large areas, or with hand sprayer for trees and shrubs. Sprayer attachment operates through optional power take-off. Power take-off can also be used for operating compressors, generators, etc. The most versatile vehicle in your toolshed!

Write direct for free brochure.

CUSHMAN MOTORS

"the big name in little wheels"

915 N. 21st St. Lincoln, Nebraska
A Division of Outboard Marine Corporation

For more information circle number 220 on card

Trees do more

Continued from page 46

For providing a more attractive effect on the roadside leading to the clubhouse, two eucalyptus trees, with minimum surface feeding habits, are suggested. The Gungurru with rosy flowers in winter, and the scarlet flower buds of the Illyaric provide color through the year. Since both are low growing trees (15 to 20 feet), the auto passengers are treated to some outstanding colors.

With slow play a problem these days, owners should not use thick foliage to outline or divide their fairways.

One course in California provides a wealth of color with oleander-lined fairways, but pity the poor golfer who hits a ball into those shrubs. Wide-spreading, open-foliage type trees are best for the modern fairway. For these, we can add, to the previously mentioned trees, the Jerusalem thorn or Palo Verde and Baily acadia. These additions, varying from 15 to 30 feet, will produce yellow and red blooms during summer, fall and winter, and they will not imprison balls hit off-line.

On the tees, a wide choice of shrubs and trees is available. But don't use shrubs that require too much extra attention by the maintenance crew or use trees that shut off sunlight. In some instances, a dense tree such as the evergreen pear or Kafir plumb will be needed by the tee for either a windbreak or a barrier for stray shots.

There are usually two sides of the tee that can accommodate planting. So the mixture of such shrubs as the red flowering maple, bush coral tree, night blooming jasmine, firethorn and Oregon holly will provide a wide variety of color through most of the year.

While on the subject of trees, it would seem that a much better introduction to the course could be made at the first and tenth tees with a little more planning. Both are targets for warm-up swings and heavy traffic. An enclosure is needed, so why not substitute a low (two and a half to three feet) rustic redwood fence for unattractive or dis-

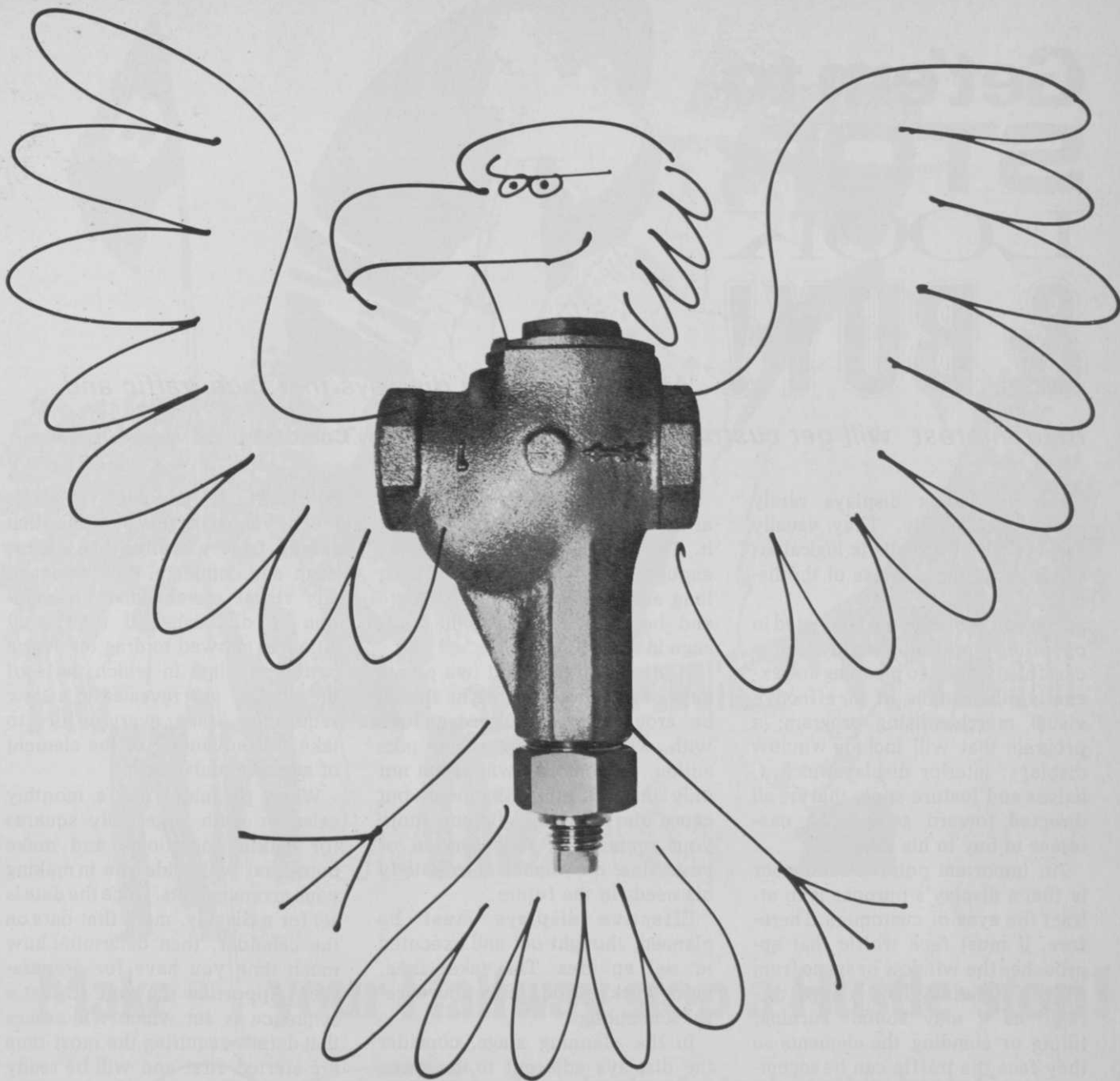
TREES FOR COURSE BORDERS

Windward Side		Around Trees	
Sycamore Maple	90'*	Saucer Magnolia (white - May)	20'
Sugar Maple	120'	Midget Crab Apple (pink - May)	15'
Chinese Paper Birch	90'	Oriental Cherry (pink - April)	20'
White Ash	120'	Plus many dwarf trees and shrubs.	
Ginkgo	120'		
Moraine Locust	130'		
Chinese Juniper	60'		
Serbian Spruce	90'		
European Linden	120'		
Along Fairways		Unightly Side	
Eastern Redbud (pink - May)	36'	Pawpaw (purple - May)**	35'
Japanese Clethra (white - July)	30'	American Yellow wood (white - June)	50'
Franklinia (yellow - Sept.)	30'	Flowering Dogwood (white - May)	40'
Carolina Silverball (white - May)	30'	Chinese Redbud (rose - May)	40'
Goldenrain Tree (yellow - May)	30'	Flowering Ash (white - May)	60'
Cucumber Tree (white - June)	90'	Empress Tree (violet - May)	45'
Black Locust (white - June)	75'	Japanese Pagoda Tree (white - August)	75'
Japanese Tree Lilac (white - June)	30'	Sorrel Tree (white - July)	75'
Main Roadside		Around Greens	
Cornelian Cherry (yellow - April)	24'	Arnold Crab Apple (red - May)	20'
Japanese Cornel (yellow - April)	30'	Fringetree (white - June)	20'
Russian Olive (silver - June)	20'	Watson Magnolia (white - June)	20'
American Holly (red - October)	45'	Siebold Viburnum (white - May)	30'
Watson Magnolia (white - June)	20'		
Main Roadside		Occupied Side	
Cornelian Cherry (yellow - April)	24'	Northern Catalpa (white - June)	90'
Japanese Cornel (yellow - April)	30'	Scotch Laburnum (yellow - May)	30'
Russian Olive (silver - June)	20'	Fringetree (white - June)	30'
American Holly (red - October)	45'	Kalopanax Pictus (black - July)	90'
Watson Magnolia (white - June)	20'	Siebold Viburnum (white - May)	30'

Note: *Height of tree is shown beside name.

**Color of blooms and month they generally bloom are shown in parentheses below name of trees.

Continued on page 60



THE WATER HAMMER DAMMER

At heart it's our brand new Thermo-Hydraulic remote control valve for sprinkler systems. The TH valve has a heat-motor that opens and closes gradually, thus reducing sprinkler wear and pipe breakage caused by the water hammer common with solenoid valves.

Here are some other colorful features of this species. It flushes itself and there are no orifices to clog; so it can use lake or sewage

effluent water without trouble.

It's electrically actuated from a Rain Bird electronic controller, from which it can be drained automatically—or manually, at the valve, without pressure.

It has a flow control, and is made of brass, bronze and stainless steel.

To see the new TH valve, call your Rain Bird distributor.

Or write us: Rain Bird, Glendora, California 91740

For more information circle number 255 on card



Get'em to STOP, LOOK & BUY!

Attention-getting displays that face traffic and hold interest will get customers' wallets out **By Tony Comorat** Visual Merchandising Consultant

Sales-producing displays rarely occur accidentally. They usually are a result of a realistic logical attitude about the purpose of the display.

The golf professional interested in operating a profitable shop will give careful attention to planning and executing the details of an effective visual merchandising program; a program that will include window displays, interior displays, niches, ledges and feature spots that are all directed toward getting the customer to buy in his shop.

An important point to remember is that a display's purpose is to attract the eyes of customers. Therefore, it must *face traffic* that approaches the window or space from a given direction. This is not as difficult as it may sound. Turning, tilting or standing the elements so they face the traffic can be accomplished by careful observation of the space before you make the layout. Stand outside the window, or in front of the space if it is an interior, while making your plan and determine the flow of traffic or its pattern. Then, arrange the elements in your display to face the traffic.

As effective display must make the viewer (1) stop, (2) look, and (3) buy.

1. Displays must *stop* customers, literally, in their tracks. The eye catcher of the display, whether it be color, size, or the symbol of an idea must be different and compelling enough to capture the customer's attention and distract him from whatever he was doing before coming upon the display.

2. Then he must be able to *look* at it, not merely glance or stare at it. The display must be interesting enough to hold his attention at least long enough for him to assimilate and be impressed with the message in the display.

3. Ideally, if the first two points have been achieved, then he should be aroused or stimulated enough with what he has seen to *take action*. Action that will result not only in sales at the moment, but cause him to think of your shop, your reputation, your service or your fine merchandise to satisfy his needs in the future.

Effective displays must be planned, thought out and executed to sell an idea. This takes time, hard work, good taste and careful scheduling.

In the planning stage, consider the displays adjacent to the space you will be using for your display. The colors used in your display should be in harmony with those in the adjoining displays. Colors should also be pertinent to the season.

Using a theme or a background that is not compatible with adjacent displays will make the display appear out of place, therefore, less effective. Even before you plan a display for an area where there will be other displays, determine what the others are to contain during the time while the display will be on view.

Most emphatic and dramatic impact is achieved when plans include every available display space and the installation of all displays

overnight, if possible. There is much value in the surprise that results from a change that is thorough and complete. Full impact of any visual merchandise presentation is diminished if the installation is allowed to drag on over a period of time in which parts of the display are revealed in a slow sequence. Make every effort to take full advantage of the element of surprise and shock.

When planning, use a monthly calendar with large daily squares for making notations, and make notes that will guide you in making your arrangements. Once the date is set for a display, mark that date on the calendar, then determine how much time you have for preparation. Apportion the time so that a sequence is set which will assure that details requiring the most time are started first and will be ready when the time comes for installing the display.

There are several factors which should receive careful attention when planning displays: (1) timeliness, (2) drama, (3) color, (4) human interest, (5) freshness.

1. *Timeliness*. Of all the requirements that are essential for profitable display, timeliness can be rated as most important. Displays must be timed to the season, holiday, or event that is considered dominant in importance to the viewer at the moment. Generally, two to three weeks before an upcoming event, tournament, holiday or special occasion, is considered ample time to install pertinent displays.

Such gift giving events as Father's

Continued on page 52