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## 4-point plan

Continued from page 38

slapper. Neatness counts too. I write off anyone who is unkempt.

"We have developed quite an esprit de corps among the staff at Mill River," says Stanley. "My chef, Otto Lirsch, has always been wonderful in this regard. When we were in the old building, we had a walled-in icebox in the cellar. Otto would say to his men, 'I am going down to the cellar. Can I bring back something for anybody?' Soon, the kitchen staff was following his example."

This is not an isolated example. Stanley mentioned: waitresses do menial jobs that they could "easily leave to the busboy;" the starter, when the weather was bad this spring, helped out in the lockerroom to prepare it for summer business—without even being asked by Stanley, and the very day GOLFDOM visited the club, the car maintenance man was doing a paint job inside the clubhouse.

Cooperation, of course, is a two-way street. Stanley firmly believes that it is just as important that the club manager make the employee feel appreciated, and secure in his job.

"You can't get the best out of your people if you don't give them some recognition for their efforts. For instance, one day I was in the kitchen and noticed how good a job a dishwasher was doing on burnishing the silverware. I complimented him on it, and now we have the best burnished knives, forks and spoons in the world; that guy will not accept

this. Often you will say to yourself, 'If I hire someone else, I will only do worse.' However, in this case it's often best for the club to let him go."

One of the best ways of keeping standards high, Stanley thinks, is keeping your inspections rather unobtrusive. "Let the employee think he's doing it all on his own. This way, he will feel you have entrusted him with a responsibility, and do a better job. I've even done inspections at 1 a.m. so as not to bother the employee. Often, one of my people will say to me, 'Look what I did here.' I'll say that that's great. But I actually will have already seen it on one of my inspections.

"The other side of employee relations is job security," says Stanley. "I have known many managers who go to extremes with economy and cut their own throats in the process. In my opinion, economy is not achieved by cutting down on your staff, but in the volume of business done. You have a fixed overhead, and the way to deal with it is to develop business, to fully utilize the help. Sure, you can save money by chopping down on your staff, but if your people have no job security, you'll lose all the loyalty you may have built up in other ways."

Equally important as good staff and good employee relations, Bob claims, is personal contact with other club managers.

"I make it a point to meet as many other managers as I can," says Stanley. "At our annual conferences I deliberately spend some time each day

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**"It's so easy to kick the dog. We all do it a bit, but when you see your employee tense up, then quit riding him."**

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from himself anything else but the best job he is capable of.

"Another effective way to give recognition to your staff is to ask them questions," says Bob. This will: 1) make them feel as if they're experts, 2) feel the boss is listening to them, and 3) get them to take interest in the problems that go with any club job. These chats can also bring potential problems to light so that they are dealt with at the 'molehill' rather than the 'mountain' stage.

The informal conversations, however, should not be used to transfer a peeve to a defenseless person—your employee. "It's so easy to kick the dog," says Stanley. "We all do it a bit, but when you see your employee tense up—that's the time to quit riding him."

This is not to say that a manager should tolerate an employee who may be a good worker, but for some reason just doesn't fit in. "Sometimes you'll get bogged down when you have an employee like

just going up to managers I don't know and introducing myself.

"In Los Angeles, for example, we were invited to play golf at various clubs. I purposely didn't make a date, but just picked up a game when I got to the club. This way, I played with a different set of guys each day. This really pays off when one of my members comes up to me and says, 'Bob, where can I play golf in Dallas (or some other place)?' Usually, I will know personally one of the managers in the area. I write a letter, and the member is fixed up."

Local chapter meetings are another opportunity, Stanley feels, for making personal contact with other managers. "Of course, they have good educational value. But almost more important than that is the chance to sit down with a bunch of other managers before lunch and exchange ideas. You can quickly get 10 opinions on how to solve a problem or get descriptions of how various operations

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*Knowing how to use these tools—display properties, materials, decorations and mechanical units—will boost your profits*

# Let visual aids help

**by Tony Comorat**

Visual Merchandising Consultant

In previous articles we discussed the "woods" of the game of selling—fixtures, equipment and lighting. These are used to get off the tee, as it were, to make the dramatic, strong drive for "show", attract customers to our shops, and give them the impression that we are alert, fashion right, competitive and worthy of their trust and patronage—just as the good tee shot will invite favorable comment about our ability to hit the ball and play the game.

And, as after the tee shot, we zero in on the green, so we must continue our accurate aim at our merchandising target, sales and profits.

The development of the ability to effectively use the tools of visual merchandising—display properties, materials, decorations and mechanical or moving units—can have the same effect upon the total selling effort as the irons and putter have in the game of golf.

Just as proper and effective use of these tools of the game separate the pros from the duffers, so does the proper use and application of the tools of visual merchandising separate the loser from the profit maker in the operation of the pro shop. It is the shop keeper or retailer who enhances his knowledge of the tools of visual merchandising and display, and applies it intelligently and practically, that separates the looker from the buyer or makes the passerby a customer.

Just as each club in the bag has its purpose, so does each element available for use for attractive presentation and display of merchandise have its specific use or purpose for showing, selling and ringing up the sale.

We must carefully select our tools before we set

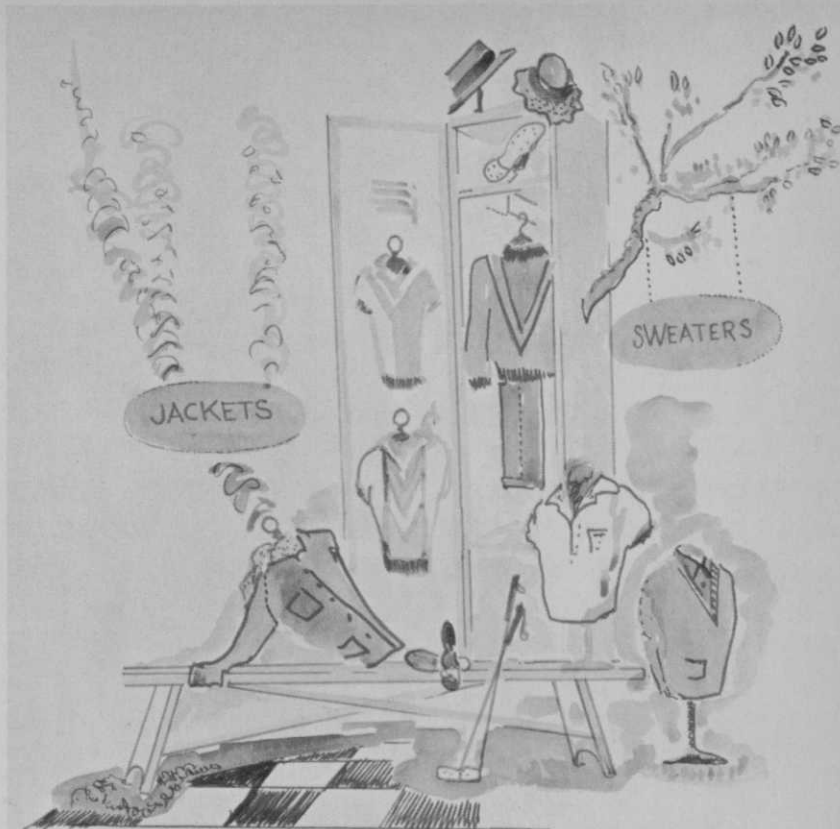
up the display. We must have an understanding and appreciation of the existing or desirable selling atmosphere, the attitudes and desires of the customers, the price, quality, styling and timeliness of the merchandise. All of these factors must be carefully weighed before we determine what type, style or amount of decoration, dramatizing or special display emphasis will be necessary for added visual appeal to the shop or to give the merchandise we have that extra something that will make customers want to buy it in our shop rather than somewhere else.

The merchandise, however, must be the impressive part of every display. The cost or quality of the display materials are to be considered in relation to the job to be done. Inexpensive "fakes" or substitutes are available and they visually appear authentic. They present many opportunities to reduce the cost of attractive displays. Inexpensive papers, plastics, vinyls make it easy to create settings for merchandise that will have the same visual impression on the viewer as the real thing.

There are occasions, however, when natural elements such as bricks, flag stones, fence rails, tree branches can be used very effectively to attain the desired effect. Frequently, these materials are available at no cost or can be borrowed.

Ideas are also important factors and aren't difficult to come by. An excellent source of promotional themes or ideas is your own merchandise presentation calendar. List special events, tournaments, ladies' days, seasonal events, special days for gift giving, etc., with the date the event is to occur. Then make plans to arrange a display that will be

# you sell



in harmony with the event. Customers are more easily attracted if you are on their wave length.

Sell anything in the shop as a gift for Mother's Day, Father's Day, Memorial Day, etc., by setting up displays in which the gift box, gift ribbons, etc., in the accepted colors for the event will convey the gift giving idea to your customers.

After you've selected an idea or special treatment for the shop, display windows, or interior displays, (and it should be the same for all of them if maximum impact is desired), set about selecting the properties, display materials, decorative materials, decorations and motion or mechanical devices that will give your displays distinction.

To assist you in making your selection and determining how to go about it, a brief description of the different elements that make up the display follows.

## PROPERTIES

These are adjuncts to a display; elements or pieces that can be used to symbolize, emphasize or highlight the idea or theme. They can be used decoratively or as a part of the display on which merchandise is arranged. For example, using an electric golf cart as the main property in a display; it could be used to seat one or two male or female mannequins, correctly attired in newest fashions from stock; and golf clubs and other accessories could be added to complete the arrangement.

Tables and chairs from the club dining room make excellent props as well as the benches or reproductions of the benches used in the lockerrooms, on the tees, etc. Reproductions of familiar items from

other popular clubs make excellent properties. Properties in many cases are available from stock or are made by someone with a little imagination and talent. However, avoid an amateurish appearance which will discourage sales, detract from the appearance of the merchandise and prevent the achievement of a smart looking shop or display.

## DISPLAY MATERIALS

Under this heading are included papers, fabrics, plastics, woods, vinyls and metals that are available in every imaginable form, finish, design and quality. Such items as grass mats, artificial vacuum formed brick, stone shingles are inexpensive and easy to handle. Any desired authentic setting can be arranged with the available materials. Wood, metal, wire and plastic screens, panels, etc., can be obtained in handsome wood finishes, brass finishes or painted to serve as backgrounds to or dividers of separate display settings.

Fabrics and papers comprise the bulk of the most commonly used materials. They are available in an unbelievable variety of finishes, patterns and coatings. Imitation leathers, shiny patents, etc., can be used to achieve dramatic settings for displays at very little cost. No-seam papers 107" wide and 36' long in dozens of attractive colors can be used to cover large surfaces instead of painting, so that the background color of the display area can be changed in minutes. It provides an excellent surface for lettering, water color painting or chalk sketching.

Floor covering materials that have the appearance of carpet, flagstone or brick, are inexpensive and easy to use also.

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## 4-point plan

Continued from page 42

are done at other clubs. Often, this is just what you are looking for and these informal sessions provide you with the basis for a decision at your club."

Personal contact pays off in other areas, too. "I never go to the same place twice for my vacation," says Bob. "One year, I went to Doral, in Miami, and out of that developed a five-day trip for my members. An-

other time, I went down to King's Inn, in Freeport, Grand Bahama. In both cases, I could tell my members first-hand about the resort.

"Another thing, I like to know my suppliers personally. I find it is far easier to get action if I know the boss on a first-name basis. Even when dealing with a large company, I make it my business to reach, cultivate and make a friend of someone there who can cut the red tape for me when necessary."

There is a lot of red tape around

a country club, too. Sometimes, there can be friction, or personality clashes. Bob's golden rule here is to stress the common interest between everybody concerned with the running of the club—namely to please and give good service to the member. "I've found," says Stanley, "that bringing up this common bond will solve most club problems—whether the dispute is among club employees or at the policy-making level of the club."

"However, no matter what way you look, people are both your biggest problem and your biggest asset. I knew the 'how to' of being a good club manager after five years in the business. But I've spent the last 25 years learning how to deal with people." □

## Data for club managers

The National Club Association is offering reprints on various topics that would be of interest to club managers—Greenbelt Laws and the Private Club; Private Club and Privacy; Leasing Club Property Jeopardizes Tax Exemption; Clarification of Capital Improvement Exemption From Excise Tax and a booklet entitled, Wage and Hour Law in Private Clubs.

The information contained in the reprints is also very helpful to committees and officers who have the responsibility of operating the club.

For example, according to the National Club Association, the ability of privately owned golf courses to remain independent is being severely taxed, in the most literal sense of the word.

Already challenged for living space by urban development and a growing suburbia, private golf now faces yet another peril—an effort by some misguided and short-sighted states and local governments to saddle their few remaining acres of recreational land with a new real estate tax geared to the "highest and the most profitable use" of the land.

Should the move succeed to the point where it becomes a general trend, it may well prove a final, fatal blow to many of the country's already hard-pressed private courses.

The reprints and booklet can be obtained for a small fee. Write: National Club Association, Exec. Bldg., Washington, D.C. 20005. □

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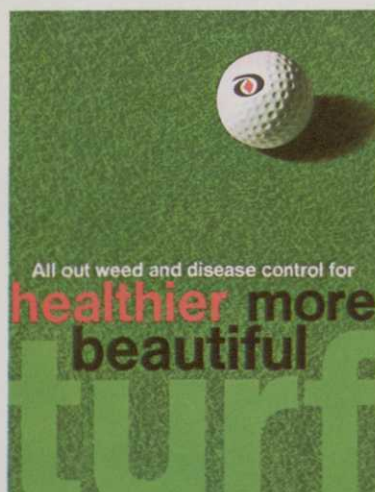
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**D**oes any one of your members walk up to one of the water hazard holes filled with apprehension that he'll "feed the fish" again? And, even worse, find that mother nature has considerably increased his problems?

Where he had only the water itself to contend with before, he now finds a four-foot wall of cattails on the near side to catch any low drive. Then, if he's lucky enough to get over or through these plants, he sees his drive, that would have cleared the water, caught by another stand of cattails on the other side. Or perhaps it was a stand of rushes, reeds, or tough "spatterdock" that grabbed his ball like Willie Mays snares a line drive. Then, again, that errant low drive that looked like it would "skip" out, hit the floating mass of "pond scum"—and sank like a rock.

As a golfer, I do a slow burn to think that "I would have made it if it wasn't for those blankety-blank weeds!" And I do a faster burn when I realize that I lost two strokes to a mess of chlorophyll and water that the course designer hadn't planned as a hazard, and probably hadn't even considered as part of this cow pasture test.

As an aquatic biologist, I become completely unglued when I realize how easily these aquatic plants could be controlled. I finish the par-four hole in nine more strokes,

lay my clubs and bag neatly across the adjacent railroad track, and go home before the National Limited scatters Spaulding scrap all over the B. and O. roadbed.

Then a few days later when I begin to calm down a bit, I realize that, as an aquatic biologist, part of my work and training is water weed control, but I know very little about maintenance of fairways and greens. I can tell you that the ferny-looking water weed is *Myriophyllum*. That the sticky looking one is coontail, and that the floating glop is *Lemna minor*. Then I remember that when it comes to grass that grows on land, I hardly know bent grass from bamboo. About this time I begin to feel sorry for the course superintendent who is expected to know all. I even take back some of the things I called him when my Titleist got caught in the *Typha*—pardon me, cattails!

Seriously though, water areas—however troublesome—usually make up a very minor part of a golf course's acreage, and the field of aquatic botany (water plants) is a very specialized one. Few people know or even pay much attention to water weeds—unless they own a pond or lake of their own. Nearly all the specialists in water plants are either in your state's fish and game agency or in one of the colleges or universities. So don't give the poor superintendent hell when

*Continued on next page*

*Careful application  
of various chemicals will  
eliminate almost  
every type of undersirable  
plant growth*

## Are your water holes double hazards?

by H. E. McReynolds



Slime can be found both under and on top of the water. In photo above, dunked pole comes up with mass of needless plant growth. At left can be seen how nice the lake can be cleaned with the use of proper chemicals.

## Water hazards

*Continued from preceding page*

you have to shoot across that scummy pond. If he knew water weeds as well as he does terrestrial plants, he wouldn't be working for the salary you pay him; he'd be teaching in the horticulture department of the state university.

But, here is a short basic course in aquatic botany that might prove very useful to the superintendent. There are two fundamentally different types of water plants—those that have roots, stems, and leaves (the higher plants) and those that do not (the algae). There are troublesome members in both groups. The rooted plants can be divided into three general categories.

**T**he submersed plants are usually attached to the bottom and are completely beneath the surface, except for a few floating leaves in some species. The emergent plants are rooted to the bottom but stick up above the water, such as cattails or rushes. A third group

is the unattached, floating plants. These floating plants must not be confused with filamentous algae which breaks loose and floats on the top, forming a blanket of scum.

Algae has no true roots, stems, or leaves and comes in two forms, filamentous algae and plankton algae. Filamentous algae are the long green slimy strands that can be found attached to the bottom or to the submersed plants. They tend to break loose and float on the surface as an unsightly, smelly blanket. Plankton algae, on the other hand, are tiny microscopic one-celled plants hardly visible to the naked eye. Occasionally, they become so thick that the water looks like pea soup, and they can cause serious taste and odor problems in water supplies. Certain groups of plankton algae even have a toxic effect, and can sicken or kill fish, wildlife, livestock, or perhaps even humans.

All that I have done so far is merely mention the different basic types of water plants. The superintendent and the golfer couldn't

care less whether that blasted water weed is *Ceratophyllum demersum* or whether it's *Zannichellia palustris*. All they want to know is if there is something that can be put in the water to make it go away. They want a clean, clear lake instead of a scummy green one. This keeps the disgruntled golfer off the staff's back and adds immeasurably to the aesthetic beauty of the course.

Now, can anything be done to eliminate this problem if certain limitations are recognized? Yes. First, if the water is used for human or livestock consumption, only one chemical is approved for use by public health officials. This is copper sulfate, (also called blue vitriol or bluestone) which is an algae killer. It is used for this purpose even in city water reservoirs. Yet, even this chemical must be used at the proper dosage or it may kill fish.

Fish are the second limitation. In waters where fish are present, some of these weed-killing chemicals must be used very carefully, and by someone who is trained in their application. Some of these chemicals are dynamite to fish if too much is applied.

The third limitation is that treatment of the golf course waters does not affect water of other owners downstream. Don't get caught in a liability suit by poisoning some guy's fish or livestock!

One last warning: there is presently no single chemical which will kill all water plants. There is some plant that is resistant to each of these weed killers, but on the other hand there is some chemical that will kill any particular species of plant. If one kind of plant persists after treatment, you'd better call in an expert and he will know what chemical to use to eradicate this stubborn one.

For the treatment of algae, or "pond scum," you have to know the approximate volume of the body of water you are treating. You should use two and three-quarters pounds of copper sulfate for each acre-foot of water in the lake. (An acre-foot of water is one acre of water one foot deep). For figuring a lake's volume you need to know the surface acreage and the average

*Continued on page 52*



Photo at left shows Howard MacKay Lake, Baton Rouge, La., before it was treated with Aquathol. Picture below shows what the lake looked like after the chemical was applied.

