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Tough all right, because they cover for one another. One shows you how to score, the other how to avoid the penalties. One's called *Golf Lessons*, the other *Easy Way to Learn Golf Rules*. Together they're called "tough to beat". Read their profiles and you'll see why.

**Golf Lessons**—an 8½ x 11-inch, 44-page 1968 revision of nine easily-understood lessons with over 90 illustrations by *Golf Magazine* artist Dom Lupo.

**Easy Way to Learn Golf Rules**—an 80-page, illustrated pocket-sized version of the rule situations most frequently encountered on the course. Based on the *Rules of Golf* as approved by the United States Golf Association, the drawings are by Dom Lupo.

Single copy prices: *Golf Lessons*, 45¢; and *Easy Rules*, 15¢. Order multiple copies at volume discounts as listed: *Golf Lessons*, 11-50 copies, 40¢ each; 51-100, 35¢; 101-150, 29¢; 151 and over, 25¢. And *Easy Rules*, 10-49 copies, 14¢ each; 50-99, 12¢; 100 and over, 10¢.

The National Golf Foundation will imprint the name and address of your golf course, school or company on *Golf Lessons* for an additional charge of \$5.50 for orders of 100 copies, and 50¢ for each additional 100.

Clip and mail to:

**NATIONAL GOLF FOUNDATION**

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## Emerson

Continued from page 18

ulation and making the club available to residents from a wide area.

Mobility also plays a major role in the story of the success of clubs in other parts of the country.

Consider Sankaty Head Golf and Boat Club on Nantucket Island off the coast of Massachusetts. Yacht clubs are not unusual in this area, but only modern transportation and technology makes golf possible. It also causes some unusual problems.

Two of the basic means of reaching the club, whether for a round of golf or for dinner, are boats and airplanes. Here, both the foursome on the first tee and the guests arriving for dinner are at the mercy of the weather.

Manager Peter Berrini has had more than one party cancelled by bad flying weather and more than one tournament lost to off-shore fog.

Staffing is even more of a problem at Sankaty Head than it is in other areas. Not only must the club provide living quarters for its employees, but it must plan their maintenance on a seven day a week basis; for recreation on days off as well as work days—almost like having a club for employees as well as for members.

Sankaty Head also discovered a unique solution to its caddy problem when a caddy camp was organized on the island.

Privately operated, the caddy camp not only provides a vacation spot for its occupants, but caddies for the clubs and a chance for the boys to earn some money as well.

One fact seems evident from the activity at these clubs. Their managers, by their imaginative thinking and their evident skills, make it apparent that they need stand aside for no one when it comes to management skills. And their clubs might be wise to insure that they do not lose them to their big city brethren. □

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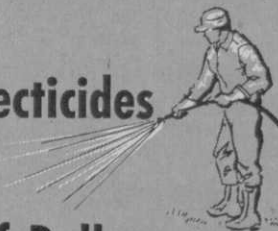
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## Retailers show pros

*Continued from page 51*

customer, seeing your attitude, will realize what a fine piece of merchandise he's getting. Never take out one pair of slacks. Take out five or six pairs, lay them out on a table, mentally working out coordinating items at the same time that you will show a little later. You may sell three out of the five slacks this way.

All the best stores present garments to you in a professional manner as standard operating procedure. Much can be learned by studying their methods next time you are shopping.

Bud Werring, Ernie Sabayrac, Inc., then gave a live demonstration of these techniques of presenting garments to the customer. He and Don Drotman, Izod, engaged in a spirited and amusing skit that showed that if "you talk slow and move fast" you can sell a member his entire spring season's golf wardrobe in about ten minutes! Seriously, though, Bud and Don did a great job of showing how, as the customer looks at the slacks, the pro can keep talking and gather up half a dozen shirts to coordinate with the various slacks, sell them, then move on to blazers, socks, shoes and even ties.

Of course, you have to know when to stop! But if you don't even give it a try, then you'll never know if you *would* have encountered sales resistance.

At lunch the featured speaker was Jerry Jontry, senior vice president, *ESQUIRE* Magazine. Jontry's address on "The force of fashion" yielded a barrel of laughs as well as many interesting golf apparel marketing facts.

Ernie Sabayrac got things going again after lunch with a stimulating talk on buying. Learn how to say "No" to salesmen who call on you, advises Ernie. Pros are just too nice most of the time and buy from far too many salesmen. However, because their buying budget must have a limit, they land up, for instance, with four 5-dollar knit shirts, all in medium and large, and all in the same colors, from four different suppliers.

All you're doing with this method

*Continued on next page*

# News of the industry

## One-day symposium

A symposium on dead spot of bermuda will be held at the University of Georgia, Athens, Georgia on June 11 at 8:00 pm.

It will be preceded by a field trip which will start at Capitol City Country Club, Atlanta, Georgia.

## Nationwide clinics

Harley-Davidson Motor Company is conducting a series of field service clinics throughout the country. Last month at the Milwaukee Holiday Inn West, Milwaukee area golf course and country club personnel, along with local Harley-Davidson dealers, received instruction on the latest factory maintenance techniques.

## Warren expands distribution

The Rocky Ledge Farm and Nursery has been appointed New England distributor for Warren Turf Nurseries, growers of lawn sod with nurseries in the New York, Ohio, Indiana, Illinois, Wisconsin and California areas. They will distribute sod, lawn food and other Warren products.

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## Retailers show pros

*Continued from preceding page*

is buying close-out material! Select your suppliers with care, Sabayrac advises, and stock deep in their merchandise only. If a member happens to want a shirt from a company that is not one of your suppliers, then that's one sale you can't afford to make.

The afternoon session continued with a talk on shoes by James Petcoff, James Petcoff Assoc. Fit and comfort, he said, come before brand and price with most people when it comes to shoes. If you can fit them, you can sell them.

Be able to fit from inventory, and only display what you have in stock. It makes no sense to stock heavily in a certain shoe and then display a single sample shoe you don't stock.

Other merchandising tips Petcoff gave were: never buy the same style of shoe in two brands—it shows the customer that you couldn't make up your mind; show shoes with apparel as well as in the display in the shoe department; always come back to the customer with two pairs of shoes, not one—the customer then has to decide which to buy, not whether to buy or not; always make the member try the shoe on first, before telling him the size—if he knows the size he may reject the shoe before trying it on.

Boutique items are one of the newest things recently introduced into the pro shop. Jim White, of Fabergé, discussed some of the new items now available for men. These included "natural look" hair preparations, hard-milled soap that lasts three times as long as regular soap, body colognes, after-shave conditioners and, face conditioners with that tanned look effect.

In selling these items, White said that you must have the selling points at your finger tips—as with selling any item. For instance, selling after-shave balm might seem like a tough sell—especially when you know that after-shave lotion is available in the lockerroom. However, regular after-shave burns the face and, though men have gotten used to this over the years, new after-shave balms soothe the face and prevent shave rash.

To simplify the selling of men's

toiletries in the shop there are display units available that take up little floor space.

The next item on the agenda was a talk by Mrs. Karin Gostowski, "Gal in the pro shop" at Riviera CC, Coral Gables, Fla., where Buck Luce is the professional.

Karin emphasized that the word "sell" has to be defined carefully in relation to selling the women on your golf apparel. It means, of course, knowing your merchandise and using every means—such as apparel salesmen, ads, retail shop visits—to improve that knowledge. It also means that saying "May I help you" is no longer enough. Pick up the item and show them the item personally.

Girls will always ask "what's new?" So Karin always makes it a point to have something new to show every week. Of course, you can also give the impression of "something new" by judicious moving around of merchandise.

Service is the key word with the women. Competition is keen and by all means offer alterations, package wrapping, monogramming and other services that the customer can get elsewhere.

Mrs. Gostowski then showed how she would sell "Miss Duffer" who had just come to the club for her first lesson.

In the course of the skit, Karin observed that if women can't make up their minds on selection, then she will step in and suggest what she thinks is best. A lot of women, too, rely on their husbands to make the final decision. Here, it's good business to let them take both outfits home. Often, you'll sell both!

Karin said that of course it's important for the "girl in the shop" to wear what's available in the shop. But, equally important, she must not overdress. She said that she always underplays her own outfits, so that her lady customer—and not she—will be the "star."

"Your silent partner—fixtures and display" was the theme of the next talk by Edwin Parrotte, design director, Golf Inc. Parrotte said that the modern retailer utilizes specialists in every field of merchandising—a layout man, a fixture man, etc. "We are now in busi-

*Continued on next page*



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## Advantages of the 4-bagger

- Doubles your income potential with less initial investment
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- Reduces cost-per-rider on rentals
- Expands market to threesomes and foursomes
- Satisfies golfer's need to exercise, without fatigue

## Pay yourself with a demonstration.

The name of the game is profit and our new 4-bagger doubles your potential. Call or write us today for a demonstration. That's free.

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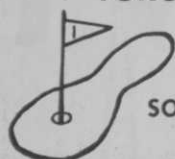
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## Retailers show pros

Continued from preceding page

ness," said Parrotte, "to serve the pro in the same way." (Catalogs will soon be available on this new service.)

Ernie Sabayrac wound up the day by emphasizing that "You must have a sale." Many pros, he said, consider that holding a sale is below the dignity of a pro shop. This is wrong, because every store, including the finest around, hold sales. It's the only way to stay in business.

Every pro shop, Ernie said, has loyal customers, who make up, say, 25% of the total membership. That means there are 75% on which you are missing out.

Make no mistake about it. This "sale" customer is valuable. First, he is paying you good money for your buying mistakes! Also, when he buys a sale item from you, he is buying a fine brand of merchandise. He will note the name, be satisfied with the item, and when your new season's goods come in, it's likely that he won't be able to wait until your next sale. Presto, you have a new full markup customer.

A pro should hold two sales a year, said Sabayrac. Your fall line should be put on sale before your spring merchandise is put on display, between April 1 and May 15. Your spring and summer merchandise sale should not begin before August first and should be ended right after Labor Day.

In sales timing, there is one all-important consideration. The customer. He has to have the opportunity to wear the apparel right away.

The sales dates suggested take care of this. Fall merchandise can still be enjoyed in April and early May before the heat comes. And, similarly, there is plenty of good weather between August 1 and Labor Day for the member to enjoy lightweight apparel.

At the cocktail party that immediately followed the seminar, all the professionals agreed that this had been a great innovation in pro business education. Hopefully, by next year this idea pioneered by Ernie Sabayrac and his suppliers can be put on a permanent basis. □

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## Superintendent's challenge

Continued from page 27

ing gradually through overseeding with the Penncross. To overcome the sopping problem he charts more aerification, and the addition of Gypsum to the top dressing. This gives better percolation of water.

In the fairways of the back nine he has worked in stone drains and culverts in the lower areas, putting topsoil over crushed stone, then sodding it over. The original Kentucky Blue and Fescue is being replaced with the Seaside bent; again using the 40 lbs. per acre seeding program. The heavy seeding is done in the fall.

### OVERALL MAINTENANCE

On both greens and fairways, front nine and back, he uses a commercial fertilizer every other Monday during the season; "10-64" with 60% organic which is applied with water. Also during the season he uses a commercial spray for fungus and control of crab-grass.

When asked why the switch to Seaside bent rather than the Kentucky Blue and Fescue, he replied, "Hardiness. The Seaside will stand up better to heavier play. Plus the fact that as you cut close you lose the Kentucky and get heavy growth of Poa Annua."

It took almost four years to get the problems into line. However, no problem is ever completely whipped, because as Dick points out, "There is a day-to-day problem in this part of the country where heavy rain or snow can benefit one fairway, but hurt another. You just work handling each hole as a separate course."

As of now he has set a watering schedule that has the greens getting watered daily, all hand-watering. On the front nine the hand watering is necessary to keep them moist and prevent the water from running away. On the back nine he hand waters to keep them moist, but to prevent puddling as the clay base does not accept the moisture as quickly. On the fairways he waters the front nine four times a week with a 1/2-inch of water per watering, and the back nine three times a week with 1/2-inch per session.

For the cutting schedule he tries

Continued on next page

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## Superintendent's challenge

Continued from preceding page

to maintain his fairways at 5/8", using a 7 gang 10 blade hi frequency unit. The aprons are trimmed to 1/2-inch with greens mowers, and the greens are held to 1/4-3/16 inches, depending on the weather. The fairways must be cut three times a week. The greens and aprons are done daily.

The compaction resulting from poor soil structure and heavy play is compensated by bi-monthly spiking and fertilizing. (With the golf season running virtually throughout the year, Dick has had to make some changes for the late fall and winter months). To save the wear and tear on the greens he sets up two holes, with the golfers changing the flag from one hole to another as they reach the green to putt out. The cups are changed two or three times during the winter season. The sites of the cups must be chosen with care to put them in position where the wear on the carpets and greens can be held to a minimum.

### NEW PROBLEM

The last two years have introduced a new problem, carts. "Don't misunderstand me," said Dick. "I'm not fighting them. I realize with the caddy shortage they are the coming thing. As a matter of fact they are not coming, they are already here. But they are a problem, particularly on a hilly course. I can't close the course every time it rains, but when the fairways are soft some golfers rut them out completely, particularly going up or down the hills. It has taken us nearly two years to get the paths in, to protect sensitive areas, yet we still have golfers that refuse to use the cart paths. I know that this is a problem to the club, but the results become my problem."

Would all the problems ever be solved? "Nope," said Dick, happily. "A superintendent without a problem is a most unhappy fellow. Naturally we take pleasure in beautifully manicured greens and aprons, and close-trimmed fairways, but unless we had to overcome problems to get them, the club wouldn't need us. So, the more problems, the more we're needed, and the happier we are." □

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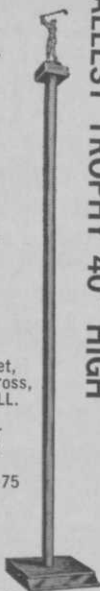
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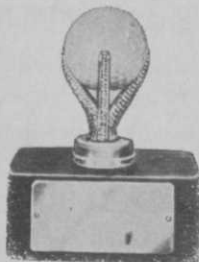


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## Graffis

Continued from page 12

commission last winter were so successful Al was signed to repeat the program in spring . . . He also conducted golf classes one night a week for members of the Clarks-town fire and police departments.

Joe Lee who was associated with the late Dick Wilson in design and construction is covering a lot of territory in his work on new courses . . . He's doing 18 on the shore at Acapulco, Mexico; 18 for P.H. Ludwig at Freeport, Bahamas; remodeling Stardust at Las Vegas; doing another 18 at Great Harbor Cay in the Bahamas . . . Flat Creek CC and Peachtree City are Lee's new ones in Georgia.

Quite a party at the formal opening of Toney Penna's new plant at Jupiter, Fla., where Toney and his staff are turning out custom woods and irons . . . Mr. and Mrs. Bob Hope, the Perry Comos, the Lou Strongs, Governor Kirk of Florida and other notables, some of whom are Penna's stockholders attended the plant's christening.

British PGA voted to use the larger (1.68) USGA size ball in their tournaments for the next three years . . . In the British Open the R&A 1.62 size will be used . . . British ball makers long have made both sizes and don't think British pros' switch to larger ball will mean the British play-for-pay boys now will sweep world-wide opposition to low places on the prize lists . . . British Open prize money this year up to \$48,000; \$12,000 more than last year . . . First prize upped \$2,160 to \$7,200 . . . USGA Open purse this year will be \$190,000.

There are some amateur golfers left . . . Enough of them who are prominent enough to make big companies and advertising agents pay attention to USGA amateur status code when putting on big prize amateur golf tournaments . . . Astrojet Golf Classic prizes were turned down, as in excess of amateur limitation by Otto Graham, Bill Rigney, Alvin Dark, Daryle Lamonia, Mickey Mantle, George Andrie, Willie Mays, Gino Cappelletti and Carl Yastrzemski . . . Graham wouldn't take a new auto

Continued on page 91

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## Public or private?

Continued from page 42

wish, to the members or outside investors at a profitable figure.

But please remember:

First—There is no sure-fire blueprint for success. Luck plays a part. No one can presume to know it all. We mostly learn over the years by trial and error. But just don't try to muddle through or rely solely on "common sense." It's too complicated, and specialized an enterprise.

Running a golf club requires handling many diverse operations, such as golf, swimming pool, tennis, hotel, restaurant, bar, social affairs, etc. with a serious, tough-minded business attitude which may conflict with the traditional easy-going approach of the Board of Governors of a non-profit country club.

Second—Don't go into the golf club "business" unless you have sufficient money, strength and the compulsion to own a golf club.

As the late W. C. Fields might say, "It's like driving a swarm of bees from Chicago to New York without losing one."

Third—Not all new owners win.

The reward, however, if successful, is very satisfactory, financially and personally. □

About the author—Lee Blauener graduated from Columbia University, New York. He has been in charge of organizing and developing the following clubs: Hampshire Country Club, Mamaroneck, N. Y.; Rye Wood Country Club, (was part owner), Rye, N. Y.; La Rochelle Beach Club, New Rochelle, N.Y.; Country Club of New Jersey (27 holes), Westwood, N.J.; Pines Country Club, Emerson, N.J.; North Redoubt Club, Garrison, N.Y.; Lake Anne Golf Club, Monroe, N.Y.; Loch Ledge Golf & Country Club, Yorktown Heights, N.Y.

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