

A "free" glass of wine might be your "treat" with a roast beef cart as your only entree. Beef 'n burgundy is a good combination for this one.



ELECTION NIGHT:

Put those TV sets all over the club, and invite them to a FREE "Open House." After dinner GIVE them miniature hamburgers on sesame seed rolls, sliced chicken in Parker House rolls, and corned beef on rye rolls. Serve petits fours, apple squares, or cookies and free coffee all night. Use as your theme: "The government is giving the country away . . . so try our free lunch program!" Liquor sales should and will pay for the food consumed "after dinner," and you bring them out of the house on this traditional "stay at home" evening.



THANKSGIVING DAY:

You might begin a couple of weeks early to project some campaign to "sell" the traditional bird. Try this for a "gimmick" . . . let your members specify the weight . . . you charge \$2.50 per pound! A ten pound bird brings in \$25.00 and serves two adults and four children. You produce a return of \$6.00 per adult and \$3.25 per child and that isn't a bad price. Let them take the "remains" home in "take out" boxes and put in dressing and cranberry sauce to go with their late evening snack.

If you have a club bakery, you might also begin thinking about "take out" business for pumpkin and mince pies and remember the Christmas fruit cake season is "just around the corner."

Another "gimmick" for Thanksgiving could well be: "You Can Get Turkey Any Place . . . But We Serve a New England Lobster Dinner on Thanksgiving Day!" Order 2½ lb. live Maine lobsters for advance RESERVATIONS ONLY. Have a "Raw Bar" appetizer table of oysters, clams, and steak tartar. Serve julienne potatoes with the lobsters and a creamy cole slaw with celery seeds sprinkled over it. Loaves of homemade bread on cutting boards in lieu of rolls could add interest, plus, hot moistened, rolled golf towels in lieu of finger bowls. Top off with key lime pie or lemon cream pie, charge one set price for the entire

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A menu for off-season profits

*This club manager shows how he
capitalizes on and
promotes the following events to
boost off-season income:*

*Fifth Quarter (after football games);
Sunday Brunch (after
football on TV); World Series;
Halloween; Election Night, and
Thanksgiving Day*

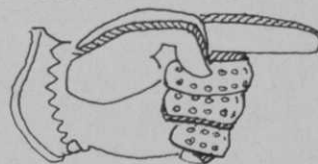
by Jerry Marlatt, CCM

Northmoor CC, Highland Park, Ill.

Intro- ducing



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order card must be signed

Note: Mail this coupon within 7 days, and
receive an extra personalized putter.

information for personalized putter

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NUMBER	ITEM	@ RETAIL PRICE	
4	Assorted Tijuana Brassie Putters	\$15.95	\$63.80
3	Brass Bandit Putters	15.00	45.00
2	Green Gander Putters	17.95	35.90
2	Long John Brass Putters (overlength)	16.95	33.90
2	Lady Birdie Putters (ladies' putter)	15.00	30.00
1	Bomann Bomber Driver	35.00	35.00
1	Bomann Bomber 1½ Wood	NO CHARGE	
1	Bomann Bomber 2½ Wood	35.00	35.00
1	Bomann Bomber 3½ Wood	35.00	35.00
1	Bomann Bomber 4½ Wood	35.00	35.00

TOTAL RETAIL 348.60

Less Discount (40%) 139.44

Balance due 209.16

Less 10% of net if paid in 30 days 20.92

NET \$188.24

☐ Check here if you wish 2 free putters instead of a 1½ wood.



This is the work week

"It's our responsibility as club managers to examine our personnel in light of



I, as a club manager, find that today the people we are looking for are becoming increasingly difficult to find. What's more, we can expect the situation to get worse rather than better. But, I also question who's at fault, the club manager and/or his board of directors or the applicant.

Have you noticed any changes lately? How many young men do you find knocking at our doors in their efforts to find suitable employment within the club industry? Where are the individuals who delight in working Saturdays, Sundays, holidays, split shifts or any number of hours you might care to assign them? Where are the young professional cooks, waiters, bartenders, who are willing to work under conditions of heat and discomfort, who look forward to long hours and low pay in an industry which commands little or no social prestige?

Ever since World War II, our industry has been reliant on the marginal worker, the unskilled, the uneducated, those with language barriers, or those who are not equipped to compete in other fields of endeavor. With the advent of the Fair Labor Standards Act, hotels, restaurants, and clubs are now confronted with the prospect of higher wages and a shorter work week. Although hotels, and more recently clubs, have been excluded from some of the provisions applicable to the Fair Labor Standards Act, we can certainly anticipate that within the very near future we can expect that the minimum standards as they apply to others will prevail here.

It is, therefore, imperative that we re-evaluate our position relative to our personnel needs and put ourselves on a competitive basis with not only hotels and restaurants but industries as well.

In the state of New Jersey, where my club is, a Minimum Wage Standards Act was passed by the state legislature in 1966. This act provides that employees in our industry are subject to a minimum wage level of \$1.50 per hour with time and a half to be paid for all time worked over 40 hours in any one week. This has been a direct stimulus and has served to revise the thinking prevalent in our industry that we could not afford the luxury of a 40 hour week.

that was

by E. George Wetmore, Manager

Tavistock CC, Tavistock, N.J.

the space age and forget about the horse and buggy days."

Here at Tavistock, we have been on a 40 hour week for almost six years. The only persons not included in this category are the manager and the chef. We are seriously considering right now, the feasibility of giving our chef the advantage of a five day week in the very near future. Our concern is not only that we need to make conditions better, but, in addition, we would like to avoid the probability of physically wearing out an executive who means so much to our organization.

For years we have been content to work these people six or seven days a week, ten or twelve hours per day without any thought as to the actual physical toll. In some instances, the Fair Labor Standards Act may well prevent us from continuing this practice by placing an hourly value on the chef's time. However, it would behoove us to give serious consideration to the many other reasons which should prompt us to accept the need for a complete re-evaluation of our present employment practices.

If we wish to recruit more than the marginal worker, and if we wish to compete with other industries in attracting our share of the young labor market, then we must make a critical analysis to ascertain just who our competitors really are. At this point, I seriously question whether clubs compete favorably even with hotels and restaurants within their communities. In fact, many boards are reluctant to recognize the need to compete with them at all and confine their comparisons to other clubs.

Actually, clubs could be the leaders within the hospitality field. Instead, we lag far behind. In some instances, hamburger chains have made far more progress, which is certainly not a tribute to the progressive thinking which should exist in all clubs.

The first reaction I always receive, to any proposition that our industry should go on a forty hour week and pay time and a half for all overtime worked after forty hours, is that we can't afford the cost. Provided strict attention is paid to scheduling, you will find that it will be far less costly, ultimately, to go on a forty hour week than the normal increase experienced year by year.

In some ways, our own organizations can be strengthened.

For example, if ten employees work forty-eight hours per week, this totals 480 manhours worked. By adding two employees to your staff, and switching to a 40 hour week, then 12 employees would work a total of 480 hours at no extra cost. A side benefit would be the extra strength of two additional employees to fill the gap in time of need, such as sickness, vacations, etc. Of course, in actual practice, we frequently find that we do not pay sufficient attention to scheduling and, as a consequence, we wind up paying some overtime at a premium cost. Strict attention to these details, however, can provide proper control.

According to an analysis by Institutions Magazine, a total of 3,298,500 persons were employed in the food service field in 1966. By 1975 it is estimated that we will need 4 million food service employees. This summer, hotel and restaurant schools in universities across the country will graduate roughly 1,500 students. Contrast this number with the estimated 6,000 managerial openings expected in the industry this year. Also, keep in mind that other industries are bidding for the talents of the better students.

Just because you have been content to work 60 and 70 hours a week, don't get the idea that the youngster we are attempting to recruit today is that interested. We must have a great deal more to offer which, upon careful analysis, might not be such a bad idea. Instead of working the longer hours frequently expected of us, perhaps we would be better advised to become more efficient in our planning to get more done in a shorter time. I'm sure most of us will admit that our schedules are frequently established on the basis of what the board thinks our hours should be as opposed to the hours which are actually necessary.

When we first initiated the five day week at Tavistock Country Club, a number of our employees were not enthusiastic about losing the sixth day. This was true despite the fact that most of them received wage increases in conjunction with the change to the five day week. As time went on, however, they realized very quickly the bene-

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Pro's corner / A case against the 14-club limit

Frank Cardì

Professional
Rockaway Hunting Club, Cedarhurst, L.I., N.Y.
President Metropolitan PGA

Joe Moresco

Professional, The Woodmere Club
Woodmere, Long Island, New York
Chamber Public Relations Committee Metropolitan PGA

WHY 14 CLUBS?

Rule Three, of the *Rules of Golf*, as approved by the United States Golf Association and the Royal and Ancient Golf Club of St. Andrews, Scotland, states, "Maximum of Fourteen Clubs." The rule goes on to say that "the player is limited to the clubs thus selected for that round."

This rule was necessary to prevent tournament players from loading their golf bags with every conceivable weapon from two putters, to four wedges, chipping clubs, extra drivers, etc., and to provide some reasonable control where players would compete on an equal basis regarding their equipment.

From its inception, the rule has created a great deal of controversy, not regarding the limitation of clubs, but rather the specified number, "fourteen." Again today from tournament players, both amateur and professional, comes the cry, "Why not 16 clubs?"

Discussions of the subject have run the gamut from the preservation of skill and technique, through the obvious abuses of the past, to the present fear of the power hitter and the possible loss of perspective in scoring.

We think the whole issue revolves around one point, namely, "has the method of playing golf changed in the past 40 years?" If we conclude that it has remained the same, that is, the approach to low scoring is the same with today's competitors as before; then, perhaps, the 14 club rule should remain unchanged. On the other hand, if today's players have a different approach, then one must conclude that perhaps the 14 club limit is lagging behind the growth of the game and a more realistic 16 club limit should be substituted.

WHY 16 CLUBS?

In the days before steel shafts, swingweights and matched sets of

clubs, the players learned to compensate and improvise with a small number of "favorite clubs," all selected by feel. It was difficult to find a set of clubs in this manner and the player learned to adjust his swing to compensate for the lack of uniformity in his equipment. The mark of excellence was "how many different shots could a man play with control with a given club." But even these players recognized the fallibility of their equipment. It is remarkable how close these men could come to matching complete sets by feel alone.

The most famous example of this was the great Bob Jones. When he retired in 1930 and his clubs were weighed and compared, they were found to be almost identical in swingweight with the exception of the seven-iron, a club known to cause Mr. Jones some consternation.

With the advent of the steel shaft, the modern player could pick up where Bob Jones and other greats left off. A new challenge was offered by the perfectly matched sets turned out by manufacturers. Now it remained for the player to produce a machine-like consistent swing, and new standards of excellence became possible.

Below you will see a chart recognizing 15 clubs. Add the putter

CLUB	Degree Of Loft	Approx. Dis. in Yards
DRIVER	9°	265
BRASSIE OR TWO WOOD	13°	250
THREE WOOD	16°	235
FOUR WOOD	19°	220
ONE IRON	18°	205
TWO IRON	22°	195
THREE IRON	25°	185
FOUR IRON	28°	175
FIVE IRON	31°	165
SIX IRON	34°	155
SEVEN IRON	37°	145
EIGHT IRON	40°	135
NINE IRON	43°	125
PITCHING WEDGE	46°	110
SAND WEDGE		

to this list and you have a complete set of sixteen clubs.

A close examination of this chart indicates that removing two clubs from this list becomes a most difficult problem. From the standpoint of loft alone, removing more than the one iron leaves a serious gap in the player's bag of clubs. A very fine professional told us about playing in the U. S. Open at San Francisco two years ago. On one long par four hole after hitting his best tee shot and a full three wood was still short of the green. If he had been able to use a brassie, he could have reached the green. Why arbitrarily keep an excellent player from using the proper club? Of course, the player could have carried a brassie, but he would have had to remove another club in its place.

The selection of these 16 clubs is not an arbitrary one. Experience of great players of several decades in the proving ground of major championship competition results in almost unanimous agreement. Herein lies a standard of excellence to be striven for by every golfer.

If the player is capable of producing a repeating swing, he will be rewarded with the ability to cope with any given distance. His degree of proficiency will still be determined by how well he masters each of the 16 clubs and how well he learns to apply this to playing the game.

Under the present 14 club rule, the player is forced to compen-

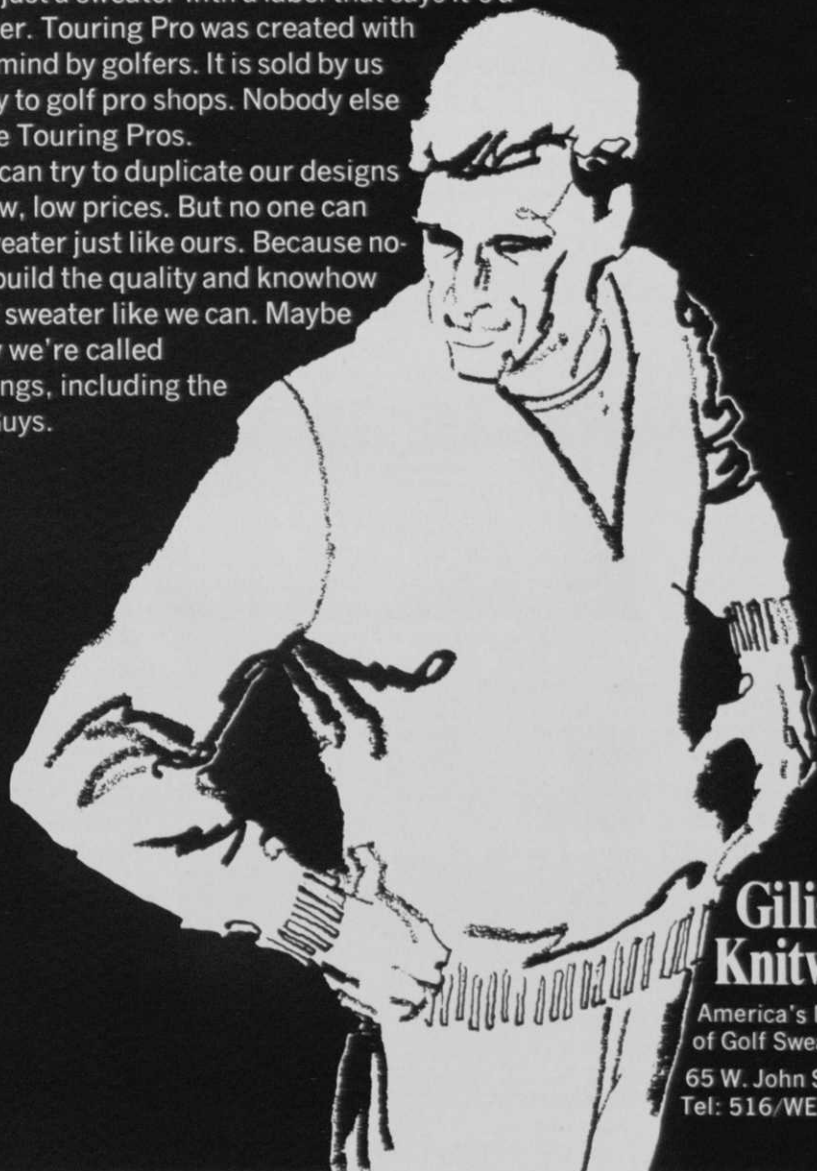
Starting with this issue, GOLFDOM launches its Pro's Corner column. We invite any professional, who would like to voice a constructive opinion on golf or the golf business, to send in his views. GOLFDOM will pay up to \$150, for articles accepted, depending on length and quality of material.

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Need unusual selling ideas? Try these!

Howard Smith gets sales by any means that he can—displaying posters with sale prices upside down, buying stock in quantity to take full markup, moving goods around, etc.

by Don Curlee

The merchandising bug bit professional Howard Smith when he was 14. The memory of selling an \$85 golf bag is still strong, 26 years later. Now the pro at Diamond Bar Golf Course in Diamond Bar, Calif. (near Pomona), he does just what he did that first day—lets his customers look over his merchandise, answers their questions, points out the advantages of his goods and sells at the price he has determined.

Smith has had success with a variety of unusual promotional events. For example, he once chalked over his outside display windows with Bon Ami, leaving only small portholes for passing patrons to view the specials inside. On another occasion he made up special price posters to perk up shoe sales, then displayed the posters prominently—upside down!

When close-out clubs arrive in the early fall, he stacks them in the middle of his shop in their shipping boxes so they can't be overlooked. He keeps men's and ladies' starter sets on hand all the time, and sells them at \$29.95, about \$5 cheaper than the closest discount department store. Because he bought the sets in quantity, in cooperation with another professional, he takes his full markup. The only time the discount store comes close to Smith's price is when it uses the set as loss leader specials.

He moves merchandise around in the shop often, changing displays and emphasizing different types of goods. His furnishings and display fixtures are a credit to his building. He never lets the shop become crowded or junky, and he makes sure that golfers feel comfortable and unhurried while they are inside.

Although Diamond Bar is a public

course, Smith works hard at learning the names of the players. He stocks the inventory they want and he doesn't hesitate to call their attention to it. He also believes in newspaper advertising and he uses it regularly, about one ad per month.

When it comes to explaining the items he sells, Smith may be less

timid than he was as a 14 year old, but he is never pushy.

With clubs, for instance: "We always go to the practice range with a customer who is interested in clubs. If he wants D-4s with stiff shafts and we suspect that D-1s with medium shafts suit him better, we like to go with him to hit a few, even if it's just to tell

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Photo at upper left shows pro Howard Smith in front of men's and women's starter sets which he bought in quantity and was able to sell cheaper than his discount store competitor. Cutaway shoe model, above, helps him explain shoe construction to his customers. In photo at left, assistant Bob Ward uses welding torch to repair golf car. Smith, who owns the cars, keeps them in good shape so that he can get a better resale price.

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ALABAMA: Anniston Country Club, Fort McClellan GC, Vestavia CC, Burning Tree CC, Indian Hills CC. ARKANSAS: Camden CC, *Hot Springs CC, Little Rock CC, Pleasant Valley GC. ARIZONA: *Oakwood CC, Black Canyon GC, Town & Country GC, Indian Bend CC, No. Scottsdale CC, Show Low CC, Sun City CC. CALIFORNIA: *Blue Lake Springs GC, *Auburn Valley CC, Camino Golf Course, *El Dorado Hills GC, Fort Ord Golf Course, *Alta Sierra CC, Inglewood GC, *La Jolla CC, Westchester GC, La Rinconada GC, *Plumas Lake CC, *Peachtree Golf & CC, *Del Monte GC, *Silverado CC, *Ojai Valley Inn & CC, Pacific Grove GC, *Tamarisk CC, *Eldorado CC, Monterey Peninsula CC, *Spyglass Hill GC, Pebble Beach GC, Gold Springs CC, *Sunset Oaks CC, *Diamond Oaks Municipal GC, *Mather AFB GC, *Hoffman Golf Course, Salinas Golf & CC, *Corral De Tierra CC, *San Jose CC, *Oak Ridge GC, Pleasant Hills GC, *California Golf Club, Tulare Golf & CC, *Pajaro Valley CC, *Friendly Hills GC, *Meno CC, *Yorba Linda CC. 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MICHIGAN: Woodlawn GC, Merrywood Ctry. Club, Berrien Hills CC, Lakelands G & CC, Clio Golf Club, *Dearborn Country Club, CC of Detroit, Western G & C Club, Brookwood GC, Davison CC, *Flint Golf Club, Atlas Valley, Sherwood Forest CC, Kent CC, *Lochmoor Club, Grosse Ile CC, Harbor Point GC, Elks Country Club, Old Channel Trails GC, Pontaluna CC, Meadow CC. MINNESOTA: Alexandria GC, *Oak Ridge CC, *Golden Valley GC, Brookview CC, New Ulm CC, Park Brook GC, Rochester CC, *3-M Employees Club, Roseville Golf Course, Country View G Crse., Hillcrest CC, Southview CC. MISSOURI: Green Trails CC, Paddock Hills CC, *Meadowlake Acres CC, Jefferson City CC, Blue Hills CC, Oakwood CC, Swope Park CC, Algonquin CC, Old Warsaw CC, Meadowbrook CC, Norwood Hills CC, Glen Echo CC, Dogwood Hills CC, Mirror Lake G & CC, *St. Charles CC, *Bellerive Country CC, Sunset CC, Westwood CC, Westborough CC. MISSISSIPPI: Sunkist CC, Back Acres CC. MONTANA: Missoula G and C. 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HAUL AND DUMP DIRT, GRAVEL



POWER TAKE-OFF SPREADS FERTILIZER

*Ravistole CC, Itasca CC, Kankakee CC, Edgewood Valley CC, *Twin Orchards CC, *Cog Hill CC, *Lincolnshire CC, *So. Illinois Golf & CC, *Medinah CC, Oakwood CC, Four Winds GC, Vernon Hills CC, Village Green CC, *Midwest CC, *Oak Park CC, *Olympia Fields CC, *Silver Lake CC, *Park Ridge CC, Pekin CC, Peoria CC, Quincy CC, *Westview GC, *Evanston GC, Streator CC, Virginia CC, *St. Andrew Golf & CC, Glen Flora CC, *Chicago Golf Club, *Sunset Ridge CC. INDIANA: Greenhurst CC, Elcona CC, Lakes of the Four Seasons, Eaton Springs, Pine Valley CC, Ft. Wayne CC, Brookwood GC, Orchard Golf Center, La Fontaine CC, Brookmoore CC, Kokomo CC, *Michigan City GC, South Shore CC, Terre Haute CC, Tipton GC, Westbrook CC. KANSAS: Clay Center CC, Colby CC, Emporia CC, *Prairie Dunes CC, Quivira CC, Victory Hills CC, *Alvamar Golf Club, Lawrence CC, Brookridge CC, Indian Hills CC, *Mission Hills CC, Leawood South CC, *Topeka CC, Topeka Public GC, Shawnee CC. KENTUCKY: Bellefonte CC, Temple Valley CC, *Auburn CC, Wildwood CC, *Hurstbourne CC. LOUISIANA: Baton Rouge CC, E R A Country Club, Timberlane CC, Metairie Country Club, *New Orleans CC, Westside Golf Club, Eastridge CC, Pinewood CC. MASSACHUSETTS: Strawberry Valley CC, Woodland Golf Club, Crestview Country Club, Amherst Golf Club, Indian Ridge CC, Fort Devins GC, Belmont CC, United Shoe Golf C, *Mt. Pleasant CC, Thorny Lea CC, Brookline CC, Blue Hill CC, *Eastward Ho CC, *Chicopee Municipal GC, *Concord Country Club, *Nashawtuc GC, Dedham Polo & Golf C, *Dennis Municipal Golf C, Northfield Inn, Easton Pines GC, Edgartown Golf Club, *Oak Hill CC, Framingham CC, Haverhill CC, *Hyannisport CC, Laconia CC, Leicester Hills CC, *Longmeadow CC, Mt. Pleasant CC, Ludlow CC, *Happy Valley Municipal GC, Colonial CC, Sagamore Spring GC, Manchester CC, *Tedesco CC, *New Seabury GC, Middleton Golf Club, Nabasset CC, *Lakewood Golf Club, Juniper Hill CC, Norton GC, *Oyster Harbors Club, Wianni Golf C, Salem Munic GC, Pittsfield CC, Salem CC, Kernwood CC, *Blue Rock GC, Bass River GC, St. Marks Golf Assoc., *Holly Ridge GC, Twin Hills Country Club, *Bear Hill CC, *Pleasant Valley CC, Wampatuck CC, Trull Brook GC, Wauchessett CC, Wareham CC, Wayland CC, *Brae Burn CC, Springfield CC, Pine Brook CC, *Ridder Farm GC, Winchester CC, Woburn CC, *Woods Hole GC, *Worcester CC, Tatnuck CC. MARYLAND: Suburban Club of Baltimore, Bonnie View GC, *Burning Tree Club, Columbia Country Club, Washingtonian CC, Green Springs Valley HC, *Baltimore CC, *Suburban CC, Sparrows Point CC, Longview Golf Course. MAINE: Bangor Municipal GC, Purpoddock CC, Portland CC, Gorham CC, Webbonnet GC, Old Orchard Beach CC, Riverside CC, Prouts Neck GC, Waterville CC. MICHIGAN: Woodlawn GC, Merrywood Ctry. Club, Berrien Hills CC, Lakelands G & CC, Clio Golf Club, *Dearborn Country Club, CC of Detroit, Western G & C Club, Brookwood GC, Davison CC, *Flint Golf Club, Atlas Valley, Sherwood Forest CC, Kent CC, *Lochmoor Club, Grosse Ile CC, Harbor Point GC, Elks Country Club, Old Channel Trails GC, Pontaluna CC, Meadow CC. MINNESOTA: Alexandria GC, *Oak Ridge CC, *Golden Valley GC, Brookview CC, New Ulm CC, Park Brook GC, Rochester CC, *3-M Employees Club, Roseville Golf Course, Country View G Crse., Hillcrest CC, Southview CC. MISSOURI: Green Trails CC, Paddock Hills CC, *Meadowlake Acres CC, Jefferson City CC, Blue Hills CC, Oakwood CC, Swope Park CC, Algonquin CC, Old Warsaw CC, Meadowbrook CC, Norwood Hills CC, Glen Echo CC, Dogwood Hills CC, Mirror Lake G & CC, *St. Charles CC, *Bellerive Country CC, Sunset CC, Westwood CC, Westborough CC. MISSISSIPPI: Sunkist CC, Back Acres CC. MONTANA: Missoula G and C. NEBRASKA: Beatrice Country Club, Fremont Golf Club, Lincoln CC, Pioneers Golf Course, Oakland Golf Club, Sunset Valley CC, Hillcrest CC, Omaha CC, Wood River Rec Area. NORTH CAROLINA: Hound Ears Golf/Ski, Myers Park CC, *Cabarrus CC, *Duke University GC, *Crossdale Golf Course, Lakeshore CC, Highland Country Club, *Goldsboro GC, Longview GC, Hendersonville CC, Lake Hickory CC, *Cedar Rock CC,

SPRAY GREENS ACCURATELY

