

*Problems and dollars can be saved if designers, contractors, materials and costs are properly investigated before installation*

by **FREDERICK N. ZEYTOONJIAN**

President, Kenneth Barrie Corp.

tion from the pond. The sprinklers stuck because they were not installed with crushed stone around them for drainage. The swing joints were placed over the pipe, not off to the side, so that when heavy equipment went over them, it crushed the pipe. The sprinklers did not throw the proper distance because the pumping system could not deliver the gallonage at the required pressure. And finally, the pipe, being pressure pipe, was installed at an improper depth, with the thrust blocks in the wrong places. The wires were breaking because of insufficient slack to allow for settling of the trenches.

There is, however, a right way to approach the designing, engineering and installation of an automatic irrigation system. The golf club superintendent should first go to the club members to request a feasibility study for the proposed system. A committee should then be formed to select a responsible firm to design, engineer and install the irrigation system. Before selection, several companies should be interviewed to find out how long they have been in business, what courses they have done and who they have worked for in the past.

The bondability of the firm should be determined. This indicates that the insurance company has investigated the firm, and they believe it can perform the work. It also guarantees the club that the work will be done at the agreed price.

Design fees should be investigated. In order to do the job properly, the design firm must go through a lot of work. Find out the cost of this work before going any further.

Is the company designing the system also in the installation busi-

ness? Many good design firms are in the installation business because of the special skills necessary to do the job properly. However, be on the lookout for firms that write specifications around only the products they represent. A good firm will design the system around the club's particular needs and not their particular products.

Once the designer has been selected, he should be expected to meet with the superintendent and decide what type system would be the most suitable to the particular golf course. He should walk the course with the superintendent and make notes of each hole and the problems he has had to deal with—drainage, excessive wet areas or any others. He must speak to the committee and find out if they have any special problems to add.

A preliminary plan must then be designed and gone over with the people involved with additional corrections made if necessary.

The designer's final plans and specifications should include hydraulic tables, the type of pumping system to be used, a materials list, the terms of payment, the time necessary to complete the job (in working days), complete specifications, installation instructions and a list of all additional costs that may occur, such as rock and ledge removal, sand and sod removal or replacement. This reduces the problem of negotiating after the contract has been awarded.

The irrigation system is now ready for bidding. The designer and the superintendent should ask responsible people to bid on the contract and allow them time to get their prices to the club.

Once the contract is awarded, the designer and the superintendent should meet often to make sure that the system is being installed according to specification. The key to a good installation is the superintendent. His interest in the daily work should stop any problems before they arise.

After the installation is completed, the installer should turn over to the designer a set of system blueprints. This is important, because after the installer has gone, the superintendent must maintain the system. He should know what is in the ground and where. If the installation and design is done in this way, the golf course will have an efficient problem-free system for many years, because the superintendent took the time and learned about his system as it was being installed.

Installation of a good automatic irrigation system depends on good communication among all the parties involved. If this is carried out throughout the job, no problems should arise that cannot be solved. □

#### **Steps Toward Successful Installation**

- Request feasibility study
- Interview firms in irrigation field and find out how long they have been in business, what courses they have done and who they have worked for in the past
- Determine bondability of firm
- Investigate design fees
- Explore problems for each course hole with the designer, once selected
- Submit final plans which should include hydraulic tables, type of pumping system, list of materials, terms of payment, time necessary to complete the job, complete specifications, installation instructions and list of additional costs
- Accept bids for system
- Make frequent checks on installation in meetings between designer and superintendent
- Obtain system blueprints from installer after installation is complete



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# Golf AND Ecology :

## A RESPONSIBILITY AND AN OPPORTUNITY FOR AMERICA'S COUNTRY CLUBS



**Highlights of an address by John Fry,  
Editorial Director, GOLF and GOLFDOM  
Magazines, to the National Club Assn.'s  
annual meeting, London, England**

*This address by John Fry is an outgrowth of two articles, "Golf: America's Vanishing Green Belt" (GOLF Magazine, October, 1970, p. 35) and "The Vanishing Urban Course" (GOLFDOM, September, 1970, p. 36), both of which traced the demise of the urban golf course and called for a recognition of the role a golf course can play as a green belt in the ecology of an urban center.*

Although the amount of land in the actual hands of golf clubs is not particularly large, compared to the Redwood forests of California or the great Southwest desert, many of these courses are priceless islands of turf, trees and animal life in the midst of, or standing in the way of, what up until recently we have liked to call progress. One golf course in a suburb of Westchester or Chicago or Los Angeles can be infinitely more valuable than 20,000 acres of Forever Wilderness land, not only in dollar terms, but more important, in terms of thousands of people affected by the use of that land.

There is, of course, great pressure to sell bearing down on many private clubs and commercially-operated semi-private and public courses. Adding to these pressures is the mounting tax load on many clubs. Suddenly a community wakes up to the fact that the pleasant expanse of green in its midst, that was the country club, has been sold off to the developers of an industrial park or of mass housing. The officialdom which failed originally to see the long range value of such green belt areas is too bankrupt to buy up a natural resource which it helped to tax out of existence.

Each of us as individual citizens has a responsibility for the wise use of the land around us. We especially have a responsibility—a unique trust—when we own that land. Until you change your thinking about land so that it no longer merely is a capital item on your club's book, a business transaction on the way to some future land speculation—you don't deserve to receive, let alone ask for, favorable tax treatment from the rest of the non-golfing public.

What is needed is to change the attitudes of our members—particularly the governing bodies of clubs. And when they have adopted new attitudes—new values about the ecology of golf course land—they can become crusaders in the communities in which they live. Finally, when communities themselves alter their sense of value about surrounding golf course land, you're going to be able to talk to them intelligently about taxation.

Golf courses do provide a relief from the unrelieved, continuous sprawl of housing, industry and highway.

Therefore golfers and government at all levels, through taxation and zoning, have a responsibility to see that such land is conserved as open space. Even if the land is not necessarily conserved for golf.

In the next few years the land use issue is going to bring about some very fundamental rethinking of some very sacred cows in American political and social thinking—in, for instance, our traditional reliance on dollar values to measure our progress and the quality of our existence in America.

But perhaps the most interesting thing about the current debate over ecology is that the needs of sound ecology are very frequently in direct conflict with traditional American ideas about populism. The Sierra Club is a very undemocratic organization, because it is telling us that it is more important for six dozen backpackers to enjoy walking through the High Sierra at Mineral King than it is to open the land to a million Californians. Golf land, too, falls in a special privileged classification and will always be discriminatory in a sense, because a large amount of valuable land is able to accommodate a relatively small number of people at a given time. But ecology tells us, rightly, that the preservation of open land without intensive use applied to it can be a good thing. In many cases, however, it is going to run counter to traditional American populism—for instance our ideas about privilege and property.

**"We need nature as much in the city as in the countryside. In order to endure we must maintain the bounty of that great cornucopia which is our inheritance."**

**—Ian McHarg**

I am certainly not going to make a case here for the ecological benefits of open golf space out-weighting the civil rights considerations inherent in membership discrimination by country clubs. But in the next few years it is going to be difficult to sweep this issue under the rug, because every time the special property status of golf courses comes up at the Federal and state levels, the issue is going to arise. Let me just say that if golf were not saddled with the discrimination issue, the political swimming would be a whole lot easier for clubs than it's going to be.

Some time this year, Senator Edmund Muskie is going to conduct Congressional hearings on property tax reform. I urge you to start thinking right away about this opportunity to present golf's case at the level of a national forum. It will require study and documentation, but I hope the opportunity will not go begging. □

*Reprints of the article from GOLF Magazine were sent to House, Senate and Cabinet officials, golf writers, ecological and other publications and to mayors of major United States cities.*





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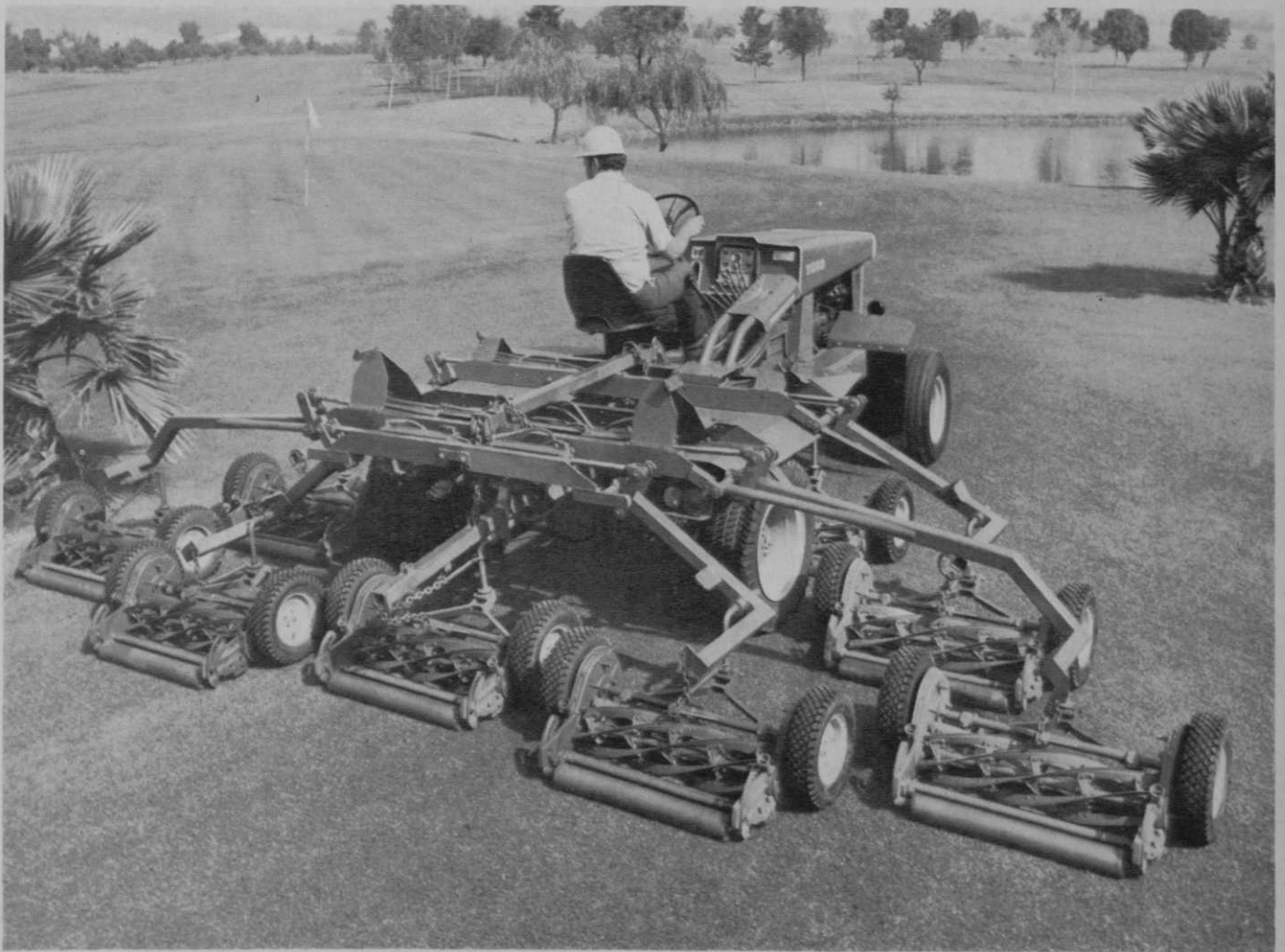
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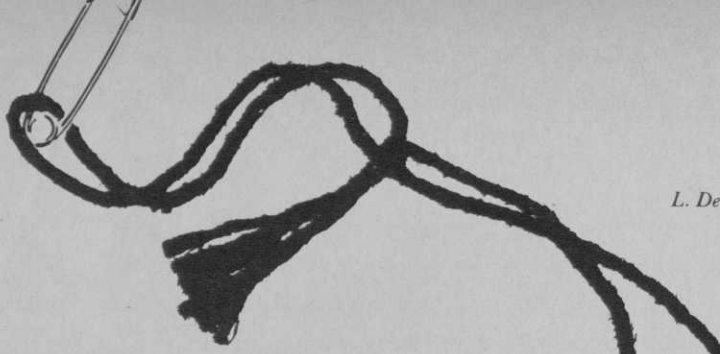
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L. Dean Cassell



**THE  
PROFIT - CENTERED  
PRO SHOP**

**PART I**

  
**GOLFDOM**  
begins a discussion series in which a selected panel of manufacturers, professionals and distributors exchange views on some controversial facets of pro shop merchandising

# A DOZEN EXPERTS GIVE THEIR VIEWS ON BUYING

*GOLFDOM* asked 12 representatives from the golf industry for their views on current problems in the five major areas of buying, ordering, credit, competition and promotion. In Part One, buying, the participants discuss ordering, re-ordering, stocking in depth, merchandise selection and delivery. The panel consisted of four professionals, three apparel manufacturers, three equipment manufacturers and one distributor. Individually they are: Don E. Fischesser, formerly professional, Connorsville CC, Indiana, now, PGA's special assistant for sectional affairs; Don Kay, professional, Heritage Village CC, Conn.; Warren Orlick, professional, Tam O'Shanter GC, Mich., and president of the Professional Golfers' Assn.; Bob Thatcher, professional, Aronimink GC, Pa.; Jack Lust, vice president, sales, DiFini Originals, Ltd.;

Wally Phillips, national sales manager, Etonic Div., Charles Eaton Company; Richard Tarlow, treasurer, Brockton Footwear; L. Dean Cassell, vice president marketing, Golf Div., Acushnet Sales Company; Paul MacDonald, vice president, Dunlop Tire & Rubber Corp.; Howard Nannen, vice president sales, Spalding Sales Corp.; Robert D. Rickey, vice president, MacGregor/Brunswick, and Ernie Sabayrac, president, Ernie Sabayrac Company.

**GOLFDOM: Particularly in apparel, customers want a greater variety of styles and colors to select from. Women do not like to buy an outfit that has several duplicates all the way down the rack. Do pros feel that certain minimum order requirements make it difficult to carry a varied stock?**

*Phillips:* Some minimum order re-

quirements make it difficult for a pro to carry a widely varied stock, but I don't feel this limits the styles and colors. Most manufacturers offer deals and assortments that provide the pro with at least two lines of apparel. This eases the problem of offering members a satisfactory variety.

*Thatcher:* A varied stock is fine when referring to styles and colors, but not when referring to manufacturers. Most manufacturers carry a line with five to eight styles in six to eight colors each. This should satisfy the needs of most memberships.

*Rickey:* Pros attempt to carry too many different brands in their inventories anyway, and not enough depth in the major lines. This is especially true now with the advent of many new brand names. The smart pro will soon become sensitive to his customers' brand preferences and will con-



centrate his inventory on these lines.

**Kay:** For a golf professional to carry a variety of merchandise, he would have to be at a club where there is a fantastic turnover. Most shops do not have a large enough volume to merit this type of buying. Also with the minimum order requirements, this could be extremely difficult.

**Nannen:** A pro only helps himself in this area by holding to a minimum the number of lines he carries. Too many shops carry eight to 10 different club lines. This confuses the member who must feel that the pro doesn't think there is much difference among clubs and all clubs are alike, so why not buy downtown. The pro spends too much time going over his accounts payable because of the large number of suppliers.

**GOLFDOM:** *What can suppliers do to aid the pros in bringing greater variety to the shops?*

**Kay:** If suppliers would discontinue those minimum order requirements that we just discussed, it would do much to alleviate the problem.

**Thatcher:** A careful study of the colors and styles sold nationally and sectionally could be made available to each pro. With a forecast on style and color, the pro would then do a more competent job of buying and selling.

**Lust:** Suppliers who do a large pro shop business can help pros by changing packaging. Packaging shirts, for example, in assorted colors rather than solid to the box and featuring a more extensive selection which coordinates with several styles.

**GOLFDOM:** *Do most pros have the cash resources or credit to stock their pro shops in depth?*

**Thatcher:** Most pros are underfinanced and are behind the eight-ball at the start. Many companies provide credit, but many are not willing to underwrite the beginning operation to any extent. It is quite difficult for the average pro to stock his shop in the proper depth due to the lack of funds and the lack of demand for these goods. Only a few clubs support their golf shops to the extent that a pro can make a decent income and profit.

**Orlick:** Professionals have available resources and credit, especially now with the PGA credit union.

**Thatcher:** PGA funds from the credit union are too slow in coming to be effective yet.

**Phillips:** Most pros have either cash resources or credit to stock their shop in enough depth to offer their members a sufficient variety in styling and fashion. But we can go back to credit,

where in some instances pros overextend themselves in their buying in an effort to provide merchandise interesting enough to influence members to purchase at the shop. Today the burden has shifted to the supplier and his salesman who must obtain as much business as possible. In some cases, everyone gets hurt.

**GOLFDOM:** *Ordering has always been a problem area, with pros claiming that some suppliers do not meet delivery dates and suppliers saying pros order and re-order too late. When should a pro order his spring/summer merchandise?*

**MacDonald:** The professional should consider several factors. Does he have a market for the merchandise during the winter months? Will the merchandise be available in February and March? Does the manufacturer offer a dating program that allows the pro to have the merchandise on hand and ready for sales over a longer period of time? Does the pro want to insure this merchandise and arrange for an area to store it during the slow season? All these must be considered. Early fall is the best time to order for spring/summer merchandise.

**Lust:** Orders placed early are shipped early, and early re-orders are delivered in time, most of the time. To determine when a pro should order, we must consider two markets. In the sunshine and cruise wear market, sportswear manufacturers like to book the bulk of their spring/summer orders as early as Labor Day

weekend. In the northern, eastern midwestern and southern markets, major market manufacturers like to book the bulk of their spring/summer orders between Labor Day and mid-December.

**Kay:** I'm able to do all my spring buying in four or five days at the PGA show in January, while keeping in mind my present inventory.

**Tarlow:** If a golf professional wants to get good delivery from his suppliers, his spring/summer merchandise should be ordered in the fall.

**Orlick:** Too many manufacturers and suppliers fail to deliver on time even when the pro gives them orders in the fall. Most pros order spring and summer merchandise in the fall of the preceding season. Fall merchandise is ordered in June for delivery before September.

**Rickey:** It is impossible with golf clubs. They require a lead time of four to six months to manufacture. The industry cannot properly service a large order unless it is placed on an "advance" basis, preferably in the fall, for the following spring delivery. Early orders are so important to us as a hard goods manufacturer that we

(Continued)

Don Fischesser



Don Kay



Jack Lust



Paul MacDonald



Howard Nannen

have given extra incentives to those pros who help us by anticipating their needs.

*Cassell:* It is the manufacturer's responsibility to do a proper delivery and service job so that the pro shop effectively and promptly gives service to its customers. To do this, forecasting by the manufacturer must be done expertly, because there is such a significant production lead time in most of the basic product lines. The greatest aid to the manufacturer is spring orders which are given to the salesmen in the North during the fall months. This way the manufacturer obtains a valuable guideline for producing the proper products in the proper proportion.

**GOLFDOM:** *At what point in the season do large re-orders present a problem to manufacturers?*

*MacDonald:* This question depends upon the product. This type of problem usually occurs when the season is one-half to three-fourths over. Golf balls, however, are usually available year-round.

*Tarlow:* Large re-orders do not present a problem if we had some good initial orders in the fall. They do present a problem when they come in June and the initial orders were poor.

*Sabayrac:* Large re-orders present a problem at the point of re-order. Although manufacturers will always allow for more than the original orders, the trend today shows that the percentage of over-cutting these orders is being drastically reduced. The manufacturer cannot gamble on inventory that may or may not be picked up on a re-order. Costs are too high and the over-all economic con-

ditions today are too uncertain. Never has it been more important to the golf pro to commit the supplier to his needs as early as possible.

**GOLFDOM:** *What lead time should pros anticipate on deliveries of large orders?*

*Sabayrac:* The pro should give the manufacturer and himself as much lead time as possible. Buyers used to come to New York right after Labor Day. Today, however, the manufacturers find that they need even more time. So for 1971 spring/summer apparel lines, the date is set for August 9th through 16th. Anytime after that date, pros should begin buying.

*Orlick:* Lead time on large orders should be two to three months.

*Tarlow:* We don't require any special lead time on large orders except at the height of the season. This is our best selling method.

**GOLFDOM:** *Is there any system by which the manufacturer is penalized for missing a promised delivery date? I believe the pro loses a certain discount if he pays after 30 days or 60 days or what have you.*

*Sabayrac:* Yes, there is a penalty the manufacturer pays for missing a promised delivery date—the loss of the customer's good will and favor. No self-respecting businessman purposely misses a delivery date; he

wants to get that merchandise delivered as quickly as possible because that means money in his pocket, too. When merchandise is delivered late, the pro's payment date is also deferred; if the merchandise isn't delivered, he just doesn't owe any money. On the other hand, there is a definite time in which the pro has promised to pay in order to receive his discount. If he's late he loses the discount. I wouldn't say that's unfair. After all, the discount is a bonus for paying on time.

*Rickey:* To my knowledge there is no penalty being paid by any manufacturer for late delivery, or would it be possible to do as long as it is necessary that we carry so many varieties in stock.

*Tarlow:* I do not know of any system by which a manufacturer is penalized. As a matter of fact I do not know of any system like this in the industry. We lose a discount if we don't pay one of our suppliers on schedule.

*MacDonald:* The manufacturer is penalized by customer cancellations, which result in a loss of profit.

*Kay:* Since the pro is penalized when he doesn't pay his bill within the discount period, perhaps there could be some adjustment with some suppliers when they do not deliver merchandise within the promised delivery date. It's important to a pro to receive goods on time because his members are putting their trust and confidence in his ability to supply them.

Wally Phillips



Ernie Sabayrac



Robert D. Rickey

(Continued)