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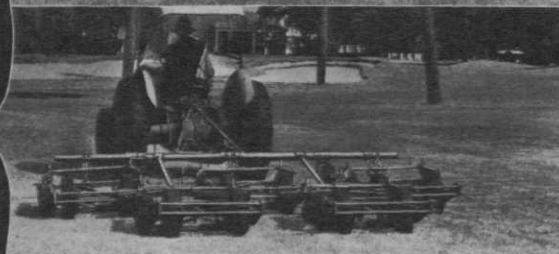


*4-wheel model also available

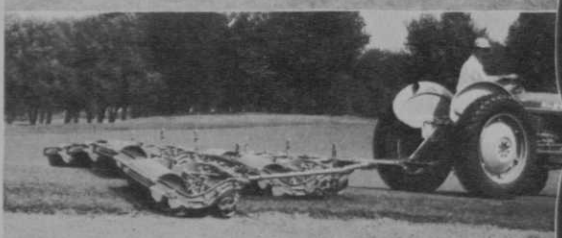
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2 REASONS ROSEMAN IS FIRST IN MOWING PERFECTION



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CREDIT from page 41

item of basic data needed is clearly reproduced on the slip, particularly the customer's account number.

Tolerating too many returns for credit to account. Every such action does away with profit on the given sale and increases the chance for error in handling the transaction. Frequently credits are made for larger amounts than the original charge.

Preventive: Require the original charge slip to accompany each returned item.

Accepting partial payments on accounts month after month. This often leads to a dangerously large balance which the customer cannot pay and jeopardizes his heretofore rating.

Preventive: (a) An account charge of 1 per cent a month on the unpaid balance each time; (b) reducing the limit of credit allowance as the practice continues, and (c) personal contact with the customer after the second or third such partial payment to help solve the problem before it grows larger.

Granting requests for larger than authorized amounts of credit. This was usually done for a good customer of long standing as a special favor.

Preventive: Without exception, granting the request should be delayed long enough to check on the reasons behind it, the ability of the customer to pay the larger sum and for any change in the financial capabilities of the account.

Checking only one credit reference. Many substantial losses were noted where only one reference was required on credit applications or only the first was checked even where more were listed.

Preventive: Check all references

and require at least three from every applicant.

Over-zealous urging of customers to use their credit. The drive for additional business can never be discouraged in any business operation, but when such activity is obtained on a basis of credit where it's not justified, it usually costs more than the profit made.

Preventive: (a) Discouragement of high pressure methods resulting in customer's over-using his credit beyond his ability to pay; (b) holding fast to all credit rules in periods where special business promotion activities are underway, and (c) setting up of separate credit facilities for use at such times.

Failure to pursue conventional collection steps for fear of losing a good customer. Almost every business failure revealed the presence of such procedure. An uncollectable account is certainly anything but that of a good customer.

Preventive: (a) Following through on a standard policy of handling credits and collections with no variance for any but emergency considerations; (b) realization that the good customer whose account had become hazardous has lost that status and handling it accordingly.

Finally, the lack of proper credit and credit control records has always been a contributing factor where credit abuses have eaten heavily into the profits of any business. The system which fails to immediately point up existence of shaky credit conditions is inadequate. Without such workable credit records and systems all other safeguards can prove inadequate. They have done just that for virtually every one of the business failure referred to above.

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GOLFDOM / 1972 MARCH • 83

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Food operations at many golf clubs are barely self-supporting, much less profitable. Much of the blame for the economic blandness can be traced to a menu that is too elaborate for the size and type of food operation. The kitchen, which is directly affected by the kind of menu it must support, is over-equipped and over-staffed. Both conditions result in large quantities of leftovers and slow service.

Preparing leftovers for the next day's menu ties up kitchen labor. Serving leftovers lowers the quality of food and lowers the selling price; for example, roast made into stew. But the cost of labor and the cost of food remain the same—high. All of these conditions narrow the club's profit margin.

The menu, then, is part of the key that can solve the multiple problems of food waste, slow service, too much kitchen equipment and over-staffing. The menu is a one-sided contract between customer and club. The customer has the right to expect everything that is listed on the menu. The customer also has the right to a fair choice of quality food that is well-prepared and served with personal attention. The carefully planned, simple menu, offering limited daily changes, assures that right.

The club also gains. A simple menu saves time, labor and cuts down on less profitable leftovers. The members find dishes they like easily, the waitress or waiter can take and place the order quickly, and the kitchen can handle the work load with less staff and less equipment in less space.

Perhaps the word simple is a misnomer. It does not mean offering only one type of food. Within its context, variety can be achieved if the club takes advantage of modern methods of preparing food. For example, cooked-to-order items can be readily offered and in greater variety, because pre-cut and portion controlled foods—steaks, chops, cutlets and kebobs—are now available.

Simple also means using modern food merchandising techniques. In fact some successful food operations have all but eliminated the menu because they display the food. This technique is particularly effective at lunch time or when broiling steaks or carving prime ribs in the dining room at dinner. It also cuts down on

the high cost of labor.

Kitchen equipment

There are many claims about how the many new and different kinds of equipment and types of fuel save labor. In my opinion, the following have proven truly labor saving:

- Pass-through cooling units or refrigerators;
- Convection and revolving ovens. They save fuel, labor, but above all, they roast and bake uniformly;
- Automatic dishwashers. They are sanitary, save labor and cut down on breakage;
- Microwave oven is a handy auxiliary unit in the standard kitchen;
- Steam. It is an important heater, cooker and cleaner.

The kitchen

A simple kitchen is not necessarily a small kitchen. When planning the kitchen layout, consideration must be made for the worker. He needs elbow room and humane working conditions. At many clubs kitchens are still being built that imitate hotel kitchens of a generation ago. The reason for this state of affairs is, again, the existence of a menu that is too elaborate and concepts that rely on outmoded ways of preparing food and types of equipment.

In short, today's approach to food operations is to set a policy on the menu and type of service first, then plan the kitchen layout to complement that policy.

There is no standard kitchen layout suitable for every club. But some basic principles should be used as a guide when planning a new kitchen or redesigning an old one.

The modern kitchen has a natural flow of traffic with little or no backtracking. Men and materials arrive and check in at one control point. The time clock and receiving areas are also usually located at the control point. From here personnel can get to their respective locker rooms. The linen room is close by. Dry goods go to the store room. Meat, produce and dairy products are stored in the various refrigerators and deep freezer units. Pre-preparation and cooking areas roll toward the short order cooking and dish-out end of the kitchen, where the waiters and waitresses can pick up the finished product. The dishroom and silverware washing area are also located

By Matthew Bernatsky

KITCHEN EQUIPMENT: BUYING TO FIT THE MENU

Wasted food, over-staffing and unused kitchen equipment plague the food operations at many golf clubs. The results are costly, and the culprit may be a menu that is too elaborate

continued on page 89

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near the pick-up area.

Special attention should be paid to the food service pick-up area. In most kitchens the waitresses or waiters place the order and wait until the cooks and pantry girls put the order in front of them. The modern method relies on self-service. Items are prepared, ready-to-pick up. Not only water, ice and coffee should be ready, but milk, juice and other appetizers, such as salads, desserts, soups, and even some vegetables or entrees that are suitable for pre-dishing (pies and casseroles), should be ready.

In the pantry the use of pass-through cooling units with sliding glass doors, speeds up service. The waitress or waiter can pick up grapefruit, cantaloupe or salads, while the pantry girls replenish.

The hot food dishout and steam table is designed to permit team work and for self service. The waitress or waiter, having access to soups and vegetables, can also garnish steaks or fish with watercress or lemon.

All kitchens need ranges, broiler ovens and steam kettles, but the modern kitchen uses less of these. Generally, home butchering is out, and in smaller operations the pastry shop

has been eliminated, saving from 10 to 20 per cent in space and equipment. Once the pre-cut and portion-control system has been adopted, fewer steam kettles and stock pots are needed. Even the various pre-prepared soup and gravy bases replace the eternal stock pot and espagnole.

To sum up, when planning a kitchen, begin with the menu and type of service. Decide on home butchering versus pre-cut and portion-control meat and ready-to-serve cakes and pastry. Offer simple, but effective menus. Display food where feasible. Pay special attention to the food service and pick-up area and purchase equipment that have proven their value.

A golf club in which the food operation is outstanding and self-supporting grows and is a valuable asset to its members. □

Matthew Bernatsky, *professor emeritus, retired in 1971 as a professor at Cornell University's School of Hotel Administration. A well-known lecturer, he has appeared at Club Managers Assn. of America seminars and is celebrated for his designs of food service facilities at many restaurants and country clubs throughout the country.*

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consequently healthier turfgrass reduces weed growth and even aids fungus resistance.

Fred V. Grau, president of Grasslyn, Inc., a former director of the USGA Green Section and a columnist for GOLFDOM, agrees that better turfgrass management practices—liming, fertilization and watering gauged to prevailing conditions—can offset the losses caused by prospective pesticide regulation. Rees Jones sees pesticide regulation as challenge to American ingenuity.

"We're an enterprising people," says Jones. "Some of the younger golf course superintendents sympathetic with the new conservationist movement are voluntarily seeking less hazardous substitutes for DDT and mercury-based fungicides. Grass breeders are producing new disease-resistant grasses. One new variety of bentgrass already appears suitable for use in hot climates formerly limited to bermudagrass putting greens."

American agronomists seem eager

to accept new challenges. In Southern California, smog injury to two susceptible varieties of bermudagrass stimulated development of smog-resistant variety called Santa Ana. Writing in the book, "Turfgrass Science," agronomist Coleman Y. Ward blandly accepts smog resistance as merely one more problem for grass breeders:

"... Since air pollution is expected to be a more serious problem in the future, turfgrass breeders will be required to add resistance to the repertoire of turf-quality characteristics now involved in grass-breeding programs."

This spirit seems more than a match for some mild restrictions on pesticide use. □

Bill Griffin is a registered professional engineer and noted free-lance writer. His work has appeared in many national publications, including *GOLF Magazine*, *Harper's Magazine*, *Saturday Review* and *Atlantic Monthly*.

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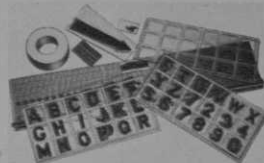
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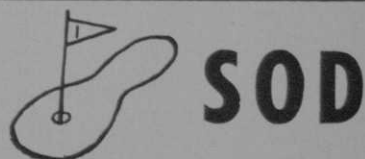
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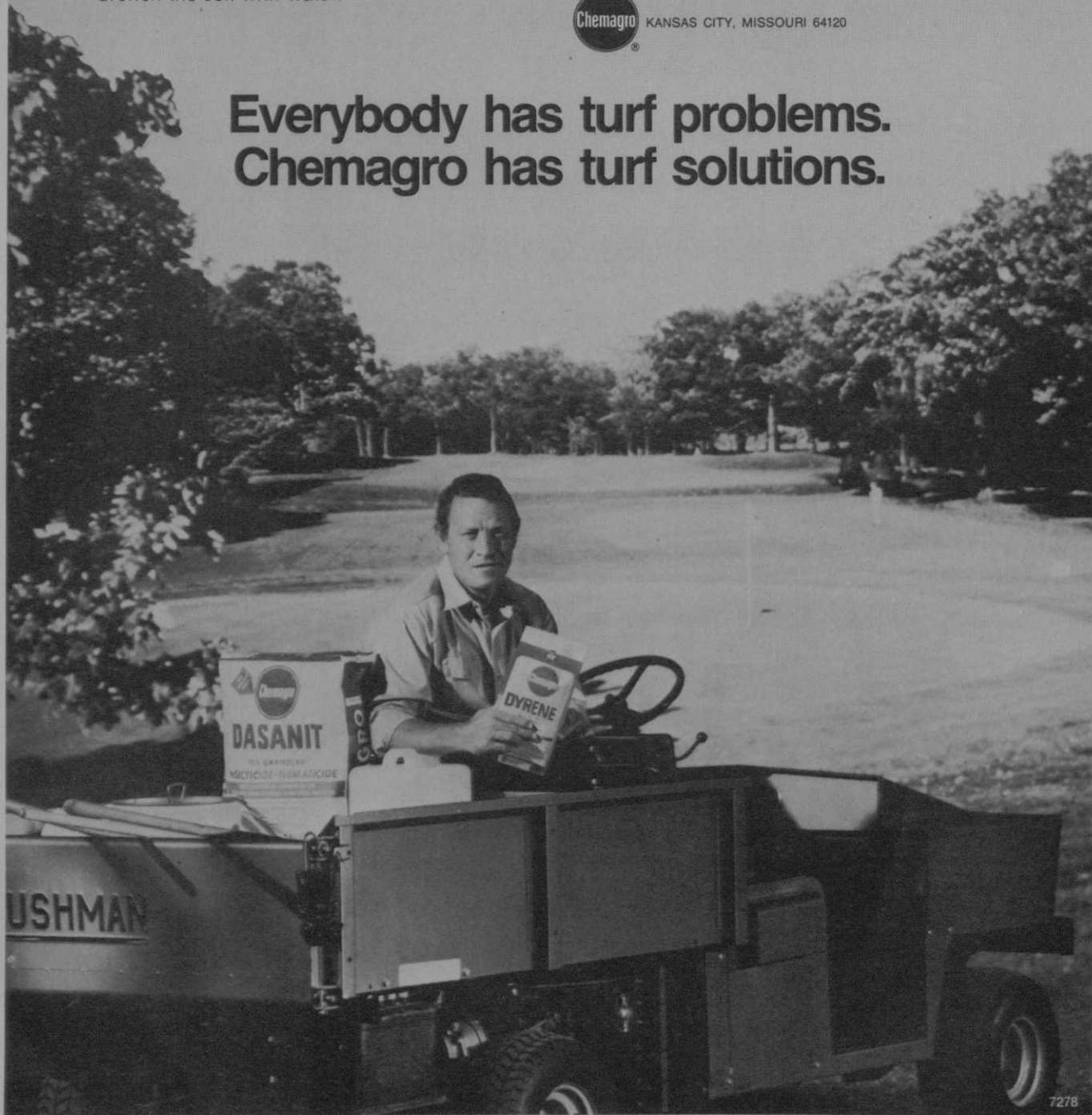
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