

from page 28

...but it took too  
...ne. Too much pa  
...k interferes with  
...ar basic job. We can easi  
...keep track of every  
...thing in our shop by our  
...system."

...y's basic sales  
...ideas follow  
...principles, but  
...excellence.  
...in changing  
...ckly or more  
...ng manne-  
...qu...asteful stands  
...s, lots of color  
...and lighting, advertising  
...through the  
...club's newsletter and several  
...direct mailings annually,  
...informal fashion shows for  
...ladies' luncheons and above  
...all, sincere personal service.

His shop has a new look for 1973 after some major redecorating and rearrangement last winter. It was completely remodeled three years ago.

"Making changes every couple years is a must," says Novitsky. "In our society people expect and demand change. They want a new look. So every time we move things around, our members look at the shop all over again. They hunt for things they want and

find other things they hadn't noticed before."

Denver had a cold, snowy winter last October to April. So there was plenty of time and thought used to make the change. The control counter and cash register were moved out of a corner of the long, narrow shop to midway along one wall. Now there is an excellent view of all merchandise. The displays show better and an improved traffic pattern takes members in or out each door and past the counter and displays.

"The comments we've gotten are fantastic. Change really does revive members' interest," Novitsky reports. "The best thing we did was open up floor space by building overhead bag shelves across one side and both ends of the shop. Now we show more bags and everything else is more visible, too."

Complete service in the Columbine shop means a balance of inventory and sales. The shop's gross income divides about 20 per cent from clubs, 10 per cent from bags, 10 per cent from shoes, 20 per cent men's apparel, 10 per

cent women's apparel and 30 per cent balls, gloves and miscellaneous items.

Novitsky believes in offering variety and the newest products to his members. He tries to keep at least one set of every major or "hot" line of clubs in stock and offers depth in three lines. He carries four brands of bags, three shoe lines with one in depth, five lines of men's shirts (two in depth) and usually seven ball brands.

He offers no magic formulas for buying. But he personally keeps a close eye on sales trends, won't buy heavily far in advance and deals now only with companies that can deliver what and when they promise, or at least keep him informed about delays.

"I have stopped buying big in fall for spring and spring for fall," Novitsky explains. "Too many changes happen in four to six months. The 'third season' manufacturers give us for spring orders and June delivery makes it easier to know what we want and what we will get. Of course buying on short notice is risky if we need

large quantities and the supplier can't deliver."

Like many professionals, Novitsky believes ladies' apparel is a difficult business, requiring close attention.

"We can't buy too heavily or stay with one line too long because styles change so fast. There are too many lines available. Fitting also is a problem. And special orders during season are out of the question because they don't get delivered," he reasons.

He does stock men's jackets and some specialty items popular as gifts: ladies' jewelry, floor-length dresses, golf novelties, portable TVs for example. He stocks only a few samples and uses a local warehouse to replenish on short notice.

Merchandising golf clubs gets Novitsky's highest priority for services.

"There is no such thing as one club being best for everybody," Novitsky, the 1965 Colorado Section PGA champion, observes. "Personal fit is important. The customer deserves to try two or three brands he might like."

Novitsky or an assistant takes the member just

*continued on page 32*



"Change revives member interest," says Novitsky, above. This interior, right, is remodeled every couple of years and displays and merchandise positions are changed weekly.



Novitsky says his staff always has something worthwhile to contribute. Salesgirl Bunny Dengler, above, arranges a long-dress tree.



# disposable Chix\* Tee Towels

No Losses...No Laundry Problems

For samples and information:

**Chicopee Mills, Inc.**

P.O.Box 68, Milltown, N.J. 08850  
Offices in leading cities

\*Trademark ©CMI

VV

For more information circle number 144 on card



## INCREASE EARNINGS, SERVICE & SPACE Remodel your present storage space, update with NEW *Stafford* VERTICAL BAG RACKS

- Wear and tear of golf bags is completely eliminated
- Damp bags dry faster — no mildew
- Faster, easier storage
- Provides a neat appearance
- Easy to install and add more as needed

Your members will like the extra convenience and care. Your pro shop profits from 40% more space these racks make available. Double unit shown holds 16 bags, size 2' x 4' x 6'-6" high, gives 12" x 12" space for bags. Single unit holds 8, size 1' x 4' x 6'-6" high. Sturdy steel. Bags set solid on tapered shelves. Send us your floor measurements, we will plan a layout and quote you — no obligation. U.S. and Canadian patents. Send for folder.

**The A.G. STAFFORD Co.**

2000 Allen Ave., S. E.  
Box 8877, Canton, O. 44711  
Phone 216/453-8431

For more information circle number 148 on card

### TOOL *from page 31*

outside the shop door to the practice range to let him hit balls with several clubs. The member decides what brand he likes. But unless the member knows what he needs and wants, the professional chooses the weight, length, shaft and so on.

Columbine CC is a golfers' club, but also a modern suburban family facility. Founded in 1957, it is encircled by a luxurious residential community, Columbine Valley, along the South Platte River. Columbine and Novitsky were hosts to the 1967 PGA Championship won by Don January.

The club currently lists about 425 men golfers and 250 women players and at least 120 active juniors. The narrow bag storage room is packed to the ceiling with 325 bags.

The pro shop is open 7 a.m. until dark or later, six days a week. Novitsky says he personally tries to close up at night when he can "spend 20 to 30 minutes looking around the shop to ask: 'What can we do better?'"

He has a young, talented and conscientious staff. First assistant John Clark, a strong teacher and merchandiser, came to Columbine CC from Minnesota four years ago. Assistant Alan Resinger and salesgirl Bunny Dengler, plus another girl hired for the summer, complete the shop staff. Novitsky oversees a caddie master, starter-ranger and the three boys in club storage.

"We look for something in each assistant beyond the usual," says Novitsky. He cites John's display know-how and Alan's sign-making as helpful extras.

What about the future? Novitsky is optimistic about the country club business.

"Our profession is more challenging and moving ahead in many ways," he replies. "The manufacturers are coming out with better equipment faster than ever. The PGA is doing great things for us with their business schools.

"I just have to keep looking ahead six months to a year or more to find new methods and keep improving our service," says the professional who never forgets that his members come first. □

# The new Titleist goes farther for your golfers and faster for you.

We've got a track record to prove it. We introduced the new Titleist in January. Already, in states where they play golf year round, Titleist has had the most significant sales increase in our history.

Sold either in the six-dozen display unit or dozen boxes, Titleist golf balls will turnover as fast as anything in your shop. And that means more profits for you. You might find you're sold out before we even bill you for them.

Makesure you have enough Titleists on hand. The empty display box is a commonsight. But it's a vanishing act you'll love to watch.

ACUSHNET SALES COMPANY

Sold thru golf course pro shops only

For more information circle number 168 on card



Merchandising golf equipment and apparel in temporary quarters can sometimes be a challenge. When Bruce Wyatt, head professional at Friendly Hills G&CC, Whittier, Calif., found himself faced with operating for six months in a house trailer and then 3½ years in a temporary facility, he simply made the best of it and gained knowledge along with experience. When construction of the permanent golf shop was completed, Wyatt knew exactly what kind of shop setup and decor he wanted.


Collaborating with interior decorator Dick Taylor, a member of the club, Wyatt proceeded to furnish the shop in a manner that would display fully the equipment and wearing apparel that the shop



*Wyatt (above) arranges merchandise in his long-awaited pro shop.*

had always carried. Situated in the center of the new golf facility, the shop is directly across from the main entrance to the clubhouse. To capitalize on this location, Wyatt had installed sliding glass doors, which form the entire 20 foot front wall. Thus, when the shop is closed, area lighting displays the merchandise to anyone going into the clubhouse. Wyatt wanted to have the atmosphere warm and pleasant. He selected a rich orange, brown, black tweed for the carpeting. Display cabinets of solid oak were designed and built for the shop. The back panels behind these units were covered in wine velvet. Golf clubs are displayed on a Formica rack.

Taking into consideration the interest of the club membership in



# PLANNED PROFIT AT FRIENDLY HILLS

Professional Bruce Wyatt operated out of temporary facilities for 3½ years, but with a new pro shop and new design and display techniques he has increased his gross revenue 39 per cent by MARIAN BOND

in new clothes and high style, Wyatt felt that, though the shop itself was not large, he could utilize the wall space to display the clothing he planned to stock. The selection of women's wear is not what he would like it to be at this time, and Wyatt does plan to expand this business as need demands. However, he finds that there are many more men, at least three times more than women, who shop with him. Nevertheless, he does find that women will very often shop for their husbands, and that men are inclined to buy wearing apparel on impulse.

"Our membership now is 350, but we probably have more business than most clubs that have 500 members," Wyatt says. "It has to be because of the way we run our operation. We want to create a comfortable atmosphere. They buy on impulse," he states. "If the merchandise is displayed in a professional manner and they see it as it's going to be worn, they want it." Wyatt doesn't believe soft goods should be merely hung on racks or stacked on shelves. "First you have to stock good merchandise and then back it up with the correct display."

Wyatt believes that golfwear apparel is an important aspect of pro shop business. "Our profession is becoming more educated in the field," he says. "A man wants to have good looking clothes as well as bag and clubs. The golfer is one of the best dressed men. He might wear \$50 shoes, \$40 slacks, a \$40 to \$50 sweater and a \$15 shirt." It is important for a club professional to have an awareness and a knowledge of fashion and know what his club members want. Wyatt finds this especially so in a first-class country club where people do buy.

More as a convenience to his customers than anything else, Wyatt features ties in his shop. "We have men's ties. A businessman will come into the club and play a round of golf and find that he didn't bring a tie. Or that he's unhappy with the one he's wearing. So, he'll go to our tie rack. And at Christmas we sold quite a number of ties." Wyatt also carries shirts that can be worn for golf or dress.

The lighting in the Friendly Hills golf shop is probably the most outstanding feature of the golf shop,



*"First stock good merchandise, then back it up with the correct display," says Wyatt.*

especially the effect it gives. When they first began decorating the shop, the bare walls and overhead "cafeteria style" lighting left a great deal to be desired. More than half of the fluorescent lighting was removed and two tracks of moveable spotlights were installed in the ceiling. These run the length of the 700-square-foot display area. The advantage of this lighting is that a display can be subtly lit to catch the customer's eye.

With the carpeting and the dark wall display units plus the lighting, Wyatt has achieved the effect he was looking for and the \$5,000 decorating cost began to pay off when his gross increase for the first three months of 1972 was \$14,000 over the gross for the same three months of 1971. "We grossed over \$100,000 in 1971," Wyatt says, "In 1972 we grossed a little over \$139,000. An over-all increase of 39 per cent. Although we've always had the merchandise, our sales have improved tremendously because the goods are more attractively displayed.

"We coordinate an entire outfit, clothes, clubs and bag. And we do change displays frequently," he says. "When we are selling items in a display we know it's working for us. When sales cease on a display, we feel it's not doing the job and we make a change."

Although club sales are the greater part of the business in the shop, Wyatt believes that a man does not buy his equipment on im-

pulse. In his opinion, golf clubs sell themselves, along with the advertising the manufacturer does to promote the clubs. "We give the customer advice," Wyatt says, "but he likes to think about the clubs he's going to buy. Of course we display them."

In addition to the display area there is an office, measuring 144 square feet and a storage area of 216 square feet. This back room is long and narrow. Wyatt wishes he had a larger storage area, but he makes the most of the room he has and even provides a gift wrapping counter. This is one of the services he gives to the club membership and he's quite proud of the professional wrap they give their customers. He finds the people who shop with him appreciate this added convenience.

The Friendly Hills golf shop is not large, but Wyatt has cleverly used all of the wall space. And he is always aware of the importance of color coordination in setting up displays. The new bright shades are highlighted by the spotlights and it's not at all unusual to find men and women stopping to admire and inquire about a garment.

"We do not have a large inventory," Wyatt, who does all of the buying himself, explains. "I feel most golf shops doing this amount of business are tying up to \$40,000 to \$60,000 in inventory. Ours probably averages \$15,000 to \$18,000. We turn it over and don't end up with too many items that don't sell." As an example Wyatt states that the inventory might include \$6,000 in clubs, bags and balls, and \$9,000 in shoes and apparel.

Friendly Hills is located in the rolling foothills around Whittier. It was organized four years ago and boasts one of the most beautiful courses and clubhouse facilities in Southern California. Wyatt, who began his career in Honolulu, has been with the club since its inception. The inconveniences of working from a house trailer and then temporary quarters have all but been forgotten by Wyatt and his assistant Chuck Seals. They've been in the new facility since November, 1971. Enough time to prove that better merchandising techniques mean increased sales. □



# Goodyear's golf car tire treads lightly

**Puts less pressure on the turf than your heel.**

It's a golf car tire with a soft touch. The Goodyear Rib Terra-Tire low pressure tire. It has a wide tread to spread the load evenly. This means less turf damage. For even with a fully loaded car, pressure is only 10 pounds per square inch compared to the 24 pounds a man's heel can exert.

The tread design also gives you positive traction. Carcass flexibility and low inflation pressure make this tire an easy roller on soft

surfaces—which equals more miles per battery charge.

For full information on the Rib Terra-Tire low pressure tire, write: Terra-Tire Dept., The Goodyear Tire & Rubber Company, Akron, Ohio 44316. TERRA-TIRE—T.M. The Goodyear Tire & Rubber Company, Akron, Ohio

**GOODYEAR**

# THE PROFITABLE TRIO

The following article by Paul Voykin is based on an address he gave to the Illinois Section of the Professional Golfers' Assn. Education Seminar for golf professionals and assistants.

The Russian word *troika* always brings to my mind the image of three snorting horses pulling a sleigh full of Russians with hungry wolves chasing close behind. The expression "troika system" sometimes is used to describe the three key administrators in a club operation who pull the club's sleigh—golf professional, superintendent and manager—a triumverate equally responsible, working together as a team and trying mightily to keep abreast of the inflationary dollar.

Their paramount aim is to give the club membership a first-class operation. Why does a club need three department heads? Why three entities? Can't one executive run the whole shebang successfully? Not really, not if you want a first-class operation in these three important areas. Of course, it's been tried before, a long time ago, and some clubs are still recovering from the bad experience. Conversely, other clubs now have forgotten their sad experiences and are advocating going back to the restriction of that era—complete control by one man.

A quarter of a century ago, when I first began apprenticing as a "greenkeeper," one man handled two and sometimes three key jobs in a golf course operation. His title or titles became legion: pro-greenkeeper-manager, pro-greenkeeper, pro-manager or manager-pro and

The team approach, says the author, is the only way to operate a golf course profitably and efficiently by PAUL VOYKIN

sometimes even greenkeeper-pro-manager. Sad to say, some clubs are now trying to go back to that mixed-up yesterday. And that's bad. It didn't work out then and it won't work out today.

Club officials in those days learned quickly that when more and more demands were placed on gracious country club living, with its syndrome of comforts and recreational services, that a man was either a good greenkeeper and a poor pro, or still worse, a man was a damn good manager, but poor in the other two departments.

Finally, as the pressure on good turf grooming and meticulous care continued on the golf course, with greater demand in the clubhouse and pro shop for better service, the man ended up being good at nothing. The sad part of that experiment was this: The more a man became proficient at one job, the worse he became at the

other two. It was a frustrating experience and a lot of guys ended up shell-shocked.

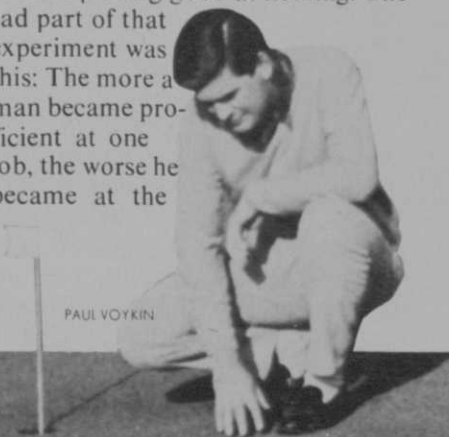
There is something else also.

There was a lot of job movement, especially by managers, who finally found a good residence in hotel and motel management. Eventually, wise club officials learned that, by having one man in complete and undisputed control, the money saved was negligible and the club services neglected. It was proven in the long run that the most successful method was to have three different responsible department administrators, working together to provide the utmost in country club service. The same premise still holds true today.

Admittedly, there has to be one man (the manager) to coordinate everything for the other two with the chairman and committee. That's all right. Remember, the manager controls the club's money and final bookkeeping. I am not against that principle; but complete control has never worked out, and I don't think it ever will. Also, there must always be a member-department head involved in working together, in planning and enforcing constructive suggestions, exchanging views and finally teaming up with the three administrators to carry out the plans once they have board and committee approval.

For any one man to be in dictatorial control and to expect a topnotch operation is, in my opinion, too much to hope for. It is the fastest route I know of to frus-

*continued*



PAUL VOYKIN

tration and frequent job changing.

The very nature and importance of our respective jobs requires an aggressive, strong-minded individual to perform commendably through the bad and good years. There is no place for a timid, placid golf professional, superintendent or manager in our demanding profession no matter how knowledgeable. One of them soon succumbs to a *stronger personality* and the quality of his work deteriorates.

I don't think this will happen to those men who have total respect for our profession and each other. We don't want to go back to the past history of friction, one man rule and frustration compounded by incapability.

We must always retain the troika system, working as a team and exchanging ideas for broader planning with our committees and each other to give the membership a top-notch performance. Anything else is as outdated as the gutta percha golf ball or the sand greens and can't possibly work out. History has proven that.

Our job, then, is to continue working in harmony and rapport, without fear of offending each other and preserve the troika system.

With all respect to the managers, I will discuss primarily my professional relationship with the golf professional at Briarwood, Joe Zelazny.

Mr. "Z" and Mr. "V," as Joe and I are sometimes called by members at Briarwood, have been together at the club for 14 years. And after all those pleasant years, I can say sincerely that I still have a smile every time I see Joe, which is almost everyday. Our successful relationship is based not only on professional standing, but also on an old friendship that mellowed with age and respect for each other's enormous responsibility to the membership.

We have been together through the thick and thin years, through storms, yes, some quarrels, lots of constructive discussion and planning, loss from *Poa annua*, some good drunks and once having to pay Joe off after he threw four birdies in a row at me. In fact, I think he did it twice to me. Though he still doesn't

know anything about growing grass, we are even. I don't know anything about giving golf lessons or running a pro shop. But what we do have is cooperation, friendship and respect for each other's profession. And we both know that the secret of that is communication and exchanging views. Joe is one of the most dedicated professionals I know and has his hands full all season giving the best service he possibly can to the membership. I don't infringe on his territory or administration and he doesn't infringe on mine. He knows how dedicated I am and that I am trying to do my best at my end of the profession. Our effort is mutual, along with the manager's, to give the members the best possible service that we three can. We know also that the quality of one performance vitally affects the quality of the other two. We communicate and answer each other's questions about our work without offending each other by making a great deal of noise about it.

We never have a confrontation in front of members unless it is done with humor and good fellowship over something insignificant. For example, as golf course superintendent, I have to look weekly at the club calendar and note what club events are scheduled, then prepare for them. Naturally, the big three events occur in this priority: Ladies' Guest Day, which is comparable to preparing for the moon shot; The Blue Ribbon event in the fall, and, of course, Men's Guest Day. For these days I work especially hard in cooperation with the professional and manager. There are minor events, however, that I sometimes forget about, especially when the *Poa annua* starts to go out on me.

Last year was a good example. I forgot to check the club's calendar and forgot that we had a Hard Day course scheduled on Sunday, with the tees to be placed way back and the pins in tough positions. I forgot to carry out this responsibility and finally realized something was wrong by the funny looks of the golfers who already were at the fifth and sixth holes, two holes that had tees way up front and the pins in extremely easy positions. Eventual-

ly, one of the perplexed golfers called me over and exclaimed: "Hey you, genius, don't you know today is Hard Day course? Ladies' Day was last month."

Joe, now, has a note for me in my letter basket for some of these minor, but important, club tournaments. Perhaps, a string on my finger would also help.

The point I am trying to make is how to have the communication and public relations without breeding animosity. That's the whole secret in our business and it isn't easy to come by. It takes hard work sometimes just to get along, especially in the busy summer when we are running around trying our best to please the members. But, I repeat: Without communication and a little humor now and then, a successful relationship between the professional and the superintendent cannot be realized. We must always keep in mind that we make our "bread" at the same place, so why not communicate and get along and try to help each other.

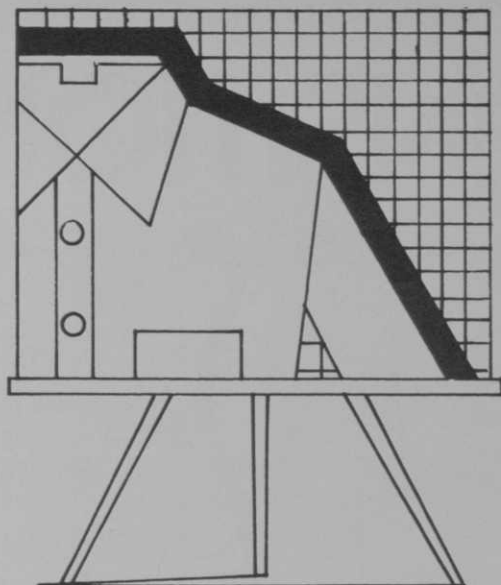
Let's also honestly look at the other side of the coin and see what can happen when animosity develops among the administrators at a golf club.

First, the membership is soon aware of the poor relationship and consequently suffers because of it. Secondly, the employees under the key administrators feel the animosity among the bosses and begin to feel insecure. They start bickering, take sides, begin disputes and their work deteriorates. Finally, the problem, unless solved, becomes so grave that the board of governors has to step in and take action. Then, everyone suffers when it is all over. Why allow the situation to happen at all when a little compromise, a little communication could have solved it.

If you are to blame, then back off as quickly and gracefully as possible. Otherwise, initiate a meeting to save face or eat a little crow if you must by admitting your mistake or oversight. This takes a certain amount of guts, but you will not lose your self respect if you do it honestly. If the confrontation is such that you can't possibly resolve it because of the other man's un-

*continued on page 55*





# WE LOST OUR SHIRT ON REPLACEMENT PARTS LAST YEAR

## While At The Same Time Achieving Record CAROCHE Sales

We knew you'd enjoy hearing our bad news. It's good news for you, of course. Now... when we say we build the finest golf car in the world, we can point with pride to the big decrease in our parts department business. Our sturdy aluminum frame has the strength of steel without the battery-draining weight of steel. We have built CAROCHE so close to trouble-free, we expect

to see our parts department business fall off even more during 1973.

Write us for a demonstration. Our 1973 CAROCHE four-wheel electric golf car is our best salesman and the finest advertisement we could write. We invite you to wring out a CAROCHE on your own course and sell yourself.



*Caroche*

*What a Golf Car Should Be*

203 NORTON ST. • P.O. BOX 897  
AUGUSTA, GA. 30903 (404) 798-8687



We'd like a CAROCHE Demonstration.

NAME \_\_\_\_\_

CLUB \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ COUNTY \_\_\_\_\_

STATE \_\_\_\_\_ ZIP \_\_\_\_\_

Limited Number of Dealerships Available... Write for Details.

It is our progress in the golf car field that enables us to build America's first legal and licenseable electric automobile—the VANGUARD sports coupe—obtaining up to 53 miles per battery charge at a speed of 28 mph.

For more information circle number 167 on card

# TRANSITION TRAP

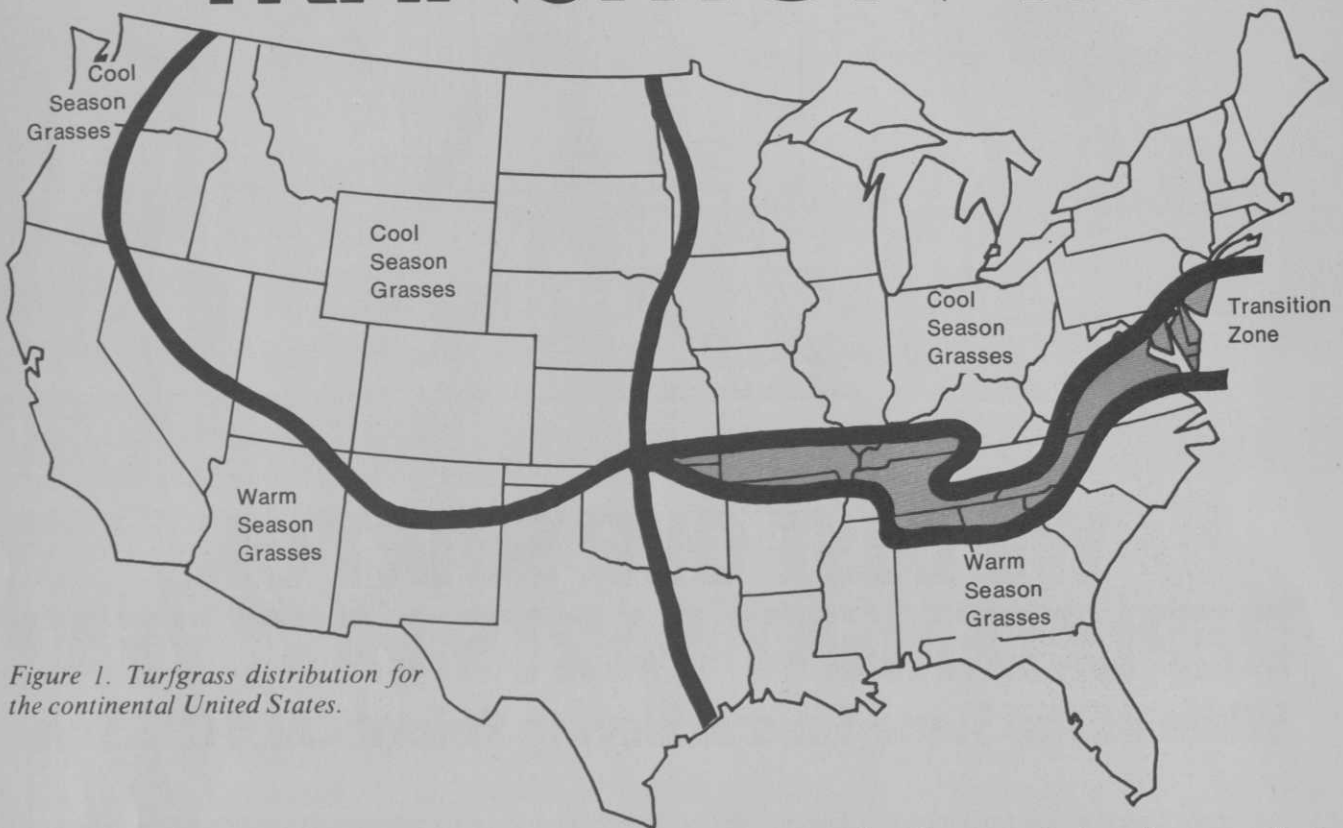


Figure 1. Turfgrass distribution for the continental United States.

Superintendents who work in the "transition" zone have an especially difficult job—which is being made easier by new findings in turfgrass research. And this work also is bringing benefits to those in other zones

by THOMAS L. WATSCHKE

ASSISTANT PROFESSOR OF TURFGRASS SCIENCE  
THE PENNSYLVANIA STATE UNIVERSITY,  
UNIVERSITY PARK, PENN.

Environmental idiosyncracies as well as climatic quirks haunt those superintendents in the so-called "easy areas," where the climate is cooler, the golf season shorter and stresses to turf and its managers are minimal.

The ability and perseverance of superintendents in the "transition zone," however, are often critically tested during any given year. This zone (Figure 1) is sandwiched between two areas: one dominated by warm season grasses and the other

by cool season grasses. A transition occurs for both types of grasses; the cool season grasses coming under stress by summer heat and the warm season species trying to survive the winter cold.

TEMPERATURE A MAJOR FACTOR  
Distribution of plant communities has followed temperature and moisture extremes, so that regional turfgrass distribution can be easily depicted on a map of the United States (Figure 1). Boundaries, though, are not absolute. Some grasses can be used beyond the limits of their adaptation because they tolerate temperature and/or moisture extremes. Also, because of the availability of irrigation in most areas, temperature has become the major climatic factor governing species adaptation (1).\*

The relationship of climate to vegetation has resulted from thousands of years of plant differentiation and adaptation to climate through natural selection, mutation, hybridization and changes in chromosomal complement (2).

\*See bibliography on page 54

The magnitude of geographical distribution depends on both morphological and physiological adaptations. One example is the adaptation to dry conditions, which is related to production of cutin (2), a waterproof transparent, waxy substance deposited on the outside of the epidermis.

Initially, fine turfgrasses were native species selected for use on turfed areas. Consequently, plants that had evolved as adapted species for a given location were subjected to the intensive management required by turf uses; in some cases their quality and adaptability decreased. Continued defoliation at a low cutting height was the main practice affecting turfgrass.

Only in the past three decades has there been appreciable selection, development and release of improved turfgrass varieties, resulting in the better, widely-adapted grasses available today. This came about because larger numbers of qualified scientists became involved in turfgrass breeding programs and more old sites of intensively maintained turf from