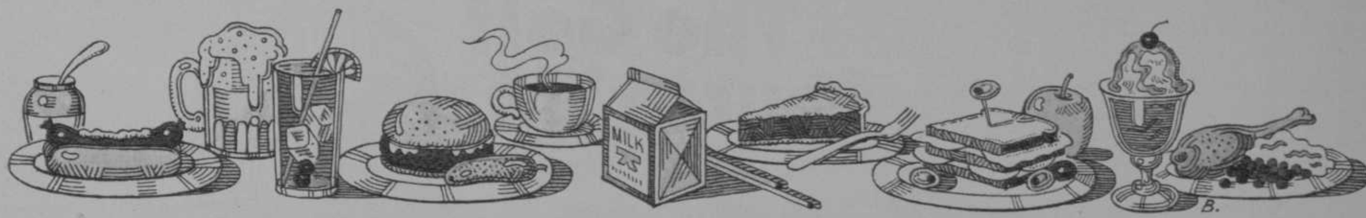
The High Cost of Eating: A THORN IN THE MANAGER'S BUDGET

Budgeting and Planning 1974



Hopes that Phase 4 would end or slow down rising produce costs will not be realized. Managers will be forced to pass on to their member-customers these increases, even if managers plan less expensive menu dishes. Unexpectedly, costs of menu paper and uniforms also will rise

by WILLIAM LOOMIS

No matter how you look at it, there seems to be nothing but headaches ahead in most of 1974 for golf and country clubs with dining facilities, however modest such enterprises may be.

Regardless of the complex reasoning and high purposes of President Nixon's Phase 4 economic program—the nitty gritty is this:

The costs of almost everything connected with food service is going to go up. That's the outlook based on talks with both Government agricultural experts and members of the food industry.

Included in price hikes will be not only beef, pork, poultry and other meats, fruits and vegetables, but probably wages, the paper menus are printed on and the uniforms waiters, waitresses and other restaurant employees wear.

Most economists agree that this leads to one basic fact: Customers are going to pay more for the goods they order.

How much more depends mostly on what dishes menus offer. Keeping food costs and tabs down without turning off customers, because of the small variety of foods offered, will place heavy burdens on menu planners.

Some restaurant experts offer this word of caution: Shoppers who grumble about higher food prices in their local markets will be horrified when they open up a menu and find out what's happened to restaurant food prices.

Restaurant managers are encouraged to have some explanations ready when complaints come pouring in.

Here's what Government agricultural experts list as reasons behind the problems menu planners face in the coming months:

Beef prices, from the choicest steaks and roasts to minimum grade hamburgers, may go on rising indefinitely after Phase 4 controls are lifted this month.

It takes 18 months to two years for newly-born cattle to reach the slaughterhouse. The number of cattle going into feed lots for slaughter late this year was down 12 to 14 per cent from a year ago. This means that cattle raisers will not be able to increase supply fast enough during 1974 to meet demands. Pressures for purchase of beef will force prices up.

In addition, the cost of feeding cattle is rocketing. In the first half of 1973, soybeans, used as cattle feed, went up in price from around $3 a bushel to $12. This is bound to add to beef prices as will the cost of other feeds.

Veal will fare not better. If cattle are raised primarily to meet growing beef demand, few will be killed off for veal, adding sharply to the cost of this prime meat, which is much in demand in restaurants specializing in elaborate cuisine.

The prices of pork products of all sorts, which were easier to cope with until mid-1973, are perhaps under even more pressure than beef. It takes about a year to ready a pig for market.

In the middle of 1973, Government officials reported that farmers were killing off young pigs instead of preparing them for market at the highest rate in 20 years. Included in this slaughter were pregnant sows, adding to the expected shortage of pork.

Young pigs and sows were killed because under the Phase 3 wage and price freeze, slaughterers could not raise pork product prices. But farmers could raise the price of their live pigs going to market. Because slaughterhouses could not pass on to their customers the higher prices they had to pay farmers, they stopped buying pigs and the farmers had to kill them.

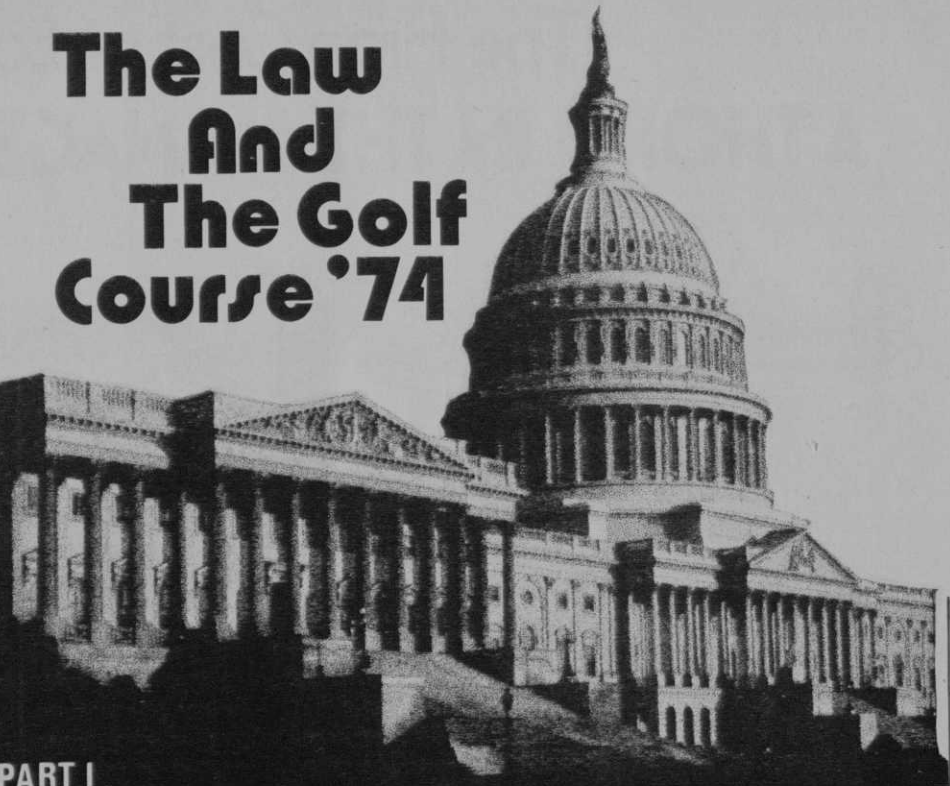
Even if farmers started raising hogs at a faster rate this fall, it will be a year before increased supplies will reach the market.

Poultry production is much the same story as pork. Under Phase 3, farmers killed off large numbers of baby chicks, because the cost of raising them went up, but poultry houses couldn't pass on to customers the price they paid for chickens they kill. A revival in poultry supplies could come faster than one in pig production. It takes only about three months to bring a chicken to

continued on page 56

Budgeting and Planning 1974

The Law And The Golf Course '74



Over 70 bills in Congress, ranging from tax reform to immigration, could have a significant impact on the private club industry. Although the degree of that impact will vary, it is important that clubs and club members keep informed on the progress of this legislation

by KEN EMERSON

EXECUTIVE DIRECTOR
NATIONAL CLUB ASSN.
WASHINGTON, D.C.

PART I

Any review of current legislative activities involving the club industry cannot be taken as absolute: changes will occur; some of the bills under discussion will either have become law, have been postponed or have been defeated by press time.

The legislation that the National Club Assn. is currently following closely, breaks down into two general categories:

Legislation of particular interest to the club industry. This category includes fair labor standards and minimum wage legislation; amendments to the Occupational Safety and Health Act; environmental protection legislation; tax reform legislation; civil rights legislation and land use legislation.

The second category is legislation in areas of general significance to the club industry. This includes unemployment compensation; Social Security; health maintenance organizations and pensions.

A third area, that of legislation affecting the entry and residence requirements of aliens, also may have some significance to the private club industry.

A brief review of the legislative activities in each of these aforesaid areas follow.

FAIR LABOR STANDARDS AND MINIMUM WAGE

Seventeen separate bills have been submitted in both Houses concerning different aspects of fair labor standards and minimum wage legislation. Of these, HR 7935 has passed both Houses and awaits signature by President Nixon; S 1861 has been sent to the Senate floor. The committee bill and S 1725, introduced by Senator Dominick of Colorado and Taft of Ohio, was defeated in committee, but will be reintroduced on the floor of the Senate for debate.

The principal features of S 1861 include an immediate increase to \$2 an hour for nonagricultural workers covered prior to the 1966 Fair

Labor Standards Act amendments, followed by an additional increase to $2.20 the following year after enactment; an increase to $1.80 in the first year for those covered by the act after the 1966 amendments and subsequent increases to $2 an hour during the second year and $2.20 a year thereafter. Like the House version, S 1861 contains no youth differential, adds coverage to state and local employees, domestics and others. It also eliminates many existing overtime exemptions.

The more moderate Dominick/Taft bill, which is expected to be offered as a substitute on the floor, calls for an immediate raise to $1.80 an hour, followed by increases to $2 an hour during the second year to $2.10 during the third year and to $2.20 during the fourth year. The minimum wage would be $2.30 thereafter under S 1725. This bill also provides for a youth wage differential for full-time teenage workers, retains most exemptions and provides no expanded coverage.

HR 7935, as passed by the House and Senate authorizes a broader expansion of the minimum wage to $2 immediately and to $2.20 on July 1, 1974. The bill retains most overtime exemptions and a modified youth differential.

AMENDMENTS TO OSHA

Currently, there are a number of pieces of legislation in both the House and the Senate to amend the Occupational Safety and Health Act (OSHA) of 1970. A majority of these bills are directed at exemptions from the present requirements of OSHA, based on either the inherently safe working conditions of an establishment or on a minimum employee cut-off level and, as a less desired alternative, the establishment of a "free" non-punitive inspection for OSHA violations. There are three bills now working in the Senate: S 1147 and S 586, both introduced by Senator Dominick; and S 976 introduced by Senator McIntyre of New Hampshire. Section 2(e) of S 976 provides for one "free" on-site inspection for small businesses to determine whether they are following the guidelines established by OSHA with no penalties or citations attached for non-compliance at that point.

These bills are in the Senate Committee on Labor and Public Welfare. Based on information received from the staff of that committee, there seems to be little urgency by committee members for action in this area.

In the House, there is considerably more activity. The Select Committee on Labor has before it 40 bills providing for amendments to OSHA. Six days of hearings on OSHA took place last September and additional hearings were scheduled before the summer recess.

HR 6391 contains a "free inspection" provision, similar to that of S 976. It was introduced by Representative Steiger, and based on information from the committee staff, the bill is receiving considerable attention by the committee.

For the club industry the most significant amendment is that of providing an exemption for small businesses from OSHA requirements. HR 1167 calls for exemption from OSHA of requirements for small businesses employing 15 or less people; HR 939 provides for exemptions for businesses employing 25 or fewer employees.

Representative Daniels, chairman of the Select Committee on Labor, is known to disfavor these proposals, because an exemption for small businesses with 25 people or less would exempt approximately 75 per cent of the labor force from the provisions of OSHA.

ENVIRONMENTAL PROTECTION

The club industry's specific interest lies in legislation that restricts or bans certain pesticides, fungicides, insecticides and the like now in use on golf courses. Legislation of this sort comes under the general heading of "toxic substances." The only current activity in the Senate dealing with this aspect of the environment is S 426, which would require premarket testing of new chemical substances, the screening of the results of such testing prior to commercial production and the subsequent regulation of the use and distribution of these chemical substances.

In the House, the Subcommittee on Commerce and Finance has taken under consideration three bills: HR 5087, HR 5356 and HR 1014. These bills indicate that there is no legislation currently pending that would adversely affect the use of pesticides and fungicides on golf courses and country clubs. Of considerably more importance is the Pesticide Act passed last year, which could allow much closer Administrative regulatory scrutiny than is currently being applied. If tighter regulation of pesticide or fungicide use were to evolve, this would most probably be implemented through more stringent enforcement of that act than by passing new legislation.

It is apparent, therefore, that administrative action by the EPA rather than new legislation will form the focus of activity on this area in the immediate future.

TAX REFORM

There are two identical bills currently pending in Congress relating to the tax exempt status of private social clubs and membership organizations. The Senate bill, S 1523, introduced by Senators Tower and Fannon, is before the Senate Finance Committee. Although hearings could be held in that committee, no action currently is anticipated, because legislation affecting revenue must, under congressional practices, originate in the House.

HR 1934 is the House version introduced by Representative Wagoner and currently is in the House Ways and Means Committee. This bill is identical to one approved by that committee in 1971, but never considered on the floor. The bill currently under consideration by Ways and Means has been referred to the United States Treasury for a report on the subject.

It appears likely that the bill will probably go to the executive session of the committee several weeks after the committee finishes with the current topic of trade status. Generally, the situation is bright for eventual passage of HR 1934 as part of a larger tax reform bill. □

In Part 2, the author will review other pending legislation, including civil rights, land use, unemployment compensation and pensions.

Budgeting and Planning 1974

Buying Wine To Suit Your Needs

To help club managers stimulate their beverage revenue, GOLFDOM draws on the experience of some of New York's leading wine merchants and restauranteurs for merchandising tips and the "best buys" on a wide variety of American and imported wines

by STEPHEN W. BYERS

Even in this inflation-plagued year when restauranteurs' scratching for profit items have borne little else than broken nails, it's still possible for club managers to claw out a winning year in the dining room. One way is to apply enlightened buying and merchandising techniques to the sale of wines and the other convivial beverages, on which the profit margin is between 100 and 300 per cent.

In spite of the retarding effects of the dollar devaluation and surging grape harvesting costs, wine—the medicinal drink prescribed by Hippocrates and celebrated through the centuries in aphorism, poetry and prose by such as Euripides, Shakespeare and Thomas Jefferson—has become a modern, burgeoning and competitive industry on which the smart money in the restaurant business is counting to help check its current slump.

Club managers, when evaluating this year's budget and what changes or additions would be appropriate for their dining room fare, should consider the following facts: Americans have almost doubled their wine consumption this year; the growth in wine drinking is outpacing that of hard liquor and beer, albeit Americans spent 10 times as much on those beverages com-

bined as on wine. Young people have become particularly avid imbibers (although of the very cheapest varieties). Wine clubs, tasting groups and college wine courses are multiplying as fast as yeast on freshly squeezed grapes, with tastings taking their place alongside cocktail parties in American folkways. Wine books have been popping off the presses at the rate of 50 a year over the last three years. Modern physicians are updating St. Paul's advise to Timothy, "Use a little wine for thy stomach's sake and thine oft infirmities." They are avidly prescribing wine to help lower blood cholesterol, ease gloucoma and lessen nervous tension. Some doctors have even recommended wine in weight-reducing diets. A four-ounce glass of red, white or rosé wine contains just under 100 calories.

Increased United States interest in wine is evidence that Americans have indeed grown in ease and worldliness, as European travel and rising affluence open horizons from what a few years back was termed by some of the country's most sophisticated hedonists as "the down home culture."

American wines are no longer considered as pale imitations of their European cousins. Domestic wines are fast gaining in quality and respect in America at least, with 90 per cent of all wines sold here coming from native grapes. The 20 per cent devaluation and other factors, which contributed to the over 60 per cent increase in the cost of foreign imports have hastened the growth of American wine popularity. Costs of American wines have also increased 20 per cent (but not proportionately with imports) due to increased demand on inadequate reserves of the "noble grape" and rising labor costs.

The short of it is that advertisers are having less and less trouble convincing Americans of the truth in the Roman proverb: "A meal without wine is like a day without sunshine."

For those club managers whose wine sales do not reflect the above trends, here are some tips on how to hype your wine sales—on which your profit is about 100 per cent compared to the slim profit margin on food dishes.

Construct an attractive wine rack in the dining room, which is conspicuous from most of the tables. This is not only a smart decorative device, but also serves as an inducement for customers to consider wine in ordering dinner. If this is done it should be elaborate and in good taste. A tacky looking wine display is worse than nothing at all.

Include with each table setting, an attractive wine glass on the right of the water goblet. Although it's preferable to use the appropriate style glass for different types of wines, the three-inch stem, high tulip crystal will serve all but Champagne. The wine glass on the table is a way of saying, "Of course you'll be having wine."

Waiters should be thoroughly briefed on customary serving procedures and should mention to customers any praiseworthy wines in stock. Though some diners might think it an imposition, most people feel observance of the established ritual in serving wine, such as decanting certain Bordeaux over a candle, offering the cork to the customer to see if the wine is soured, offering the taster's ounce to the person who ordered for the table, suggesting that certain wines be allowed to breathe a few minutes before serving and after decanting, offering to aid the customer in making his wine choice without condescension—all help make a memorable dinner (they might otherwise go into the city to find).

A way to stimulate wine sales during the lunch hour is to offer a week's special on a good light table wine. You will find that many people prefer wine to a cocktail in the middle of the day particularly if business is being conducted over lunch.

Several clubs on Long Island have had success with weekend wine tasting. This tends to attract the members to the club on Saturday or Sunday and provides an opportunity to educate the wine novice, thus making him (hopefully) a wine enthusiast, and helps the club manager determine the wine preferences of his membership to aid him in his buying practices.

The manager should always provide an updated list of wines currently in stock. It is nonsense and bad business to have a customer study an outdated list, and after making his choice, find the wine is not available.

It would not be an unduly blatant technique for the club manager to send out mailings on which the member is requested to indicate his interest in wines and his wine preferences.

It would be advisable for managers who are assured of a continuing member interest in wine, to invest in a moderate, long-term wine cellar. An excellent way to increase wine profit margin is to buy wholesale, wine that will mature in a few years. Its value at maturity will be substantially greater than when it was purchased as a young wine if it is properly stored (this requires storage in a cool constant temperature, little movement of bottles and that the bottles be placed on their sides to keep the cork moist to avoid cracking, which allows air into the bottle).

Anyone interested in information on starting a wine cellar should contact Dominique Rickard, Vintage Magazine, 245 East 25th Street, New York, N.Y. □

BEST BUYS

DOMESTIC WINES

The following domestic wines were recommended to GOLFDOM by leading New York restaurant managers and wine authorities as some of America's most distinguished offerings (which also are excellent buys):

UNDER $2.50*

From BEAULIEU, Grenache Rosé and Burgundy.
From CHRISTIAN BROTHERS, Chablis and Napa Rosé.
From GALLO, Hearty Burgundy, Chablis Blanc and Pink Chablis.
From LOUIS M. MARTINI, Gamay Rosé, Mountain Barbera and Mountain Zinfandel 1968.
From PAUL MASSON, Emerald Dry.
From WENTE BROS., Chablis and Dry Semillon.

$2.50 TO $4.50

continued

WINE *continued*

From ALMADEN, Gewurztraminer and Johannisberg Riesling.
From BEAULIEU, Cabernet Sauvignon 1969 and Johannisberg Riesling.
From BUENA VISTA, Gewurz Traminer and Pinot Chardonnay.
From CHRISTIAN BROTHERS, Gamay Noir, Pinot Noir and Pinot Chardonnay.
From INGLENOOK, Charbono 1969.
From CHARLES KRUG, Chenin Blanc and Gamay.
From LOUIS M. MARTINI, Pinot Noir.
From MIRASSOU, Chenin Blanc 1971, Monterey Riesling and Cabernet Sauvignon 1969.
From PAUL MASSON, Sylvaner.
From ROBERT MONDAVI, Chenin Blanc, Cabernet Sauvignon 1969 and Johannisberg Riesling 1971.
From WENTE BROS., Pinot Blanc and Le Blanc de Blancs.
From WINDSOR, Chardonnay.

OVER $5

From ALMADEN, Blanc de Blancs (Champagne).
From BEAULIEU, Cabernet Sauvignon Georges de Latour Private Reserve 1968.
From CHAPPELLET, Chenin Blanc 1970.
From CHARLES KRUG, Cabernet Sauvignon 1966.
From FREEMARK ABBEY, Pinot Noir 1968 and Pinot Chardonnay 1968.

**All prices quoted are wholesale*

IMPORTED WINES

With the aid of Dominique Rickard, wine program director of Vintage Magazine, GOLFDOM has compiled a list of notable imported wines, all of which we feel are appropriate to country club dining room requirements and provide exceptional values.

$2 TO $5 RED

From BON-VIN, Inc., Chateau Milon Pauillac 1970 (France) and Chateau Bourseau Lalande-de-Pomerol 1970 (France).
From BROWNE VINTNERS, Chateau de Pizay Morgon 1970 (France).
From CRISPIN WINES, Cotes du Rhone St. Didier N.V. (France).
From EXCELSIOR, Chateau Gaudin 1970 (France).
From INTERNATIONAL VINTAGE WINES, Hajosi Cabernet 1969 (Hungary).
From KOBRAND CORP., Ginestet Cabernet Sauvignon 1970 (France).
From WILDMAN &SONS, Barolo Giri 1966 (Italy); Chateau Jonqueyres Bordeaux Superieur 1970 (France) and Chateau La Tour du Pas St. Georges St. Emilion 1969 (France).

WHITE/ROSÉ

From BRIONES, Rikat Spatlese 1968 (Bulgaria).
From CRISPIN WINES, Pradel Cotes de Provence Rosé (France).
From KOBRAND CORP., Jadot Beaujolais Blanc 1970 (France) and Madrigal Bernkasteler Riesling 1971 (Germany).
From WILDMAN & SONS, Louis Latour Auxey-Duresses 1970 (France).

EATING *from page 51*

market. Egg prices also will reflect the killing of chicks. Turkey production is off because of higher production costs, and it will be some months before supplies can be replenished. The same goes for other poultry, especially ducks.

Milk production was off 2 per cent in the first half of 1973 and was expected to be off again as much in the last half of the year. Many milk cows were sent to slaughter to take advantage of high beef prices and to avoid paying higher prices for feed.

The fresh fruit and vegetable market is much more cyclical and, of course, more sensitive to weather conditions. The disastrous lettuce crop on the West Coast in 1973 may not be repeated in 1974, if the weather is good. The summer of 1973 saw many producers holding back fresh fruits and vegetables from commercial markets because of price controls. Next year, this may not be a problem and supplies are likely to be adequate. Meanwhile, experts say it may be necessary simply to hold down use of those varieties of fresh fruits and vegetables hardest to obtain locally.

Canned goods pose another problem. Canning costs in the last year or two have risen sharply. During the past summer, some canners held back on purchases of fruits and vegetables because they could not pass costs on to consumers. Other canners went ahead with purchases, gambling that when food cost controls were lifted, they could sell them at higher prices. All told, this means that some varieties of fruits and vegetables in some markets may be short while others are plentiful.

There seems to be no letup in soaring wine prices. French and German wines, especially those of highest quality, cost more for two reasons: Customer demand around the world is growing much faster than supply, and in the United States foreign wines cost more because the devalued dollar does not buy as much of foreign products as a few years ago. This higher cost of foreign wines can be passed on to customers and normally is.

In addition, wine grape prices in the United States are rising rapidly, and experts doubt they will slow down in the next year or so despite vast new plantings of wine grapes.

The costs of menus also are on the rise, because paper costs have gone up. Efforts by managers to keep from printing any more than a minimum number of menus and changing them as seldom as possible probably will pay off.

Another hidden worry is the soaring wool and cotton prices. Apparel costs are apt to rise substantially in the coming year. If you supply uniforms for your employees, you probably will see the changes soon. If you rent, prepare for higher costs passed on by these supply firms.

It all adds up to one simple, disastrous fact. The cost of everything seems to be going up some more during 1974. About all the experts can advise is to keep an eye out for occasional bargains, but rely mostly on balancing menus between some customers demands for luxury at any cost and the limited budgets of those suffering from their own excessive food bills at home. ☐

GOOD CUSTOMER *from page 25*

It is the third aspect with which we are primarily concerned. The first two will be covered in depth in a future issue of GOLFDOM, but just to ascertain that we are on solid ground regarding participation and buying power, here is some of the more obvious evidence.

The survey respondents have played golf for an average of almost 14 years; their average score is 90.1. They play an average of 63 18-hole rounds a year. This figure is far above the 15 rounds per year that the National Golf Foundation uses as the delineation between the serious golfer and the "dabbler."

As to their buying power, more than 65 per cent currently belong to or have belonged to a country club. Putting this figure into perspective, only an estimated 16 per cent of all golfers belong to country clubs, according to NGF figures. Another indicator: The respondents spent an average of $1,240 on 29.3 vacation days in the past year. Clearly, then, the survey respondents are both active and affluent golfers—the type who possess excellent potential to become good pro shop customers, if they are not already.

What are the actual buying habits of this above-average group of golfers? Here is a rundown on the average GOLF Magazine subscriber, offering some prime indicators on his buying habits:

Golf clubs: 2.2 sets of clubs owned by members of his immediate household, including his own; purchases a new set about every three years, compared with the estimated national average of every seven years; personally owns 1.7 sets of woods, 1.6 sets of irons and 2.2 putters.

Golf balls: purchased more than three dozen in the past year.

Golf bags: owns 1.6 bags.

Golf shoes: own 2.3 pairs and has purchased 1.1 pairs in the past year.

Golf gloves: owns 2.5 gloves; purchased 2.6 in the past year.

Golf slacks: owns 5.0; purchased 2.8 in the past year.

Golf shirts: owns almost 8; purchased almost 4 in the past 12 months.

Golf hats: owns 2.4; purchased 1.2 in the past year.

Golf sweaters: owns 3.2; purchased 1.1 in the past year.

To really make these figures take on significance for you, multiply the purchase figures by the number of members at your club. The product is your ideal sales potential and probably is mind boggling.

But the larger question is, where does the GOLF Magazine survey respondent purchase all of this merchandise? The pro shop is getting the lion's share of his equipment purchases—an average of 62.5 per cent. Broken down by products, the pro shop's percentages work out this way: balls, 71.5; woods, 64.5; irons, 63.7; putters, 62.0; bags, 50.9. The remaining purchases are distributed among sporting goods stores, department stores, discount houses, and so on.

However, the picture changes in the apparel category. The professional should not be deluded by the increases each year in pro shop sales of apparel. It is the percentage of the market the professional is capturing that indicates how successful he really is, and in strictly apparel items, the "downtown" competition, specifically, the department store, still gleans the majority of the business. Over-all, the professional receives only an average of 21 per cent of the combined market for golf slacks, golf shirts and golf sweaters. The department store alone takes 55.5 per cent. And remember, these figures come from a group of survey respondents who are higher than average in participation and affluence.

In the areas of golf shoes and golf gloves, the professional is holding his own: golf gloves, 65.9 per cent of the business; golf shoes, 48.4 per cent.

From a more optimistic view, apparel presents a challenge for the professional, because the combined efforts of the industry in their area to date have barely scratched the surface of this lucrative market.

Now, what remains is for the professional to stack up his own clientele against these figures which represent a composite of good potential customers. Then, he must set his sales goals and budget accordingly. □

COMING EVENTS

CENTRAL PLAINS TURFGRASS FOUNDATION TURF CONFERENCE, Kansas State University, Manhattan, Kan., October 17-19.

FLORIDA TURF-GRASS ANNUAL MANAGEMENT CONFERENCE, Pier 66, Ft. Lauderdale, Fla., October 21-24.

EIGHTH ANNUAL WISCONSIN GOLF TURF SYMPOSIUM, Pfister Hotel, Milwaukee, Wis., October 24-25.

TURF AND LANDSCAPE DAY, Ohio Agricultural Research and Development Center, Wooster, Ohio, September 11.

MICHIGAN TURFGRASS FIELD DAY, Michigan State University, East Lansing, Mich., September 13.

TURFGRASS FIELD DAY, Ornamental Horticulture Research Center, Urbana, Ill., September 18.

PROFESSIONAL GROUNDS MANAGEMENT SOCIETY ANNUAL MEETING, Wilson Lodge, Ogelbay Park, Wheeling, W. Va., September 19-22.

MIDWEST TURF FIELD DAY, Agronomy Farm and Campus, Purdue University, West Lafayette, Ind., September 24.

CONGRESS FOR RECREATION AND PARKS, Sheraton Park Hotel, Washington, D.C., September 29-October 4.

13TH ANNUAL TURFGRASS EQUIPMENT & MATERIALS EDUCATIONAL EXPOSITION, Orange County Fairgrounds, Costa Mesa, Calif., October 17-18.

PLANNING *from page 23*

classification at a time and analyze the figures.

Jot down comments as you go over the figures, making notes that will help you when the time comes to order new stock. "Sold out of medium and higher priced slacks too early"; "not enough depth in key styles"; "too much money tied up in lower-priced slacks last year" are typical comments.

When you begin to plan your buying, first fill in the colors and sizes on the staple merchandise that you want to receive in your initial delivery. Add up the money you've spent so far, then put that information aside. Now, go to work on the new fashion merchandise, also for early delivery. Add that figure to the figure for staples. Check to see if the total amount is what you planned to spend for your initial delivery.

Before you actually buy the merchandise, make sure you have a complete up-to-date inventory count on everything you own in your shop. With that information, plus the data from last year and the comments from your staff and suppliers, you should be ready to plan your new season's purchases.

It's a good idea to plan your deliveries to come in three stages. First it is easier to pay the bills that way. Also, your shop puts on a new face every time new merchandise is displayed.

Schedule your deliveries as follows: 20 per cent for November 26; 50 per cent for March 1, and 30 per cent for May 1. The first delivery, just before Christmas, should be the order that fills in your supply of basic items, with the sizes and colors you need to round out your inventory, plus a few fashion items to catch the eye of Christmas time shoppers.

All your buying strategy should be worked out by early September. Also be certain to arrange your appointments with your important supplier salesmen from whom you plan to buy heavily. Then, follow up with a visit to the Professional Golfers' Assn. of America Merchandise Show in late January, where you can complete your buying.

Planning for the upcoming season isn't restricted to buying. You should also evaluate your present sales force. How did each of them perform for you this past year? If some of them didn't do well, you must consider replacing them.

Another thought. Look around your shop as impersonally as you can. If you were a customer, would your shop sell you? Plan how to dress it up and make improvements that will lure customers to your merchandise.

There's another buying angle that also should be mentioned. As you know, or should know, about 25 per cent of your total membership buys at full retail from you. They the cream of your customers, usually the trendsetters, the ones who lead in fashion, the latest equipment, and so on. You are probably well aware of their sizes, their preferences and their golfing needs. Why not plan to order some merchandise especially for them? Some special clubs made only for that certain member. Ordered well ahead of time, almost any manufacturer will produce them for you. And keep quiet about it. Spring the surprise when the clubs arrive. If you're afraid your customers will think you're presumptuous, don't be. They will be extremely flattered that you've been thinking about them, that you've shown so much interest in them and that you've taken the time to order specifically for their needs. You might do the same with a sports jacket or some other item, depending on the member and how well you think you can buy for him. This is the kind of extra effort members appreciate.

Knowing some of the things mentioned here should help you do a better job of planning and preparing for the season ahead. □

Author's note: This article contains my thoughts, along with those of Ira Neimark, vice president and general merchandise manager of B. Altman, Inc., of New York City (a golf nut and a real friend to his professional), and Leonard Resnick, vice president of Izod, Ltd., and former merchandise manager of Wallachs, a fine group of men's sportswear stores in New York. Thanks for the able assistance, gentlemen!

BEARD *from page 21*

growing season, which provides an extremely favorable environment for tree root growth. On the other hand, the presence of these tree roots can create a very adverse effect on turfgrass growth and quality.

The next question is what can be done. The most common practice on greens and tees is to utilize a trenching machine to cut a vertical trench of from 24 to 30 inches in depth completely around the portion of the area into which tree roots might be growing. In the process of this operation, the existing tree roots extending through this soil profile will be severed. The trench can then be refilled and the sod (previously stripped from the area to be trenched) can be transplanted back into its original position.

This technique may have to be practiced at intervals of from four to six years, depending on the particular tree species and conditions involved. As was shown in this study, certain tree species result in greater root competition than others. One is continually amazed at the improvement in shoot density and growth obtained where this root pruning technique is utilized around greens and tees that have previously suffered from tree root competition. It has also been utilized effectively along the edges of fairways.

In summary, ask yourself the question, "Is there a tree root competition problem on my golf course?" Usually the problem will be most severe on greens. It will not result in total loss of turf, but can seriously restrict the surface quality, even though the tree itself may not shade the green for any significant period of time during the day. If a potential problem exists, trenching of one or more greens might be attempted to see if a response can be obtained. It is not an excessively high cost operation, but can pay great dividends in improved turfgrass quality plus a reduction in the maintenance requirements of the turfgrass surface. If a positive response is shown from these initial trials, the operation can then be extended to all tree-root affected green and tee areas on the golf course. □

NEW PRODUCTS

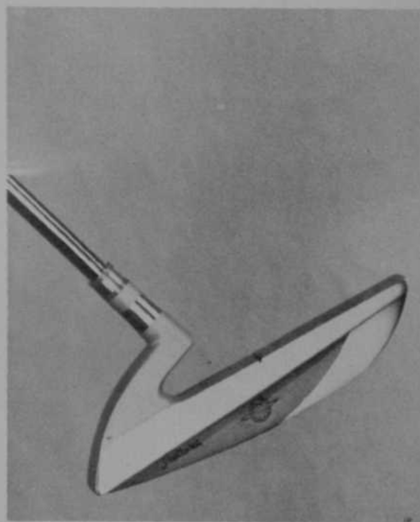
CHIPMAN, Div. of Rodia, Inc., announces EPA clearance of Chipco Spot Kleen for use as a turf fungicide. Spot Kleen is a long residual, nonmercurial, systemic fungicide for control of dollar spot, fusarium blight, large brown patch and stripe smut. A wettable powder, it is uniquely packaged in a plastic jug for easier handling. Spot Kleen is an addition to the Chipco line of professional turf products.

Circle No. 105 on reader service card

CENTURY ENGINEERING CORP., Spray Equipment Division, offers an answer to area control of mosquitoes and flies—the Century Mist Blower/Sprayer, which offers both blower speed with wide coverage, and handgun sprayer convenience and accuracy as standard features. The blower can reach up to 150 feet, depending on air conditions. The valve offers accurate control around breeding areas and hard-to get places. Century points out that features, such as built-in parking stand, safety guards for blower and shielded telescoping PTO drive, are standard for more convenience and safety.

Circle No. 106 on reader service card

RED HOT PUTTERS, INC., introduces its new chipper iron. The only chipper designed with toe to heel balance and slotted sole. Beautiful bronze head, True Temper shaft and distinctive red grips are also included. Red Hot Putters also features its "Futura" putter, a futuristic putter of unique styling and superb performance. Features include: bronze alloy head, slotted sole, toe to heel balance. True Temper chrome shaft and distinctive red grips.



Circle No. 107 on reader service card

W. A. CLEARY CORP. offer Bromosan Systemic Turf Fungicide for year-round prevention and control of all major turf diseases. Used as directed on tees, fairways and greens or on any fine turf area, Bromosan is said to effectively curb dollar spot, brown patch, Helminthosporium, red thread, *Fusarium* blight, Pythium and snow mold—it's a truly all season fungicide. Bromosan is a blend of Cleary's 336 and Thiram. It is systemic, and according to its manufacturer, when sprayed weekly as the only fungicide additive in your spray tank, you're assured of disease-free turf all season long.

Circle No. 108 on reader service card

NURSERY *from page 46*

ation. Other types of grasses grown for other purposes on the property generally are twice the size of the bent area.

Basic clay or loam soil needs some modification with peat moss and sand to bring it closer to the soil type prevalent on the playing 18 greens. This procedure of incorporating the materials into the basic soil is well within the scope of the turf manager, his crew and existing equipment. Water is necessary and usually available from the irrigation system close to the selected nursery site.

In the cool season grass-growing regions of the country, August to late September is considered the best time to establish either bent or bluegrass nurseries.

With all the changes in the grounds operation of a golf course, with vandalism on the upswing and with the normal uncertainties of managing a golf course, instant turf is necessary for repair work. And the practicality of having a private multi-purpose sod nursery is good business. □

LABOR *from page 50*

produced information on worker alienation, which is useful for any employer of a labor type force (large or small). The results showed that assembly line monotony, a condition prevalent where one person executes one type of assembly repeatedly each day with no change in work type or schedule for the conduct of that specific work. was conducive to low efficiency, heavy absenteeism, many labor-management disputes (flooding the established grievance procedure), which were only symptoms of the real problem—monotony and generally repressed hostility on the part of workers with accompanying interpersonal friction and low morale.

The company claims to have affected some relief from many of these problems by training each assemblyman to do not one, but all steps on his assembly unit. Under this plan, the worker also has a say in when he can change from one assembly job to another. The company says this method has created little confusion and that the initial low efficiency caused by the necessity for the worker to reorient himself when periodically tackling a new step, is compensated in surprisingly short order, making over-all efficiency greater than when mono-job assembly training was used.

The general result of this new plan (instituted only in certain plants; in others they feel the nature of the assembly precludes multi-job training where each assembly step is very complicated), has been to heighten the worker's self esteem and thereby to increase his motivation.

A leading golf equipment manufacturer has attempted a plan that is revolutionary in the field of mass production organizational development. The company has instituted periodic employee assembly, almost taking the form of a seminar at which workers are asked to help solve certain management and production problems (employees are at liberty to present to management at these gatherings their suggestions for solving other problems the existence of which management may not be aware).

This program acts as a balm for labor-management strains and frictions, which grow as a result of worker alienation and job monotony It hypes employee motivation and morale because the worker sees that although his job function may be insignificant when compared to the over-all operation, he does have a voice in changing aspects of the system he dislikes. These meetings have been particularly effective because they lessen the necessity for the worker to use the costly (in downtime) and complicated grievance procedure that oftentimes carries a stigma for the worker who may feel he is regarded as a complainer who shuts down at his job to file a grievance. Thus, under this kind of a system both worker and management benefit.

Worker alienation, job monotony and the insuing low morale and lessening of motivation are not inique to large industry. Golf club administrators could undoubtedly benefit from applying some of the above techniques to their labor management relations problems. Training each grounds maintenance worker to use the variety of available course equipment and giving him the opportunity to function in all or many of the turf maintenance procedures, from labor to administration, would surely increase job interest and effectiveness and could help make his work attitude approach the ideal—a labor of love.

This would apply equally to the dining room and pro shop personnel. Training people to double as bartenders, waiters, second cooks and so forth also gives the club manager a more versatile staff. Gathering them for periodic interchanges of ideas on how the dining room could operate more efficiently and attract more business could not help but be fruitful.

The lesson learned by industry (that nobody knows more about a specific job than the man who does it day in and day out), is also applicable to golf club employees. Don't short suit your grasp of club management by failing to get the views of the person closest to each job—he does it every day. □