



Photographed at Diamondhead Corporation's Pinehurst C.C., Pinehurst, N.C.

## Harley-Davidson. Club champions again this year.

This season, as usual, more Harley-Davidson golf cars will be driving on more golf courses than any other make in the world. For example, Diamondhead Corporation is the owner and operator of the largest fleet of Harley-Davidson golf cars in the world. Why Harley-Davidson?

Because they're so good-looking? And so dependable? And so quiet?

Of course. But there's more.

Our 4-wheel cars, for example, have independent front wheel suspension, mounted on trailing arms. And coil spring shocks. The

rear wheels? Coil springs, hydraulic dampers, torsional stabilizer.

Both our four-wheel and three-wheel models deliver sharp, effortless steering. With tiller bar or steering wheel. And all Harley-Davidson golf cars are protected by molded rubber bumpers in the rear. Four-wheel cars also have heavy duty front bumpers while the three-wheel models employ chrome tubular steel front bumpers.

Did we say quiet? Our gasoline cars are quieter than a voice in normal conversation.

Circle No. 163 on Reader Service Card

Another nice thing. Our electric cars will run longer between charges. (Because they use less power at low speeds.)

Four-wheel, three-wheel. Gas or electric. Harley-Davidson golf cars are the champions. By popular vote. Naturally, we'd be happy to meet you at the nineteenth hole. And show you our scorecard. AMF Harley-Davidson Milwaukee, Wisconsin 53201



## ORGANIZE from page 30

relates to the entire work scheme. Care must be taken to make sure the list is neither too narrow to stifle initiative nor too broad to render it meaningless. Properly written, it can serve as a contract between employer and employee. The professional can personalize it by annually updating this section to include the names of his staff as well as their areas of responsibility.)

**List specific duties.** Example: Frank Smith—Supervise golf cars; straighten stock room; change displays; straighten shirts and tie rack; junior golf chairman; coordinate activities of caddies, shop boys; golf lessons; practice daily; help keep shop straight; fill stock rack; empty ash trays.

**List general duties.** The *late man* must see that all tickets are run up; see that shop is vacuumed; put money away; make sure all golfers are in; golf cars are put up; range balls ready; lights are on; golf shop is locked. The *middle man* must not leave the late man if there's a jam up of cars, golfers or on the range. The *early man* must leave at 6 to 6:30 provided his job is done, and we are not shorthanded.

**Personal evaluation forms.** (It's a good idea to draw up an evaluation sheet that can be used to check the progress of personnel in each job classification. Sit down regularly with each employee and review his progress. The evaluation form can help you gauge the promotional and monetary incentives offered for continued service. Remember, an evaluation only has merit if you are personally satisfied with its format and comfortable with its application.)

**Tardy and absence procedure.**

**Salary schedule and pay policy.** (List here the starting pay for each job classification with some indication about the possible incremental increases or bonuses which might be realized. Also include under this heading the days of the year designated as pay days. Finally, a procedure for handling time cards could be established.)

**Playing privileges.**  
**Work week schedules.**

## PERSONNEL RULES

**Telephone.**

**Negative behavior.** (This might raise a number of questions you may wish to ask yourself regarding how you feel about activities in which your staff may engage. May members of the staff drink during working hours? Do you allow card playing in your shop? What type of wagers are permissible when playing with members? Is there a personal grooming standard that should be met? Are you a stickler for punctuality? Do you expect your employees to police their areas regularly? Do you require employees to know the club or course rules completely? Have your employees learned the names of club members or course regulars? Do your employees have a tendency to gossip or speak out of line? Caution your employees about the hazards that can result from participating in club politics.)

**Professional qualities.** (Although defining unacceptable behavior is important, it is not a bad idea for the professional to spend a little time defining and discussing the qualities that a prospective PGA member professional should acquire and exhibit throughout life. Some examples are: loyalty; faithfulness; punctuality; dependability; honesty; kindness and thoughtfulness.)

## COURSE RULES AND REGULATIONS

**Operating hours.**

**Charges, costs, guest and green fees.**

**Advance reservations.** The professional should outline the factors involved in his reservation system. Include:

1. the lead time necessary to secure a reservation;
2. the days when reservations may not be accepted;
3. the starting interval to be used;
4. a means of disciplining those individuals who abuse the privilege of making reservations;
5. the requirements for retaining a reservation;

6. and the corollary, the policy utilized if those requirements are not met.

**Etiquette and rules.**

## GOLF SHOP MANAGEMENT

**Meeting salesmen.**

**Merchandising and sales.**

**Club repair.**

**General shop operation.** (Each golf shop is too unique in the way it handles its record-keeping procedures to offer absolute suggestions about what is the "right way." However, this does not diminish the importance of a procedures manual as a training or reference guide in maintaining a stable shop operation. It is hoped that in all business transactions, the professional has outlined an easy-to-read, step-by-step, posting and recording procedure for handling all the shop business. Here are just a few of the areas where such consistency is required:

**Write your policy on how you want each of these handled:**

- Disbursing petty cash;
- Finalizing sales of hard goods;
- Finalizing sales of soft goods;
- Clearing the register;
- Receiving shipments;
- Ordering merchandise
- Processing credit returns;
- Handling invoices;
- Filing charges for merchandise;
- Recording gift certificates and prize certificates;
- Inventory accounting.)

**National Golf Day.**

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# EXTERNAL OPERATION

## JOB DESCRIPTION AND DUTIES

**Area of responsibility (job description).** Ranger (example):

It is the direct responsibility of the golf ranger to assure the proper pace of play on our golf course.

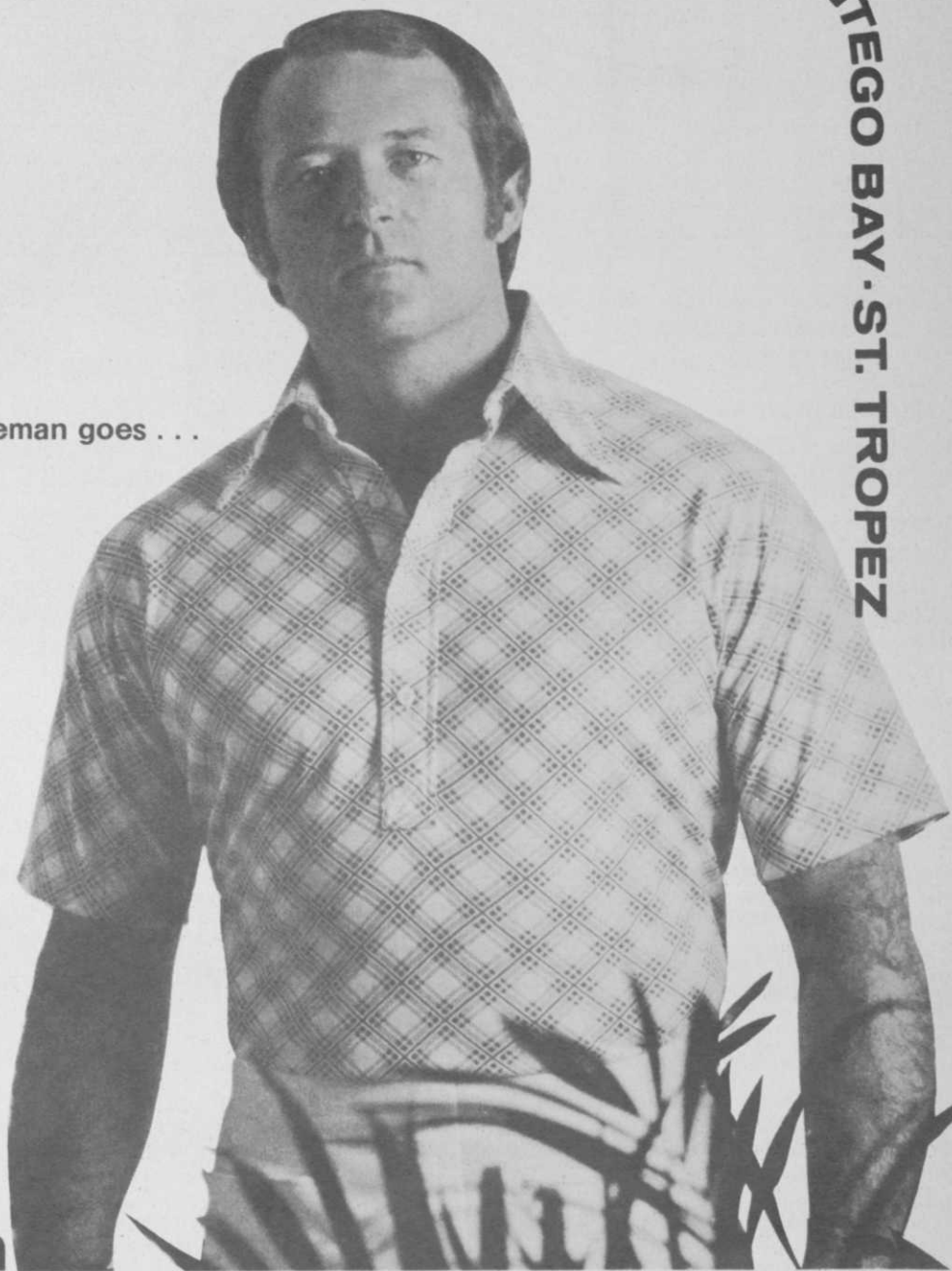
It is a secondary function of the golf ranger to enforce golf course rules:

1. Electric cars and pull carts

*continued on page 58*

NASSAU · PINEHURST · WESTCHESTER · MARBELLA · PALM SPRINGS · HONOLULU · MONTEGO BAY · ST. TROPEZ

Wherever a gentleman goes . . .



AMF

## Ben Hogan The Gentleman's Shirt™

Fashioned for golfing ease,  
styled for any casual occasion,  
detailed to flatter the man.

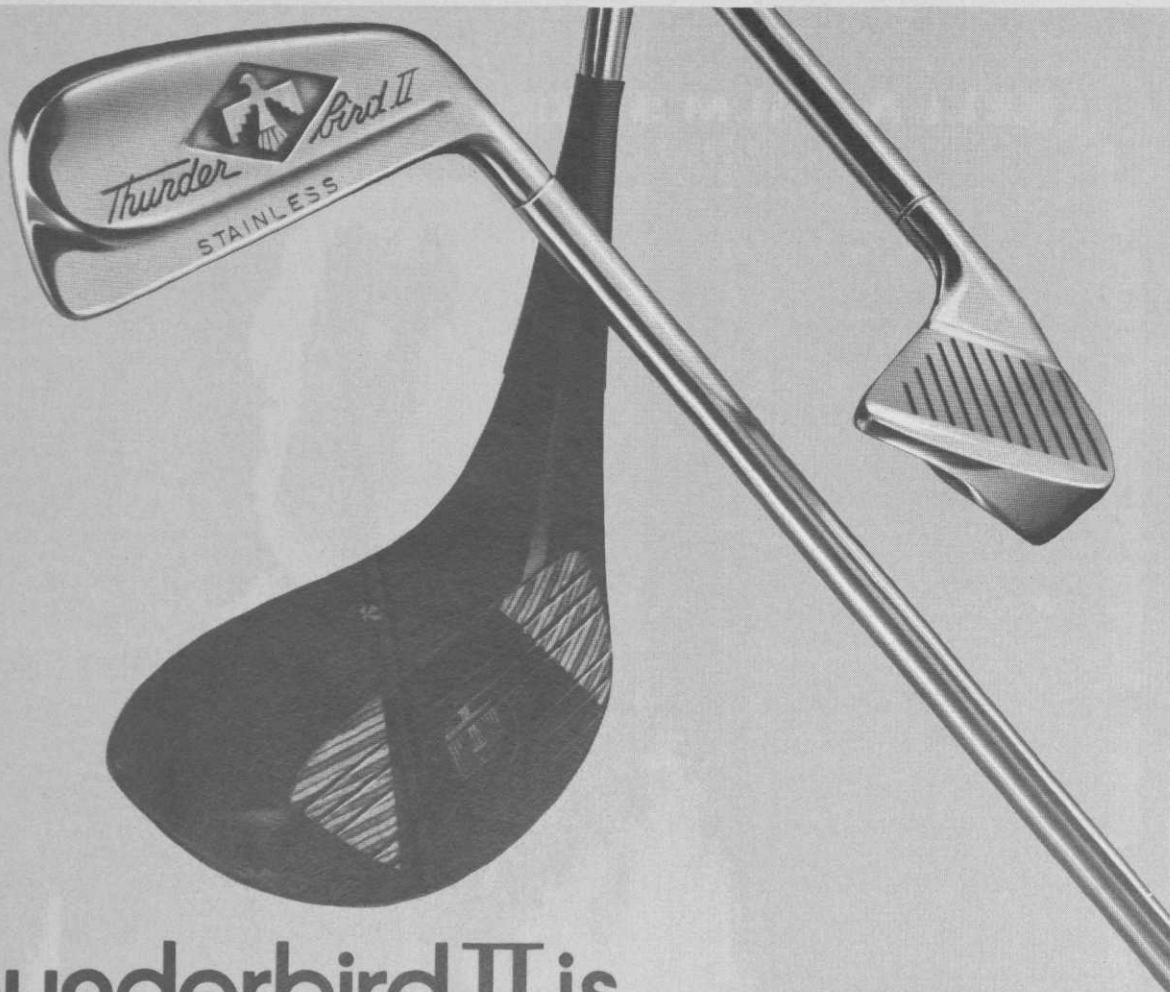
In two handsome collar styles, a rainbow of  
patterns and colors. Supple, luxurious,  
care-free knit.\*

*\*65% Du Pont Dacron® polyester, 35% fine combed cotton.*

Available only at your golf professional shop.

Circle No. 137 on Reader Service Card

AMF  
Ben Hogan



# Thunderbird II is second generation. And it's better.

Northwestern is proud of its new generation—Thunderbird II. Remember how fantastic the original Thunderbird Model was? Well, we're extending the family and introducing the Thunderbird II—the most beautiful club on the market.

Thunderbird II woods are precision crafted. Their shape, weight and facing are consistently accurate for longer, straighter drives, greater impact. The woods feature a dramatic see-through insert.

Thunderbird II irons bring new excitement into the Northwestern line. The irons are investment cast by the matchless lost-wax process. The shaft-over-hosel design allows more

weight in the club-head, giving an extended sweet spot for maximum results.

The offset head design lines up the shot with the shaft line nearer the ball. The club-head hits the ball more squarely than any conventional blade. And Thunderbird II irons are super easy to adapt to.

Order Northwestern's new second generation Thunderbird II. It's excellence from Northwestern. Our original Thunderbird model is still available for those who enjoy the more classic look and feel in club design.



**northwestern  
golf company**

The world's largest exclusive manufacturer of golf clubs

4701 NORTH RAVENSWOOD AVENUE • CHICAGO, ILLINOIS 60640

Established 1929—Our 45th year

Circle No. 176 on Reader Service Card



# DICK FARLEY

MERCHANDISE AND MARKET TRENDS

**Hart Schaffner & Marx** designed these slacks for their spring '74 Jack Nicklaus tournament slack collection. Modeled by the Golden Bear himself at the Doral Eastern Open, the slacks feature an extension waistband for easy movement. Slanted-top pockets keep the styling neat. Made of texturized Dacron polyester, the slacks retail for \$29.95. Nicklaus also models this after-golf sports jacket for Hart Schaffner & Marx. Appearing in their fall '74 Jack Nicklaus collection, the coat is texturized polyester, which keeps its shape without being strait-laced. It features two-button styling with flap pockets and a center vent and retails for \$135.



**Foot-Joy** has a suggestion for those golfers who want to put their best foot forward. A combination of leather and patent, the newest style from Foot-Joy goes the shield tip one better. It is a twin pointed shield-tip blucher model. Styled on the Plymouth last, the shoe is comfortably equipped with a foam

innersole and leather lining. It bears the prestigious FJ insignia. Spikes are of tungsten carbide. The shoe is available for pro shops now and retails for about \$58.



**Pendleton Woolen Mills** is showing handsome sweaters for golfers to wear this summer and fall. The classic links stitch sweater of 50 per cent wool/50 per cent alpaca in V-neck cardigan or pullover is still a golf favorite. Another sweater for wearing on cool days during or after a game is a fine-woven doubleknit from the Sir Pendleton line. This sweater could also serve as a jacket, with its stand-up collar, straight hip-length body and button cuffs. Pendleton designers think sweater colors this fall will be subdued, browns and beiges predominating. Being a vertical operation, with their own sheep ranches in the Pacific Northwest, Pendleton is not too concerned about the current scarcity of natural fibers. But even this company finds it difficult to maintain production commensurate with the demand for their woolsens.

**Palm Beach Company** reports record earnings in 1973. Its annual level of shipments was up 32 per cent from 1972. Net earnings for 1973 were \$2,932,000 compared to \$1,502,000 for 1972. Jay Shaw, vice president of sales for Palm Beach, attributes the

increase to the "trio concept" in sales. The idea is a simple one: sell a sports jacket with matching slacks, plus a second coordinating pair of slacks for more casual wear. For Palm Beach, this concept has been a winner.

A golf jacket is a golf jacket is a . . . very utilitarian garment that nobody looks at twice. But **London Fog** has a fall jacket that combines practicality with distinctive styling. Called the Crosby, it is a 65 per cent Dacron polyester/35 per cent cotton blend. It is fully-lined for frosty weather with Orlon acrylic pile and has satin sleeve lining. Single-breasted with a zip-front, it features a contrasting pile collar. The sleeves are set-in with a contrasting knit cuff. Front shape panels with saddle stitching complete the smooth line. Vertical welt pockets and zip breast pockets again combine the practical with the fashionable. Handy for toting tees and ball markers. The jacket comes in navy and natural and retails for \$55.





# CHUCK CUMMING

## THE PROFIT PRO SHOP

### WILL YOU BE READY TO BUY?

In another two months manufacturers of golfwear and golf equipment will be ready to introduce their lines for 1975. At that time, sales representatives and salesmen will be phoning you to set up appointments in which to sell you the new lines. Will you be ready?

You won't be, if you haven't done your merchandising homework. If you have been diligent with your paperwork, you know that your sales from the past 12 months have all been faithfully recorded. A recap of those records will tell you exactly how many shoes, slacks, shirts, balls, clubs and golf bags you've sold. Your records will also tell you which sizes, colors and price ranges were preferred this year by your clientele. All these records will allow you to project your increase for 1975 and to place your orders accordingly.

The foregoing sounds easy; the procedure is, if advance preparation has been made. If you are unprepared, then, of course, buying becomes mere guesswork, and errors become commonplace.

Because there is a correlation between accurate record keeping and efficient buying, both of which are necessary to profit, let's examine a basic record system that utilizes two index cards.

On card one, you write down the address of the company from which you are buying, with the telephone number, the name of the salesman and his number. With this kind of information accessible, you can easily write or call in an order or check on your initial or your back order. The card is your direct link with both the company and the salesman. The other information on the card, pertaining to merchandise, allows you to keep track of the relationship among the order date, the date on which you requested delivery and the actual date the merchandise arrived. You need also the information the card supplies to keep abreast of the number of items you've purchased. If you sold 10 sets of top grade golf clubs last year, and you are projecting a 10 per cent growth in club sales for this year, you would order 11 sets of clubs.

Card number two gives you information on the particular item ordered, the quantity, size, color, sales date and your cost. The categories on this card tell you immediately the inventory you have purchased and sold, plus your cost.

The foregoing system is one of many you can use. If you prefer, you can utilize one large card and write down all the information on that. I have recorded only basic information. Naturally, it may be expanded.

If you use a cash sale ticket—the Anco system or any other—it is advisable to daily figure your cost, selling price and profit percentage of each cash sale. These figures can then be used each day, week or month to pinpoint your gross profit by category and by sale. This is also an excellent method of finding out the buying patterns of your customers. For example, if you sell to one of your male golfers a pair of slacks, were you also able to sell him a matching shirt or sweater or a pair of shoes? If you or one of your assistants are not selling the related item, that will show up in the records. When the problem is isolated, it can be solved, but without records to point up weaknesses in your selling procedure, there's no way of knowing what is causing the problem. The whole pro shop program is undermined when it lacks proper direction.

Regardless of the size of your shop, you must maintain more than cash records, if you are going to merchandise efficiently.

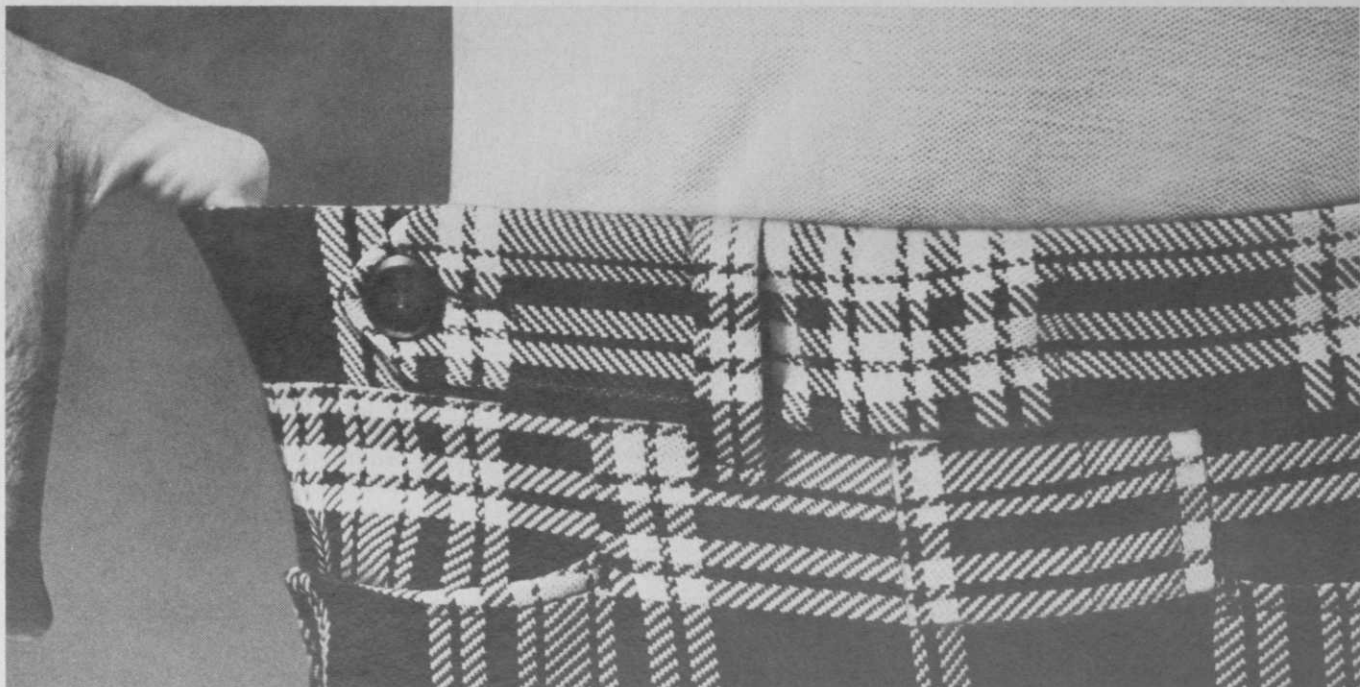
Consult your records when a salesman calls on you or when you attend either the national or the various regional merchandise shows. If you have kept your records up-to-date, an inventory sheet and an "Open to Buy" sheet become easy to make up and will eliminate many buying mistakes. □

Card 1

COMPANY: ADDRESS: TELEPHONE:			
Salesman: Telephone:			
Purchases	Date	Delivery Date	Mds. Rec'd

Card 2

COMPANY:						
Item	Quantity	Size	Color	Sale	Date	Cost



**When it comes to flexibility and comfort in waistbands,  
Lee's in stride with you.**

Lycra® in Lee's exclusive elastic waistband gives you tee-to-green comfort. For a neater look with all the give-and-take a golfer needs for putts, chips, drives, and 19th hole relaxing, it's got to be Lee doubleknits.

For more information about Lee's exciting doubleknit slacks of Dacron® polyester with their elastic waistbands of Lycra, just drop a line to:

The Lee Company, 640 Fifth Ave.,  
N.Y. 10019.

**Lee**™ A company of **V** Corporation.



Bending waist size 35



Standing waist size 34

Stretching waist size 33



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# PATRICK D. WILLIAMS

## THE PROFESSIONAL APPROACH

### A GUY CALLED EMPLOYEE

You are a golf professional. You are an employer. Your people work for you and sometimes against you. Yes, that happens, even though you are paying the freight. Unfair? Maybe. What is simplistically called employee-employer relations is a two-way street. There are abuses on both sides: assumptions about each role that only muddle and confuse the relationship.

Listen, sometime, to any discussion of employees by managers, who should know better. Employees are usually referred to as problems: problems with this and problems with that. Worse, generalities are bandied that

shed little light on the conversation, "People (employees) just don't really know how to work anymore." Who's keeping tabs on the bosses? Never does anyone admit that perhaps "the bosses don't work as hard as they used to anymore." None of us, myself included, are so simple pure that we can righteously accuse while denying our own faults.

I had the pleasure once of listening to a speech by the president of a company, who said that the only way to run a business efficiently was to eliminate as many of the employees as possible. By so doing, he said, one eliminates the bulk of the business problems. When questioned about his

business operation, he indicated that his company employed more than 10,000 people. Question: Does this guy know what he is talking about? He added that companies comparable to his have 30 to 40 per cent more employees than his company. Conclusion: Less problems, higher profit returns. This man's major point was this: the backbone of any business is the people who daily perform the business function.

The normally astute Mr. Webster states that an employee is "one employed by another usually for wages and in a position below the executive level." An employer is "one who employs." How blissful management would be if the process were that simple!

For openers, what about the cycles which anybody experiences, you included. During one cycle, you could kick, fire, cuss or sue everyone within eyesight. During another, you could hug, praise, rave, raise wages and idolize everyone around you. During some cycles, you couldn't care less about your people.

However human these moods are, you really cannot afford them in your business operation. They can ultimately work against you.

Some comments regarding the employer-employee relationship:

Get rid of those people who are not a daily backbone to your business. They create problems for you that you don't deserve;

It is unwise for an employer to be a "friend" to his employees. This may sound harsh, but try to remember back when you had employees who knew everything about you and about whom you knew everything. Things got a little close from time to time, didn't they? An employer must keep a psychological advantage over his employees, which is hard to maintain if the employee is a good, close friend.

Employees like a boss—one boss, not two or three. They work for em-

*continued on page 34F*

### How to add Profitable New Departments

Sportswear, casual clothing and related items. Reeve merchandisers are designed for expansion within available space limits. THE OUTRIGGER WITH ADJUSTABLE GLASS SHELVES OR HANG-RODS for easy installation on any existing wall surface. Available in any desired combination. Basic module is 4 ft. with 7 ft. standards. The De Luxe Islander with adjustable glass shelves or hang-rods for compact display of impulse items. A combination that provides for varied and quick-change displays. Write for our 96 page catalog showing the many ways you can add sales and profits to your operation.

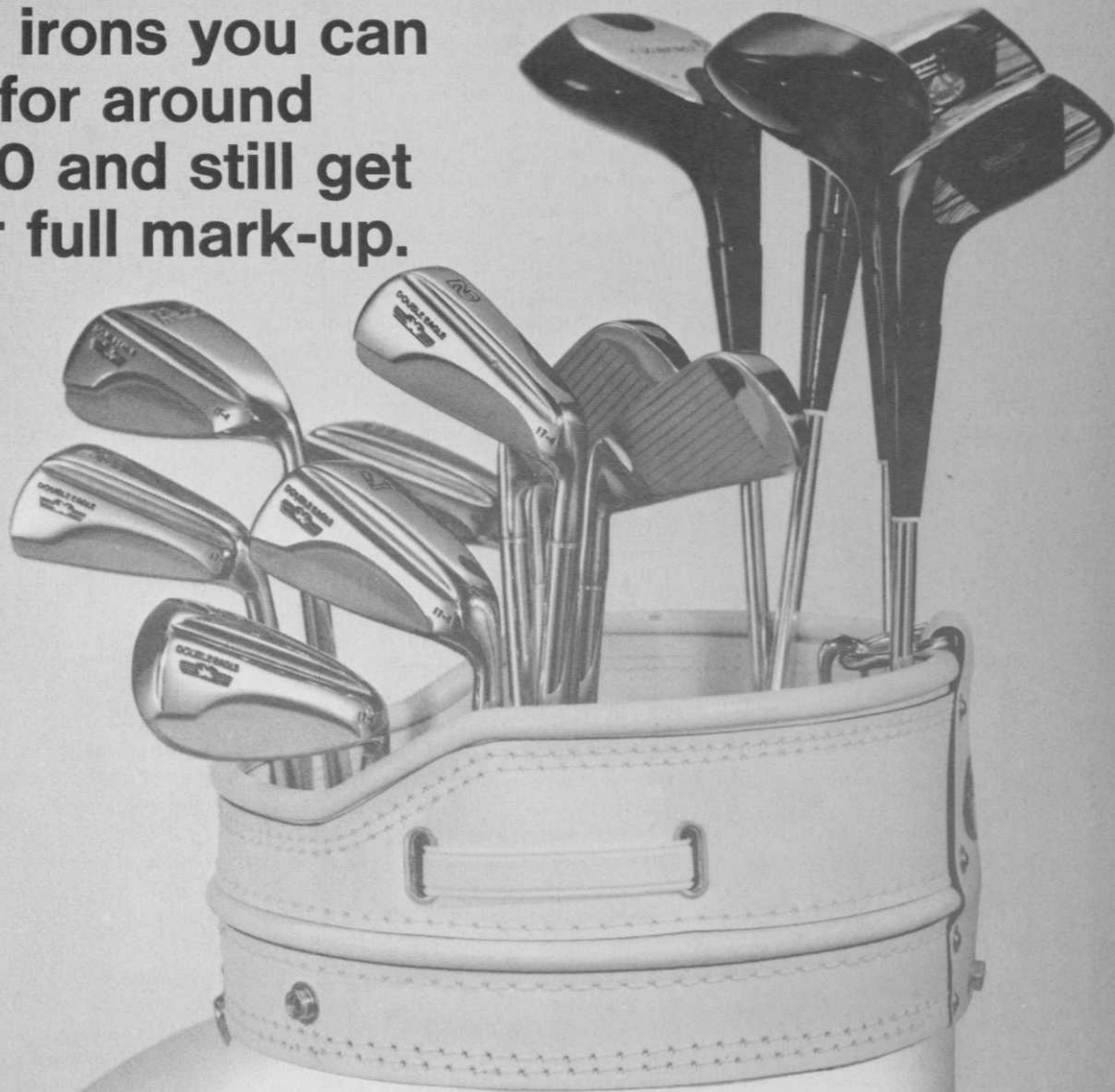
## Displayarama

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The only set of nine investment cast irons you can sell for around \$200 and still get your full mark-up.




But price isn't the only thing Double Eagle has going for you. The biggest gripe golfers have about investment cast irons is their appearance. So we designed our new Double Eagle Investment cast irons with a "low profile". The shaft over hosel design has made it possible to weight the toe and heel without exposed weights or unflattering bulges. **Double Eagle looks as good as it plays.** And our suggested retail price of \$202.50 lets you sell your customers up to investment cast irons. Matching Double Eagle woods of laminated hard rock maple, finished in jet black with a black epoxy insert and golf inlay offer similar savings.

Write Chuck Cumming for our full color Double Eagle Catalog. Double Eagle, Professional Division, Ajay Enterprises Corporation, Delavan, WI 53115. Or, contact your Double Eagle representative.

Double Eagle, Professional Division,  
Ajay Enterprises Corporation,  
Delavan, WI 53115 • A Fuqua Company





You can cover  
up the name  
but not the  
Power-Bilt  
experience.

Reports come to us all the time that a lot of pros put the punch of Power-Bilt woods behind their annual tour winnings. Even golfers who aren't on the H&B Advisory Staff. We're proud of that kind of acceptance. It proves there's a special feel about the Power-Bilt experience. Ask your pro about Power-Bilts, the Master-Matched woods with brass behind every shot.

## The POWER-BILT experience

HILLERICH & BRADSBY CO.  
Louisville, Kentucky  
Sold in Golf Professional Shops only.

### WILLIAMS *from 34D*

ployers because they have to or they want to. They want leadership. How many times have you tried to promote some guy to more responsibility only to hear him say, "I pass." Few people want to be the boss: most want to work for somebody else.

□Eliminate cycles on your part. This is probably the most difficult part of employee relations and probably the most important. When you come to work with "gas on your stomach" it rubs off on your people. When you badmouth your business, the business usually gets worse. When you show a lack of initiative, drive, get-up-and-go, your employees will inherit those same feelings in multiples of 10. Yours is the driving force, and you're out there all by yourself.

□Hire the people who "feel" right to you. Fire them when you lose that "feel." There is no sure way to know what kind of employee anyone will make. Try them. If they don't work out, almost immediately send them on down the road. Now I know that some people will say that's not very fair, but keep in mind that your success and your other employees' success depends on a team effort. No bad apples needed today.

□Fairness is fundamental to good employee relations: fairness to the employees and fairness to the boss. You have obligations to them: they have obligations to you. A failure to fulfill on either side of the road eliminates the other side's obligations.

□Fairness on the employer's side includes an accurate picture of the job before the employee starts to work; a fair level of pay and other benefits; a job that he can handle efficiently; a potential for growth; and above all, guidance, direction, control, and security — or at least a feeling of security.

□Fairness on the employee's side includes an undying willingness to do the best job he can. No shortcuts, no short-sheeting, no laying down. The best he can possibly do.

□Praise your employees when they have earned praise. Criticize constructively when they screw things up. Most of us, by the way, handle the criticizing portion adequately, but we come up way short on the praise portion. A point to ponder yourself.

□Employees want objectives they can fulfill and accomplish. The worst thing in the world for an employee is to have

him go home every night wondering what *he* accomplished today. Lack of objectives is the primary breeding ground of discontent.

□Employees cannot read your mind or second-guess you. Be specific, outline it, repeat it and follow it up. You are getting paid to make the major mistakes, so make them yourself. Don't palm off a mistake on one of your employees because *you* failed to make sure they understood what you wanted.

□And they are the backbone. If you have someone who consistently performs below par, it is your fault and only yours. You have either failed in your job or you should have fired the guy a long time ago.

Business is not selling goods and services. Business is people who buy and sell. People buy and sell from people; therefore, we have to assume that your best bullet is shot when you have the best people possible. Since you are "a person," you must sell yourself not only to your customers but first of all to your employees. If you can sell them—they should be able to sell anyone who walks in the door.

Employer-employee relations has no room for the axiom, "It matters not whether you win or lose." But we must add "how you play the game" has a major role in the final outcome. If you are the boss, be fair, be equitable, set objectives, be consistent, give guidance, exercise control, expect and demand a good job, and you will automatically determine the final score. □

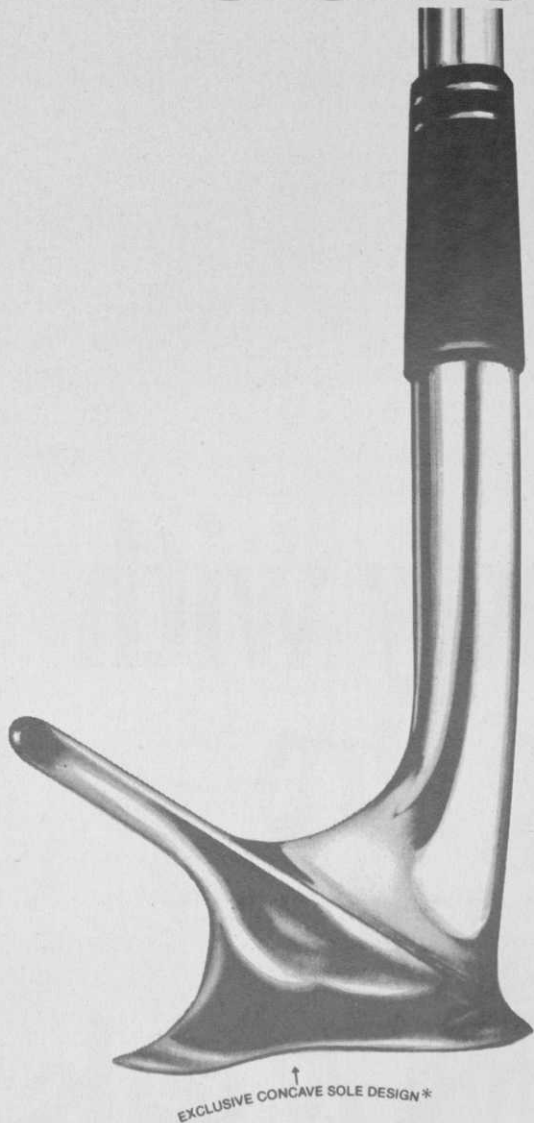
### PGA SHOW, WINTER EVENTS SLATED FOR DISNEY WORLD

LAKE PARK, FLA.—The 1975 Professional Golfers' Assn. winter program, which includes the national merchandise show and the seniors' championship, will be held in January at Walt Disney World, according to an announcement by PGA President William Clarke.

The merchandise show, to be held January 26 to 29, will be housed indoors for the first time in its 23-year history. More than 400 booths for over 200 exhibitors will occupy ballrooms and exhibit halls in the Contemporary Resort Hotel and the adjacent annex building.

The five traditional tournaments played throughout January will be held on the Palm and Magnolia courses in the Disney World complex.

# the CON-SOLE™ principle

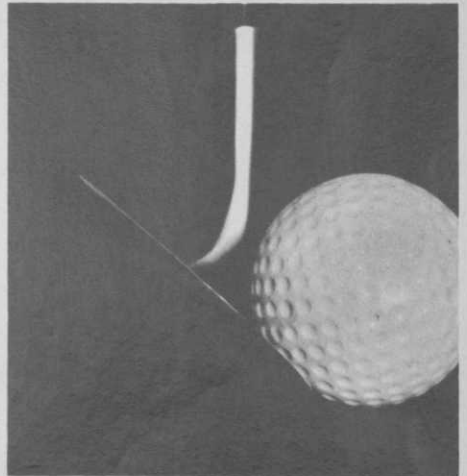


↑  
EXCLUSIVE CONCAVE SOLE DESIGN\*

Last year it  
revolutionized  
the sand wedge



...this year  
it's the  
pitching wedge



Now there are *two* CON-SOLE wedges. The already-famous sand club which caused so much excitement on the tour and in pro shops last year has a new pitching wedge mate. Both feature the investment cast stainless steel head with concave sole and rear-projected flange weight which reverses the axis of club-head rotation. Here's how these patented features have revolutionized wedge performance: **(1)** Lower center of gravity gets ball up fast from sand, rough, fairways . . . even hard-pan.

**(2)** Because normal club head rotation is reversed, the leading edge is forced down to prevent the club head from skipping into the ball. Bouncing clubheads and thin shots are minimized as never before. **(3)** Exclusive concave sole reduces drag and minimizes clubhead deceleration through sand or grass.

**We'll be telling your members about the CON-SOLE wedges with full page ads in the leading golf magazines.**

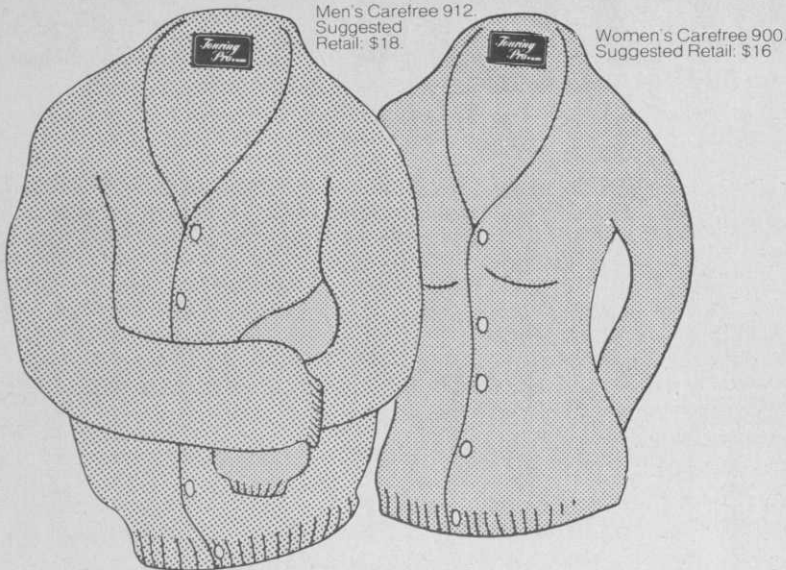


\*Patent No. 274,565  
Other patent pending

Brandywine Summit Center, Rt. 202, Chadds Ford, PA 19317

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GOLFDOM MAGAZINE 6/74 34G



# Profit handsomely with the new Touring Pro<sup>®</sup> Twosome: Carefree Sweaters for guys & gals.

We put it all together in our his 'n hers Twosome golf sweaters: the best value dollar-for-dollar anywhere in the country. And the finest quality 100% "Wintuk" Orlon\*, knitted by Gilison Knitwear, America's leading maker of quality golf sweaters.

The new Touring Pro his 'n hers Twosome sets are available in a vast array of rich, vibrant mix 'n match colors. For golfmates who prefer to be color coordinated, there's matching brown, maize, white, navy or black. For

swingers who'd rather mix-it-up, the colors for the feminine golfer also include light blue, light pink, orange and red. For the gentleman golfer, there's also bone, blue, raspberry and gold.

Sell the Touring Pro Twosome and double your profits. It's so easy to recommend our Carefree Sweater sets. They're attractive, well made and really easy to machine launder. No fuss. No bother for your golfing customers.

When it comes to selling year  
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'round sweaters, make it a Twosome. You're sure to win friends and profit handsomely.



**Gilison  
Knitwear Co., Inc.**

America's leading Manufacturer of Golf Sweaters.

65 W. John St., Hicksville, N.Y. 11802

Telephone: (516) WE 1-0041

\*DuPont registered trademark.

# PROS: MAKE THE MOST OF YOUR COMPETITIVE EDGE

by PAT SIMMONS

PRESIDENT  
SIMMONS INTERNATIONAL CORP.  
TORRANCE, CALIFORNIA



“The golf professional cannot, nor should he ever try to, compete with discount stores on the basis of price. Instead, he should refine and concentrate on the diagnostic or prescription approach to the sale of golf clubs.”

The golf professional is facing more competition than ever before from volume sporting goods dealers, who are making commercial-line golf equipment look increasingly attractive through one marketing technique—discount pricing.

The golf professional cannot, nor should he ever try to, compete with the discount stores on the basis of price. Instead, he should refine and concentrate on the diagnostic or prescription approach to the sale of golf clubs.

The golf professional is more than a clerk selling woods, irons, putters and utility clubs. Because of his training and background, he is eminently more qualified to fit a customer properly with a set of clubs than is a sporting goods clerk, who may be selling clubs one minute and camping stoves the next. The golf professional can take advantage of this weakness in his competitor's sales approach.

Most golfers can't analyze their own swings; that's like trying to hear yourself talk without a tape recorder. Few sporting goods sales personnel can analyze a golfer's swing. Only the golf professional has the necessary qualifications and expertise. This expertise is his strength.

When you need a pair of glasses or new lenses, you don't wander into a store and ask the salesperson to show you something that might be right for you. You go to an ophthalmologist or an optometrist, who examines your eyes and prescribes the proper corrective lenses. Then you have your lenses made exactly according to the doctor's prescription.

The same holds true in the selection of golf clubs. Prescribing the proper shaft flex, length, swing weight, grip

size and type of club and then melding these ingredients into the proper clubs for your customer requires the services of a diagnostician, not a clerk.

The professional, whether he works at a private club, public course or driving range, who approaches each potential sale as a diagnostician, has a much better chance to make the sale and help the player.

Let's examine how the diagnostic method works.

Unless the professional is familiar with the customer's swing, he takes the golfer onto the practice tee, where his swing can be studied. There are two reasons for this move. The practice tee is a merchandising tool unique to the pro shop. There usually is a marked difference in the way a person swings a club indoors and the way he actually swings when hitting a ball from the tee or turf.

While the customer is hitting practice shots, the professional is able to watch for the following essential characteristics: 1) How the customer stands up to the ball, which will determine the loft characteristics he will need in his new clubs; 2) How the customer holds the club, which will determine the grip size; 3) How the customer swings, which determines the flex of the shaft. For example, even though a player may be in his 60s, if he has a short, choppy swing, he still needs a stiff shaft to play his best game.

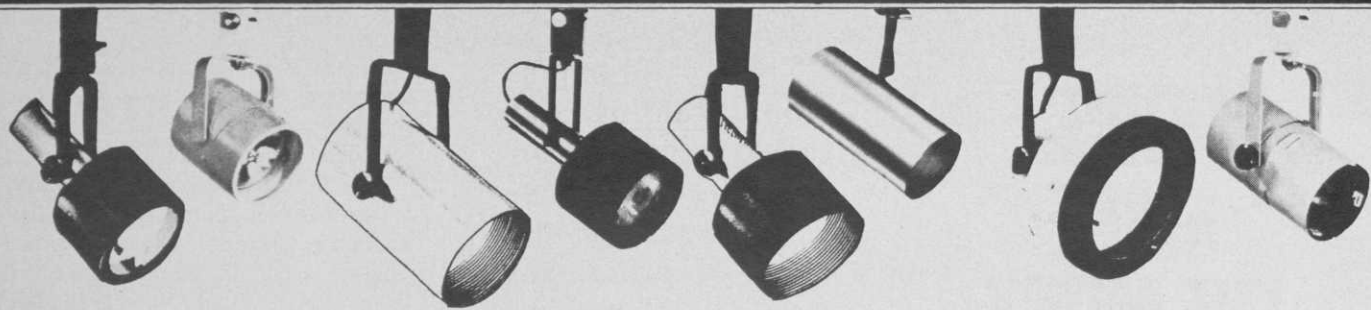
Once the professional diagnoses the foregoing points and considers the person's age, weight, strength and frequency of play, he then can make an intelligent recommendation on new clubs that will improve the customer's game.

This recommendation represents a personalized service to the customer—a service that will more than justify the higher prices a professional must charge.

Once the recommendation has been made, the professional must close the sale. The best way is to fit the customer immediately with the correct set of clubs from the shop inventory. (It goes without saying that the professional must carry an inventory substantial enough to meet most needs: a selection of both regular and stiff shafts in long and short lengths as well as in standard lengths.)

If the professional thinks that the customer will benefit best by clubs

*continued on page 57*



# HIGHLIGHTING YOUR MERCHANDISE

The effective use of lighting is an often overlooked aspect of merchandise display. Granted, it probably does more harm than good to light an ineffective display (it tends to emphasize its shortcomings); it is equally harmful to illuminate a good display ineffectively. The more complete your presentation, the more attractive to the eye, the better your chances of selling.

The purpose of lighting tends to be obscured in the pro shop. It becomes a source of vision, rather than a visual magnet. The light fixtures are usually set to flood the selling area, giving equal light throughout, with the most light either deliberately set on the counter with the cash register or on the middle of the room. This evenness of light tends to create a collage, which requires the buyer visually to isolate the elements in which he might be interested. The net effect is distraction and detraction. Instead of enhancing the merchandise, this type of lighting makes it resemble a sea of shapes and colors.

The first principle of effective display is to understate. One outstanding item effectively stated draws more audience attention than several diffused "specials." It is often a good idea to focus the prospective customer's attention on a single bargain and then use graduated lighting to draw his attention to the item next to that and

Here are some basic rules about how to use lighting effectively to sell merchandise in the pro shop

by PARKER SMITH

then the item next to that and so on.

Colors are an important part of clothing. You want them to leap out at the buyer. If they grab his attention, he'll be convinced that he'll grab attention in them. You want to suggest, "Think of the comments the other guy or gal will get if you don't buy it first." A sure way to do this is to highlight the dominant color of the fabric. Poor lighting dulls the color, can even change it, but the proper selection of colored lights will dramatize the manufacturer's carefully created concept. A yellow light on a yellow shirt can be most effective, especially if the yellow is flanked by darker colors, say, navy blue or black.

There are, of course, many subtleties to lighting. Do you want to light from below or above? Do you want to use a spotlight? How about flashing lights and displays that use motion? Again, general rule is don't overdo. Use different types of lighting on different types of merchandise. This tends to give them an identity. Again,

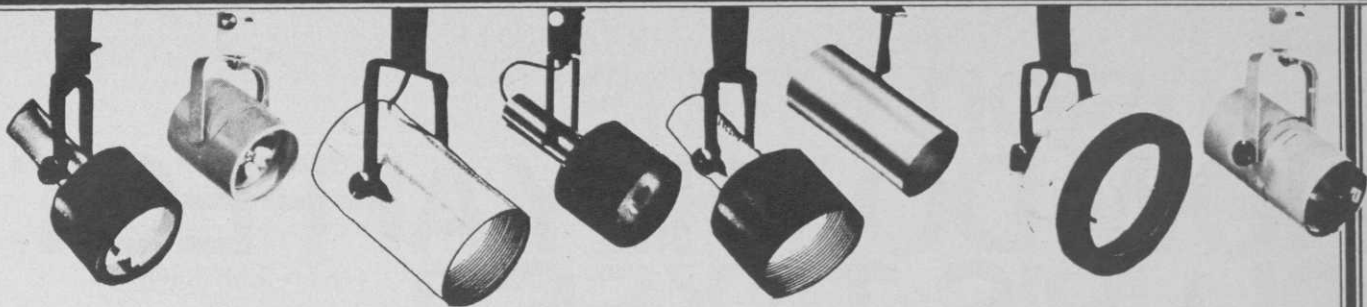
though, make sure you're leading the buyer through the shop with your display and your lighting. Nothing should detract from, or conflict with, your main display. Some element in that primary display should match up with something in the next display, the one that you want the buyer to go to next. If you're featuring a shirt and slack ensemble, you want to lead him to color-coordinated shoes. Let him glimpse the shoes in the background as he looks at the ensemble. Highlight with effective lighting the color in the shoes that matches the outfit. Notice I said ". . . glimpse the shoes in the background. . ." not "put the shoes under the outfit" or "next to the outfit." By giving him a dominant focus (the outfit) and then giving him a distant but distinctly secondary focal point that is related, you'll draw him from one to the other and help him make the connection. The added benefit here is that he'll move to that secondary point and pass other *related* items as he goes back and forth between the two points.

To conclude this article on lighting, let's examine the different types of lighting available to you and talk a little bit about the effectiveness of each.

## INDIRECT LIGHTING

Bulbs set behind a valance or a baffle





mounted on top of the display will throw light downward. In the same fashion, lighting can be directed upward by the use of floodlights or footlights. Indirect, side lighting can also be achieved by using upright panels behind which bulbs are mounted so that the viewer cannot see them from the front. To hide lights totally from view might require an excessive expense. Set panels so that the lights are hidden from a distance or use soft lights that are themselves enclosed. Top shelves should be top-lit, middle shelves side-lit, bottom shelves bottom-lit.

#### BACK LIGHTING

Perhaps the simplest and most dramatic lighting source is back lighting. You can use an ordinary bulb to highlight a photograph by mounting the photograph on a large circular or square background of cardboard or Masonite. Remove the shade from a small table lamp and center it behind the cardboard so that the bulb is hidden. The effect is astounding. A dramatic halo radiates from the background perimeter.

#### LIGHTING FROM BELOW

Set a small lamp in an opaque box and cover the top of the box with a ledge of frosted glass. Place the object to be displayed on this glass ledge, centered but slightly back, so that the light will both illuminate the object and throw

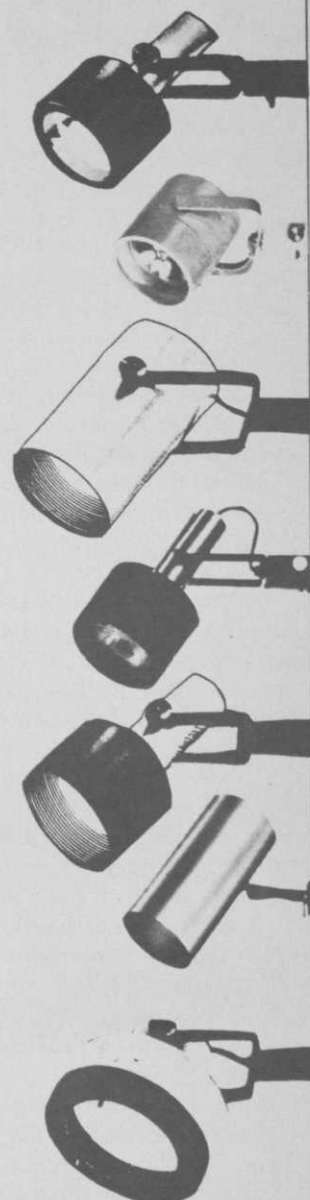
interesting shadows on the wall behind it. Be sure to put some holes in the back of the box so the heat can escape.

#### SPOTLIGHTING

As the name implies, it is used to project a circle of light on a single important element. If you want one color of a colorful display to stand out, spotlight that color with a matching light. You can spotlight with articulated lamps (desk lamps with joined and segmented floating arms), clamp-on lamps (squeeze brackets which easily clamp to a shelf or ledge or the edge of a panel) or ball lights (globe lights which are especially effective as window spotlights to half-flood, half-spot a mannequin).

#### MOTION DISPLAYS AND LIGHTING

Although a certain eye-catcher and an excellent means of presenting a great number of items, motion displays are complicated and expensive. The cheapest way to get this type of display is to go to a liquor store, most of which are full of motion displays the liquor companies make and distribute. These displays are discarded every so often and replaced. The mechanism is what you're after. Once you have this, you can use it to propel your own display. One suggestion: Try showing colored photographs of matching outfits. If you have the money, you can also try projecting slides onto the wall of the dining room or the shop itself. □



# Pension Plans: HOW DO THEY AFFECT CLUB'S TAXES?

by KEN EMERSON

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

**EDITOR'S NOTE:** *Over the past year, GOLFDOM has been bringing to light the deplorable lack of employee pension plans and other fringe benefits in the club and course industry. On the one hand, many clubs complain that they are unable to get and hold competent help, but on the other hand, they are not offering benefits that enable them to compete with other industries for high caliber personnel. GOLFDOM is well aware of the financial straits in which many clubs find themselves today and that the implementation of an employee benefit program will mean an additional burden. However, it is well known in the business world that continual "turn over" of personnel and dissatisfaction among existing personnel can, over the long haul, cost more than the programs that would alleviate these problems.*

*Ken Emerson, here, briefly outlines some of the ramifications of a pension plan and shows that such a program may not be quite as costly as club committees may think. We do urge any club official who is considering a pension plan to seek advice from the Internal Revenue Service, club legal and financial counsels and insurance company experts in the field of employee benefits.*

*Golf clubs, by tradition, have long-service employees who are not the best paid workers in the hospitality industry. Pension plans are often suggested*

as one means by which these workers can be compensated.

With the uncertain and increasingly difficult financial management of today's clubs, the hardpressed club owner or manager must ask—and answer—two important questions before reaching any decision on an employee pension plan: 1) It is a business expense; can I get a tax deduction? 2) What are the rules?

The answer to the first question is yes. The cost of a pension program is a business expense and will reduce taxable profits of "for-profit" non-exempt clubs. For the tax-exempt club, pension costs are a normal expense of operations and a proportionate part of the pension costs are charged off to non-exempt business as overhead and administration or payroll costs.

Past service costs, the biggest single item in installing a pension program, may be written off over a minimum of 10 years or a maximum of 40 years.

The question of "rules" is a far more sensitive matter, however. Pension experts note that many of the rules of pension programs have been changed in the last 18 to 24 months and many more can be expected to change when the United States Senate passes its pending pension legislation. The Senate version, H.R. 4200 and the House version, H.R. 2 have both passed the appropriate bodies and are now going into conference. It would

be unwise to predict what the Conference Committee in its wisdom will decide, but both their activities must be kept in mind in considering any pension proposals today.

One of the leading developers of club pension programs, Whitney Associates of Orange, N.J., notes, however, that some basic rules can probably be expected to continue.

First, the plan must be non-discriminatory: that is, the club cannot pick and choose which employees or which department of the club will be insured. If a pension program is to be developed for the club, it must be available to all employees within the guidelines and restrictions developed.

Second, no pension program is any good until the IRS has given its stamp of approval.

Third, the choices are so vast that a club should seek the services of a professional consultant at the outset.

Pensions can run a gambit from life insurance programs to variable annuity plans to "limited employment retirement accounts," which provide a maximum of \$1,500 or 20 per cent of total compensation, to be set aside in a trust.

The principle advantage of the best plans is that the employee is able to set aside tax free funds, which do not become taxable to him until after his retirement, when the rate will be much smaller. □

## What 'Big Business' Says about Employee Benefits

GOLFDOM asked several executives of major firms to express their views on the importance of employee benefits, medical insurance and retirement income. Here's what they had to say on the subject:

Lloyd Whitfield, manager of public affairs for the DuPont de Nemours

Corp., whose area of concern includes employee benefits, pension plans and so on, recently told us, "DuPont, of course, pioneered pension plans way back in 1904. We recently revised our plan where 40 per cent of the income may now be paid to the former employee's survivor. I would say pension and benefit plans are definitely needed

to attract good employees. If you don't have attractive benefits, potential talent will just go next door where they can be found."

A spokesman in employee relations at the Radio Corporation of America, who preferred not to be identified, maintains that a strong, financially-

*continued on page 40*



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## PENSION PLANS from page 38

rewarding health insurance program is the best "benefit" to offer a small work force. He expressed the view that attracting competent help, particularly into specialized fields, such as electronics, was no problem for big corporations. Retirement plans and benefit packages are, of course, inducements, but among those who go beyond inquiry about salaries, chances for advancement and job challenge, concerns are usually about overcoming possible major medical expenses. The spokesman felt this was a significant factor in dealing with the lower middle income echelon of the work force, who could not sustain the high costs of prolonged illness or hospital stays.

Xerox's Peter Biggins, corporate manager of benefits administration, told us of Xerox's innovative package of employee benefits. "Xerox has a profit sharing fund based on company profits, which matches about 15 per cent of yearly salaries, and an additional 8¾ per cent goes into our pension plan fund. After only three years, employees have a 30 per cent vested interest in profit sharing and pension funds. If for some reason, they have to leave Xerox, they can withdraw these accounts. We found benefits are definitely needed and work to the advantage of the employer as well as the employee."

Carl Stevenson, assistant vice president and director of compensation and benefits for Eastman Kodak, is highly in favor of pension plans. "Using Social Security as the foundation," he said recently, "it is essential to have your own plan to build on top of it. Small organizations in particular have a problem, because generally no one on the board is knowledgeable enough about pension plans to initiate them. So they are not created. It's not because of a lack of concern for the employees, but rather a lack of understanding. I would recommend some expert counseling in the benefits field be sought. The money spent on consultants will be well worth it." Stevenson added his own feelings, "There is an obligation to your employees in any field. Benefit plans are absolutely necessary."

The Sterling Drug Company, accord-

ing to Joseph Duffy, insurance manager, is continuously upgrading its retirement plan to accommodate rises in cost of living. He said recently, "Pension plans are here to stay. Any company must have a philosophy leading toward an orderly retirement for their employees. We are trying to provide income for our people to live as well after leaving our employ as they did when they were with us. When recruiting new people, the important factors are salary and health insurance. Most young people are not too concerned about retirement benefits. If you have a decent plan, it's enough. More immediate needs are salary and medical health insurance."

A spokesman for the Corporate Information Office at International Business Machines (IBM) summarized the salient points to take into consideration when evaluating employee pension and benefit plans. "The IBM basic benefit philosophy reflects one central concern—the company's belief that the individual is the most important part of the business. The company goal is to provide employees, on a non-contributory basis, with a broad foundation which can build to meet individual requirements for their families' well-being. The various plans provide a foundation for: protection against temporary loss of income and medical expenses resulting from sickness or accident; security through an income for retirement, disability or in the case of death, and opportunity through educational assistance, vacations and holidays."

## SUPPORT NATIONAL GOLF DAY

We know the times are tight and financially uncertain. But we would like to point out that for those whose welfare depends on other people's generosity, the times are even worse. They feel, more than we, the brunt of inflation, cutbacks in spending, in research, in scholarships. We urge all those connected with the golf course, especially the professional, to urge your golfers to spend \$1 toward the various golf-supported charities and sponsorships. Support national Golf Day, by caring.

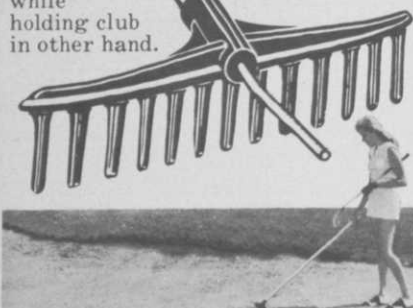
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