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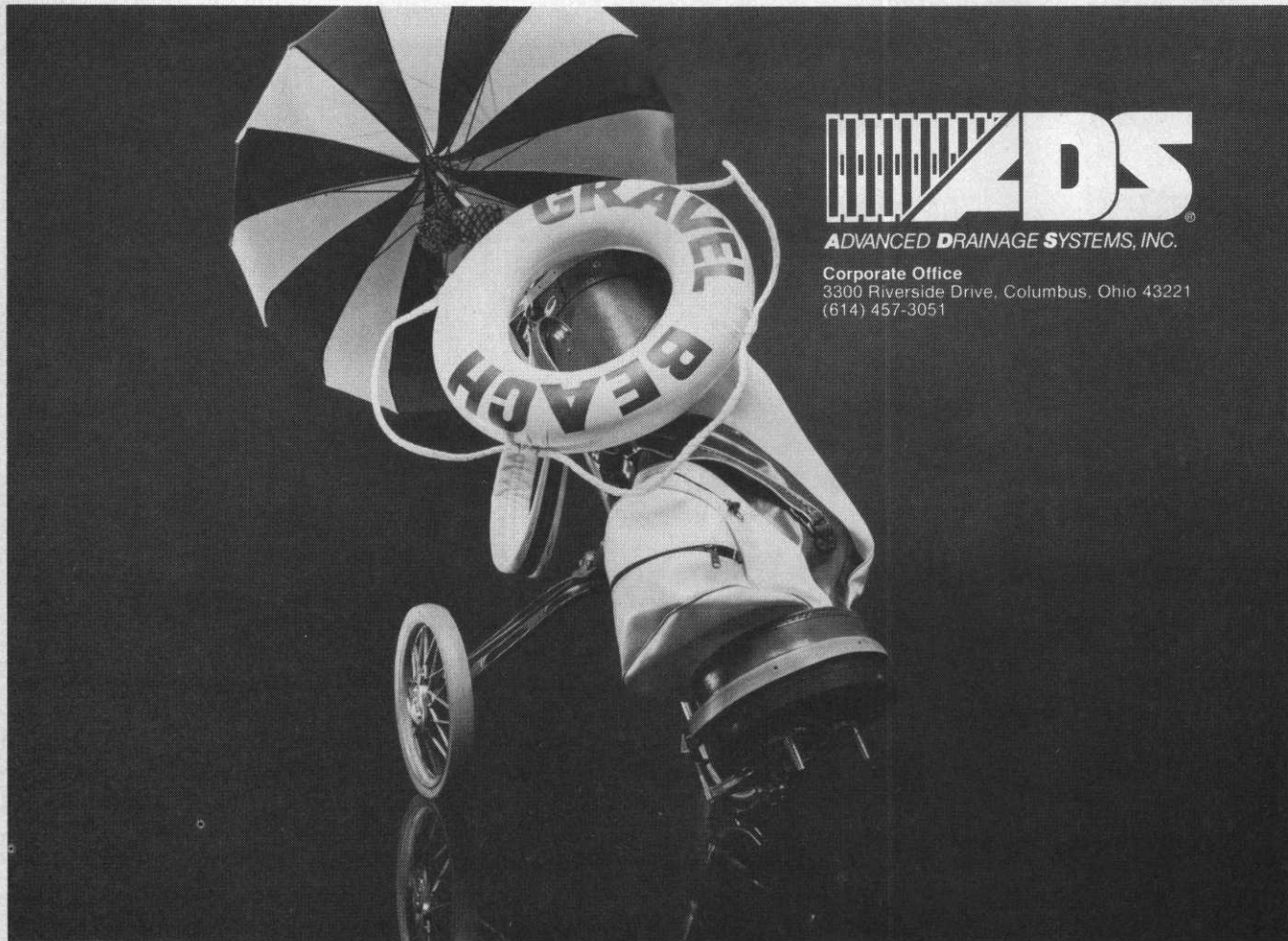
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†U.S. Patent Nos. 3699684 and 3830373

# China . . .

## Some Questions Answered

Club managers around the nation are wondering about the values of china. Questions arise on the maintenance, cost and care of the pieces and in this story GOLFDOM along with the American Restaurant China Council attempts to solve some of the inquiries.

### CHINA MAINTENANCE

#### Q. Can you give us any tips on dishwashing?

A. Keep in mind that the objective of washing dishes is first, to get the china clean and second, to put the ware back into use. Therefore, you should:

1. Reduce the amount of handling as much as possible by good kitchen layout, modern equipment, and the orderly transportation and storage of china.

2. Make certain your dishwashing machine is adequate for peak volume (any food service operation which feeds more than 60 customers per meal can save money by using a mechanical dishwashing machine).

3. Make certain your soiled dish table is large enough for peak hour loads and arranged to speed unloading and sorting.

4. Train your dishwashing per-

sonnel. Remember that the job of a manager is to manage and one of the most important jobs of a manager is training his people to do the things he wants done by teaching and showing them how he wants it done.

5. Avoid cross traffic wherever possible.

6. Never stack china too high, and for most items this means no more than 18 pieces in a stack. Also stack by size and shape and avoid the nesting of cups.

7. Maintain a sensible inventory of china. Low stocks force the crew to rush pieces through the dishwasher to get them back into service.

#### Q. Isn't dishwashing going to become more and more expensive?

A. In an evaluation of dishwashing systems in food service establishments published by the United States Department of Agriculture, it is reported that the study "indicates that the average dishwashing system in restaurants and cafeterias evaluated is operating at less than two-thirds of peak efficiency." They go on to point out that if efficiency were at 100 percent, an annual savings of \$21,000 per operation could be realized. In other words, if a manager looks

at his dishwashing operation as a potential source for improving bottom line profits, dishwashing need not be a disproportionately high expense. Keep in mind, also, that what you are really doing is maintaining and recycling the merchandising package that helps you sell your menu items. Paying attention to proper maintenance of such an important item as your china will pay dividends to the astute manager in lower replacement costs and a better looking china service.

### PURCHASING TABLEWARE

#### Q. How much china should I buy?

A. An answer should be based on some basic information. For example:

- a. How large is the operation?

- b. How many different items of china will you be using and for what purpose?

- c. Is the pattern you are buying stocked by a local distributor, or is it made to order?

- d. Is your dishwashing a continuous, or intermittent operation?

In other words, the amount of china you should purchase is go-

# China continued

ing to depend on your operational needs.

## Q. But can't you give me some rule of thumb?

A. Yes, but remember, like any other all-inclusive statement, it must be modified depending on your own answers to the questions raised previously.

However, to be as specific as possible, your china inventory should allow for one complete setup in the dining room, one complete setup in process (in the dish room, in transit, etc.), and, finally, one complete setup in reserve.

In operating a clubhouse, you should figure on these ratios:

- Dinner Plates—2 ½ to 3 times the number of seats.
- Salad Plates (Underliners) — 3 to 4 times the number of seats.
- Bread & Butter Plates — 3 to 4 times the number of seats.
- Cups—3 to 4 times the number of seats.
- Saucers — 3 to 4 times the number of seats.
- Fruits — 2 ½ to 3 times the number of seats.
- Grapefruits — 2 to 2 ½ times the number of seats.
- Sugars — ½ to 1 times the number of seats.

## Q. With all that beautiful china, won't the club have a lot of pilferage?

A. If employees are stealing your china, you probably have much more serious problems as cold hard cash, and New York strip steaks are much more tempting. The same careful controls that you adopt for cash control and food cost control should be applied to the control of your inventory of all tabletop appointments.

## PRICING

### Q. Why is there such a difference in price between companies?

A. First, you must recognize that when a distributor is quoting prices on any product, it includes the price of the product itself and the price of his services. If, for example, even on an iden-

tical product one distributor's price is lower than another, it may be because one of the distributors does not stock the product while the other one does and, therefore, can give you better service. Depending on the product and your own ability to wait, the higher price distributor may be offering you the least expensive method of purchasing the product.

### Q. Let's say both distributors are offering the same service, why will some china cost more than others?

A. There are a number of factors. Generally, the thinner the china, the higher the price. Also, the number of colors in the decoration will usually increase the price as well, of course, as the use of precious metals such as gold and platinum.

### Q. I have heard talk about firsts and seconds in relation to quality and price, what significance do they have today?

A. None. Today each manufacturer has only one level of quality and it is the best they can afford to put on the market for the price they charge.

### Q. Can you elaborate?

A. As you know, prices are not set in a vacuum. Supply and demand play a part in pricing. The cost of manufacturing and distribution also play a part in pricing. In the specific case of china, each manufacturer has a number of inspectors, as well as quality control people, checking the china at various crucial steps in the production process. At these quality check points, flaws are picked out and either sent back for what we might call repair or else discarded totally. Each manufacturer has his own standards of quality to which they adhere very rigidly. However, because these standards differ from manufacturer to manufacturer, the end price of the product itself is also different from manufacturer to manufacturer.

Keep in mind that quality is a very subjective thing, and in the final analysis, *value* is what the buyer is really seeking. In other words, when the balance between what the customer con-

siders quality and what he considers a fair price for that quality has reached, the customer is getting value.

## MIXED TABLEWARE

### Q. If the table top is so important, why do I see mixed china patterns on the tables of some seemingly successful clubs?

A. You may also see worn tablecloths, dirty carpets, burned out light bulbs, finger prints on doors, and soiled menus. The operator is trying to save money rather than make money.

### Q. Isn't the objective of a food operation to make money?

A. Yes, but in order to make money you must have an adequate customer count. After all, the first objective is the sale of food and service.

### Q. If the members are not complaining about the table top, then they will return to the club. Correct?

A. No. Members spend their money for food and service. The eye appeal of your food goes a long way in making it either good or bad.

Now, I am not going to tell you that at first sign of a mixed table top your members are going to walk out en masse. But members are observant and, in effect, you have sent them a signal that you are cutting corners. You have planted the seed of doubt and some of the members will begin to wonder where else you have begun to cut corners, particularly in areas that are not as evident as the table top. They might think that you have begun to cut corners in the kitchen, too.

Perhaps the most important reason for maintaining your table top is the very reason that you selected with great care your table top appointments when you first went into business. You selected it because it was a package that enhanced your menu items. You also selected it to compliment your decor. Now if these were good reasons to begin with, and the club has been a success, isn't it rather foolish to destroy the winning combination? □



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As a Jacobsen Distributor he has all the answers about Jacobsen equipment. Like the huge F20 9-gang mower.

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But it's easily tamed for more delicate chores because the operator can raise and lower any of the reels with a fingertip control. Things like median strips can be mowed from the road shoulder with the outboard reels, for example.

Just because it's big doesn't mean it's clumsy. Far from it.

There's a ground-gripping front drive that gives sure traction on grades and sidehills.

And the rear wheel steering means that the reels turn in the same arc as the steering wheels. No skidding, no skipping, no uneven cutting in the turns. And no wheel streaks in the straightaways, either.

If you have big mowing chores ahead of you, ask your Jacobsen Distributor about how the mighty F20 can help you. An actual demonstration ought to raise your eyebrows a couple of notches.

And you might even find yourself saying, "Now here's a mower!"

**Your Jacobsen Distributors.**

Before we sell it, we buy it.

## PGA ANNUAL MEETING:

# Serious Work Way Down Yonder

"There aren't as many arguments as there used to be," an old timer commented as he walked out of a session of last month's PGA annual meeting in New Orleans.

But, if the arguments were fewer, no delegate could say the 59th annual meeting was merely a smiling social event. No, the meeting was a working conference . . . a time for critical evaluation of the policies of the PGA, an exchange of ideas, a discussion of problems.

Some 300 people attended the sessions in the Fairmont Hotel — a record. And of this group, 104 were voting delegates . . . representatives of the 39 sections around the country and the Tournament Players Division. There is a potential total of 105 voting delegates, but one past president was absent.

Delegates in a microphone-table relationship, not unlike the Security Council of the United Nations, worked hard on presenting, discussing and deciding whether to accept changes in policy. Alternate delegates, guests and PGA staff members sat on the sidelines observing the action.

Proposed policy changes varied widely . . . from a suggestion requirement for recertification be extended (this met heavy opposition) to detailed requirements for Class A membership of driving range professionals. In the initial policy proposal for this latter area, a driving range professional could hold the membership only if his facility had at least 15 tees, was lighted for night use, had "adequate parking" (one place for each tee), and had a golf shop with adequate facilities to display equipment and apparel.

Several resolutions from the PGA executive committee were designed to "expedite" the addition of members to the PGA rolls once they become eligible. Opposition developed from a number of delegates who thought the resolutions sounded more like a "speed-up" of the membership process.

One measure which received favorable response was the suggestion PGA Business School exams were difficult enough that if a



There was plenty of action on the floor of the Fairmont Hotel in New Orleans last month. At top, PGA national hierarchy confers, as secretary Don Padgett talks it over with president Henry Poe. Changes in PGA policy were batted around at all sessions and proposed changes in resolutions were discussed at length.

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## PGA MEETING:

membership candidate passed School Exam No. 1 and School Exam No. 2, he shouldn't be required to also take the "easier" membership exam.

From sections around the country, delegates had come to report on the feelings and moods of the pros in their territories. After the meeting they would take back reports of what happened in New Orleans. A Pacific Northwest delegate explained, for example, 225 persons attended a meeting in his section to discuss resolutions which would be considered in New Orleans.

In formal sessions, Henry C. Poe of Vanity Fair Golf Club in Monroeville, Ala., was reelected president of the PGA. Donald E. Padgett, recently named director of golf at Callaway Gardens Golf Resort, Ga., was reelected secretary. Frank Cardi of Apawamis Club, Rye, N.Y., was reelected treasurer.

At the President's Annual Dinner, Walker Inman, Jr., head professional at Scioto, Columbus, Ohio, was named Golf Professional of the year for "his total contribution to golf and community." John Henrich, Elma Meadows, N.Y., received the Horton Smith Award for his contribution to golf education, and Jack Nicklaus received the PGA Player of the Year Award.

Nicklaus, who has won the Player of the Year Award four times, was present to receive the award in person for the first time. In accepting the award, he had high praise for improved cooperation within the PGA and with the Tournament Players Division. He said he felt club pros and the organization of the PGA had contributed to the well-being, and success of the tour. At the same time, he feels the tour has helped the situation of club pros.

Beman explained that prime objectives of the tour include: promoting the game of golf, providing the highest level of competition and maintaining integrity of the game.

"We are really holding the tour in the public trust . . . in years to come we aren't going to be judged on how we exploited the game, but how we served it," he said. □



Everyone at the meeting wasn't from just this country. At top, Canadian PGA President Arnold McLean was on hand representing our northern neighbors. Delegates listened to a number of measures on the floor, while in the third shot from top, Michigan PGA members caucus over a resolution. Pictured from left are section president Tom Talkington and treasurer James Applegate.



# How would your lawn look if 37,340 people tramped across it between May and September?

**A few words of appreciation for the first man on the course every morning...the golf course superintendent.**

The traffic on the average golf course would probably make your lawn look like the trenches from World War I. And remember, most golfers wear spikes or drive carts that put a lot of wear and tear on the grass.

Now add the fact that many golfers are notoriously critical of course conditions, and you see why superintendents buy aspirin in the large economy size.

Yet problems caused by heavy traffic are small compared with the ravages of weather, insects, grass diseases and weeds on closely cropped turf grasses.

The close cutting so necessary to your enjoyment of the game makes golf turf easy prey to its many enemies. Which is why the tender care and feeding of golf turf call for a highly scientific approach and extensive training on the part of the golf superintendent.

And to cap it all off, the superintendent is also responsible for the maintenance of an expensive collection of special equipment. Not to mention coming to grips with budgets, personnel, supplies and government regulations. You now have a rough idea of how rough his job has become. It's no job for someone who isn't really dedicated.

Remember him the next time you feel the exhilaration of walking onto a beautifully manicured golf course. And consider his problems the next time a bad spell of weather or disease knocks the delicate turf for a loop.

He really doesn't expect any thanks for doing his job. But we at Rhodia who supply him with some of the chemicals that make his job a little less impossible, think he rates a well deserved pat on the back.



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Bill Lyons, owner of the Lyons Den in Cleveland, is an example of a small course that does a lot of business.



## National Golf Foundation Workshop **DAILY FEE SUCCESS STORIES**

A daily-fee golf course is a high risk proposition at best, but with good management and proper financing it can provide a handsome return.

That is the word over 100 owners, pros, managers and superintendents at daily-fee golf courses got recently at a National Golf Foundation daily-fee management workshop held in Cleveland. Another workshop was held a week later in Burlingame, Calif. As little as two months before the workshop was set to go off, NGF officials were not sure if it was going to be successful. They were not sure they could get enough interest from daily-fee personnel. But their worries were unfounded as men and women attending the eastern workshop hailed from as far as Florida and Canada.

At one point in the proceedings, a suggestion that the workshop be the initial impetus to form a nationwide organization of daily-fee of-

ficials was cheered mightily, but whether or not this comes into reality is anybody's guess, and really up to the daily-fee people themselves.

During the three-day meeting, the speakers touched on various topics, including the fact that statistics show that daily-fee courses are the predominant course being built now, facilities at daily-fees are continually being upgraded, public daily-fee courses benefit rather than suffer during times of unemployment, 90 percent of daily-fee operations lose money on their food facilities, flood plain land might not be a bad investment for a course, daily-fee operators have a chance to influence about 40 percent of new golfers, blanket liability insurance coverage is desired at courses and tax-exempt status for municipal courses could be in question in many areas.

Foundation consultant Harry Eckhoff said that private, member-

owned courses dominated the golf scene until about 20 years ago. At the time of the conference, Eckhoff said there were 11,134 courses in the country — 4,878 daily-fee, and 4,715 private. "Daily fee is now number one," he said. Also, of 277 new courses that went into operation last year, of the 73 additions and 240 courses that went under construction, 64 percent were semi-private daily-fee, 21 percent were private and 16 percent were executive-length and par-three.

"It is the predominant golf course coming into the business, and as I see it, will be for a long time," Eckhoff said of daily-fees.

William Sherman, a California-based golf course consultant, said there are four classes of real estate: (1) apartments, the safest, but with the lowest return; (2) office buildings; (3) business-related, such as motels; and (4) commercial recreation, which is the riskiest, but