

# THE BIG FOUR IN GOLF



Over fifty years of engineering and manufacturing experience are reflected in the quality and reliability of Trojan "Mileage Master" Golf Car Batteries — This is why, today, Trojan is the recognized leader in the golf car battery field. For further information call toll free 800-423-6569 — in Calif. 213-945-1471

TROJAN BATTERY COMPANY • 9440 ANN ST. • SANTA FE SPRINGS, CALIF. 90670



# GOLFDOM

## THE MAGAZINE OF GOLF BUSINESS

Vol. 50, No. 5, MAY 1976, INCORPORATING GOLF BUSINESS

### ARTICLES

#### ON THE COVER

Private condominium living next to an 18-hole golf course is just about the best thing possible for a golfer and that is the kind of life offered at a resort like Grenelefe. Near Cypress Gardens, Fla., the resort is owned by the Radisson Hotel Corporation in Minneapolis. Professional Peter Dwyer oversees the operation along with general manager Henry Goldstein. The resort is unique in that the hotel chain manages the food and beverage services, but the accommodations are privately owned or rented by individuals. There is another membership-type that utilizes the facilities at Grenelefe, though. Golf and tennis members that live in communities around the resort can pay to use the facilities.

**THE RESORT PRO** Having all the jobs of the regular club pro and more, the resort professional handles the travelling traffic that comes with the season. Service is a big money game, when dealing with customers, who pay a lot of cash to go to a resort in the first place. GOLFDOM profiles Pete Dwyer, golf director at Grenelefe, near Cypress Gardens, Fla. \_\_\_\_\_ **8**

**ANATOMY OF A GREENS BUDGET** A number of turfgrass experts look at the inside of a maintenance budget and the problems that owners, green chairmen and superintendents go through to make the numbers work toward a realistic goal. Routine problems and unusual ones are addressed in this report \_\_\_\_\_ **12**

**FOOD PURCHASING: FROM PITFALLS TO PROFIT** What are some of the most obvious mistakes made by the club manager in buying food, supplies or equipment? Brother Herman Zaccarelli looks at the hard facts of purchasing in a club foodservice and offers some suggestions that should lead to profit \_\_\_\_\_ **20**

**SPALDING MARKS UP ITS 100th YEAR** As the manufacturer of this country's first-known mass produced golf equipment, the Spalding Company has grown with golf business over the decades. In its 100th anniversary as a firm, Spalding is a viable influence in the market. GOLFDOM talks to the men that run the company and their outlook on the pro shop \_\_\_\_\_ **22**

**PROS WANT CHANCE FOR TOP JOB** Competition for general management positions at courses in the future will be tough. In an effort to make club professionals interested in that type of advancement ready for the opportunity, the PGA recently started an educational program to supply pros with needed business information. GOLFDOM was there and files an inside report \_\_\_\_\_ **23**

**NEWS OF THE INDUSTRY** ATO acquires Faultless Sports. . . . USGA reorganizes Green Section, new appointments made . . . Voight Corp. moves planned PGA Complex site from Martin to Palm Beach county . . . Los Angeles, Chicago and Cornell University will serve sites for NGF club management seminars. . . . Regional directors are chosen by public course association. . . . Augusta National sported new facelift for Masters. . . . Manufacturers named to new GCSAA Industrial Advisory Board. . . . Colgate-Palmolive organizes Ram Golf and Charles A. Eaton Company under Leisure division. . . . Expanded tournament schedule to aid Musser Fund \_\_\_\_\_ **24**

### DEPARTMENTS

<b>GOLF BUSINESS</b> _____	<b>4</b>	<b>CLASSIFIEDS</b> _____	<b>32</b>
<b>NEW PRODUCTS</b> _____	<b>28</b>	<b>PEOPLE IN THE NEWS</b> _____	<b>34</b>

GOLFDOM, Incorporating GOLF BUSINESS; Published 10 times a year; monthly January through August and combination issues in September-October and November-December. Copyright© 1976, by The Harvest Publishing Company, a subsidiary of Harcourt Brace Jovanovich, Inc. Printed in the U.S.A. For advertising rates, apply to Advertising Sales Manager. Editorial and Advertising offices, 9800 Detroit Avenue, Cleveland, Ohio 44102. Address manuscripts and other editorial contributions to the Editorial Office. Unacceptable contributions will be returned if accompanied by sufficient first-class postage. Not responsible for lost manuscripts or other material. Controlled circulation postage paid at Cleveland, Ohio. Please send change of address notice to GOLFDOM Magazine, 9800 Detroit Avenue, Cleveland, Ohio 44102. Subscription rates \$7 per year U.S. and Canada. Foreign \$10 per year. Single copy price: \$1.00 for current and all back issues. Foreign \$1.50. New subscribers are advised that it takes six to eight weeks to receive the first copy of GOLFDOM. A similar period is required to effect a change of address.

# GOLFDOM

THE MAGAZINE OF GOLF BUSINESS

## EDITORIAL

**HUGH CHRONISTER**  
PUBLISHER

**NICK ROMANO**  
MANAGING EDITOR

**HERB GRAFFIS**  
SENIOR EDITOR

## OPERATIONS

**JOE GRAFFIS SR.**  
ASSOCIATE PUBLISHER

**PAUL BALTIMORE**  
DIRECTOR OF OPERATIONS

**DARRELL GILBERT**  
PRODUCTION MANAGER

**JACK SCHABEL**  
CIRCULATION MANAGER

## ADVERTISING

HEADQUARTERS: 9800 Detroit Ave.  
Cleveland, Ohio 44102  
(216) 651-5500

**RICHARD J. W. FOSTER**  
MANAGER-MARKETING

**PATRICK J. LAMB**  
REGIONAL MANAGER

**DOROTHY LOWE**  
CLASSIFIED ADVERTISING

EASTERN OFFICE:  
757 Third Ave.  
New York, N.Y. 10017  
(212) 421-1350

**RUSSELL B. BANDY**  
REGIONAL MANAGER

MIDWESTERN OFFICE:  
333 North Michigan Ave.  
Room 808  
Chicago, Ill. 60601  
(312) 236-9425

**JEFF WARD**  
REGIONAL MANAGER  
**TOURISSE GREENFIELD**  
(312) 337-7717

## OFFICERS

**HUGH CHRONISTER**  
PRESIDENT

**LEO NIST**  
SENIOR VICE PRESIDENT

**GILBERT HUNTER**  
VICE PRESIDENT, CIRCULATION

**WILLIAM CUNNINGHAM**  
VICE PRESIDENT, TREASURER



BY HERB GRAFFIS

# GOLF BUSINESS

**Bicentennial bust:** At last January's PGA Merchandise Show there was only one item I saw that had any connection with the nation's bicentennial.

I was surprised that the many bright minds among golf manufacturers and pro shop merchants had skipped timely chances to celebrate with red, white and blue on a ball or a club, but the only thing I saw was a golf bag with stars and stripes.

The bag was far more of a sensation than you'd expect. Smart pros saw glorious promise of selling tickets on the bag for tournaments on July 4 and other of our bicentennial holy days.

What a swell promotion there is in a bicentennial year bag prize every weekend with chances for a few bucks. And red, white and blue markings on bicentennial year club grips hit my imagination after seeing those stars and stripes bags as something that might jolt loose money from guys who have plenty, but don't expect to buy new clubs until our nation is 300 years old.

**Market data far and few between:** As a sports reporter I learned the first thing to do was to get the score correctly.

In covering golf business, I found learning the score is the toughest part of the reporting job.

For years it has amazed me that the multi-million dollar business golf does a year is conducted with such limited knowledge of marketing figures.

Lately I have noticed an increasing number of cases in which statements indicate golf businessmen are reaching for market guidance that isn't there.

For instance, superintendent Bob Williams in his blasts against the general manager concept had said that between 40 and 50 percent of all private golf clubs have gener-

al managers. I have learned a lot from Bob over the years and have lost some arguments of the searching souls to him.

It could be that a general manager selling his case might say 75 percent of private golf clubs have general managers. On what basis could I call the fellow right or wrong? In view of the lack of helpful, factual information about golf business maybe nobody has much of a springboard for constructive discussion.

Dean Casell of Acushnet, a sound business scholar, recruited and schooled by the Boomer-Young team to conduct Acushnet's golf business, has said pros should have 75 percent of all golf business. That got me wondering how much pros have now. Where would I learn that? Not from the PGA as a golf marketing authority, because Mark Cox hasn't been able to make that progress yet in developing the PGA from a fraternal organization to a business authority.

The matter of turf schools possibly turning out so many graduates, they might be weakening the job security of experienced superintendents is an issue that has been intensely discussed but no one seems to know how many young people are graduating. So who really knows just what we all are talking about?

For years, I have heard (and sometimes observed) that private golf clubs are badly run businesses. Maybe so, but where would officials go for figures that would provide operating guidance in the operations of clubs that differ so widely in conditions and character? The CMAA was the first organization that did some statistical work in determining the business score. Possibly even that tiny help of facts may have helped the CMAA put over the general manager idea. □



# STANDS STRAIGHT, COSTS LESS

LEWIS LINE presents the CLASS of '76 . . . high visibility flagpoles that stand straight, stay put in heavy winds, and *cost less!*

LEWIS LINE Flagpoles feature

- ▲ Molded in white or the outstanding translucent yellow.
- ▲ The chamfered machined steel bottom ferrule and matching GF70 Heavy-Duty Cup.
- ▲ Stainless steel top hardware.
- ▲ Three distinct stripe patterns.
- ▲ High class and high visibility to keep your members happy.

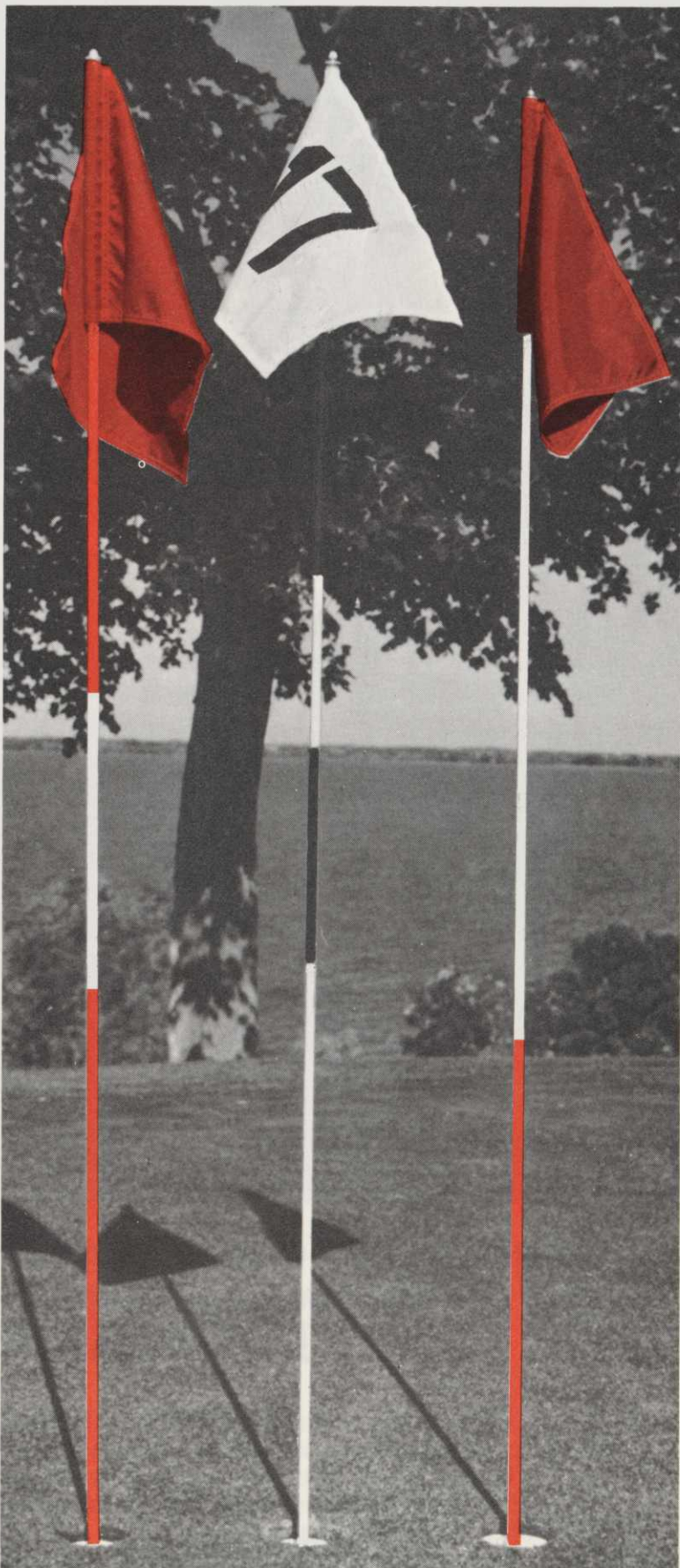
Write today for your new 1976 LEWIS LINE catalog and see why LEWIS LINE flagpoles cost less.



- BALL WASHERS
- CUPS ● FLAGS
- FLAGPOLES
- TRAP RAKES
- CUP CUTTERS
- TEE MARKERS
- TEE TOWELS
- ACCESSORIES



04103 MONTGOMERY ST., WATERTOWN, WI 53094 (414) 261-3162







Photographed at Callaway Gardens, Georgia.

**We designed our newest Harley-Davidson electric golf car with your course in mind. That's where we'd like you to test it. On us.**

The best way to find out why Harley-Davidson Dealers sell and lease more golf cars than anyone else is to experience our cars on your course.

That's just what we'd like you to do with our newest model—the electric DE-40. Free! Let your local participating Harley-Davidson Dealer put one on your course. Give it a good work out. And see for yourself.

We think you'll soon see why the DE-40 is starting to show up on some of the country's finest golf courses.

Circle 108 on free information card



Here are a few of the reasons why:

### **Power. Even on steep hills.**

The DE-40 weighs over 100 pounds less than the other leading electric golf cars.

So, on hills, it has over 100 pounds less to pull uphill. As a result, you have all the power you need. Even on hillier courses.

### **Morning to night, without a recharge.**

Combine less weight with our six big 190 ampere hour batteries (standard equipment) and you can easily go 36 holes without a recharge.

More importantly, you won't have to worry about recharging over lunch hour, or angry golfers hiking in from the sixteenth hole as the sun starts to set!

### **How the DE-40 defends itself.**

A lot of clubs have found themselves with golf cars featuring *body-mounted* vinyl bumpers.

The DE-40 protects itself with *frame-mounted* high-strength extruded aluminum bumpers with soft rubber inserts. In actual tests we have proven that our DE-40 bumpers can withstand up to 3 mph of pendulum-type impact without any permanent deformation!

We feel our cars are better looking, and we've built in the protection to *keep* them looking better through years of service.

That goes for the body itself, too. Instead of steel... we use rustproof fiberglass!

### **Big on comfort.**

While the DE-40 is shorter than some of the other big sellers, it has a *longer* wheelbase (69.5 inches) for a good smooth ride.

With both coil springs and shock absorbers in back, rubber mounted leaf springs up front, and smooth worm & follower bar steering, the DE-40 delivers your golfers back to the club house as rested as their game allows.

### **Can't get rained out.**

Another nice feature of the DE-40 that's missing on a lot of other cars are our soft, one-piece molded seats. Unlike the "sewn" seats of other cars, rain can't soak into the seat.

### **Your local Harley-Davidson dealer is one of the number one reasons we're number one in golf cars!**

No golf car is any better than the dealer who backs it up with service.

And that's where Harley-Davidson really has an edge in the golf car business. Your local Harley-Davidson dealer is a real professional.

A knowledgeable guy you can count on for *all* facets of golf car fleet management. Fleet planning. Profitability. And financing.

More importantly, he knows that the best way to keep your fleet business over the years is to keep up with all your service needs throughout the year!

Whether you buy or lease he's fully prepared to keep your fleet in number one condition. He knows the DE-40 inside and out, as well as the rest of our line including three and four wheel gas models.

### **The more you know about the DE-40, the more you can appreciate it.**

We'd like the opportunity to send you all the latest literature available on the DE-40, as well as the rest of our line.

And like we said before, we'd love to have you test it on the course we designed it for — yours.

In either case, just fill out the attached coupon and mail it to us. We'll send you the necessary information right away.

AMF  
Harley-Davidson

TO: Mr. Ralph Zickert, Golf Car Sales Manager, AMF Harley-Davidson, 3700 W. Juneau Avenue, Milwaukee, Wisconsin 53201

Please send the latest literature and specifications on the electric DE-40 golf car, as well as the rest of our line.

We'd like to take you up on your offer to test the DE-40 on our course free. Please send the necessary registration form. (I understand there is no obligation to buy, and that a Harley-Davidson dealer will call to set up a mutually convenient week for the test. I also understand this offer is good at participating Harley-Davidson dealers only.)

Your name \_\_\_\_\_

Club/Course \_\_\_\_\_

Address \_\_\_\_\_

State \_\_\_\_\_

Title \_\_\_\_\_

City \_\_\_\_\_

Zip \_\_\_\_\_ Phone \_\_\_\_\_

(Please include area code and phone where you can be reached if you'd like to test the DE-40 on your course.)

# THE RESORT PRO

Golf resorts have been an integral part of this business for several decades now. As vacation time or cold weather drive golfers from the north, the golf resorts of this country are ready and waiting to service this transient trade.

With more and more golfers looking for beautiful and warm places to play, the resort industry has expanded to one of the biggest potential areas in golf business.

The resort pro has one of the toughest jobs at such operations. How do you take care of your travelling trade and still make a profit in the pro shop?

Maybe one of the best examples of the pro at a resort is Peter Dwyer at Grenelefe, near Cypress Gardens, Fla. Dwyer and his staff are quite aware their shop is the focal point of the operation and everything flows from it. "No developer builds the swimming pool first," Dwyer told GOLFDOM, "The golf course and the game are No. 1."

Owned by the Radisson Hotel Corporation in Minneapolis, Grenelefe is but one of many resorts now operated by companies in the lodging field. According to Grenelefe general manager Henry Goldstein, there are three different types of customers visiting Grenelefe and making use of the golf and other facilities.

A marriage of a deluxe development offering second homes plus accommodations rented to individuals, Grenelefe also has members from the surrounding area who use its golf and tennis facilities. Dwyer's shop is located on the ground floor of the clubhouse with a commanding view of the driving range and the first tee. This location affords optimum efficiency in pro-

viding service. Grenelefe statistics show 85 percent of all visitors are members at private clubs and in turn are measuring the resort's service against their club back home.

As with most resorts, the key to shop profit lies with soft goods. According to Dwyer, 85 percent of his gross shop sales is in the golfwear area — shirts, slacks, shoes and hats. Balls and gloves make up 25 percent of sales, while golf equipment and other items is the remaining eight percent.

"We attempt to have a selling atmosphere in the shop. In fact, there is some sort of sale in the shop every day," says Dwyer. When he buys merchandise, Dwyer has the idea of sale always in mind. As soon as a line comes in, the items are placed at either a 20 or 30 percent markup. "People have to be motivated to buy. When they go to a resort, they are there to spend money and you have to help them along."

Buying something at first is the key at Grenelefe. Since the average guest stay at the resort is seven days and six nights, it's sure people will buy things on sale and even items that aren't.

Display continues to be a factor in sales for Dwyer and his assistant Lannie Carrier. By using modular units and changing these units every two weeks, Dwyer keeps merchandise moving and causes an effective traffic pattern throughout the shop. Like most pros, the Massachusetts native is interested in the coordinate sale.

"We want as many piggy-back sales as possible when we merchandise soft goods," comments the 39-year-old head pro, "When a customer comes into the shop, we try to attract them with display and

attempt to show them how certain shirts go well with complimenting slacks and accessories."

Admitting that most resort customers aren't into buying golf equipment sets at a resort, Dwyer leaves these sales to the local club members and concentrates on selling custom-made drivers, 6 and 7 woods, wedges and putters to the transient trade.

Utilizing videotape equipment and a sophisticated array of swing gauges, the Grenelefe staff can evaluate a golfer's needs on the spot and recommend the proper equipment. "We spend a lot of time with the customer, attempting to guide them to the equipment they need and then show them why they need it," Dwyer added. In fact, in wedge play, Grenelefe has even got its own practice traps to allow golfers time to work on this part of their game.

In every aspect, Dwyer tries to show quality in every piece of merchandise he buys for his shop. In his own formula of success, Dwyer sees quality and fashion x availability and price equalling service.

Shop management for Dwyer hinges on anticipatory action versus action by crisis. He attempts to solve most problems before they actually happen and the theory works. Dwyer, who also doubles as the resort's director of golf, has 13 people on his staff at the hilt of the season. Grenelefe is set up so each staff member knows the job of the next and is aware of what is going on in each department. Every employee is given an operating procedures manual that details everything from car maintenance, to the lost-and-found log, to shop book-keeping.

This system allows each

# 12 YEARS IN THE GOLF CAR BUSINESS HAS TAUGHT US HOW TO MAKE THEM RIGHT...



American Continental has been building golf cars since 1964 . . . making us one of the "old timers" in this comparatively new field. Now our proven chassis features are housed in the angular styling of the contemporary automobiles! These are just a few of the features that make American Continental a wise choice for you:

- **Direct drive electric power—**

Drive shaft of a powerful electric motor connects directly with axle differential to eliminate maintenance, efficiency loss and noise from chains or belts.

- **Body—**

Reinforced double strength fiberglass coated with a thick plastic gel coat insures a permanent scuff and scratch resistant finish. All exposed steel is vinyl coated to eliminate scratching, peeling or rusting.

- **Stability—**

W-I-D-E-R rear wheel tread and lower center of gravity give American Continental cars an extra margin of safety on hills and in rough terrain.

- **Serviceability—**

Seats and rear body lift up for easy access to batteries and engine components.

- **Automotive rear suspension—**

Automotive type shock absorbers within a vinyl coated coil spring mounted on each side of the chassis provide the golfer with the finest golf car ride available. Torsion bar suspension maintains horizontal stability.

- **Disc Brakes—**

Both gas and electric cars feature disc brakes easily adjustable in 30 seconds. A parking brake lock on the brake pedal holds the car firmly on hills. Seat brake optional.

## AMERICAN CONTINENTAL

*Quality Backed By Experience*



For a free, full color catalog, write to:

**AMERICAN CONTINENTAL, INC.**

Box G, Industrial Park  
WILLMAR, MINNESOTA 56201  
612/235-1752

*Limited dealer & distributorships available*

Circle 124 on free information card

5/76 GOLFDOM MAGAZINE 9



# RESORT

CONTINUED

employee the ability to help in all areas when needed, along with the flexibility of utilizing all personnel during peak periods, days off, vacations and sick days without any lost efficiency.

Proper use of personnel can even have a very positive effect on sales. For example, the Grenelefe starter was used to handle a ball survey. Every ball brand was noted each day for one month. This enabled the shop staff to order only brands most preferred by the customers. Dwyer and his staff invested in these brands to greater insure a better return.

Grenelefe has two separate and distinct seasons, basically going along its fiscal year. From mid-April to mid-December, greens fee play from members not owning homes or renting accommodations are permitted, but only those owning or renting property at Grenelefe are permitted to play the course from December to April. With that mix, Grenelefe recorded over 40,000 rounds in its latest fiscal year and according to Dwyer things are looking up for the immediate future. Besides playing golf, the customer at Grenelefe is also serviced by Goldstein and his staff in the beverage and food area. "We are trying to present the guest with the best possible service, excellent food, reasonable prices and a relaxing atmosphere which is appropriate for a resort setting," Goldstein told GOLFDOM.

An internationally respected hotel management executive, Goldstein has been manager at Grenelefe since Radisson got into the management phase in 1975. Goldstein's resume reads like a travel folder with positions in Istanbul, Turkey; Puerto Rico, Montreal, New York City, St. Thomas, Virgin Islands; Tobago, West Indies; and several locations in Switzerland.

Although, not as travelled as his colleague, Dwyer has gained much experience in his relatively short career as a golf professional. Dwyer started his apprenticeship in the trade back in Massachusetts at one of the nation's oldest clubs, the

Essex Country Club at Manchester-by-the-Sea. After that stint, he went on to the Oak Hill Country Club in Fitchburg, Mass., staying for three seasons. He has been at Grenelefe since October, 1974.

When Goldstein examines the needs of the owners of property at Grenelefe as it applies to the operation, he realizes that since there are already kitchen facilities in these townhouses, there is little profit potential from this area. The owners like to take advantage of the kitchens and do not use the restaurant as much as the transient visitor. The owners often invite guests to Grenelefe to enjoy a meal and cocktails within their own second homes.

Visiting vacationers are probably the best area for restaurant trade. Immediately upon check-in, guests are issued a temporary club membership card valid for the duration of their stay. Guests are told about the restaurant and encouraged to try out the facilities which are operated in the clubhouse.

Since, Grenelefe has a relatively remote location to other restaurants in the central Florida area, Goldstein has little competition for his guests' food and beverage dollar.

Chances are also good that even if a visitor has kitchen facilities available in a rental, they won't use them, since they don't want to bother with the chores of buying and cooking food. Without doubt, these in-house guests are the biggest source of revenue for Grenelefe and it's all tied in with the utilization of the golf course.

The third classification of visitor at Grenelefe are the golf and tennis club members and they are provided a variety of restaurant promotions and social activities for their membership.

For example, every first and third Sunday of each month, Grenelefe sponsors a golf or tennis tournament for these members. In conjunction with the tournaments, all participants and their families are invited to a cookout. This event is held around the swimming pool.

These tournaments and cookouts have been very successful in providing a social setting where visitors can meet owners and local club members. Many friendships

have developed from these gatherings.

In the area of general promotion, Grenelefe is somewhat restricted by local ordinances which prohibit the resort advertising its restaurant and cocktail lounge facilities. Grenelefe is operating under a "club license" and therefore is not allowed to advertise its services to the general public.

However, full advantage of in-house promotions is taken (posters in the clubhouse, etc.) and mailings to membership. Using this vehicle, the resort has achieved considerable success with special promotions in the clubhouse, restaurant and cocktail lounge.

For example, three nights each week entertainment is provided in the form of an orchestra for dancing in the restaurant. Every Thursday night is Chef's Special Surprise, on Fridays, the feature is the international buffet and Saturday has become noted for a famous Rib of Beef special.

Also successfully initiated has been a Happy Hour every Wednesday between 5 and 7 p.m. when all drinks are half price and accompanied by hot and cold hors d'oeuvres.

As Grenelefe grows it will be required to add new restaurant facilities and services since the project will eventually contain 750 rental units and three different golf courses. In conjunction with this growth Grenelefe will operate a conference center with modern audio visual equipment and meeting facilities to accommodate groups up to 1,500.

Of course, the natural incentive for any resort is customers and packages that can entice golfers down to the warmer climates. Working hand-in-hand with Dwyer and Goldstein on a number of projects is the director of hotel sales Larry Sena, who attempts to set up annual meetings and different gatherings for companies interested in utilizing Grenelefe.

In all, the business of the golf resort is hectic. The pro must address himself to the transient trade. As vacation time continues to grow in this country, the golf resort will become more and more a factor in this industry. A positive one at that. □