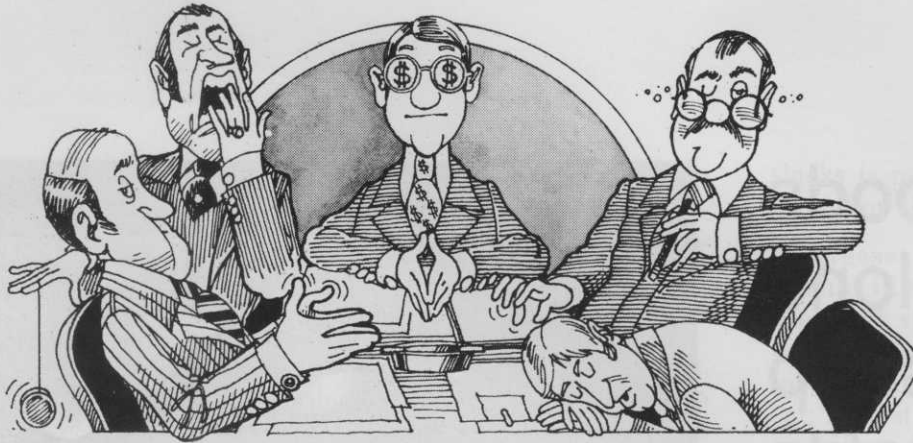


How to make your board see the value of new turf equipment.



Convincing your Board of Directors that new turf equipment is a necessary and sound investment can be one of your most difficult tasks. They don't always see the benefits behind such a purchase.

And as good businessmen, they won't commit the money until they're sold on the expenditure. So when it comes time to face them, here are some of the things you should point out.

Point #1: The Duffer Demands More.

Today's golfer is more sophisticated than ever before. He has seen, and many times played, some of the finest courses in the world. He recognizes the value of a good course. And if yours is sub-par, he'll go elsewhere.

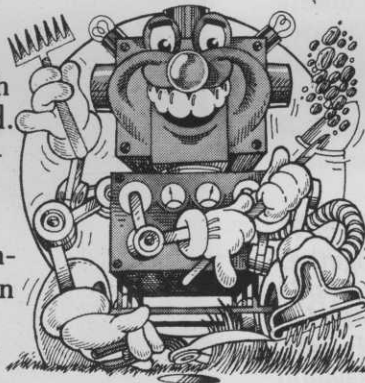


With this more sophisticated golfer comes the need for more sophisticated golf course maintenance. Heavy player traffic has increased the work required to keep the turf in top condition. So jobs that were once optional are now mandatory. Where spiking a green used to be sufficient, today it also needs deep aeration.

All this dictates the use of specialized equipment that wasn't available ten or even five years ago. Equipment that will enable you to build and maintain a top flight course, and help avoid special turf problems that could prove extremely costly.

Point #2: Machines Do More.

In the past decade, the price of labor has tripled. The same number of men must do more work in less time to give you the same value for each labor dollar invested. Mechanized equipment allows you to trim hundreds of unnecessary man-hours. One man can now cut more sod in an hour than six men used to cut in six hours. Or that same man can aerate 18 greens in a few hours instead of a few days.



New engineering concepts coupled with precision machinery means he'll do a consistently good job. You get better results and fewer occasions when a job must be redone.

And your turf equipment is depreciable; something your labor is not. You get an accounting break over a period of years. At the end, it's like owning a piece of free machinery. One that will continue to save you money long after you've paid for it.

Which brings us to the third point.

Point #3: Longevity Makes Them Worth More.



Equipment life should be a prime consideration when you select a manufacturer. The longer a machine works, the more it does,

and the less maintenance it requires, the better your investment. And here's where we'd like to put in a little plug for Cushman and Ryan turf equipment.

Both lines of machinery are built to last... and last. It's not unusual to see a piece of Cushman or Ryan equipment still doing its daily chores after ten or fifteen years of use. We believe the idea of "planned obsolescence" should be obsolete.

But performance is just as important as longevity. A Cushman Turf-Truckster and its accessories give you the capabilities to transport, spray, spike, dump, aerate, and top dress... all from *one* power source.

Ryan offers a machine for almost every turf task. Equipment that does a better job, in less time, and with a minimum of maintenance. For over 30 years, all Ryan equipment has been built with three goals in mind: quality, performance, and innovation.

If "A Day With the Board" is in your future, we'd like the opportunity to tell you more about the full line of Cushman and Ryan Turf equipment. Write to us and we'll send you our catalogs, full of detailed product information. Information that may help you open a few eyes to the value of new turf equipment.



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Softgoods stand alone in pro shop profits

by Nick Romano, managing editor

Color, lighting and innovative display ideas all work together to give the pro the inside track to profit with softgoods. At Marriott's Lincolnshire Resort, near Chicago, assistant professional Henry DeLozier confers with head pro Roger Maxwell on which colors will be emphasized in the week's display.



Since the slowdown of the hardgoods market in 1973, golf apparel in the form of slacks, shirts, sweaters, and shoes seems to have taken over as the top money maker in the pro shop. Continued market fluctuation has left the pro, in many cases, dealing away his hardgoods profits. But markup remains high on softgoods, and the pro does not have to do much to do well with them, except purchase wisely and utilize smart merchandising and display techniques.

So much has been written about the steps to take after the merchandise arrives in the shop that basic fundamentals of the softgoods business seem to go ignored. Specialized product knowledge that the pro really needs is not emphasized by many in this industry. Being aware of the fea-

Slack structure is a significant factor in getting your customer or member to realize quality in construction. For strength, pockets must all be sewn, turned, and double-stitched; corners should be bar-tacked; and front pockets reinforced along the side seam. Most slacks today feature a western cut, giving the pockets a full top for a fashionable look. Little extras like a change pocket can be included in the slack, holding coins and preventing jingling.

Even the zipper has to be of good quality, matching slack color. Belt loops are important. Check whether the front loop is lined for stability, with the loop sewn into the waist for strength.

Several criteria measure the quality of the slack. The fabric has to look

slacks is probably incompatible with the other slack elements.

Creases must be sharp and should remain in the garment throughout its life. Back seat seams must be stitched with stronger thread and a chain stitch for give. Again, the zipper area is critical; it must remain flat and smooth. A one-piece fly will give the best results.

Buttons should always be double-stitched, sewn on twice and knotted twice. Assuring that buttons will not fall off for the life of the slacks is just another way to stop a complaint before it can get started. As a merchandiser, you certainly rely on the manufacturer to check a lot of these areas. Remember, though, you are the one who has to sell that merchandise and



tures of your merchandise will make you look like an expert when your customers come into the pro shop.

Start with slacks

Here are some hints: Always try to select the fully tailored look. Remember the vast majority of your members are mature men. They are looking for something fashionable, but comfortable and functional. The thigh should not be tight, and the seat should be full.

In the waist, the popular Ban-Rol feature has become a mainstay for golf slacks. This innovation stops any rolling in the waistband. French flies have also caught on in golf slacks. This is a button tab extension inside the slack, relieving tension from the zipper and hook closures. It keeps the material in the front of the slack flat and smooth.

good and hold up under many wearings. The stress points in the seat and knees and between the thighs will determine what kind of slack quality you have. Quality knit material shows density.

Along with what makes up the slack internally, external fit is essential. A well-engineered pattern insures proper fit. Get your patrons to try on any slacks they buy in your shop. Make sure the fit is right for them. Give people proper service, and you can be sure they will look your way when ready to buy again.

Other small things that add up to overall slack knowledge and an advantage in making the sale: Check every stress point in the slack to make sure it is reinforced. Each element in the slack must be compatible. For example, if puckering of seams results after washing, thread within the

“Since the slowdown of the hardgoods market in 1973, golf apparel in the form of slacks, shirts, sweaters, and shoes seems to have taken over as the top money maker in the pro shop.”

in the end is responsible to the customer.

Keep a good stock

With the basic intricacies of slacks out of the way, an analysis of inventory practices that will insure having the right sizes in stock is needed. To fit 90 percent of your members, the following slack sizes should be stocked:

SIZE—	32	34	36	38	40	42/	TOTAL
UNITS—	1	3	3	3	1	1/	12

You are asking for a lot of frustrated customers if you don't adopt a basic inventory such as the one above. Many pros have lost sales when a member or customer was ready to buy and his size was not in the shop. There is some flexibility to inventory planning. You can make file cards that list the significant sizes for each member, then tally them up and stock from your sample.

This plan is directly tied to stocking appropriate and coordinative shirts. Shirt orders should properly run in a ratio of 4 to 1 to maintain the proper size spread in them also.

Fundamentals of shirts

Since the advent of manmade fabrics, most of the shirts offered utilize a blend of those materials and cotton. A combination of 65 percent polyester and 35 percent cotton has become the one most widely accepted by manufacturers and consumers. This blend is durable, long wearing, easy to care for, and machine washable. Fabrics today are colorfast for a much longer period of time, and shirts keep a crisp look.

The cut of a shirt is also important. Today's golfer gets the fullest cut available, so complete body movement is assured and there is no binding around the neck, arms, and body. Comfort is an absolute necessity for the golfer when swinging his clubs.

Shirt length has to be right. The golfer should never have to worry about tucking in his shirt after a swing. Always check to see that shirts are hemmed at the bottom. Pocket stitching should also be checked, along with the buttons' sewing.

Sleeve length should be set so it will break at the golfer's elbow. It cannot interfere with the golfer's freedom of movement. Width should be



“Explaining the higher cost of quality shoes to your members comes from simply knowing more about the product you have.”

enough that full arm muscle flexibility is possible. Large arm holes are essential to insure that the golfer will experience no binding or chafing while wearing the shirt.

Sweater season is here

A great many of the sweaters being produced today are of 100 percent Orlon acrylic, a synthetic fabric offering superior strength, colorfastness, and washability. Probably the most popular stitch in sweaters these days is the link stitch, which provides excellent texture and warmth with amazing lightness.

Cardigan sweaters are the popular movers in the shop, as always, and their constant quality construction has assured the pro of continued success in sales.

Pockets in a cardigan have to be “set-in” the garment; they cannot be patch pockets. This part of the gar-

ment must lay flat and out of sight when not in use. No sagging will be seen on a well-made cardigan.

One-piece construction is one of the most attractive features of the good cardigan. It has no side seams. This escalates the cost factor to your customers or members, but in the long run, the sweater will continue to keep its fit.

Many sweaters offer elasticized cuffs and bottoms, providing a snug fit for excellent appearance on the course. These cuffs often are longer than normal length, to give a fit to all arm lengths. This is another sales advantage to you from an inventory standpoint.

Selling golf shoes

Quality costs. It's as simple as that. Convincing your members to buy the best, and to be prepared to pay top dollar for it, is a matter of product knowledge for you.

There are several things you can check to be sure the shoes you are receiving from the manufacturer are up to par: Is the inside of the shoe fully lined for comfort? Are the shoes smoothly made? Here, make sure there are no puckers, wrinkles, or pockets. Do the shoes match in color? Is there a one-piece toe-to-heel cushion innersole to absorb shock and keep out heat and cold? This innersole is found in most expensive shoes and is made of fine glove leather, which resists perspiration. Another good feature to look for is a foam pad placed under the tongue lining to keep laces from pressing the foot.

Explaining the higher cost of quality shoes to your members comes from simply knowing more about the product you have. Three features that push up the cost of shoes are intricate designs on the leather; special tanning of soles and uppers with solutions to keep them from becoming cracked and brittle with rough weather; and colored uppers, especially popular in the variety of two-tone shoes on the market now.

Quality in spike selection is another factor in selecting the right shoes for your golfers. Check for chrome-plated spikes screwed into female receptacles, which are locked onto the steel plate to allow simple, quick replacement.

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Take advantage of salesmen

Perhaps the biggest assist the golf professional can get in selecting quality merchandise that his customers will buy is to utilize manufacturers' representatives and salesmen to keep abreast of changes in the marketplace.

According to Spalding sportswear product manager Mike Seymour, salesmen can start off looking at the pro's market by starting a simple analysis of potential sales. "I can't tell you how many pros I've spoken to who don't know current dollar inventory levels or the real extent of future orders," Seymour told GOLF BUSINESS. "Also, the pro seems to have a bad inclination to impulse shop, only to wake up later to the nightmare of a lot of markdowns and other headaches."

Spalding is attempting to train their men in interior shop design and permanent display considerations, so in the future they can become "buying consultants" instead of order takers. Many companies in the trade already are involved in such programs to aid the professional. Such knowledge is extremely important for the pro, since many shops have limited space and are not set up for multiple impulse sales.

Display your way to profits

The smart professional attempts to make the biggest sale possible by showing the customer that the slacks he buys have a matching shirt or shirts that can complete his golf wardrobe. One big way to get this point across is in displays. Utilize displays that show matching slacks, sweaters, shirts, and shoes together to give the complete look.

Display is a statement of class for the pro. He emphasizes his merchandise with it and can influence the customer to look at the lines he is attempting to move. High quality is the key, but wise display practices, including proper lighting, can help it along.

It might cost a little more money, but think about the way you indicate your selling atmosphere to the customer or member. Do you continue to use handwritten signs to convey your sales messages? Do you clutter your shop with manufacturers' displays? Sometimes, these signs only get in the

way of what the customer is really in your shop for: the merchandise. Salesmanship is the key to the sale — merchandising accessories will often aid a sale, but they can't make it for you.

Neatness counts in the shop. A well-organized shop will earn you more respect among your golfers. Shoe horns and shoe measuring devices should not be left lying around the shoe area. Hang these items on hooks to keep them where you won't misplace them.

Take every advantage you can in making the softgoods sale. What about the actual color of the shop you are in? Do the walls, floors, and color of the display units all conform or harmonize with the other club or course facilities? Remember the pro shop is part of the entire club operation, and members do notice the subtle differences when they enter.

Creative displays that get the member's eye are what you are looking for. Sometimes they can be simple elements that are around you at the club. Tables and chairs from the clubhouse could be brought into the shop with clothed mannequins correctly attired in your newest merchandise. Even benches or lockers from the locker room could be brought in to add more reality to your displays, focusing your customers' attention on items that are immediately recognizable.

Impact is the important factor in display. Displays must remain temporary, current, and shortlived. A good rule of thumb on displays is to keep them up no longer than a week. Don't become the only one in the shop with a creative streak — utilize your assistants in display. It will be good training for them in the long run.

Think about being a display in your own right. Wear things in the shop that you sell. Have your staff do the same, even the man in charge of the golf cars. In a sense, you and your staff act as additional mannequins. It is just another extension of the buying atmosphere you must establish.

Variety in your inventory is still the best way to insure sales to your members. Keeping the shelves full is an important factor. After the stocking is over, continue to promote the merchandise you have. Direct mail pieces to your membership or regular customers are always useful ways to

communicate your message. Most companies offer envelope stuffers that can give your mailing added impact with the use of manufacturers' brochures.

Where will softgoods go in the future? Obviously, the apparel market does not have the problem of the hardgoods industry with its competition coming more and more from specialty shops, sporting goods dealers, and department stores that all want a shot at selling pro-line equipment.

Although many companies such as Izod and Munsingwear already sell to department stores, there are lines available either due to pricing or type of garment that are not very saleable in normal retail outlets. Many pros at the better clubs are going to different companies in the sweater industry to get merchandise that is almost exclusively for the pro shop trade.

Selling softgoods appears to be the future of the pro shop market. With a little work, it will pay off for you. □



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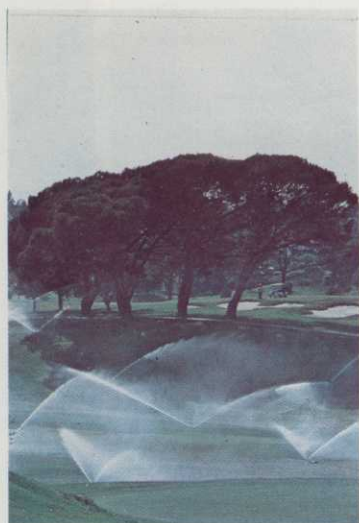


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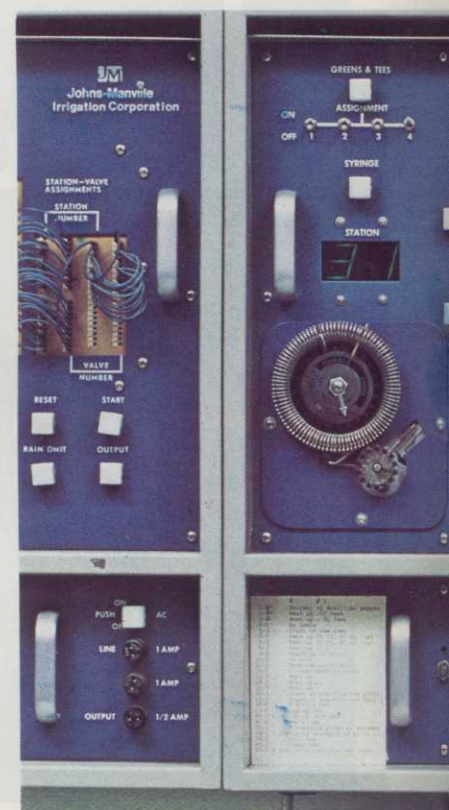
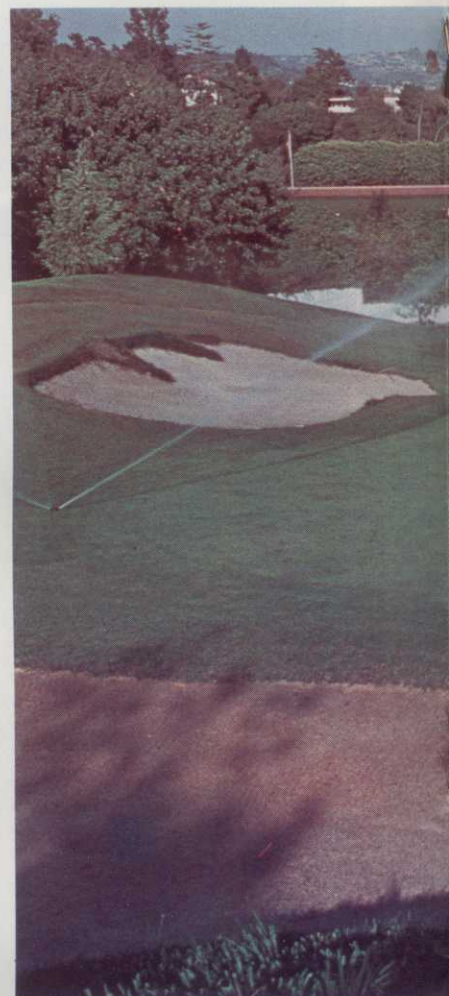
Virtually all golf courses today employ some sort of irrigation or sprinkler system to water their turf, but many of these systems are really not up to handling the task demanded of them.

In most of these cases, the system is simply timeworn. It may have been fine when the course was built or the sprinklers installed, but time has very deleterious effects on irrigation systems. The pipes and other components corrode and deteriorate; rust, silt, sand, and other impurities build up inside the system; and the water pressure amplifies even the smallest breaks and cracks. Tree roots, burrowing rodents, and careless maintenance personnel can wreak havoc on the underground (which is to say **most**) parts of a water system. Unfortunately, the cost in time and money and inconvenience to golfers keeps many superintendents from digging up the old system for renovation or replacement.

Many other systems are old and, although not in too bad condition, outdated. A survey of golf course superintendents across the country conducted by GOLF BUSINESS earlier this year showed that more than half were still using hose and/or quick-coupler watering systems. There's nothing wrong with these systems in themselves, and in areas where little watering is done or few changes in watering patterns and schedules must be made, they work just fine. But on courses requiring fairly complicated timing and spacing of sprinklers — frequently combined with necessary adaptability to changes in weather — automatic irrigation is practically a must. Placing and replacing sprinkler components manually just requires too much time and labor (which equals money).

A third consideration in re-thinking a golf course watering system is that of the requirements of the terrain. Often automatic irrigation can help a superintendent overcome problems he actually had thought would prevent him from using an automatic system. The two stories that follow are cases in point.

Even though your course may not be as extreme a case as either of these two — or even if it's worse — there's still a lesson to be learned here. That is: before you make up your mind on what to do about irrigation, ask an expert. Ask a consultant or a manufacturer's representative what he thinks would be the best type of system for your course, for your individual situation. Unlike a greensmower or a golf car, an irrigation system can't be bought off the shelf, delivered to the course, and put to work. It requires knowledge and planning, but the results will be worth it.





Irrigation rises above the hills of Bel Air

by A. R. Twombly

What was wrong with Bel Air Country Club's previous irrigation system was summed up by our assistant superintendent, Charles "Bud" McDonald, as well as anyone could: "You had to water everything or shut everything off was about what it amounted to."

That just wouldn't do. Bel Air is a proud golf club, celebrating its 50th anniversary this year. Members include some of Los Angeles' most distinguished business and professional people as well as some of the best-known names in the film industry. The site of this year's U.S. Amateur Championship, Bel Air is a beautiful course, and members and staff are eager to keep it that way.

Although within the City of Los Angeles, the course is in Bel Air, near Beverly Hills in the scenic Santa Monica Mountains. Golfers on the 10th hole tee off across the canyon, following the ball — if they are good enough or lucky enough to get it across — by crossing over a suspension bridge. On other parts of the course, they drive their golf cars through tunnels dug under high hills to get from green to tee.

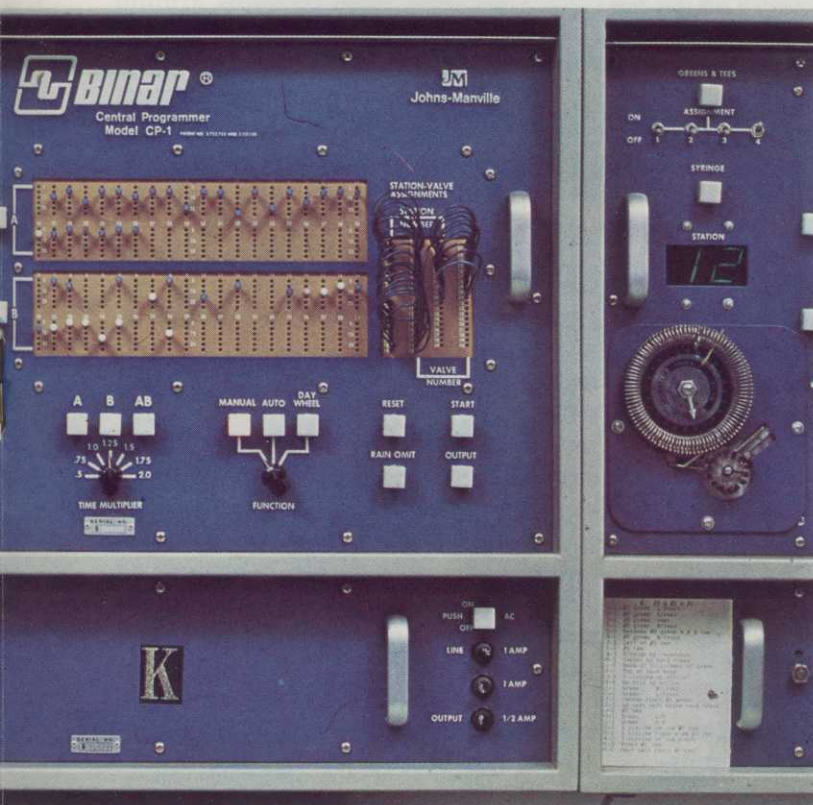
To enhance this setting, we have taken particular pains with the plantings. Although many golf courses don't, we water wall-to-wall — everything within bounds, including the roughs. This has been difficult because we don't want any brown within the play area but we also don't want to water so much as an inch out of bounds. The course is adjacent to many fine homes, including those of such personalities as Alfred Hitchcock, Mary Tyler Moore, and Charles Bronson. These properties frequently contain exotic plants, with their own strict watering needs, and our irrigation might be too much for them. On other sides the course borders highways, and we have to be careful not to spray motorists.

But our biggest problem throughout the course's years of operation has

ABOVE: Bel Air Country Club installed a new automatic irrigation system to handle problems created by lovely setting in Santa Monica Mountains.

LEFT: Binar programmers, located in superintendent's office, control irrigation automatically once they have been set.

Ardyce Twombly received a 1976 Citation of Performance Award from the GCSAA in recognition of his superior course preparation. He has been course superintendent at Bel Air Country Club for five years.



been the hilliness of the terrain. Elevations vary from a low of 429 feet to a high of 662 feet — a difference of 233 feet. In irrigating the hills, as in irrigating the edges of the course, control has been important, but hard to attain.

Although Bel Air has experimented with irrigation systems since the 1920's, when it installed some old steel pipe from an oil rig, we continually found we were getting too many wet spots and too many dry spots. We installed many gate valves — we eventually lost count — each operating up to 16 sprinkler heads, but control remained too crude. Eight months of the year we employed two people just as night irrigators. They had to go out and physically attach sprinkler heads to quick couplers, then walk back up the fairway to a main valve and open it up. This needless to say, got costly.

Many of the fairways are level, or reasonably level, but where the rough starts the terrain changes quite severely. A system which watered too much on the high rough in too short a time would produce a runoff down to the fairway, making the course too wet for normal play, for cutting, or for operation of the golf cars.

To solve this we needed a system that could water lightly at least twice in one night, so that in between doses the water would have a chance to soak in. We also needed a system which, instead of having 16 sprinkler heads to the control valve as we had before, would have only one to three sprinkler heads.

And we needed a system with which we could react quickly to changes in the weather.

The solution we found is an automatic irrigation system with a high sensitivity to our changing needs. Made by Johns-Manville, it is based on their Binar control system.

How the system works:

There are 21 Binar central programmers in my office in the grounds maintenance building. Each controls 26 to 28 valves out on the golf course. In setting up our irrigation plan, we first decide how long we want each sprinkler to run, a factor of both the terrain and the type of vegetation. Plantings at Bel Air range from pine

trees (which should get very little water) to azaleas, African daisies, and willows (which require quite a lot). On the programmer, each set of two sprinkler heads can be individually set for times varying from 2½ to 60 minutes.

On our hills we can water for 15 or 20 minutes before we begin to get runoff, but that usually does not give enough water for the vegetation there. So we give these points 15 minutes on the programmer's "A" program, as described above, then set these heads for another 20 minutes on the identical "B" program. This way, the hill will get about half of its water the first time around, enough to loosen up the top, and will get the rest three or four hours later, avoiding runoff. It all soaks in.

Early in the season, when days are short, we are able to start our irrigation at about 7 o'clock at night, but later in the year golfers are able to see to play later, so we don't start until 9 or 10 o'clock. A 14-day clock can be set to start A and/or B programs at whatever time we want, in any sequence we want, each day over a 14-day period.

Sometimes we find that the greens are programmed to be watered near the end of the night's cycle, but we would rather irrigate them earlier in the evening, so they will be drier in the morning. Sequence of activation of individual sprinkler heads is set on a patchboard on the programmer; moving plugs around gives the sequence desired.

For everything, there is a setting

We can set broad seasonal patterns for irrigation, but even Southern California weather is unpredictable. We frequently get periods of three or four weeks where nothing has to be changed. We've gone months without rain, when the temperatures are holding about the same day after day, and there's not too much wind. Under such circumstances, we can stay fully automatic, without tinkering with the settings.

But then, one day, it might get a little bit cloudy, there's no wind, and the course doesn't dry out. We still want to give it some water, but not as much. When that happens, we set the multiplier switch at three-quarters. The

whole irrigation plan will proceed as set, but each sprinkler will only operate three-fourths as long.

Perhaps then we will have a bad day — cloudy, with a little morning fog — so we'll turn it down to one-half.

On the other hand, we might get extreme wind — so we move it up to one and a half. This probably won't be true for the whole course, so we change a few pins where the wind isn't as strong or the need for water not so great. Turning the wheel will do it for a great percentage of the board. When we get the hot, dry, strong Santa Ana winds, we almost double the watering times.

When you are irrigating a golf course such as ours, you run into more climate variations than might be expected in Los Angeles. We do get frost, for example. That makes it difficult for early players, for operation of the golf cars, or for cutting the grass. But if it is not cold enough for ice to form, we can clear the whole 124-acre course of frost in an hour and 25 minutes by hitting the syringe button on the panel, giving each sprinkler the necessary 2½ minutes of wash.

We also get rain. In the past this was sometimes more of a problem than a blessing. Without central controls in our previous irrigation system, when it rained we had no way to turn sprinklers off except by going around the course and turning valves. Many times we were unable to get golf cars or other motorized equipment through the soggy ground and had to walk the course in the rain. Otherwise, we'd have the sprinklers running with two inches of water on the ground.

But with the system we have now, we don't even have to come to the course. Both Bud McDonald and I live up in the San Fernando Valley, and there can be rain on the course without our knowing it. We might have heard thunder and thought there might be rain here, but we wouldn't be sure.

On the roof of the maintenance building there is a rain gauge set so that the entire sprinkler system automatically shuts off as soon as there is a quarter inch of rain. We know what has happened when we arrive in the morning and see that the "rain omit" setting has been activated and everything is shut down.