

Golf cars

Another major source of income, especially at resorts, where their use often is required, is golf cars. Although the average age of cars at resorts is virtually the same (4 years) as at other courses, resorts have more of them (70, rather than 44).

In the pro shop

According to the results of the GOLF BUSINESS Profile of the Industry survey, 71 percent of the club professionals belong to the Professional Golfers' Association. According to this most recent survey, resort pros compare favorably — 75 percent of them are Class A PGA members. But although more pros (72 percent versus 61 percent) operate the pro shop at resorts, fewer of them (32 percent versus 54 percent) collect the profits. At 66 percent of the responding

facilities, the resort "corporation" collects the pro shop profits. That means a lot, too, since the pro shop is a major profit center at resort golf operations. Average revenues reported for 1976 by resorts amounted to \$120,615 — more than triple the overall national average of \$37,989.

Another major difference in resort pro shops is that almost 75 percent of the revenues reportedly came from sales of softgoods, whereas in a regular course pro shop the ratio of softgoods to hardgoods is close to 50/50.

It stands to reason that most vacationing golfers would not be in the market for a new set of clubs or a bag — they probably would rather buy them at their home club's shop or in a specialty store at a discount — but they could readily be swayed to buy a new shirt or pair of slacks, or even a

complete outfit. Smart resort pro shop operators cater to these tendencies by merchandising softgoods — keeping large inventories and putting up displays of a wide variety of styles and colors.

As Roger Maxwell, GOLF BUSINESS advisory board member and director of golf for Marriott's Lincolnshire and Camelback golf resorts, says, "I don't want anybody to be able to find our look in another pro shop. The majority of the people we deal with are affluent and belong to the finest country clubs back home. If we stock the same things that their home club does, we won't sell a thing.

"When someone walks into our shop and the displays hit them for the first time, they walk through like a child at a 51-flavors ice cream store. We have slacks in 51 colors. And for every pair of slacks we have color-

canoeing on manmade Lake Lincolnshire. Fishermen can test their expertise against bass and walleyes in one of the eight lakes dotting the resort.

In winter, guests can ski on a slope designed specifically for GLM (Graduated Length Method) instruction — during the day or in the evening. Rental equipment is available. Adjacent to the main lodge is an attractive ice rink.

Tennis can be played year-round at Lincolnshire on six air-conditioned indoor courts. Two USPTA professionals give lessons and man a tennis pro shop. The tennis facility also includes locker-rooms and a lounge.

Add to this men's and women's health clubs, exercise room, steam (for men) and sauna baths, hydrotherapy pools, shuffleboard, ping-pong, billiards, an electronic game room, and a gift shop and you have a pretty comprehensive list of activities for fun and relaxation.

Room and board

Lincolnshire's rustic three-story, Y-shaped main lodge houses guests in 400 rooms and suites. Many of them face the lake, while others overlook a picnic grove and the golf course. The usual modern hotel services are offered: color TV, big beds, message lights, etc.

Guests may dine in any of three restaurants or drink in a choice of three cocktail lounges. For evening entertainment, there is also the Drury Lane North Theatre, offering legitimate stage productions starring well-known actors.

For meetings, 18 rooms have capacities up to 2,000 auditorium-style and 1,250 for banquets.

In short, Lincolnshire provides just about everything people could want in a resort.



Marriott's Lincolnshire Resort covers a heavily wooded 170-acre site, includes 18-hole golf course and mammoth lodge. Fazio-designed course has railroad boxcar covered bridges.

coordinated shirts, sweaters, and shoes."

In the clubhouse

Food and beverage service is an even bigger profit center for golf resort operations. Those responding to our survey had average gross sales of food alone of \$920,245 last year. Ten of the respondents grossed over \$1 million on food in 1976, including four that grossed better than \$2.5 million. Compare those figures with the overall national average of \$141,536 for gross food sales.

Liquor brought in a substantial amount for resorts in 1976, too. The gross sales average was \$227,483 (compared to \$116,171 for all types of golf facilities). Beer sales added an average \$32,502; and wine, another \$10,089.

These great sales figures were not without considerable investment of capital, however. The estimated inventory value of the kitchen equipment at responding resorts averaged \$171,383 — almost three times the \$59,023 average value at all types of golf food services. Dining room furnishings and supplies inventory required capital investment, on the average, of \$105,467 at responding resorts — more than quadruple the \$24,840 inventory maintained at the average facility.

A large outlay of cash funds goes for personnel at resort food and beverage services, also, since our respondents employ an average of 40 full-time workers and 20 part-time workers in that department. (The average for all courses is 15 of each.)

On the course

The same goes for golf course maintenance, as resorts reported employing 10 full-time course maintenance workers and five part-time (compared to overall averages of six and four, respectively). Total course maintenance expenditures averaged \$168,035 (versus \$77,492 for all types of golf facilities).

Resort courses naturally cost more to maintain, simply because more of them have more holes of golf. Only 3 percent have just 9 holes, while 69 percent have 18 holes, 12 percent have 27, and 16 percent have 36 holes.

Averages for all types of courses are: 9 holes/35 percent, 18/56 percent, 27/6 percent, 36/4 percent.

And because resort courses are supposed to be the *crème de la crème* of golf, they have to be maintained in absolutely top condition. Fortunately for resort course superintendents, the money is available to do so.

Package your product

For those resort golf facilities who reported their figures to us, total facility revenues last year averaged \$2,253,162. More than 60 percent of the respondents took in more than a

"Promotion is one of the main reasons resorts do so much business, and packaging is one of their main types of promotion."

million dollars in 1976. Promotion of the golf resort is one of the main reasons these people do so much business, and packaging is one of their main types of promotion.

A typical, basic golf resort package offers a golfer a hotel room for a set number of nights at a special rate which includes unlimited golf on the resort's course at no extra charge. Meals (all or some, such as lunch at the club) may or may not be included. Charges for golf cars, although use of them may be mandatory, are not always included — although many resorts will provide some free extras to make their packages special.

Common extras include transportation to and from the airport, club storage and cleaning, and a "welcome" cocktail. The Buccaneer resort at St. Croix, The Virgin Islands, also gives package-plan guests a golf cap, three golf balls, and a lesson with the resident pro. The Dorado Beach Hotel in Puerto Rico provides free

daily use of the driving range, including range balls, while the Doral Country Club in Miami throws in complimentary use of its tennis courts and a 3-hour cruise around Biscayne Bay on the *Island Queen*. Castle Harbour in Bermuda provides free videotape analysis of the guest's golf swing.

The secret, obviously, is to take advantage of whatever unique features your facility offers.

The famous Concord Hotel at Kiamesha Lake, N.Y., instituted a new business-building program this summer which could be adapted at many other facilities: a series of 10 weekly adult golf schools under the direction of resident pro Hubie Smith. The \$535 fee covers 6 days and 5 nights, including three daily meals, practice balls, club storage, green and golf car fees, welcoming cocktail party, awards dinner, and a Concord golf gift pack. Non-golfing spouses can come along for \$265.

One need not have overnight lodging directly connected with the golf course to take advantage of this type of promotion. Many hotels, especially in resort-type geographic areas, are eager to make arrangements with an independent golf course to provide package deals for their guests. □

RESORT EXPERT SAYS:

Service counts!

by Lawrence A. Olivia

Is the golf resort expected to operate its facility as though it were a resort hotel? How much service is expected, and how do I achieve my objective?

Whether you own, operate, or manage a golf resort or hotel resort, your objective is to satisfy the wants and needs of the consumers of your goods and services and to have them return as repeat customers. After all, regardless of what you sell — homes, cars, hotel rooms, or 18 holes of golf — most customers return to purchase again because the quality of the product and the service offered satisfied a need.

It is my intention, in this first discussion with golf resort operators, to have you start looking within your operation and to work with your existing human and financial resources to find and obtain the type and quality of service you desire. Further, I would like to help you realize that you are not alone as an industry and that the problems you face on a day-to-day basis are the same as any other resort operation. And finally, after you have exhausted your own human potential and that of your staff, you may want to seek the advice and counsel of a consultant.

Take care of course and customers

Let me go back to the beginning and directly answer the question, "Are you to be compared to a resort hotel?" That depends on whether you perceive yourself as a resort facility. If you are happy with offering nine or 18 holes of golf and the "19th hole" and a locker room are your extent of service, then whatever you do in that limited area, do it well.

Turfgrass is not my area of expertise, but it would appear to me you should have the best maintained and serviced golf course that will make your customers want to return for more. All your staff, or what we call in



the resort industry the "guest contact employees," should be trained to make the customer feel wanted. In addition to offering a well-maintained golf course, you will soon earn the enviable reputation of being an operator who cares about the person who keeps the cash register ringing.

That 19th hole (the bar) could become the most profitable square footage of real estate you own if it is serviced properly by your employees and make the golfer feel welcome. The drinks must be cold and the food, if served, attractively merchandised. The service must be friendly, courteous, and developed to give "staying power" to your guest.

Keep your restrooms, showers, and locker rooms clean and well-maintained. Cleaning supplies, insecticides, paint, and trained, courteous attendants are your most valuable resources. When the golfer leaves this area, it is the last impression that he will have about your place.

Remember the woman golfer. Do you offer equal service to her? Most women today are not concerned about

the frivolous chauvinism of 20 years ago. They want to be treated equally with men and to receive the same type of service. As an operator of a public or a private place, you must sense the needs of your customers and train your staff to offer the services required.

The more amenities you offer your customers, the more closely you will resemble or become like a full-service resort. As the operation gets larger, it is necessary to delegate job responsibilities to others. At this point, don't get overwhelmed with size. If you are already a large operation, don't despair, you can improve your service by using the resources around you. If you plan to expand, offering more services and facilities, you can obtain and train an excellent staff of personnel prior to opening.

A checklist for success

Whether you already offer the services of a resort or are planning to expand, there are many common concerns and activities that apply to both. To name a few:

1. How much of a return do you ex-

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pect for your human and financial investment? If you resent the hours and the people, sell out now and invest in some 8 or 9 percent corporate bonds. (There is no risk, effort, or fun.)

2. What is it that your customers want when they come to your golf club? Ask your guests — and employees. (They are your eyes and ears.)

3. Find out what the competition is offering. If there is none, you have a great opportunity, since any improvement is better than what is now being doing. If you have competition, don't do what they are doing, for two reasons — it only cuts up the pie a little smaller and, most important, what works in one club might not work for your operation.

4. Come up with some new ideas or concepts. People want excitement and a pleasurable experience. The more you challenge them to an exciting experience, the more they will visit your facility.

5. Don't resent change. But prepare yourself and your employees for what is to take place and what the results will be. If Mary and Joe have worked in your bar for 15 years inhaling stale cigar smoke talking about all those pars that could have been birdies, these people would resent the "swinging singles" you might want to attract to your operation.

6. When you set course on something new or different, determine its cost, how long it will take to train your staff, what is the objective you hope to achieve, and how long it will take you to get there. The worst mistake you can make is to continue on a program that died in its first month, but your ego is so hurt you have to give it "a few more weeks." Try something else. But remember financial and human resource developments have limits. Know your customers or potential customers well before you venture into anything new or speculative.

7. Nothing is as successful as success itself. If you have something working for you, don't change the concept — try to improve the way it is done and attempt to make it more profitable. From my perspective I welcome the person who is successful, because I like to challenge him. I

have seen few successful people who, when shown how much better their service would be if they made adjustments or how they could save \$5,000, \$10,000, or \$20,000 a year with some operational modifications, did not welcome the change. The customer doesn't necessarily have to notice the difference, but the employees' tasks become easier or the IRS notices the difference in the profit on your tax returns.

The list could continue to grow depending on the type and quantity of service you wish to offer. Just keep in mind the sum is equal to the total of its parts. Break down each area of operation. Study its function and relationship to the customer and how the final product appears to the guest. Each area of operation must be a profit center or contribute to the profitability of a larger area. (Laundry and housekeeping relate to room sales. The gift shop or pro shop is its own profit center.) Decide, as I previously outlined to you, your course of action and set your sails. You may not always find success in every decision that is made, but you can be sure your chances of failure will greatly diminish.

At this point, something must be stated about the quality of service people expect today. It is true that service is not what it was in 1890 or in 1920. But let's remember that we are not the same nation we were at that time. There are still a few "class properties" that attempt to emulate this period, and they do a pretty good job at it too. For most of you this is not economically feasible, however, since "class service" takes people-to-people relationships, 1 to 1½ employees per guest. What we can do is to train our employees to realize that we may have the finest facility in the area, but unless our customers are treated with dignity and respect, they will not return.

If we can relate this basic understanding to our employees, show how it affects our business volume (whether they will have a job or not, or they can be proud of the place in which they work), and work with them to achieve these objectives, I am certain we will have return and content customers. Service is not servility or a stigma, it is just damn good business

sense. It is the most inexpensive resource we can develop in employees if they understand its value. But it won't just happen — you must work at it every day of the week.

I briefly talked about guests wanting an experience. In many hotels and restaurants today, people are vacationing and dining out for the "experience," not just a room to sleep in or a restaurant to fill the basic need of hunger. The person who is willing to spend that extra dollar will do so without a moment of hesitation if they know what they obtain is one-of-a-kind or a few-times-in-a-lifetime experience. Now that may be a little far-fetched for a golf facility, but I can assure you that if you offer excellent facilities to play golf, day care services for families with small children at reasonable rates (just make your costs), a pleasant clean environment, fresh and appealing food and beverages, and a concept of service that will long be remembered, you too can join the hospitality and food-service industry in offering a one-of-a-kind experience for your guests.

Management counts

When I started this article, I may have misled you by the title since it has a dual meaning or at least implies one. Service counts in the establishment of a reputation for a resort; however, it is the owner or manager that really counts in the long run. An operation must and should reflect your attitude and a great deal of what you value. Without your directions, determination, and desire to be a professional, little or any of what I have proposed will "just happen." A long time ago, S. Earl Thompson from Penn State University gave a talk on "The U in Success." He made it very clear that only "you" can make it happen. Not much has changed since I first heard that talk. What I have learned since that time is that not only does service count, you count more than anything else in your operation. After success, counting takes on another meaning too. You will count the profits attributable to your efforts — financial and professional. Make the effort — it will be the most rewarding experience you can give your customers, your employees, and yourself. □

Want a uniform putting surface, ease of maintenance, economy, and water control?

Try Purr-Wick system greens

by William H. Daniel

"Purr-Wick" is a recently developed method of building or rebuilding greens and tees which allows for maximum use of the areas as well as providing economy and efficiency in future golf operations.

Good uniform playing conditions are what every golfer wants, but:

- Too often in the early part of the day the greens may be wet and soft, but before the day is over those greens may be too dry and hard. To provide

William H. Daniel of Purdue University's Department of Agronomy began research for the Purr-Wick system in 1959 and has been heavily involved with promotion and development of it since. He also is currently executive secretary of the Midwest Regional Turf Foundation.

the golfer with that consistently uniform putting surface is the turf manager's goal.

- Wet greens following rain cause aggravation. The rain is over, the sun is out, and the golfer is anxious to play, yet the course may be closed because of the wet greens. Most players don't appreciate the need for temporary greens nor closed courses. The golfer's time is limited, and he wants to play golf when scheduled.

- In much of the country, opening of the golf course in early spring can be a problem for both the players and the superintendent. The winter's process of freezing and thawing produces a spongy soil on the putting surface. As the surface thaws above a frozen base a critical situation occurs. Walking on the wet surface pushes the soil

aside and leaves the green with an uneven putting surface.

- The routine practices of greens-airing, cultivating, and topdressing tend to create a disturbed putting surface as well as limiting the use of the course.

The Purr-Wick system for constructing and maintaining putting greens, however, minimizes the problems just mentioned — excess water, cultivation, and freezing and thawing.

How it's done

The Purr-Wick system is designed for growing grass on a bed of moist sand above an impermeable barrier (plastic sheet), which serves to control moisture throughout the rootzone. The subgrade is constructed with the de-



"Purr-Wick eliminates the need to close

sired contour of the final surface. A series of internal vertical dividers are placed on 6-inch contours, which subdivide the green into buried compartments. Sheets of strong plastic are placed over the subgrade and dividers and extended to the outer surface. Edges of the plastic sheets are overlapped and taped to secure a waterproof lining. Each compartment has its own drain tubes (with narrow slits), its own flanges and seals so the drain exits at one edge and continues to a pit, where an adjustable upright riser gives maximum water conservation and provides for outflow of the excess.

Washed sand is compacted into and above each compartment to form a uniform, continuous surface. Peat and other additives are mixed into the top 1 to 2 inches of sand before the grass is seeded or sodded.

More than 100 samples of sand from around the United States have been tested (by dry sieving) as part of the research and educational services of the turf management program within Purdue University. The finer tex-

ured (0.1 to 0.5 millimeters) washed sands are preferred. Dune sands are very good for this purpose, due to their uniformity. Those sands with some larger coarse fractions (above 0.5 millimeters) included are less stable and less useful. Any sand can be used for the rootzone, but the finer 10 percent of the particles within the sand determines the amount of effective pore space and the depth of the sand bed to be constructed. In general, rootzone depths of from 16 to 24 inches above the barriers are prescribed.

What it does

Purr-Wick offers a water management system that provides a consistently moist sand rootzone, stabilized by turfgrass. It provides maximum control over extremely dry and or wet conditions. The system utilizes the principle of capillary action at low soil moisture tensions and permits control of the necessary, but variable, factor: soil water. Purr-Wick provides a rooting matrix which uses the large pores of compacted particles (sand) above

an impermeable underlay. The surface of the porous sand rootzone remains playable as it adsorbs rain and surface irrigation water quickly, minimizing surface ponding.

The capillary action of sand will move moisture from the reserve area to the active rootzone as needed. Reservoir water will move upward through the sand, based on the scientific principle of "surface tension." The drier particles of sand will attract moisture until all are evenly moist.

The plastic liner or barrier and the vertical dividers on contour are essential to the system. These serve to retain the soil water reservoir of each compartment at the low tension needed within sands.

The conservation of rainwater, the complete use of any applied irriga-

BELOW: Dividers follow contour lines, slope at edge of green.

BELOW RIGHT: Sand being spread over the plastic barrier.



the course because of excess rain.”

tion water, and constant redistribution by low-tension water movement above the barrier provides the opportunity for uniform plant growth.

Under Purr-Wick management, the cultivation of a green is minimized or eliminated, for the sand rootzone provides a uniform, compacted surface. Light topdressing with fine sand is done frequently to maintain a smooth and “true” surface. The application of the sand topdressing is a fast procedure so minimizes interference with play on the course.

The sand bed of a Purr-Wick system adsorbs water (rain or irrigation) rapidly. It eliminates the need to close the course because of excess rain. The sand remains firm because the excess water is quickly dissipated through the sand. No water is left standing in the cup. Following rain, the green plays the same as before the rain, because the moisture content remains constant.

The freezing and thawing problems are minimized with the Purr-Wick system. Freezing causes less expansion in sand than in soils. The sand

base requires less rolling and spring preparation than rootzones containing soils. Footprinting created by winter play is minimized. Any damage done is easily corrected by rolling and sanding.

The Purr-Wick system aids the golf course superintendent in keeping the course ready for use. The putting greens are constructed so that the drains from each compartment can be observed and thus provide a guide for accurately determining the water needs of the green. This eliminates the use of excess water. (The experimental Purr-Wick plots at Purdue University required a recharge of water not more than four times during the year. In contrast, the adjacent plots [non-Purr-Wick] required more than 40 waterings per year.)

The available water within the rootzone of a putting green is constantly adjusting, which eliminates dry spots that normally require syringing and hand watering. Turf managers enjoy maximum freedom in scheduling work on a Purr-Wick green.

Sands are not noted for holding nutrients for extended periods. Purr-Wick management minimizes this by retaining dilute solution of nutrients above the barrier. Modern fertilizers that offer slow release such as IBDU and Ureaforms aid in providing a uniform growth pattern on the moist sands.

The first Purr-Wick green was built in 1968. Now there are more than 300 golf greens plus many tees, flower beds, vegetable beds, and roof gardens that utilize the principles of the Purr-Wick system. More than 700 systems are in use in 30 states and Canada.

In an effort to find a way to keep his public course open for play more days of the year, Bob Hamilton of Evansville, Ind., built 36 putting greens with the Purr-Wick system. His customers know the course will be open anytime they wish to play.

Courses in the Denver area, where they have variable weather of intermittent windy warm periods between periods of freezing temperatures, have found the Purr-Wick system to be



helpful in dealing with the drying conditions produced by such weather.

Superintendent Don Parsons of Knollwood C.C. in Los Angeles County has built a Purr-Wick practice green in an effort to reduce the amount of water utilized. His records indicate a one-third saving of water for a total season, compared to the adjacent, conventionally built greens.

Research at Arizona University showed that sand above a barrier could retain water from a single recharge for 3 weeks to 3 months, depending on the local weather.

Gene Baston, superintendent of the Country Club of Birmingham, Ala., chose to install Purr-Wick greens to minimize the water problems resulting from severe thunderstorms in that area.

The costs for Purr-Wick construc-

tion vary according to location and conditions. A recent report is that of 50 to 60 cents per square foot for materials and labor — not including rough grading and irrigation installations.

Developments in the plastics industry have provided excellent materials for use in constructing Purr-Wicks. A double-layered, high-density 4-mil plastic sheet (Tutuf by Stocote Products, Inc.) has proven better than the 10-mil thickness of standard plastic sheeting. A 2-inch plastic drainage tubing with 90 openings (narrow slits) per foot (Turfflow by Hancor, Inc.) can be buried directly under the sand fill. Outflow control pits can be constructed by using corrugated walls and preformed lids.

The vertical dividers can be made from sheets of fibrous outside house sheathing. These are cut into 14- to 20-inch widths and staked vertically along the contours. Dividers may also be made from 1-by 4-inch boards supported by stakes to the height of the final sand fill. When the sand is in place the plastic is cut and the boards

and stakes are removed, leaving the internal plastic barriers extending to the surface.

Purr-Wick can be constructed quickly and planted immediately. This is an important factor when rebuilding greens on an existing golf course. Tees are usually constructed as one large flat unit with one outflow control.

The Purr-Wick system provides uniform playing conditions, ease of maintenance, and economy and control of water. □

FOR FURTHER DETAILS

The name "Purr-Wick" is derived from Plastic Under Reservoir Rootzone with Wick action. Golf course operators and superintendents can get more complete information on the system by requesting *Purr-Wick Rootzone System for Turf* (MRT leaflet No. 40) from **Turf Research, Department of Agronomy, Purdue University, Lafayette, IN 57907.**

BELOW: Equipment should stay on top of the pile and off of the plastic barrier when spreading sand.



Let wine lift

According to the 1976 *Wine Marketing Handbook*, total U.S. wine sales in 1980 will be double 1970 figures. The major reason for this projected growth is that members of the 25-to-44 age group will increase from 53.7 million today to 71.1 million in 1985. This group is of particular interest to the club manager because they are and will remain the first truly "wine conscious" generation of United States citizens.

Their ability to buy wines, to enjoy them, will be unprecedented. Members of this group will command a heavy share of the nation's total disposable income and will spend more of that income for discretionary purposes than members of any other age bracket.

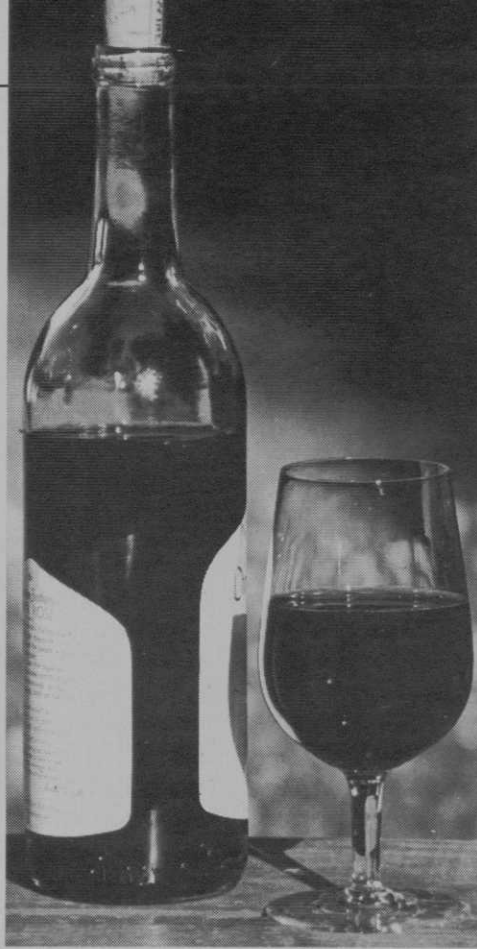
What is evolving, then, will prove to be an enormous new *entertainment and occasions* market.

Leisure time = spending time

The term "leisure-time" spending obviously covers a multitude of activities, but it is certain that "dining out" will represent a large part of it. It is definite that this area will offer unprecedented opportunities for wine marketing, especially if club managers can be persuaded to follow more reasonable pricing policies.

The opportunities ahead lie in volume rather than price. There is great promise in the evolving market, but one that can be realized fully only through an effective stimulation of a greater "frequency rate" of wine use among those in the 25-through-44 market. Price increases necessitated by actual additional costs and actual tax increases must be passed on to the consumer, of course, but potential volume will be threatened by any price movement beyond that point.

The second obstacle to substantial increases in wine sales is the lack of sufficient consumer education. In a recent survey sponsored by *The Ladies Home Journal*, a large number of the respondents reported they were uncertain of how to choose a wine and what to serve it with, and they generally lacked sufficient help both



by David C. Ludwig

in retail stores and in restaurants in resolving such uncertainties.

On-premise, retail personnel then must be given a more useful and certain knowledge of wines so that they may educate the consumer. By far the most effective means of stimulating sales is through informed oral assistance to the customer. It has often been pointed out that if every waiter or waitress merely suggested a bottle of wine at each table, there would be a tremendous gain in wine sales. These facts clearly demonstrate the need for continuous educational programs for all members of the service staff. In other words, the staff should make "having wine tonight" a familiar, comfortable everyday occurrence for the consumer. This is best accomplished by using fewer generalities and more facts.

Once is not enough

It has always been agreed among wine marketers that the goal of considerably higher per capita usage depended upon inducing more frequent use of wines with meals. The club manager should be particularly conscious of this information because there is really no limit on the possible future extent of wine-sale expansion in the U.S., due to the fact that we still rank near the bottom in per capita use of wine, as compared to the great majority of other nations. Both Italy and France, for example, use 17 times

your profits

more wine per person annually than the U.S.

A further illustration of this situation comes from a recent *Newsweek* poll whose results showed that less than 43 percent of the respondents (473 from a total sample of 1,119) drink wine once a week or more, only 21.8 percent drink wine twice a week, and fewer than 14 percent drink wine three times a week.

Another important finding of this survey was that of those responding only 37 percent said that they drink wine once a week or more when dining out.

These findings seem to confirm what most wine marketers accept as a fact: that too many restaurant proprietors still charge what the traffic will bear, rather than adopting a realistic pricing policy at a time when customers are willing to order wine more often, if encouraged. A fundamental characteristic of the American consumer is that he or she, even if not particularly knowledgeable about wine, is reluctant to pay \$15 or \$20 for a bottle of wine that can be purchased for one-third of that in a package store. It is actually preposterous that a restaurant should charge three or four times the price asked by a liquor store for a bottle of wine, especially when it is realized that the store price to the consumer embodies a 30 to 40 percent markup on the price paid to the wholesaler.

Another often overlooked area where "use frequency" may be increased is dessert wines. It must be remembered that dessert wines have a special function among wine types and that they must compete with distilled spirit types, particularly cordials/liqueurs.

After-dinner and special-occasion uses of dessert wines should be specified, and there are other possibilities. It has been suggested that presenting dessert wine as a before-dinner drink offers possibilities for promotional exploitation. In this connection it is well known that there are many consumers who do not like the taste of hard liquor. It is there-

fore logical to assume that many of these consumers can be induced to have a glass of dessert wine before dinner rather than a cocktail.

The sale of champagnes and sparkling wines will also greatly benefit from more creative marketing. To this end a two-way approach seems indicated. Sparkling wines can be sold as distinct and distinctly pleasurable table wines, devoid of their past rather "snobbish" images. Champagne, on the other hand, should continue to be promoted as a very special product for use on special occasions, but the interpretation of what is a special should be greatly broadened.

Marketers of champagnes and sparkling wines must also price their offerings sensibly. Too many restaurant proprietors price their champagnes and sparkling wines out of the reach of average couples except for use on very special occasions. Yet it is obvious the on-premise profit potential lies now in the "occasion market" — not in high prices, but in mass sales.

Service as promotion

Merely keeping a close check on prices and having your staff suggest wine to customers will increase your revenues very little if knowledge of proper presentation and serving techniques is lacking. The following information should go a long way toward insuring correct and expedient service for your customers if you are prepared to thoroughly familiarize your staff, as well as yourself, and conduct periodic checks to determine if these guidelines are being followed. Please remember that correct service is your most effective form of wine promotion.

After your members or guests have been escorted to their seats, your server should ask if they would care for a wine aperitif as well as the more traditional cocktails.

After a decent interim for your diners to consume their drinks, your server should present the menu and the wine list. As your server does this, he or she should suggest that a bottle of one of your fine wines will enhance their enjoyment of your superior food.

It's all in the list

Your wine list now becomes your most

effective selling tool. Its composition, of course, will be determined by what is available in your area and eventually by the preferences of your regular clientele. Two facts, however, remain valid regardless of your area or the nature of your clientele. If the majority of the entrees on your menu are, for example, in the \$5 to \$10 price range, the majority of your wine offerings should also be in this range.

People are extremely reluctant to spend \$15 for a bottle of wine to accompany a \$6 entree, no matter how fairly the wine may be priced. Furthermore, people will not order what they cannot pronounce. You, of course, can merely list your selections numerically and have your customers order by number. This system unfortunately takes some of the romance out of ordering wine and, therefore, one of the reasons many people had in ordering it in the first place. A simple and more educational solution to this problem could be accomplished as follows:

"Glasses should hold at least 10 ounces and should be filled only half-way."



ANYPLACE GOLF CLUB'S LA CARTE DES VIN

Red Burgundy	one/half bottle	full bottle
1971 Chambertin, Joseph Drouhin (shahm-bear-tan)	\$6.00	\$10.75
1969 Bonnes Mares, Louis Jadot (bon mar)	\$7.50	\$14.25

As you will note, the first information listed is the year of the vintage. In this case the vintage is 1971 for the Chambertin and 1969 for the Bonnes Mares. The middle entry noted is the name of the wine, and the name on the right is that of the shipper. The figures on the extreme right are the prices for a half bottle and full bottle of these wines. The words directly under the name of the wines are their phonetic pronunciations.

I have deliberately included half- as well as full-bottle prices. Keeping a supply of half bottles on hand is a valuable sales device, particularly when one diner at a table is having fish or poultry and another is having red meat. You could, of course, have your server recommend a bottle of rosé as a compromise, but this is a rather mundane and boring choice at best.

If you are going to offer a selection of American and other European wines in addition to French wines, and I suggest that you do, please list them by country of origin as well as color even if they carry generic place names. For example, in California, Australia, and several other areas it is customary to give famous place names to some of their lesser wines — e.g. Burgundy, claret, and Chianti for the reds and Chablis, sauterne, and Rhine wine for the whites. While many of these wines may be pleasant enough, comparison with the better wines from the famous wine-producing areas of Europe will certainly put them at an unfair disadvantage.

By listing wines from various countries and from distinct areas within these countries separately on your list, you will not only provide a valuable educational service to your customers, but you will also encourage them to experiment with higher-quality and higher-priced wine types.

Dessert, champagne, and sparkling wines should, of course, remain