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First introduced last August, the GOLF BUSINESS Advisory Board has now been expanded to include six representatives of daily fee, municipal, and resort golf operations as well as golf course architects.

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Construction by Dorothy & Elaine Wozniak.

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Feedback

Good advice for all

Congratulations on the excellent content in the April issue, particularly the article by Herman Zaccarelli, foodservice editor, on "What makes a Good Club Manager." I would recommend this article as *must* reading for all club management personnel.

Wouldn't it be appropriate in the "Profile" description to substitute the title "Superintendent" or "Golf Pro" in place of the Club Manager? In this way, Mr. Zaccarelli would also be describing the superintendent or golf pro who is "on his way up" or "on his way down."

Oscar L. Miles, C.G.C.S.
Superintendent
Broadmoor Country Club
Indianapolis, Ind.

● Mr. Zaccarelli has keen perception of "What Makes a Good Club Manager." I recently enjoyed his article in the April issue of GOLF BUSINESS. The profiles he suggested are good daily self-tests to determine "Where am I going?"

I look forward to his future articles.

G. Mead Grady
General manager
Milwaukee Country Club
Milwaukee, Wis.

A × B doesn't = C

I have been an avid reader of your publication for several years, and find this the first opportunity to write you. Some figures in your April, 1977 issue are somewhat puzzling and perhaps you can solve my problem.

The article on page 21 states that the average course has annual green fees of \$73,746, annual rounds total 25,818, and average green fees for nine holes are just over \$8.00.

If we take 25,818 annual rounds at \$8.00 each, the total would be \$206,544 per year. If we divide annual revenues of \$73,746 by the number of rounds, 25,818, the result is an average charge per round of \$2.89. Perhaps you could clarify this for me.

The article on municipal golf in San Francisco (Page 9) states that a raise of 50¢ per round is being considered, and the present

fee is 50¢ per round. At a green fee of only 50¢ per round, it is no wonder they are having financial problems. Possibly the present fee of 50¢ per round is a typographical error.

Glisan Street Recreation, Inc. is a new corporation formed for the express purpose of managing an existing 36-hole municipal golf course. We hope to be underway within the next few months.

Bruce Bork
General Manager
Glisan Street Recreation, Inc.

Mr. Bork's inquiry was neither the first nor the last we received about the averages for green fees published in the "Profile of the Industry" report in the April GOLF BUSINESS. He is right, of course, that the arithmetic doesn't work out as published. There are two reasons:

1. Not all of the courses answered all of the questions we asked them. Out of 548 respondents, 389 told us what their gross revenue from green fees had been in 1976. Only 365 told us what their fees for nine holes were, but 437 told us what their 18-hole fees. Furthermore, the 365 courses who gave the 9-hole figure were not all included among the 389 and 437 who answered the other questions. That's the statistical reason.

2. The other reason is simple human error. The research department made a mistake in tabulating the answers for that question.

For comparison, look at the average green fees reported by different types of facilities. Resort golf operations charge the most: \$5.80 for nine holes and \$7.21 for 18 (these are odd figures because they are averages). Private clubs are next expensive (\$4.35/\$7.07), followed by daily fee (\$3.09/\$7.50) and municipal (\$2.74/\$4.08).

The 50¢ figure for San Francisco municipal golf is correct as published.

— Ed.

Do you have a gripe with the industry? Or praise for some facet of it? Voice it in *Feedback*: a forum for your ideas on topics we have or haven't covered in GOLF BUSINESS. Readers interested in expressing their views can write to Feedback, GOLF BUSINESS, 9800 Detroit Ave., Cleveland, OH 44102.

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Idea file

Plan a golf trip before snow falls

Even though the sun is probably shining outside your shop while you are reading this, winter will be with us again soon. You might want to beat the cold weather blahs this year by organizing a golfing vacation to a warm clime for your club or course.

Initially, it might sound like a big task, but talk about it to your regulars and see if there is sufficient interest. If there is, approach a local travel agent and see what golf packages are available for your crew.

Such an excursion will be an invaluable public relations tool for you and your facility. The effort should add to your golfers' loyalty to you and your operation.

Are smokers driving your diners out?

There is little doubt that the nonsmoker in the country is being heard more and more in these days of fighting air pollution and respiratory diseases.

There are now more nonsmokers than smokers in the nation. The question may be, though, if nonsmokers are staying away from your foodservice because of all the fumes emitted from their smoking brethren.

If you haven't already, maybe you should consider instituting a "no smoking" area. Minnesota is one state where this practice is law in all public eating places. Ohio also has a law establishing no-smoking areas for restaurants with large seating capacities.

Seek turf problems before you renovate

Al Radko, national director of the Green Section of the United States Golf Association, offers some sound advice for the country club or golf course that is contemplating renovation in the near future.

If there is a problem on the golf course, determine what it is, covering all aspects of the projected solution. This list would include all the materials necessary to achieve the renovation along with cost estimates and the logical progression of the project.

Communication with your golfers is of the utmost priority for the superintendent. Be sure they know exactly what is going on.

Managers to measure metric in the future

New Year's Eve of 1979 will not only bring another year, but the advent of the metric measure into beverage services all over the nation. New liter bottles are already on some shelves, and less than 2 years from now the gallon will be a thing of the past.

The new bottle will be smaller than the old gallon, holding 59.2 ounces, opposed to the previous 64. Liquor salesmen are already into the metric swing and can provide management with information that can map the changeover in laymen's terms.

Costs will also rise. For example, some prices for gin have been 18 cents an ounce in the old gallon bottle, but are 18.06 cents an ounce in the new liter.

Personalize the shop, emphasize your name

Sometimes the only thing you have going for you in a customer's mind is your name. Merchandise seems to be the same everywhere, so what is that intangible that sets your operation apart from the next?

Effective merchandising of your name is important. Many golf professionals and shop managers will put their name or the shop name on all price tags. Some have even gone so far as to sell each new club with a name band including the owner's name and the shop he bought it from.

Make sure your shop has a professional-looking sign with the name of the pro or manager on it. Customer loyalty will only happen if the customer remembers who he is dealing with.

Labor relations key for superintendent

Many in the trade have said a superintendent is no better than his crew. With the high cost of maintenance the way it is these days, it is imperative the superintendent know his employees well.

Foremost, the superintendent must convince the employee his position is secure with the facility and that if he wants it, there is a future. Other areas to concentrate on are recognition of the employee's good work and praise for a job well done.

This will all tie in with keeping the employee adequately compensated. If an employee is happy, though, this will be an easier part of the overall job.

Personal

Coffee's demise brings juice's rise

No doubt the price of coffee today has made many think about the alternatives now available to the brew. As far as breakfast is concerned, the answer may be in a variety of juices.

Apple juice can be prepared either hot or cold and the added touch of cinnamon, cloves, or orange slices can always spice things up. Americans seem to be drinking more and more of the truly American cranberry juice. It too can be served hot.

Orange, grapefruit, pineapple, and grape juices may be combined with each other. These drinks, nutritionally, are healthier than coffee and now cost less.

Government brochure talks energy savings

With President Carter determined to chart an energy course for the nation, ways to get the conservation message out to the people are important. A new government booklet offers some money-saving suggestions for the homeowner.

Entitled *In the Bank or Up the Chimney?*, the 70-page publication describes techniques for weatherstripping, caulking, and installing storm windows. Insulation, which is becoming more and more important to stop heat loss, is also extensively covered.

A guide for choosing energy conservation and estimates of potential savings is also enclosed. Book number is 311D. Cost is \$1.70. Write to Consumer Information Center, Pueblo, CO 81009.

Travel guide offers toll-free number

Even though the summer will soon be here, its not too late to do your vacation planning. Landmark Publishing now has a directory available listing more than 9,000 toll-free numbers of hotels, motels, and campgrounds in the northern hemisphere.

Also including numbers for airlines, car rental chains, golf and tennis resorts, the *1977 Traveler's Toll Free Telephone Directory* is packed with 128 pages of listings.

Cost of the publication is \$2.50. Mail to Landmark, Box 3287, Burlington, VT 05401.

Grow your own in backyard gardens

Tomatoes, beans, cucumbers, peppers and strawberries are popping up in some of the best back yards in the neighborhood this year, as Americans continue to cut ever-rising food costs with home gardens.

Studies have shown that people who do grow their own feel that vegetables and fruits from the back yard taste better than those from the supermarket. Indications are that home gardening projects have grown 10 percent over the past 2 years.

If you are planning a garden, consider three points: site, soil, and seed. Good soil is an absolute if you want a successful garden. The area should be fertile, deep, crumbly, and well-drained.

Calorie counting keeps excess weight away

America is becoming the land in love with the slim. Calories do count and understanding that can probably save you from a few unneeded pounds.

Calories are provided by foods eaten. If you eat more calories than you need, whether it be carbohydrates, proteins, or fats, you will gain weight. The fewer you consume, the chances are you will lose weight. If you eat 500 calories a day more than you need for one week, you will have gained one pound.

Research shows that an adult will require 3,000 calories if an active male and between 2,600 and 3,500 if female. Pregnant mothers require 300 more calories daily.

Will your mid-size car really be middle size?

Thinking of buying a new "mid-size" car? If so, you might be smart to either wait til fall (it's really just 3 months away) or consider one of the new General Motors' "full-size" models.

Strange as it may seem, the 1977 full-size Chevrolet, Pontiac, Buick LeSabre, and Oldsmobile 88 are virtually the same size as their so-called "mid-size" counterparts on the outside, but bigger on the inside. The "big" Pontiac Catalina is less than 2 inches longer and actually 2 inches narrower than a comparable 4-door Pontiac LeMans "mid-size" — but has a bigger trunk and gives 2 inches more rear-seat legroom and an inch more shoulder room.

All this will change come September, when GM introduces its new down-sized intermediates, built on a shorter wheelbase and weighing hundreds of pounds less than the '77s. The net result, of course, will be better gas mileage.

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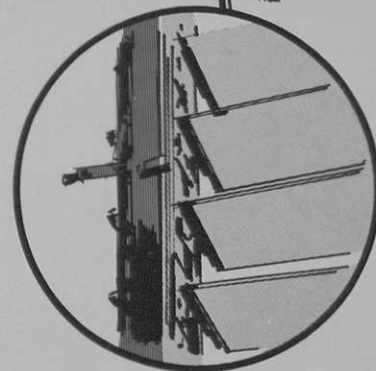
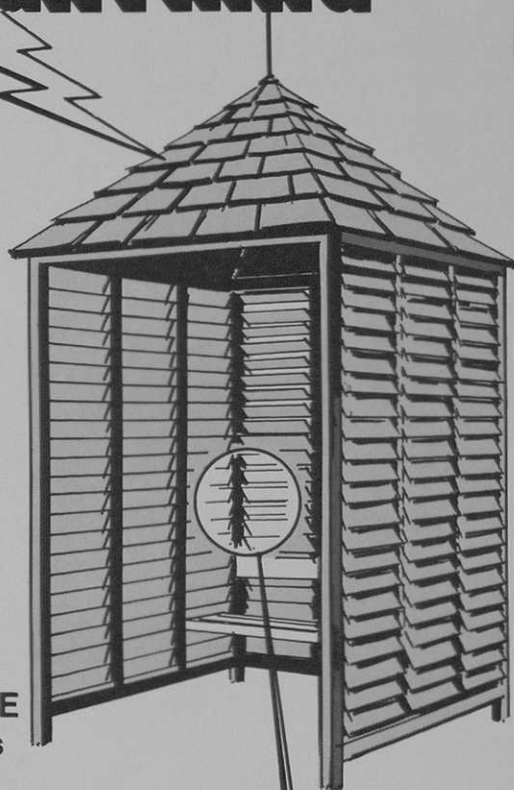
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The old pro

Who's the pro know?

I had to become retired and an honorary member of my club before I realized I was guilty of the sin of not knowing some members. I'd been with the club almost 30 years. All of a sudden I thought, "I've been stealing from people I love and who were mighty good to me."

The great burst of light came when at my retirement party I danced with a daughter of an old member. She said, "I'd always wanted to play a round with you, but I wasn't ever good enough and I was afraid I'd be embarrassed."

Then the lesson I should have been learning exploded in my mind. I had been drinking enough to be honest without thinking. I said, "If you weren't scoring well enough to play with me that was my fault. I am the one who should have been embarrassed. I'm going to tell your new pro never, never let that be said of him."

That little incident at a wonderful party kept me awake that night and thinking for the years since I have been retired.

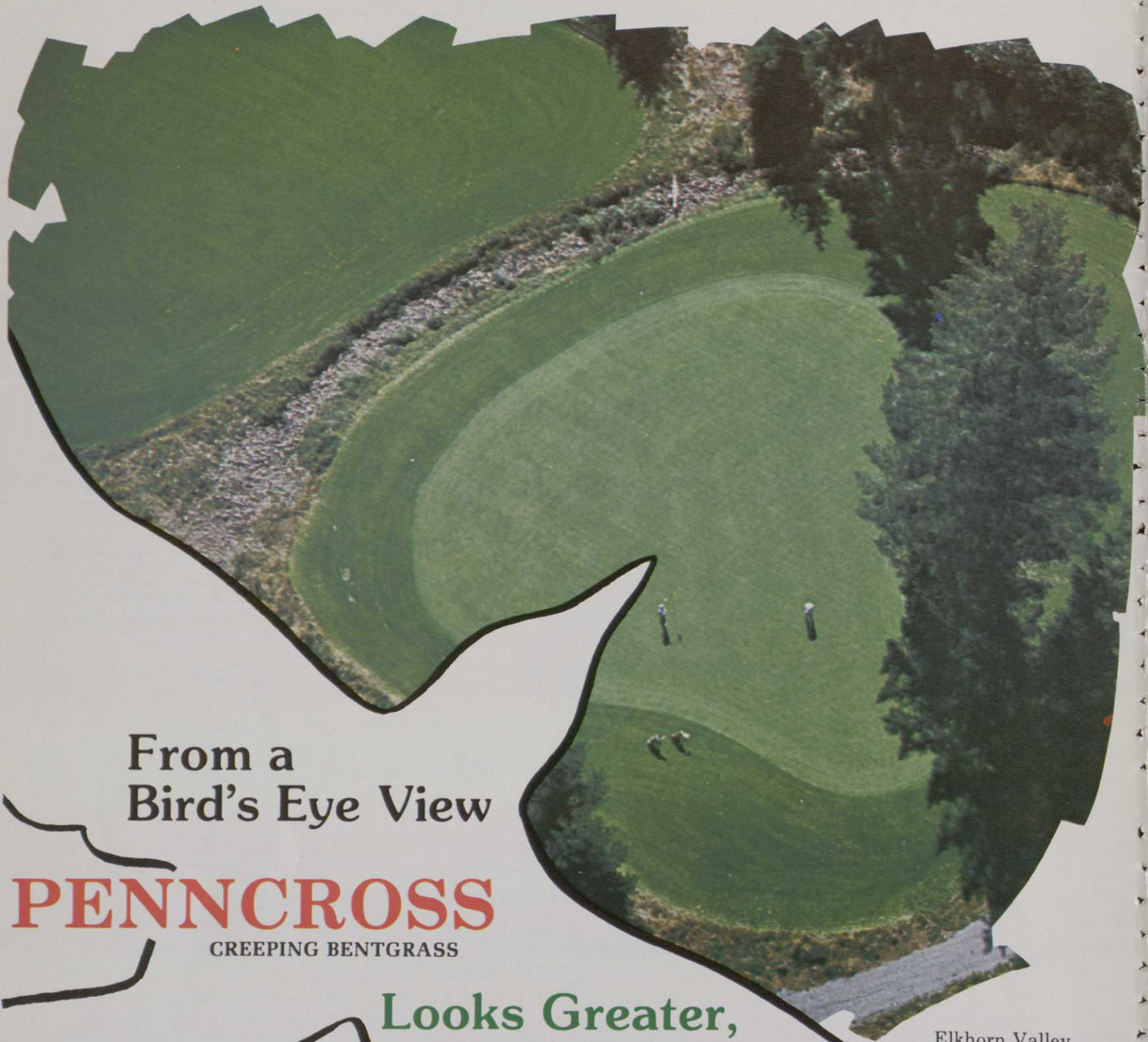
Now I think that there is one thing that a pro can say about being confident he has been a success on a club job. That is if he is able to say, "None of my members — man, woman, or child — ever was afraid to play with me or any other good golfer."

What the answer is to playing with all the members, I don't know. I wish I did. I have been lucky rather than well organized as a businessman in having so many of my members know me. In a vague way I think my club over all these years hasn't been too well run not to have me playing with all the members.

The women are smarter than the men. They have a "beat the pro" event every spring when I played a few holes with a lot of the girls, and if they tied or beat me net I gave them a golf ball. I have made a lot of lasting friends by using the wisdom of business golf, missing a putt now and then. But still, playing only a hole or two doesn't get them over the stage-fright of playing with the pro.

A great thing about golf and its wonderful handicap system is that a person who can play fairly uniformly to even a 30 handicap will enjoy playing and never get trimmed badly on any golf course in the world by anybody else. He's got to be given this basic training by his own pro on his own home course. If he hasn't learned this lesson his pro is the one who should be embarrassed by not playing more educational golf with his member.

At this late date I know no club member should be shy about playing with the pro. It is a pro problem, not that of a member. Know your members, or you don't know your job.



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compiled by
Herman Zaccarelli

Fast food forecast: 62% growth by 1985

Twenty fast food companies surveyed by the Economic Research Service, U.S. Department of Agriculture, report they anticipate a 62 percent expansion by 1980, despite a slowing of the growth rate of the fast food industry in 1974-75.

Sales volume increases for 1972-74 showed annual gains of at least 20 percent each year, it was reported. For 1975-76, gains slowed to an annual 10 percent, it was estimated.

The lesser rate of gain, as the total base grows bigger, reflects higher capital expansion costs as well as market saturation.

Projected 1980 sales are \$16.3 billion domestically and an additional \$1.6 billion for foreign affiliates of the fast food chains.

Eating and drinking sales: steady upward trend

Bureau of the Census advance data indicates October 1976 sales for U.S. eating and drinking places were \$4.481 billion, or 6.5 percent ahead of the comparable month last year, the National Restaurant Association reports.

Total retail sales advanced 6.4 percent from October 1975.

For the first 10 months of 1976, eating and drinking place sales totalled \$43.4 billion, up 10.3 percent from last year, while total retail sales were up 11.3 percent and foodstore sales were up 6.6 percent.

U.S. eating place sales for September 1976 totalled \$3.690 billion, an 11.2 percent increase from the previous September.

Real sales, expressed in 1967 dollars to adjust for rising menu prices, rose 5 percent from the first 9 months of 1975.

Foodservice bulletin

"Refreezing meat does not affect quality"

Below zero temperatures (the lower the better) are best for holding frozen meat, according to John R. Romans, associate professor of animal science, University of Illinois, and P. Thomas Ziegler, professor emeritus of animal husbandry, Pennsylvania State University, in their book *The Meat We Eat*.

Frozen meat that has been thawed under refrigeration need not be used immediately as is commonly recommended, they advise, because repeated tests have shown that such meat will keep as long as fresh meat properly refrigerated.

They also state that refreezing meat does not materially affect its quality. This does not mean that one should become careless, but it also suggests one need not panic about using all the meat in a package that has been thawed if it is more than needed for the meal. Rewrap it, refreeze it, and use it at another time, they say.

They do point out that every time frozen meat is thawed it will lose some of the meat juices. If the position of the thawed meat package is reversed — that is, turned over — when replaced in the freezer for refreezing, these juices will be reabsorbed to a large extent, Romans and Ziegler advise.

Working women, more foodservice

The growing number of women in the workforce is among reasons the foodservice industry continues strong growth. It is reported that 35 percent of women today view their work as a career, not just a job till they get married or, if married, just to help pay the family bills.

By 1985 women will probably constitute half the national workforce between ages 35 and 44.

The price of meat: where do we stand?

Among predictions for meat supplies and prices in 1977:

U.S. per capita consumption of beef in 1976 reached a record high of 127.5 pounds

(carcass weight).

Beef slaughter production is expected to decline 5 percent in 1977 compared with 1976, while pork slaughter production will increase 15 percent.

Actual beef production will be down about 2 to 3 percent, due to heavier weights of cattle marketed.

Lower beef production means per capita consumption of beef will decline to about 123 pounds in 1977.

U.S. per capita pork consumption in 1975 reached a 40-year low at 54.8 pounds (carcass weight). It was up in 1976 to approximately 56.6 pounds. Pork supplies through 1977 could go up 15 to 20 percent over 1976, to about 64 pounds per capita consumption.

Calf slaughter is expected to be down 15 to 20 percent in 1977, to 3 pounds of veal per capita.

Lamb production is expected to continue its downward trend, to 1.8 pounds per capita, 10 percent under 1976.

With the increase forecast for pork, total red meat consumption in 1977 could almost equal the record of 191.8 pounds per capita set in 1971. The components round out to about 120 to 122 pounds of beef, 3 pounds of veal, 64 pounds of pork, and less than 2 pounds of lamb.

Beef prices will average about 10 cents per pound retail higher in 1977 than in 1976, while pork prices may average 5 cents or more lower.

The demand for sausage and processed meats will be very high in 1977.

The primary market for sausage and processed meats is that segment of the U.S. population 25 to 34 years of age, and this segment increased 23 percent during the past 5 years.

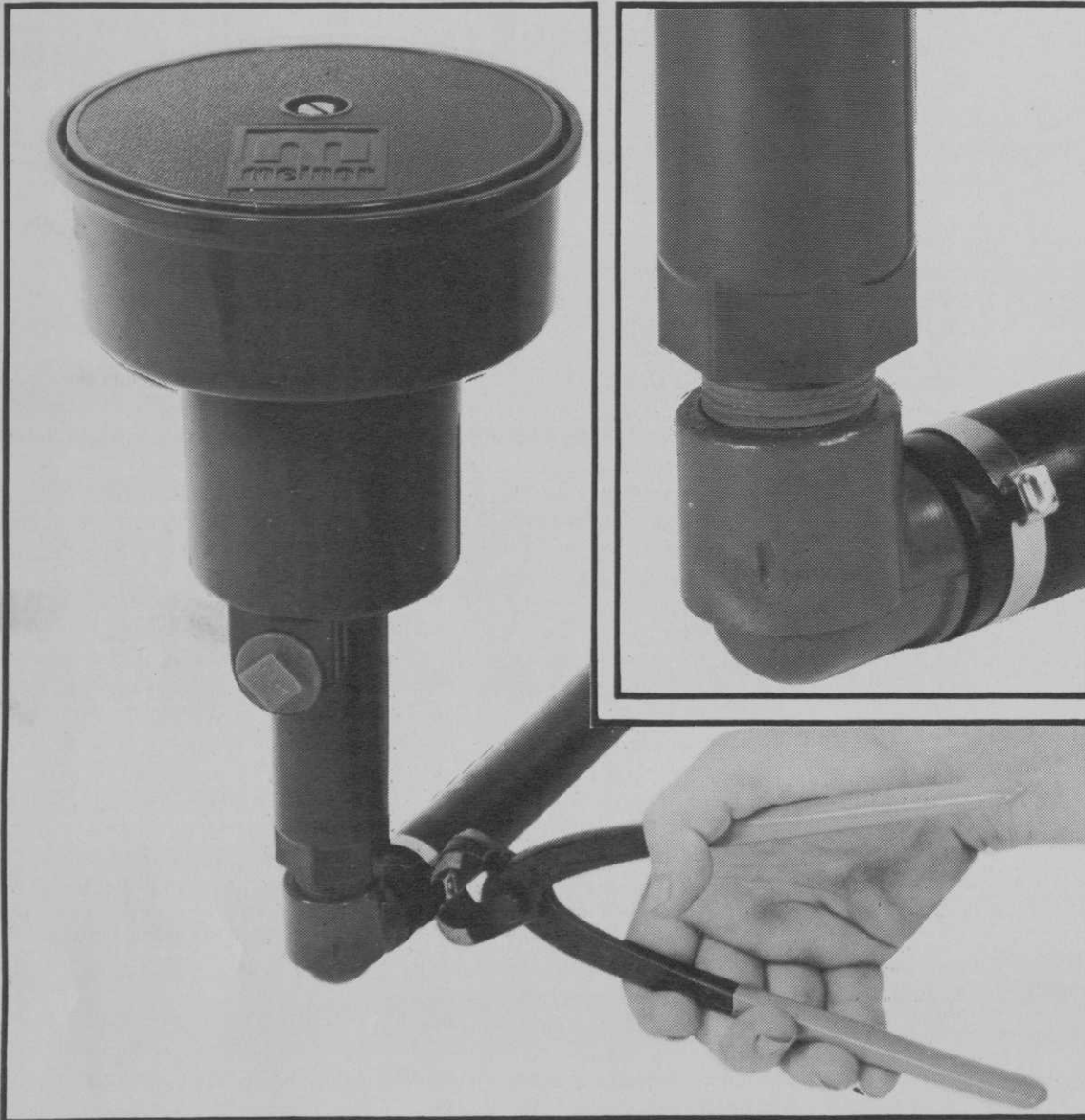
Increases in per capita consumption of red meat will be at a slower rate through 1990, due to slower population growth, among other reasons. For instance, the percentage of young men as part of the total population will decline, and this is the group which historically consumes meat at an above average rate.

38 cents of meat dollar to foodservice

About 38 percent of all money spent for meat by U.S. consumers goes to away-from-home eating establishments.

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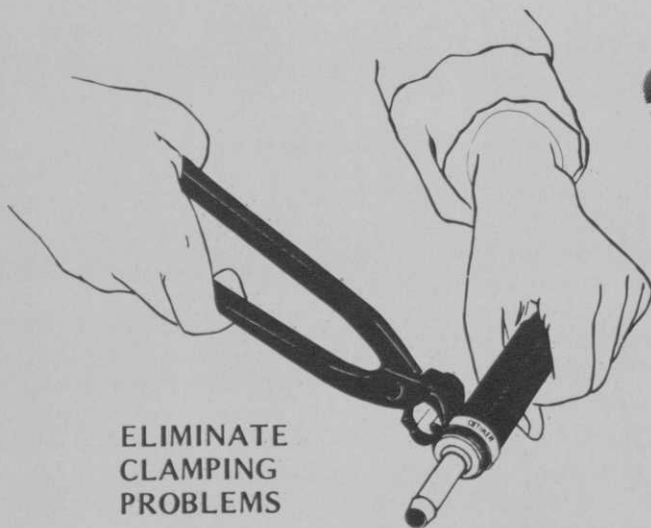
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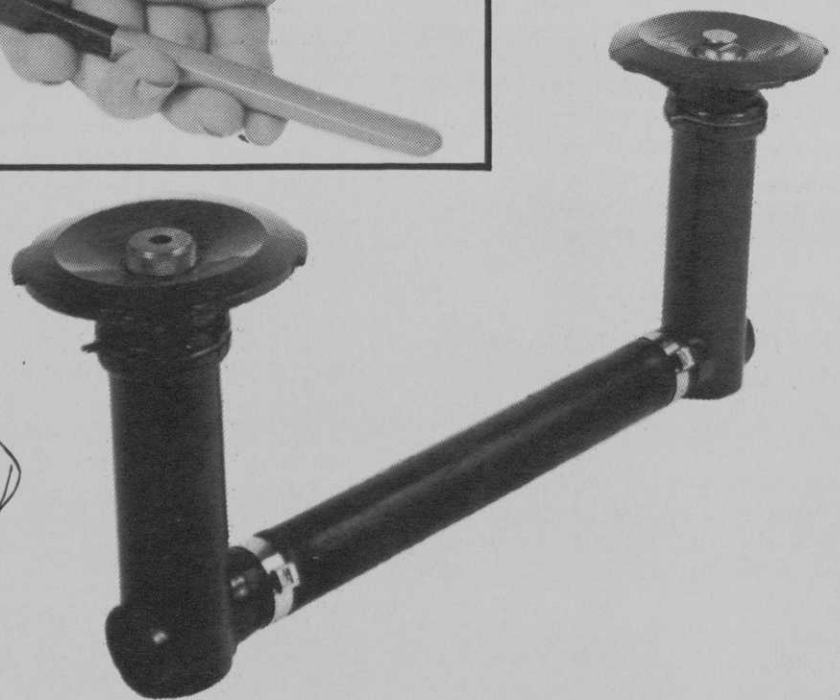
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