



maintenance methods, also says: "It takes special talent to achieve this without sacrificing the aesthetics and playability of the course."

Thomas E. Clarke, Bethesda, Md., advises: "This is a difficult professional problem, but there is no reason why interest, challenge, and playability cannot be incorporated into a course that can be easily maintained."

Architect Marvin Ferguson, Bryan, Tex., feels that in the past architects never gave much thought to the consequences of their design. Now they are reconsidering many established design elements, and the result is often beneficial not only for the maintenance of the course, but for the playability, as well.

For example, a serious maintenance problem on older courses is the use of sand traps with overhangs and steep lips which require hand mowing. Once a golfer hits the sand, he has enough of a problem without having to negotiate a tricky overhang. The overhangs add nothing to the enjoyment or strategy of the game, are

simply a headache to maintain, and their elimination is beneficial to both the golfer and the superintendent.

Have golf course architects gone overboard in designing for easy maintenance?

Architect Rees Jones, Montclair, N.J., says: "Perhaps, so. But maintenance costs in many areas of the country necessitate this if golf courses and the game itself are to survive."

Architect Samuel Mitchell, Canton, Mass., says: "With today's high cost of labor contributing to dangerously high maintenance budgets — not to mention the effect on the cost of greens fees — anything that can be done to lower costs is vital to the survival of the game."

Clubs interested in building a new course, or reconstructing an existing course, are well advised to make sure they have an architect thoroughly familiar with problems involved, and one who appreciates the serious implications of design on both the playability and maintainability of the course. □

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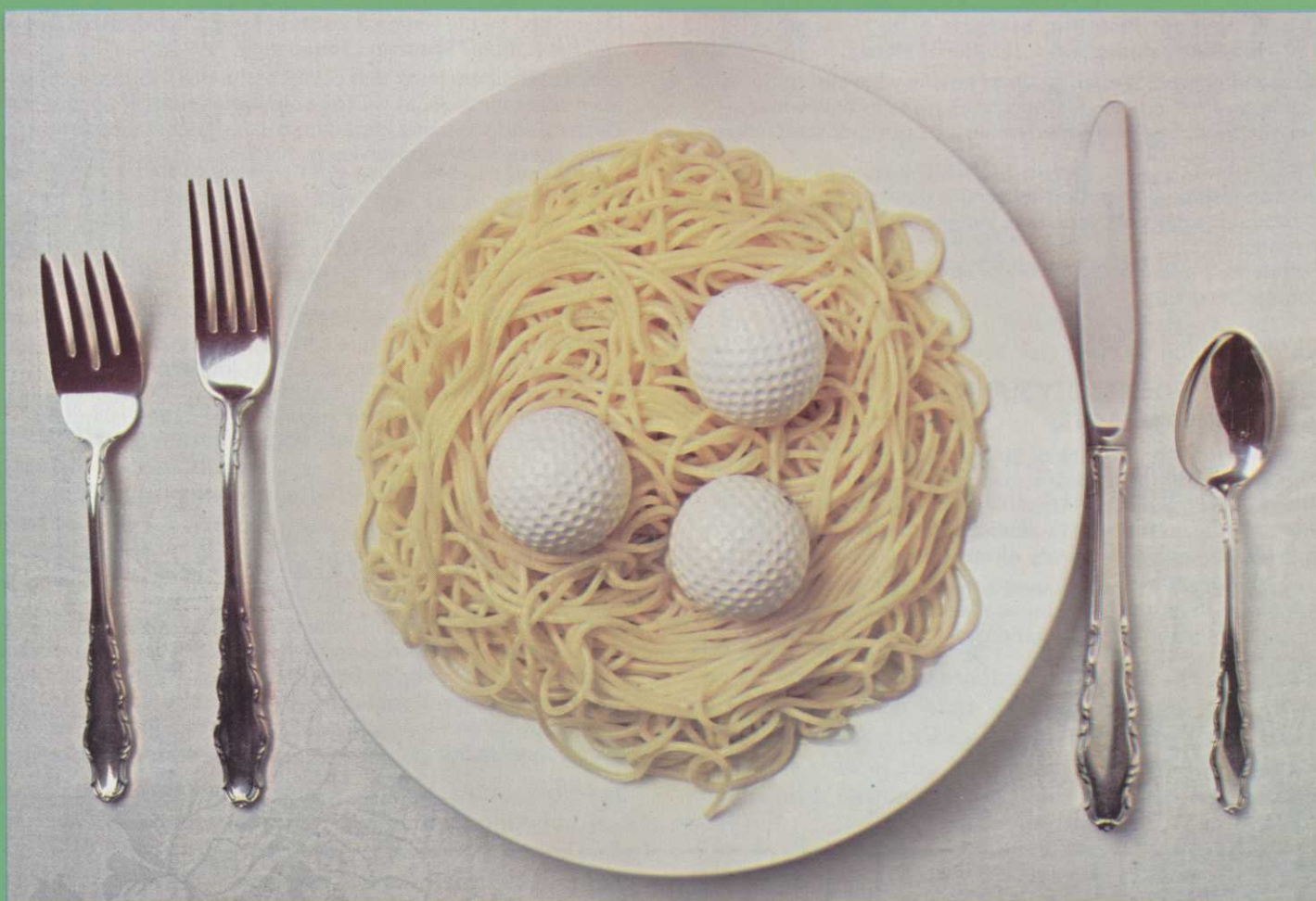
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Foodservice and Golf:



A Profitable Pair

Those readers who studied the "Profile of the Industry" article in the April issue of GOLF BUSINESS will already know what we are about to propose here: that food and beverage service can be the single biggest money-making operation at your golf facility. Our industry report showed last month that for those three-fourths of the courses which have it, food and beverage service makes up an average of better than 43 percent of their income. That's why we asked our foodservice editor, Brother Herman Zaccarelli, to put together the following special section on foodservice and golf. They really are a profitable pair.

NOW!

All the answers to the most asked questions about Foodservice Management for Clubs and Restaurants.

SPIRITS OF HOSPITALITY

Donald Bell, Assistant Professor, Michigan State University, School of Hotel, Restaurant and Institutional Management. (1976)

A practical and comprehensive guide to serving wine and spirits in hotels, clubs and restaurants, this new book explains how wine/spirits service should be performed to ensure customer satisfaction.

Includes:

Handling wine/spirit glasses, bottles, service equipment.
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W. J. E. Crissy, Professor, College of Business and School of Hotel, Restaurant and Institutional Management, Michigan State University; **Robert J. Boewadt**, Assistant Professor, Marketing, University of Florida; **Dante M. Laudadio**, Assistant Professor of Hospitality Marketing, University of Missouri. (1975)

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Carl H. Albers, President, Albers Associates. (1976)

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Frank D. Borsenik, Professor, College of Hotel Administration, University of Nevada, Las Vegas. (1974)

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Standardize recipes for consistent quality — and profits

by Herman Zaccarelli, foodservice editor

There are two sides to every story, and there are two sides to the use of the standard recipes in food services. One chef related to me that "if we use standard recipes, that's what we get — a standard food item. We want to be different." But the director of foodservice at Elizabethtown College recently stated to me, "Our standardized recipes make our foodservice different, unique."

There are two sides to every coin. Let's view the positive side of this club foodservice investment.

- Standard recipes control the quality and quantity of each food item produced.
- The standard recipe really predicts a standard of excellence for the commercial restaurant, institution, or club. We as Americans patronize most often the foodservice establishment that holds the reputation for quality food, well served, in a pleasant atmosphere. If restaurants (and many do) serve an excellent veal parmesan the first visit and a tough piece of veal, with a poor quality tomato sauce, the next visit — repeat business is unlikely.

The American public is conditioned to quality consistency, which means that the quality is repeated through the proper use of standardized recipes. Achieving consistency means the standardization of the following in a recipe: seasoning, methods of combining ingredients, proper temperature, appearance and garnish, yield, method of service, and degree of doneness.

Employee training

To develop the consistency of quality products, the foodservice employee must be constantly exposed to proper food handling techniques, acceptable methods of preparation, and good service. The single most reliable source for food handling techniques is the well-written standardized recipe.

Quantity control (yield)

The words "over production" and "waste" are often used to describe loss of profits. To avoid this "loss of profit," quan-

tity control in a standardized recipe allows clubs the following advantages:

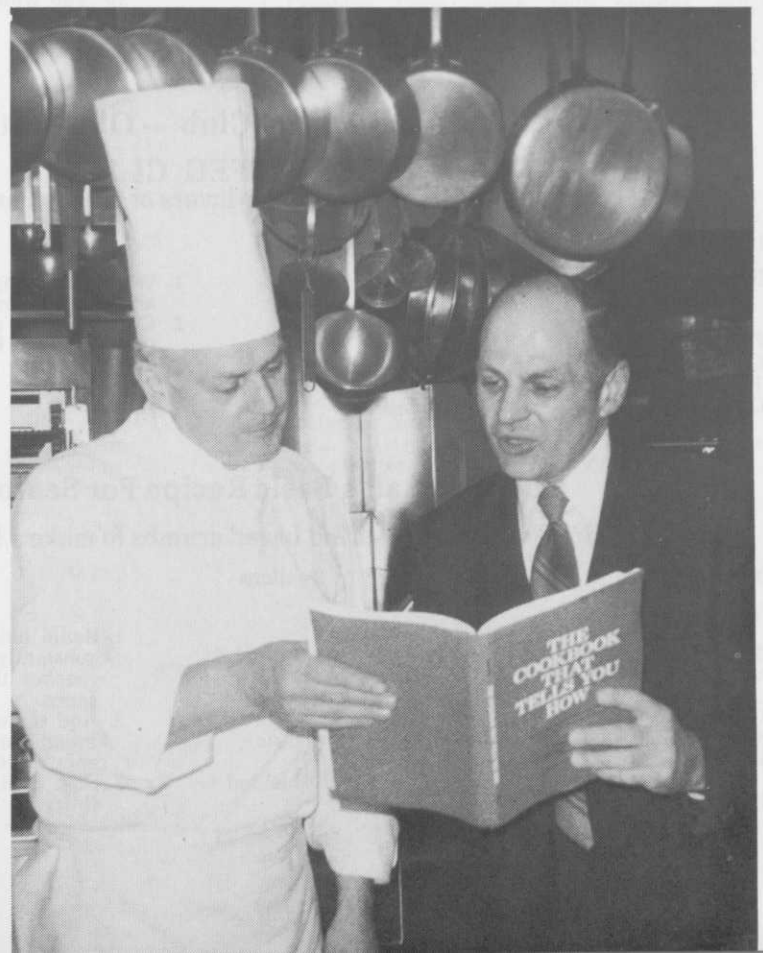
1. Establish the number of portions needed.
2. Purchase the exact quantity called for in the standard recipe.
3. Use correctly-sized serving utensils.
4. Make effective use of leftovers if unavoidable over-production occurs.

Cost control

The standardized recipe allows management to cost the food product very easily; all that is needed is to add the costs of each of the ingredients. Each item on the menu must be examined frequently for the relationship between its cost and selling price because of market fluctuation.

The personal touch

The creativity of the standardized recipe is essential for its total success. Each food service develops its own recipe forms, then standardizes them. These food services enjoy the better side of the larger coins because profits will be higher and customers will be pleased with consistent quality. □



Brother Herman Zaccarelli is a man of many talents. He is a Franciscan friar, an accomplished writer and editor, and a nationally recognized authority on foodservice management. In addition to serving as foodservice editor of GOLF BUSINESS magazine, Brother Herman is director of educational marketing for the Educational Institute of the American Hotel and Motel Association at Michigan State University. He is shown here with The White House chef, Henry Haller.

Favorite recipes from the nation's finest clubs

Private resorts and clubs must be more creative than restaurants and other forms of food-service. They have an unchanging clientele who regard the club as an extension of their own homes.

Private resorts and clubs must offer a greater variety of quality food. They are, indeed, meeting the challenge!

We are delighted to feature these selected recipes from famous clubs who are noted for their fine cuisine with winning combinations.

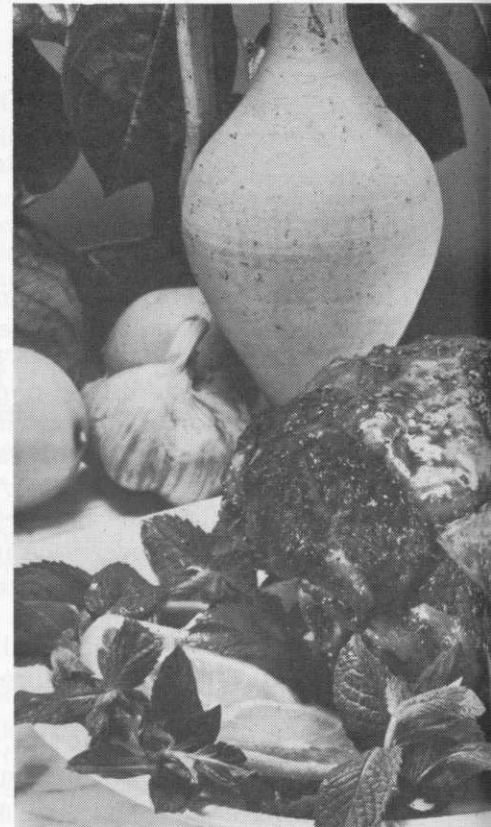
Herman Zaccarelli
Foodservice editor

Interlachen Country Club — Edina, Minn.

INDIVIDUAL SHERRY TRIFLES

(An elegant dessert: sherry-soaked macaroons topped with trifle custard and rum-sparked whipped cream nestled in a champagne glass)

| Ingredients | 6 to 8 portions | 24 to 30 portions | Method | |
|-------------------------|------------------|--------------------|--|--|
| CUSTARD | | | | |
| Eggs, separated | 4 | 16 | <ol style="list-style-type: none"> 1. In a double boiler, over hot water, cook together egg yolks, sugar, salt, and sherry or Madeira 2. Stir constantly until custard thickens; work in flour 3. Cook 2 minutes longer. 4. Cool custard and fold in stiffly beaten egg whites. 5. For macaroons, combine almond paste and sugar. Add enough egg white to slacken paste sufficiently to go through large pastry tube. 6. Individual macaroons should be the size of a 50-cent piece when placed on unglazed paper. 7. Bake in oven at 325 F. for 20 to 25 minutes. 8. Place 1 macaroon, soaked in cream sherry, in a champagne glass. 9. Fill glass with trifle custard and sprinkle with crumbled macaroons. 10. Top with whipped cream flavored with dark rum. | |
| Granulated sugar | 4 oz. (½ cup) | 16 oz. (2 cups) | | |
| Salt | pinch | ¼ tsp. | | |
| Cream sherry or Madeira | ¾ cup | 3 cups | | |
| Flour | 1 tbsp. | ½ cup | | |
| MACAROONS | | | | |
| Almond paste | 1 lb. | 4 lb. | | |
| Granulated sugar | 8 oz. (1 cup) | 32 oz. (4 cups) | | |
| Confectioners' sugar | 8 oz. (1 cup) | 32 oz. (4 cups) | | |
| Egg whites | 6 | 24 | | |



Glen Oaks Country Club — Old Westbury, N.Y.

STUFFED CLAMS

(An Italian recipe for lovers of oregano and garlic)

| Ingredients | | Method |
|--|------------|---|
| Basic recipe (see bottom of this page) | 1 recipe | <ol style="list-style-type: none"> 1. While preparing basic recipe, stir in oregano, garlic, and thyme before the bread crumbs are added. 2. Cover clams in their shells with the mixture and bake in oven at 400 F. for 15 minutes. Serve with lemon wedges. |
| Oregano | 3 tbsp. | |
| Garlic, finely chopped | 3 tbsp. | |
| Thyme | 1 tsp. | |
| Clams | as desired | |

Chef Pearsall's Basic Recipe For Seafood Stuffing

(Seafood stock flavors fried bread crumbs to make a light, fluffy stuffing)

| Ingredients | 2 cups | 2 gallons | Methods |
|-------------------------------------|-----------|-----------|---|
| Onion, large chopped | 1 tbsp. | 2 | <ol style="list-style-type: none"> 1. Sauté onion in butter. Stir in flour. Stirring constantly, gradually add stock until mixture reaches the consistency of very light cream sauce. 2. Add salt and pepper to taste. Gradually stir in bread crumbs until the mixture is the consistency of stiff mashed potatoes. 3. Beat in liquid fat to make mixture light and fluffy. |
| Clarified butter | 1 tbsp. | 1 lb. | |
| All-purpose flour | 1 tbsp. | 1 lb. | |
| Lobster stock | 1½ cups | 6 qts. | |
| Salt | to taste | to taste | |
| White pepper | to taste | to taste | |
| Bread crumbs, fried | as needed | as needed | |
| Butter or margarine, melted, or oil | ¼ cup | 1 qt. | |



STUFFED CLAMS

Louisville Country Club — Louisville, Ky.

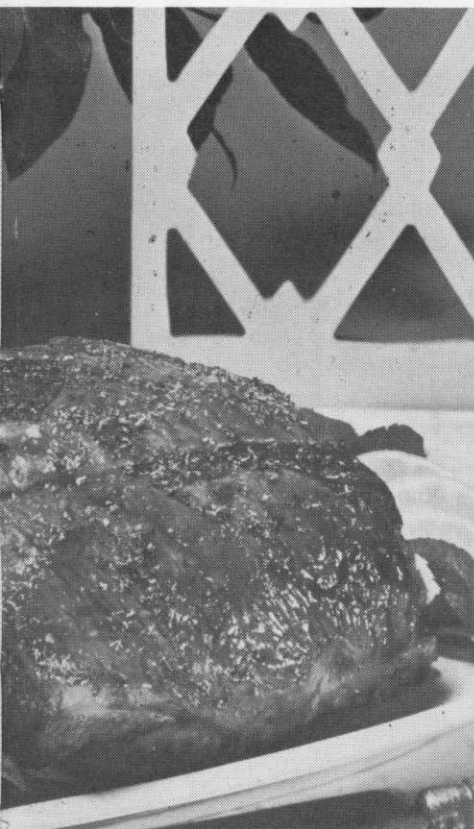
BEEF IN HORSERADISH SAUCE

(Sour cream, horseradish, and big chunks of tender beef make a beautiful stew)

| Ingredients | 8 portions | 24 portions | Method |
|------------------------|-------------|-------------|--|
| Beef stew meat, cubed | 3 lb. | 9 lb. | <ol style="list-style-type: none"> Season beef with salt and pepper, dust with flour, and place in a buttered casserole. Top with onions and pour the stock, water, and Worcestershire sauce over all. Cover tightly and cook slowly in oven at 300° F. for 3 hours until the meat is very tender. If necessary, reduce the sauce by boiling rapidly. Just before serving, stir in the sour cream and horseradish. Do not allow mixture to boil. At the Louisville Country Club this is served with toasted french bread, broccoli, and sherry torte. |
| Salt | 2 tsp. | 2 tbsp. | |
| Pepper | 1/2 tsp. | 1 1/2 tsp. | |
| Browned flour* | 1/3 cup | 1 cup | |
| Onions, chopped | 2 | 6 | |
| Beef bouillon or stock | 1 No. 1 can | 30 ounces | |
| Water or wine | 1/3 cup | 1 cup | |
| Worcestershire sauce | 1 1/2 tbsp. | 4 1/2 tbsp. | |
| Sour cream | 1 1/2 cups | 4 1/2 cups | |
| Prepared horseradish | 3 tbsp. | 1/2 cup | |

*To brown flour, heat slowly in a medium oven or in a heavy skillet on top of the range, stirring frequently to prevent burning.

BEEF IN HORSERADISH SAUCE



Dallas Country Club — Dallas, Tex.

ELOISE WALKER'S FAMOUS HUSH PUPPIES

(Serve with any kind of fish or alone as an hors d'oeuvre)

| Ingredients | 16 portions | 160 portions | Method |
|---|-------------|--------------|--|
| White corn meal | 1/2 lb. | 5 lb. | <ol style="list-style-type: none"> Combine first 7 ingredients. Rub in the vegetable oil. Bring water to a hard boil and mix about two-thirds of it into the hush puppies. Gradually add boiling water to a consistency that can be rolled for frying. Shape into 2 1/2-by-1-inch cylinders. Freeze for future use, or fry in deep fat at 360° F. immediately. |
| White onion, medium-sized, finely chopped | 1/3 | 3 | |
| Chives or young scallion tops (optional) | 1 tbsp. | 1/2 cup | |
| Bacon, fried, crumbled | 2 tbsp. | 1 cup | |
| Granulated sugar | 1 tbsp. | 1 cup | |
| Baking powder | 2 tsp. | 3 oz. | |
| Salt | 1/2 tsp. | 1 oz. | |
| Vegetable oil | 1/4 cup | 2 1/2 cups | |
| Water | 2 cups | 5 qts. | |
| Peanut oil, to deep fry | as needed | as needed | |

Atlanta Athletic Club — Atlanta, Ga.

FROZEN LAYER CAKE WITH EGGNOG SAUCE

(Cinnamon-sugar icing with macaroon crunch and pecans frosts a cake layered with whipped ice cream. The frozen cake goes to the table with eggnog sauce.)

| Ingredients | 1 cake | 6 cakes | Method |
|-----------------------------------|-------------------------|---------------------|---|
| Cake flour, sifted | 4 cups | 5 lb. | <ol style="list-style-type: none"> Combine flour, sugar, milk powder, salt, baking powder, and shortening. Slowly add the water, eggs, vanilla, and egg shade. Pour into greased 16- by 24-inch sheet pans. (Single cakes can be baked round and layered in 3 spring-form pans.) Bake in pre-heated oven at 400° F. for 35 minutes. Cool. Cut cake in sheet pan into four strips. Spread each layer with cinnamon-sugar icing made by combining icing ingredients with a beater. Arrange in aluminum foil-lined mold as follows: cake, whipped ice cream, cake. Freeze. When cakes are firm, unmold and frost tops and sides with cinnamon-sugar icing, then pat mixture of macaroon crumbs and ground pecans into frosting. Refreeze. Serve with eggnog sauce. Mix all icing ingredients together with wire beater. Whip ice cream to consistency of soft ice cream; use flat beater and start slowly. Combine all eggnog sauce ingredients to sauce-like consistency and desired flavor. |
| Granulated sugar | 2 cups | 6 lb. | |
| Milk powder | 4 1/2 tbsp. | 8 oz. (1 1/4 c.) | |
| Salt | 1 tsp. | 2 oz. | |
| Baking powder | 1/2 tsp. | 3/4 oz. | |
| Shortening | 1 c. plus 1-1 1/2 tbsp. | 3/4 lb. | |
| Water | 3/4 cup | 4 1/2 cups | |
| Eggs | 2/3 cup | 3 lb., 8 oz. | |
| Vanilla | 1 tsp. | 2 tbsp. | |
| Egg shade or yellow food coloring | as needed | as needed | |
| CINNAMON SUGAR ICING | | | |
| Confectioner's sugar | 3 cups | 5 lb. | |
| Shortening | 1/3 cup | 1 lb. | |
| Water | 1/4 cup | 12 oz. (1 1/2 cups) | |
| Vanilla | 1 tsp. | 2 tbsp. | |
| Cinnamon | 2 tsp. | 2 tbsp. | |
| Nutmeg | 1/8 tsp. | 1/2 tsp. | |
| DECORATION | | | |
| Macaroons, crushed | 1/3 cup | 2 cups | |
| Pecans, chopped | 2 tbsp. | 3/4 cup | |
| WHIPPED ICE CREAM | | | |
| Ice cream | 1 qt. | 6 qts. | |
| EGGNOG SAUCE | | | |
| Vanilla pudding, cooked | 2 cups | 3 qts. | |
| Coffee cream | 1/2 cup | 3 cups | |
| Dark rum or rum extract | to taste | to taste | |



Wine and brandy can enhance your



New idea for a wine list: fifth bottles of premium wine decorated with a wine list label and placed on each table.

Service personnel training programs, such as those run by Mel Flyer (facing page), prepare club employees for selling and serving wine and brandy. One important facet (below) calls for learning to evaluate the color and brilliance of the wine.

Ever-increasing costs have become a fact of life in club operations, and managers have had to perform some feats of magic to keep their clubs and resorts in the black. Increased dues and special assessments are temporary ways out of the spiraling cost dilemma, but new business growth is what's needed to put a club operation on the road to long term profitability.

A well-managed wine and brandy merchandising program offers a proven method for bringing new and impressive profits into your operation. An effective program here can return as much as 50 percent on sales. Compared to other products regularly marketed through golf facilities, a good inventory of wine and brandy requires a modest investment both in dollars and space. Secondly, offering a wide selection of premium wines and brandies brings the extra dividend of added prestige.

In 1976, Americans consumed 378 million gallons of wine, an increase of almost 24 percent in the past 5 years. Most important, though, is the fact that restaurant wine sales make up the largest and fastest segment of growth within this wine boom. Are you getting your share of this high-profit business? The approaches and sales techniques I'm going to describe here should get you well on the way.

Mel Flyer is national accounts manager for Fromm and Sichel, Inc., exclusive worldwide distributors of The Christian Brothers wines and brandy.



profits as they enhance diners' meals

by Mel Flyer



“An effective wine and brandy merchandising program can return as much as 50 percent profit on sales.”

Each of these types of program has advantages and disadvantages, and let's take a quick look at both sides of the coin in each category. First off, selling wines through a wine list makes great sense economically: you can achieve a better markup here than with almost any other type of program. Also, a handsome, well-constructed wine list brings an added degree of sophistication to your dining room.

There are a few disadvantages in basing your wine sales efforts strictly around a wine list. This approach calls for a high degree of salesmanship on the part of waiters/waitresses — selling from a wine list presupposes a wine-knowledgeable staff and clientele. A wine list by itself on the table (with no additional merchandising aids) is an ineffective way of selling. Finally, wine lists require extensive inventories.

Selling wine by half and full carafes has its good and not-so-good points, too. Carafe sales tend to cut into bottle purchases, but wine by the carafe is a very profitable route to consider: 50 percent is a standard minimum markup. This method requires a minimal inventory, and best of all, it provides your service personnel with an easy way to sell wine. When serving carafe wines, there are no corks to pull, service is fast, and your people need to know just three types of wine: red, white, and pink. Obviously, waiters and waitresses have fewer inhibitions about wine service when using the carafe approach.

Wine-by-the-glass is most profitable when tied in with a carafe program. The percentage of markup here is greater than on wine sold by the bottle. Experience has shown that the average restaurant patron is more receptive to purchasing a glass of wine than a bottle of wine. Promoting wine by the glass also eliminates confusion in pairing the appropriate wine with various entrées. It can also produce additional revenues from convention and/or party groups. A program chairman or party host might balk at the notion of placing a few bottles of wine on the tables, but he will generally agree to serving a glass of wine to everyone for an additional 50¢ per person. Wine by the glass keeps the consumption of alcoholic beverages within the bounds of moderation and adds a note of elegance to the event.

The keys to success

It's fairly obvious that since each of these three methods has some unique benefits, a balanced approach — a combina-

Within the big shift to wine is a second critical trend: the great popularity of white wine. You see it everywhere: the traditional cocktail at lunch and dinner being replaced with a glass of chablis or chenin blanc. Clearly, the time is ripe for club managers to tap the exciting profit potentials in the wine and brandy business.

Making the most of this opportunity for new profits requires a genuine and continuing commitment by management to a full-scale aggressive wine and brandy sales program featuring premium quality products. Once a manager is determined to make premium wine and brandy basic ingredients in the club's total “product mix,” everything else comes into line very quickly.

Launching a new profit center

Step one in putting together a sales effort on wine and brandy is the determination of which type of program to pursue. There are three basic programs:

1. Wine list.
2. Carafes.
3. By-the-glass.

A brief history of wine

by David C. Ludwig

David C. Ludwig has authored many articles and columns on wine for local and national publications and has conducted many wine tastings and lectures along the East Coast. He is presently New Jersey Wine Master, Wine Club of America.

"A day without wine is a day without sunshine," Henry IV, king of France and Navarre, is said to have observed more than 400 years ago. Yet this great warrior was referring to an elixir that was already 6,000 years old, for the story of wine predates Western civilization.

The exact time, place, and person who discovered wine is lost in the dark mists of the past. We do know, however, that the earliest records of the Egyptians clearly show that wine was widely used by 4000 B.C. It was possibly the Phoenicians, that intrepid race of seafarers, who were responsible for spreading the fame of wine, along with a great many other accoutrements of civilization, to the semibarbaric peoples of the Mediterranean shores.

As these peoples gradually developed their own cultures, they assimilated the basics of winemaking, varying these basics with grapes and methods best suited to their particular area. The Greeks, for instance, originated the practice of filming the top of their wine with a layer of pine resins to preserve it. This practice led to the present-day Greek national beverage, retsina.

With the rise of the Roman Empire, winemaking for the first time left the shores of the Mediterranean and spread northward to what was later to become France and Germany. The vineyards of France, in fact, produced



wine of such high quality that the Roman emperors banned the growing of grapes in France to prevent competition with the wines of Italy.

In the fifth century, as the Teutonic hordes swept across the borders of the empire and the pall of the dark ages fell over Europe, the tending of the vineyards fell into the stewardship of the various orders of Catholic monks. Their simplistic lifestyle was responsible for establishing the tradition of excellence in the early vineyards of Europe.

In the eighth century, when Charlemagne temporarily restored some semblance of order to the West, one of his first loves and chief concerns was establishing the vineyards in Burgundy that to this day bear his name (Corton-Charlemagne).

Throughout the remainder of the Middle Ages, after the heirs of Charlemagne divided his empire into small warring feudal states, the assorted overseers of the vines, both cleric and layman, experimented, tested, and slowly developed the various grape types and viniculture methods used to produce the fine wines that we know today.

But an essential ingredient for the final perfection of wine had to await the second half of the 17th century, when, according to tradition, a Benedictine monk named Dom Perignon, the father of Champagne, devised a cork to replace the ineffective pegs and rags that were used to stopper bottles, thus producing a method of sealing bottles from the air.

In the 18th and 19th centuries, quality viniculture



German woodcut from the 15th century shows man and woman harvesting grapes for winemaking.