



Between 900 and 950 club managers are expected to descend on Los Angeles February 12-17 for the 51st annual Club Managers Association of America conference and the group's first exposition.

More than 600 persons have already registered with the CMAA national office in Washington, D.C., to attend the program, and conference coordinator Karen Watkins is predicting that more than 50 exhibitors and 60 booths will occupy the exposition floor at the Century Plaza Hotel.

Official activities will begin Sunday, February 12. Registration will be held from noon until 4 p.m. and the Southern California CMAA chapter will open their hotel suite to guests in the early evening.

Meetings of the board of directors and most of the "At Conference Committees" are scheduled Monday. Most managers, however, will have a chance to pursue recreational and leisure activities in the mild California weather, normally in the 60's during mid-February. Golf, tennis, and gin rummy tournaments are scheduled.

The menu contest and Idea Fair again provide an interesting sidelight to the conference. Managers should send their entries to Rainer Gehres, Riveria Country Club, 1250 Capri Dr., Pacific Palisades, CA 90272.

Educational Seminars

A lecture about enjoying retirement and an update of pending legal action involving clubs opens the seminars Tuesday morning. Otto Gruber, an official with Action for Independent Maturity, will speak to the older managers and Thomas Ondek, legal counsel for the National Club Association, will discuss pertinent lawsuits.

The business meeting begins at 2 p.m. with a speech from J. N. Christianson, a president of two companies that deal in human relations. He will advise managers on "living enrichment, humanistic management, and employee motivation."

Art Hoist and Hans Prager will deliver presentations on Wednesday morning. Hoist's speech, entitled "The Challenge of a Pro," will attempt to motivate managers to sustain professional attitudes in their daily functions. Prager, a renowned chef, will discuss "The Latest in Food." Round-



CMAA in L.A.: First time with exhibits

table discussions organized by the Club Management Institute will take place during the afternoon.

Promotions and special party ideas are the subjects of Mike Hurst's talk Thursday morning. Hurst, a club general manager, is followed by John E. Gary Jr., who will discuss the insurance needs of clubs.

The election of officers at a continued business meeting is set for Thursday afternoon. Two persons will be running for the secretary-treasurer's position and eight others are seeking election to the four vacant slots on the board of directors. The secretary-treasurer candidates are Donald Beaver, club manager at Philadelphia Country Club in Gladwyne, Pa. and Richard P. Maynes, club manager at Oahu Country Club in Honolulu, Hawaii. The candidates for the board of directors jobs are: Richard Daley, Carlouel Yacht Club, Clearwater, Fla.; Adolph Donadeo, Pittsburgh Press Club, Pittsburgh, Pa.; James A. Goslin Jr., Warwick Country Club, Warwick, R.I.; Bob Hedges, The Arlington Club, Portland, Ore.; James Hollan, Charlotte Athletic Club, Inc., Charlotte, N.C.; William Long, Hamilton City Club, Inc., Hamilton, Ohio; Robert MacDougall, Pinehurst Coun-

try Club, Littleton, Colo.; and Raymond Watts, The Houston Club, Houston, Tex.

Secretary-Treasurer Whitney Travis will ascend to the vice presidency and George Burton will become president.

The final day's sessions will feature Somers H. White, who will advise managers how to deal with unhappy club members. Clifford J. Erlich will also speak Friday morning on developing a successful relationship between managers and employees.

Activities for spouses

Three events have been planned for the spouses during the West Coast trip. They may have lunch Wednesday at the Beverly Hilton Hotel and listen to Keith DeGreen, who has a variety of experiences and accomplishments. He has served with the infantry in Vietnam and holds a law degree. He has practiced law, taught college, served as a city councilman, co-authored a book on the criminal justice system and is writing another on public speaking. He is a member of the National Speakers Association and will address the spouses about the "Three Keys to Success."

A tour of Universal Studio has

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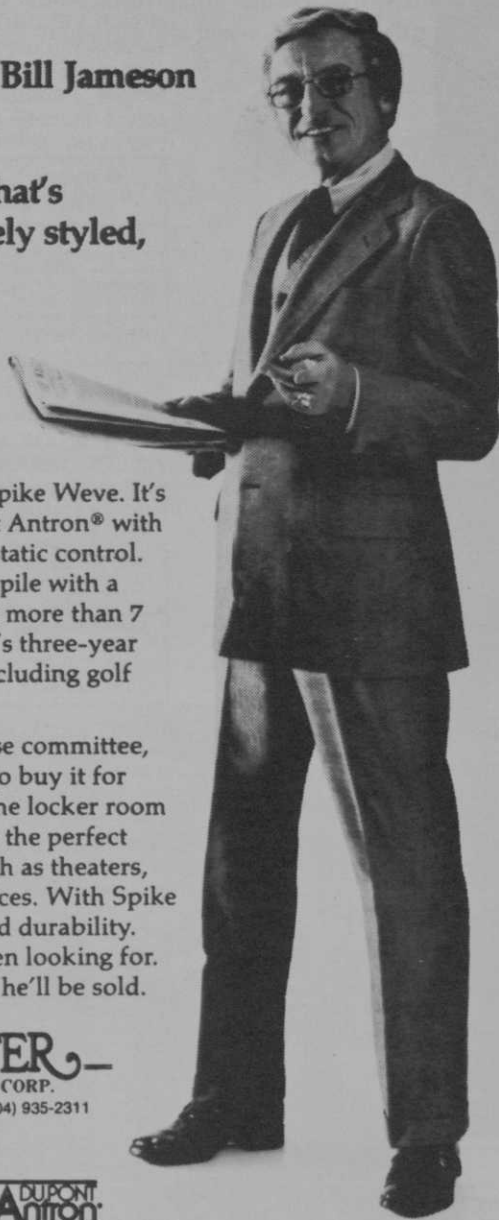
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been set up for Thursday and a talk on "Creative Life Planning" from Alene Morris is scheduled for Friday morning. Those wives who want to explore the city can visit Sunset Strip in West Los Angeles, a section noted for its

boutiques, galleries, gourmet dining, and "people-watching." Those couples bringing their children are close to Disneyland in suburban Anaheim.

Numerous special dinners and receptions have been set up for the

managers and spouses. Included are an opportunity to sample California wines from 5-7 p.m. Thursday and a formal dinner-dance hosted by the Southern California managers to cap the conference Friday evening.

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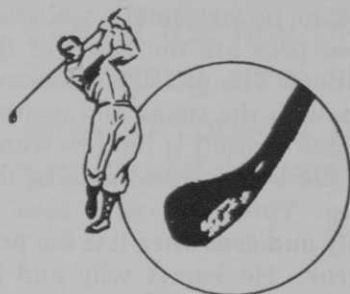


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FOR PRO SHOP PROFITS

Take a swing at softgoods merchandising

by Bill Mallon

Why should I merchandise? This question has been asked many times, and there are many answers. The most important is a potential net profit of from \$2,000 to \$10,000 in sales which goes into your pocket. That means you can decide how much you want to make and buy accordingly. This is based on average net profit figures.

Now before you invest your life savings, we should investigate what success factors are involved. The first thing is to have a thorough understanding of why we can and should be successful.

Every member at your club is good for the purchase of 2-4 pairs of street shoes, 1-3 pairs of golf shoes, 6-18 pairs of socks and underwear, 4-12 pairs of slacks, 6-20 shirts, 2-10 ties, 1-5 sportcoats, 1-2 jackets, and 1-4 belts each and every year. Why shouldn't he buy these from you? All you have to do is give him the opportunity and the reason. You have many advantages over the stores where he is buying these things now.

The biggest advantage you have is convenience. Nobody likes to go out of their way. The success of shopping malls around the country is proof of this. The malls are closer to where people live and provide one-stop shopping. They stepped into people's traffic pattern. You as a pro are already in that traffic pattern and can provide one-stop shopping. You don't even have to pay rent or advertising.

The second advantage is knowing and greeting your members by name. People like to deal with people they know. All the best stores try to get to know and develop their best customers. The golf pro has a license and the personality and expertise to steal this business. All you must do is see this opportunity.

The third success factor, and all the best merchants really exploit this area, is promotion of golf through

Bill Mallon is a sales representative for Ernie Saybarac, Inc., based in Maryland. He was formerly an assistant golf professional at Congressional Country Club in Bethesda and at two other courses in California. He is also a graduate of Hiram (Ohio) College.



tournaments. The more credit on the books, the more you are guaranteed in sales. So start expanding your tournament schedule. Also you can increase traffic by extending your season through a 'Frostbite Tournament' to start the year. This should be scheduled for February or March. Many will be snowed out, but it starts everyone thinking golf. At the end of the season two or three various tournaments, especially prestigious or big prize tournaments, will keep people playing and practicing. These extensions to your regular season are sure to increase sweater, windbreaker, and rainsuit sales.

Another way of bringing business into your shop is knowing birthdays and anniversaries. Any time a member mentions one of these dates, you or someone on your staff should mark it down in a book near the register. The same thing should be done with sizes. What an advantage to be able to suggest something a week or two in advance. You will bet that customer every year because you took advantage of the opportunity. Every year this list should grow.

Promotional plans such as Christmas parties or a holiday event add to your sales. In major cities many golf pros take advantage of football by carrying team colors and items to keep warm. Many clubs have chartered buses going to the games. Someone always forgets a hat or is not prepared for sudden changes in the weather. It does not take much effort to take advantage of this extra traffic flowing through your club.

One area where you have absolutely no competition is in crested items. Everyone who joins a club wants to brag he is a member of such and such a club. The pro only has to do two things. The first is to have a club and programs to be proud of. The second is to have a good crest. Gener-

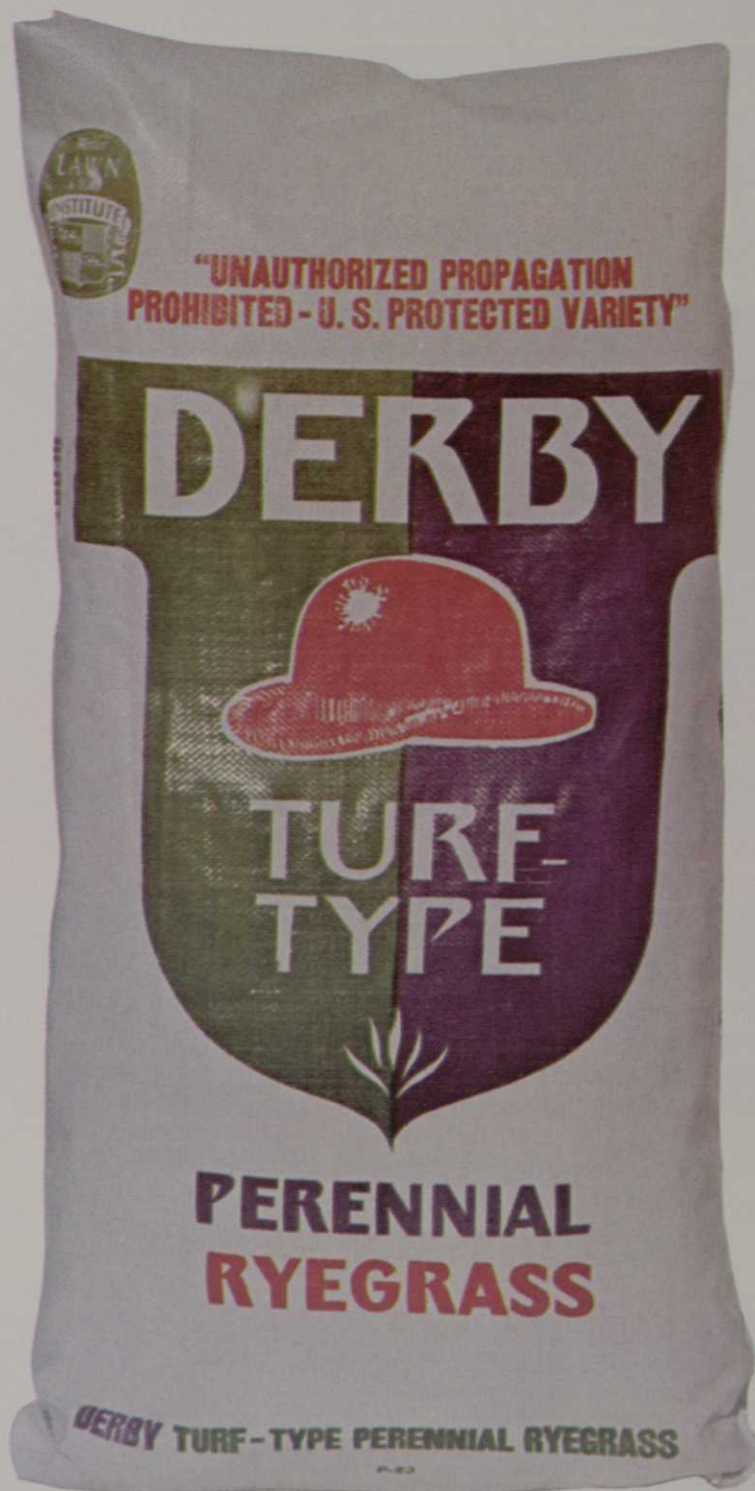
ally the less complicated crests are the best sellers. Sales can be boosted simply by changing location of the crest on the garment or colors in the crest. Guests also like to brag where they have been. What better way than a crested item?

By now you can see that merchandising has unlimited possibilities. It does require a sense of timing and, like your golf game, one receives only the benefits one has worked to produce. The pro today has only to look around and see how some of his friends are doing. Copy the best swing in your area, not the hacker.

There are other reasons to merchandise. One is energy conservation. The older you get, the less energy you have. It's easy to give 10 or 15 lessons a day while you are young. But with age it's much easier to sell a couple of golf outfits and put the same profit in your pocket.

The golf pro today must be well-rounded. He no longer can survive by being just a teacher and public relations man. Today merchandising is part of the profession. It can mean the difference between just making a living and enjoying a large increase in income. Many pros today depend on shop sales as their main source of income. Both you and the club benefit. The day has arrived when clubs expect their pros to be good merchandisers. It's just part of the job.

Luckily, the majority today have seen the writing on the wall and have prepared themselves and their assistants to be extremely well-rounded. These pros are the heart of the golf business. The pro who constantly adjusts with the times and continues to educate himself is the pro who is getting the best job and making the best living. This man who sees opportunity and goes after it is the pro of tomorrow. He knows why and how to merchandise. □



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Spikeproof carpet: tailor-made for golf clubs

by Scott C. Marlowe

There has never been an alternative to carpeting for clubhouses and pro shops. It is the only floor covering which will satisfy the dictates of aesthetics, noise abatement, safety, and comfort while withstanding the abuse of golf spikes. Its luxury connotation remains, yet today's production methods allow carpet to compete favorably in terms of initial cost, with other types of floor covering and at substantially lower long-term maintenance costs.

New production techniques allow a great variety of surface textures; however, the character of the golf spike dictates a cut pile texture (looped pile textures pull like a ladies nylon stocking when a spike catches in a tuft). Because shags have a low tuft density they are not acceptable. However, denser friezes (sometimes called "twists") and saxony plushes are finding their way into the spikeproof market. Of course, the traditional velvet plush-pile is still the main bill of fare.

It is vitally important to select a carpet with proper weight density, tuft density, pile weight, and color as well as texture. Proper specification of pile fiber is also important as the pile fiber must withstand severe punishment from abrasion, spillage, sunlight, and, in some cases, atmosphere. For maximum longevity, the pile fiber should be colorfast, have texture which does not crush and "walk-out", and is resistant to abrasion. Ideally, the pile fiber should hide soil and be easy to clean — this reduces maintenance costs significantly.

Which fiber's best?

The pile fibers which perform the best in most situations are the advanced generation nylons (Antron III by Dupont, Anso-X by Allied Chemical Co., and Ultron by Monsanto). Nylon is the most abrasion resistant fiber, either

natural or synthetic, known to man. These newer nylons are specially treated to minimize the static buildup which was such a problem with first-generation nylons. They are engineered to reduce light reflection which magnifies soil and to increase crush resistance. These fibers are continuous filament, which means they are long individual strands of fiber rather than short, crimped staple fiber which has to be spun into thread before making yarn. This makes carpets with these nylons less prone to fuzzing and pilling.

Polyester has begun to earn a fine reputation in the industry. Fortrel PCP by Celanese, Trevira by Hoechst, and Kodel III by Eastman Chemical are second only to nylon in abrasion resistance. Their appearance is similar to that of wool, they are quite colorfast, and polyester is inherently resistant to static buildup. Polyester also performs well in terms of stain removal, offering complete removal of the stain in 46 of the 50 toughest stain problems.

To my knowledge, polypropylene is not used as a pile fiber in any spikeproof carpeting currently on the market, though it is widely used as the fiber in primary and secondary backing materials.

Wool is the traditional choice of pile fiber. However, it does not perform as well as nylon or polyester, and its cost has become prohibitive.

Acrylic fibers are widely used, but it should be noted that acrylic rates poorly in abrasion resistance, crush

resistance, and stain retention when compared to the previous fibers. The best acrylics are Acrilan by Monsanto, and Zefram and Zefchrome by Dow Badische. Modacrylic fibers are not as resilient as acrylics but are used in fiber blends in a flame-retardant capacity. Dynel by Union Carbide and Verel by Eastman Chemical are the best known modacrylics.

Fiber blends are quite common in the carpet industry and are a good concept as qualities of one fiber can be used to reinforce the weaknesses of another and often this reduces cost.

The carpet on this page is "Club Estates", by Normandy Carpet Mills, an acrylic/nylon pile fiber blend. On the right is "Saint Andrews Stripes," designed by Environs Design Group and made by Normandy to mask soil and hide footprints.

Scott Marlowe is a principal of Environs Design Group of Alexandria, Va. His firm does interior design, space planning, and similar work for golf clubs, retail stores, restaurants, offices, and other facilities.



There are, however, many technical considerations in selecting a proper fiber blend.

Judgments on the utility of a fiber should not be limited to the characteristics outlined above. A fiber's performance is greatly affected by the construction of the finished carpet fabric and use conditions to which it will be subjected.

What is spikeproof?

There are two theories pertaining to what constitutes a spikeproof carpet. One purports that a carpet must have a large amount of thick pile fiber between the spike and the primary backing (the primary backing is the material which retains the pile fiber and prevents the tufts of pile fiber from pulling out). While this approach produces satisfactory results, the fabric (carpet) requires a pile height of at least .53 inch and a pile yarn weight of at least 70 ounces per square yard. This usually results in a carpet which exceeds a flammability rating (according to the ASTM E-84-70 "Steiner Tunnel Test" recognized by most fire codes) of 75 which exceeds the Class "B" rating usually required by fire authorities.

The other approach is to produce a carpet with a great number of individual tufts of pile fiber per square inch (tuft density), the theory being that a great tuft density will prevent spikes from penetrating the backing as the base of each tuft is extremely close to other tufts. This technique requires a pitch (the number of tufts per 27

inches of width) of at least 252 for woven fabrics or a machine gauge (distance between tufts in a fraction of an inch) of slightly less than 1/10 for tufted products and a row (the number of lengthwise yarn tufts per inch) of at least 9 (10 to 12 row is highly recommended). The pile height must be a minimum of .37 inch in this case. The technical difficulties in tufting such a product makes it scarce and woven goods with these specifications are costly. Another consideration is that since the cutting and abrasion action of the spikes and the pulling at the base of the tuft is tremendous, a very tough pile fiber is necessary. This method works but usually requires expensive wool/nylon pile fiber blends. It is also desirable to minimize the abrasive action of soil and cleats to insure the long service life of the carpet.

Professionally, I favor a carpet which incorporates elements of both theories. I believe that a deep, dense pile and a tightly tufted or woven construction almost always guarantees long wear. However, it is important to analyze the performance requirements on a case by case basis in order to select the best carpet for the job at the lowest cost. Actual construction characteristics must be adjusted for specific use conditions.

Before the advent of the tufting process (the manufacturing processes which accounts for about 80 percent of the carpets produced today) golf spikeproof carpeting had to be manufactured on a Wilton or Axminster

loom. The Wilton or Axminster weaving process, by its nature, permitted an endless variety of pattern in a multitude of colorways. Tufting does not allow this as it is not a weaving process per se. Tufting machines can be compared to a glorified sewing machine with hundreds of needles each "sewing" pile yarn into a primary backing. Consequently, the process allows only solid colors or various stripes.

Patterns are achieved in tufted carpets through the use of colorset printing process. Unfortunately, this process has technical weaknesses making it unsuitable for the production of patterned carpets for spikeproof installations. However, the new "Millitron" printing process by Milliken looks promising and they offer an alternative to the current unpatterned golf carpeting.

What about installation?

Because carpets produced for golf spikes by the weaving processes are of high quality in terms of construction, they can safely be installed either by the tackless strip method over hair or jute padding or by the less expensive direct glue-down method. Tufted carpets are best installed direct glue down, but it is here that the secondary backing becomes vital. Latex foam is unsuitable and should never be used in a spikeproof carpeting. Jute is acceptable but will deteriorate rapidly when compared with either the unitary backing or so called "Action Back" of polypropylene. The latter is definitely preferred.

Under no circumstances should the carpet tile form of installation be employed. The multitude of seams in such installations will make the carpet deteriorate with great rapidity. Installations should have as few seams as possible and the seams should run against, not with, the majority of traffic passing through the interior space.

Color is an important consideration, not just from an aesthetic point of view but from a soil masking standpoint. The type of soil in the geographic location of a club or resort must be considered when selecting colorway, as well as in determining the best type of pile fiber to use, as different soil types have different abrasion factors. Sand, for example, with its many sharp, glassy edges, is one of the most abrasive soil types.

Generally speaking, medium value and intensity colors, neutrals or earth-tones hide soil better than pastels, dark or bright colors. Tweeds



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