

range is the responsibility of the professional, fees should be established which will assure a profitable operation thereof.

- The professional's bills to members for merchandise or services should be collected by the club. The club should assume responsibility for the credit extended members and payment to the professional should be made by the 10th of the month following his submission of charges.

- The professional shall be entitled to two weeks vacation and be allowed to play in any golf tournaments mutually agreed upon.

- The club should furnish a suitable space for a golf shop with the necessary fixtures for the proper display of golf merchandise, a room for the storage of the members' clubs, and office space suitable for the proper conduct of business. The utilities (water, lights, heat, etc.) should be furnished by the club.

- The income from salary and all concessions should provide the professional with a net income of not less than: 9 holes — \$12,000, 18 holes — \$18,000, 27 holes — \$22,000, 36 holes — \$30,000.

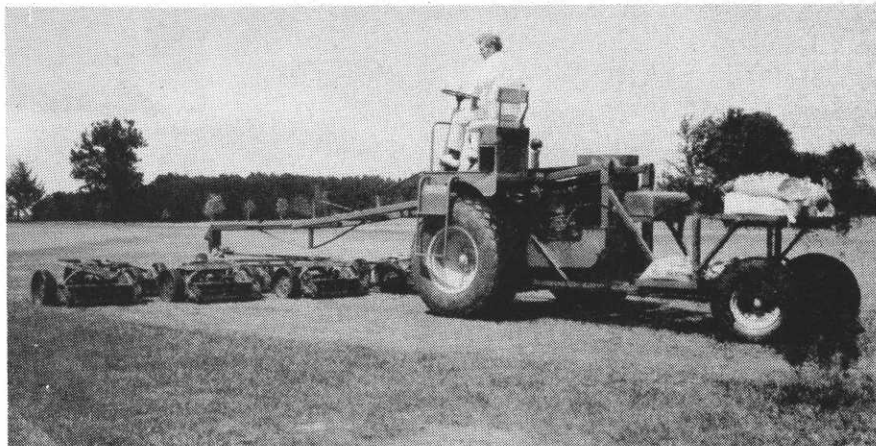
Superintendent Must Know What His Golfers Want

Different situations permit the golf course superintendent to do different things for himself and his course. Climate, soil conditions, age of the course and particularly the members' desires will have a great bearing on the course itself and the latitude the superintendent has.

But frequently, the results boil down to the superintendent's salesmanship, a subject touched on recently in the newsletter of the Heart of America Golf Course Superintendents Association in Kansas.

"Good superintendents are good salesman," say the writer. "As you travel around the state or country, you often compare your course, equipment, budget with what you see elsewhere. You probably ask too, 'how does he do it?'"

"A favorite definition of salesmanship," the writer continues, "is the art of never selling but rather learning what people want and then helping them obtain it. Most golf course superintendents could find



Traffic moving past Hickory Grove Country Club east of Harpster, Ohio often slows for a second look at a giant machine moving slowly along the fairways. What they see is the "Monster" created by crossing a combine harvester with a fairway gang mower. It is the idea of manager Craig Bowman, and it works like a charm, he says.

this approach successful for themselves and their course. The superintendent must first determine what his golfers want."

Usually this involves three major areas — scores, beauty and prestige. Next the superintendent must adopt an attitude of selling what he wants in terms of what the members desire.

"Assume for example you have been contemplating what you feel to be a necessary purchase," the comment continues. "After attending various equipment exhibits, field demonstrations and talking with fellow superintendents and salesmen, you have determined exactly what you want. What now? Do you explain to your chairman or committee how having this machine will replace one that has been causing you tremendous problems because of breakdowns or other insufficiencies? How the root structure will be affected, etc?"

"While these points may be of real concern to you or your fellow superintendents, they will only maximize your interest while minimizing the interests of the golfer. A better approach might be to inquire into the golfer's desires to play through will less mechanical interruption to his game, having fewer non-play holes or days, more uniform playing surfaces, having a course with greater beauty — in short, being the envy of golfers at other courses.

"Depending on the potential of the item you are contemplating, you can sell the golfer on your need through an approach that causes him to be the salesman."

MacGregor VP Bill Blanks Will Take Early Retirement

Bill Blanks, MacGregor vice president of marketing communications has decided to take an early retirement.

He told GOLFDOM, "I really have not made any plans for the future, but I do want to find an interesting opportunity to utilize my abilities to their fullest. It will probably be something within the golf industry."

Blanks was named a vice president of Brunswick Corp. in 1965, and joined MacGregor in 1974 replacing Bob Rickey.

Acushnet Set to Be Bought by American Brands, Inc.

American Brands, Inc., New York has agreed in principle to acquire Acushnet Co., New Bedford, Mass. maker of industrial products molded from rubber and synthetic fiber in addition to golf equipment.

American Brands, a company with interests in tobacco, beverages, soaps, toiletries and other products, said the agreement with Acushnet provides that at least 51 percent of Acushnet's common stock must be exchanged for new convertible preferred shares to be offered by American Brands.

In addition, the proposed acquisition would be subject to an examination by American Brands of Acushnet's affairs. In 1974, Acushnet earned \$4.3 million on sales of \$8.6 million.