CERAMIC TEE MARKERS

Every hole on your course will be plainly marked with these New Ceramic Tee Markers. They are sure to be seen, they are attractive indeed—and above all, they never need maintenance—through summer, winter, hail and sleet. They never rust, never discolor—they last and last. They are the best permanent and positive yardage and hole indicators available.

Available in championship blue, men's white and women's red—all specially manufactured, showing your exact course distance. Made of enduring high fire, high impact ceramic. Impervious to nature's drives, they keep bright and clean looking always. They never need painting.

Sold in sets, you can order three complete sets—or start with men's, then add women's and championship. Once you have them installed, see how well they look, how impervious they are to dirt and grime—you'll install complete coverage.

Order direct by mail merely by checking course distance for single sets, or send score card for three part coverage. Complete sets for 18 holes, with your distance permanently fired-in, cost only $90 per set net. Order direct today on your club stationery or write for more information.

Order Direct from . . .

New Jersey Porcelain Co.
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* Patent Pending

WHICH HOLE?
WHAT DISTANCE?

New CHEK-YARDS

CERAMIC TEE MARKERS

Individual replacements available for immediate delivery.

June, 1962
plug-in type sprinkler heads, designed to be used 10 at a time. The piping system was engineered to operate at pressures of approximately 120 psi, depending upon the number of sprinklers being used.

To insure a permanent, trouble-free piping installation, Farm & Golf Course Supply Co. specified the use of K & M asbestos-cement irrigation pipe. This pipe is said to be tough, lightweight and immune to corrosion and electrolysis. A total of 14,000 ft. of asbestos-cement irrigation pipe, in 3, 4, 6 and 8-in. sizes, was installed under the fairways.

Pumping Equipment

The installation also included appropriate valving and pumping equipment. The piping was divided into a three-zone system. To accomplish this, a master valve at the pump and three zone valves, one for each of the three separate piping zones, were specified. To provide the necessary rate of discharge, a 75-hp electrically operated pumping unit was called for. The problem of water supply was eliminated by taking the water from a stream that flows through the club as well as from the two original wells.

Permanent Tight Seal

Pipe sections were joined by means of Fluid-Tite couplings which provide a permanent tight seal immediately upon assembly. Because of their unique, patented design, these couplings seal even tighter as the water pressure in the lines increases. They also assemble easily and allow deflections up to five degrees at each joint. The couplings installed for lateral and riser connections were equipped with the recently introduced pre-tapped threaded brass inserts which eliminate the need for time-consuming field tapping operations.

Pleads with Course Builders to Protect Native Vegetation

Ray Hills of Los Angeles, a noted landscape artist, at a recent Southern California GCSA meeting at Bel-Air CC, Los Angeles, gave expert testimony to back up one of GOLFDOM's campaigns in calling attention to the immense damage done by destroying native vegetation during golf course construction. There have been hundreds of cases in which trees and other native growth alongside fairways that have been uprooted would have added tremendously to the golf value and distinctive beauty of the course. After the bulldozers have finished, thousands of dollars are spent in a vain effort to grow golf architecture and scenery that, at best, is inferior to that that already has been eliminated.
New International® 404 Lo-Boy

Safe mowing on steep going!

Low silhouette and proper weight distribution give the 47 hp* International 404 Lo-Boy unusual stability. Operator can work safely on slopes as great as 40 degrees, allowing mowing in areas too steep for conventional tractors and equipment.

**Eight forward speeds** with optional dual range transmission give a working speed always just right for every kind of mowing condition. At any speed, balanced power-weight ratio protects turf—keeps tires from scuffing tender grass on grades or under heavy pull.

*Maximum engine horsepower at standard conditions

Protect your operators... lick tough mowing jobs at low cost. Test the International 404 Lo-Boy at your IH dealer, soon.

INTERNATIONAL HARVESTER

June, 1962
Remember the Big Idea!

Your Shop Is For Selling

BY AL BONK

Every year the professional has the same problems of freshening the appeal of his shop. Appeal means selling power. A pro shop is for selling; other areas of the clubhouse are for entertaining. The pro cannot put it just that bluntly to his members or players at a fee course but selling had better be the primary purpose of the pro shop if the pro is going to make a satisfactory income.

Getting rid of the old look in a shop is not a matter of the pro getting tired of the way the shop looks. Nor does it come from being inconvenienced by some poor features of its layout. It is a matter of renewing the buying invitation to old members, of creating magnetism that pulls in business from old members who are not buying enough to pay their way at the club.

There has been a great deal in GOLFDOM over the years about the member whose house account is so low that other members practically have to pay for carrying him on the club roster. But I haven’t seen or heard much about the member whose pro shop buying isn’t enough to pay his share of the cost of pro department service.

Pro Pays Himself

The point does not seem to have been put across in the golf business that pro service actually costs a club little or nothing; that the professional department’s service attracts profitable business to the club and that the pro, in the last analysis, must pay himself for working for the club. Therefore, the wisely run club gives its professional encouragement and opportunity to make money. In no other way can a first class club attract the sort of first class man it needs.

The same incentive and reward elements that enable a man to make enough to play golf apply to the player’s pro.

The member or pay-play player who isn’t buying at the pro shop is an important reason for changing the looks or layout of the shop. If a poor customer, man or woman, isn’t buying from the pro it is, in most cases, the pro’s fault. Somebody is selling the player what isn’t being bought in the pro’s shop.

Getting traffic into the shop is part of the pro’s selling problem, but equally difficult to solve is getting the shop to sell all it should to the potential buyer who enters.

Experiments in increasing the shop’s selling power must be conducted ceaselessly. Keep changing the displays — locations, merchandise, general appearance — often enough to keep the sight of the shop from getting tired and stale to those who come in.

Scares Away Sales

There is a tendency toward giving pro shops a too-sophisticated look. That trend sometimes is carried to an extreme. The customer in the fancy atmosphere of a place that seems to be trying to look like a salon rather than a pro shop isn’t persuaded that the Big Idea is to spend

Sales Teasers

- Get rid of the old look — ring in the new.
- Somebody’s selling the player who doesn’t buy from you.
- Experiment in increasing your shop’s selling power.
- Price tags show that the price is fully warranted.
- Golf merchandise has prestige value that you should capitalize on.
- Use your imagination to keep the sales pot boiling through the season.
- For the women, try to show smart styles that can’t be bought elsewhere.
LOW INITIAL COST
By comparison with most other piping materials, SOUTHWESTERN Plastic Pipe is measurably less expensive. This economy is made even greater by the drastically reduced cost of installation.

LOWER OPERATING COST
Water losses are minimized when you install SOUTHWESTERN Plastic underground sprinkler pipe. Power requirements are generally lessened, due to lower friction loss.

LOW MAINTENANCE COST
Resistance to most chemical and soil elements protect SOUTHWESTERN Plastic Pipe against the damaging attacks of corrosive elements that sometime rust and destroy other piping materials. Shifting soil has little effect on semi-rigid or flexible plastic pipe.

FACTORY WARRANTED
Southwestern’s Plastic Pipe is guaranteed against rot, rust, and electrolytic corrosion, and to be free from defects in manufacturing.

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money for useful golf equipment and supplies.

No pro ever lost a job, lost a sale or lowered himself in his members' esteem by putting price tags on merchandise in the shop.

Again, I want to remind you that the Big Idea in the shop is to sell. How are you going to sell if the potential customer doesn't know the price?

There are very few things that somebody can't make in lower quality and sell for less money. Does the professional have to be afraid or ashamed of selling quality for the price that quality justifies?

**Prices Are Justified**

Neat and bold price tags on pro merchandise give the customer confidence that the price is fully warranted.

Some professionals seem to think that the sophisticated look of a shop is lost when price tags appear. These fellows do not realize that the genuinely sophisticated rich are frankly interested in money. That's how they got rich.

A certain elegance, in keeping with the country club atmosphere, must be present. The pro shop is not merely a display room but a retail store that is a convenient service. It provides expert buying advice, distinctly personalized in the case of the private club members.

Another trend noticed in pro shops, in private clubs, particularly, and in all sections of the country, is the trend to accent apparel merchandising at the expense of golf playing equipment and accessories. Apparel selling has its place in the pros' policy and at some shops amounts to more than 60 per cent of the entire retail volume.

**Watch Clothing Balance**

If I were a pro I'd watch that division between golf playing equipment and apparel sales. A high apparel percentage may be a healthy sign at resort courses where the guest's home club pro probably has sold him new clubs, a bag and balls before he went touring. But if the apparel sales percentage is high at a shop where the bags in storage show a high percentage of irons that are older than six or seven years, or woods older than eight years, or irons and woods that were bought elsewhere, the situation had better be studied.

The pro should bear in mind that he is hired as a golf expert, not as an expert in pushing merchandise. The pro, originally located at a club to give lessons and supply clubs, balls and bags, grew into his present merchandising position because of the strategic location of his shop, and for no other reason.

The professional wisely capitalized on his shop's location and on buyers who, as private club members, were considered a "captive" market.

**Don't Have to Buy**

Golfers at the public and fee courses are not a "captive" market. They buy anywhere, often primarily for price. What the public course pro has done to retain and extend command of his market is one of the most interesting demonstrations of merchandising brains in golf business. These pros have to operate as a public utility. They make money for themselves and serve their players and the community in general by making the pro shop pay.

The private club pro can make use of the prestige factor as well as of his own position as an authority as he sells golf equipment. Association with the social prestige of his club often is the selling point for apparel bought at a first class private club. It means something to a manufacturer to have his clothing or shoes sold at exclusive private clubs, as well as at other "prestige" retailing establishments. To what extent a manufacturer recognizes this factor is some-

(Continued on page 102)
THE TREND IS TO HARDIE

Ashbourne Country Club, Cheltenham, Pennsylvania

THE FINEST IN GOLF COURSE SPRAYING EQUIPMENT

Yes . . . the trend is to Hardie . . . because with a Hardie, the beauty of your fairways, greens and club house grounds can be preserved with dependable ease . . . Hardie Hi-Pressure sprayers are available in sizes from 3 to 60 gallons per minute. Pressure is adjustable from 50 lbs. for weed spraying to 800 lbs. for hand spraying greens, shrubs, etc.

The Hardie Hi-Lo pressure regulator weed boom is considered by many Golf Course Superintendents as the ultimate in boom design and performance. Hardie also manufacturers a complete line of single and multi-nozzle spray guns for exacting green or shade tree work.

There is a budget-priced Hardie Sprayer, with either the famous long-lasting Hardie Douglas-Fir wood tank, or the conventional steel tank to meet your exact requirements. See your Hardie dealer soon, or write for illustrated literature.

*BECAUSE HARDIE GIVES YOU YEARS OF DEPENDABLE PERFORMANCE

June, 1962
The profit and loss statement should be of interest since it reports the net operating results of the club departments, and the net amount of club dollars that each department contributes to or requires from the operation. For example, every club anticipates that its bar operation will result in a profit. By the same token, every private club realizes that the greens and grounds or golf course operation will have a greater expense requirement than the amount of direct income received from fees regardless of the volume of play or the amount of fees. Through examination of the profit and loss statement, you can determine generally the areas that require club dollars, to what extent they require club dollars, and how this requirement is met.

The club balance sheet is not pertinent to this discussion. The balance sheet basically represents the state of the club’s health, whether its assets and liabilities are in proper balance and how it stands financially after the club dollar has been distributed and all current expenses have been paid.

Of course, the most pertinent analysis of the distribution of expense within your own operating department is the monthly departmental operating report. In my estimation it is essential that all department heads receive the monthly report so that they may know how they are faring as compared with last year’s operation and this year’s budget. The minimum essential information that this report should carry is a complete breakdown of income and expenses for the month under consideration, a comparison with the same month last year, a cumulative report for the year to date, and the current previous year to date, and the current annual budget. I believe that bringing this information into proper focus for this discussion can best be undertaken by using data contained in studies and surveys that combine the combined expenditures of a large number of clubs. These are published annually by two of the leading firms specializing in club accounting. I suggest we examine one of these recent annual studies to provide us with the average ratio of club dollars spent.

**Distribution of Dollar**

The one I have selected states that the distribution of the revenue dollar of 50 clubs for the 1960-1961 annual fiscal period was as follows: Out of each dollar — 40 cents was spent for payroll, with an additional 6 cents going for fringe benefits for a total of 46 cents; 23 cents was spent for the cost of goods sold in the various service departments such as restaurant, bar and tobacco, and of that 13 cents was for food; 8 cents was for beverages and 2 cents for other items; 22 cents was expended for all other operating expenses; and 6 cents for
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New fast-selling knitted CLUB SOX,
POM-TAMS and EAR-SWEATERS washable, colorfast

For No. 1 No. 2 No. 3 No. 4 No. 5 Wood

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Handsome! Handy! Popular-priced! Brand new CLUB SOX are just what your golfers want to protect their favorite woods, and to give as a gift to friends. Order your fast-selling stock now — in Flag Red, Jet Black, Sun Gold, Fairway Green, Sky Blue, Sapphire Blue, Berry Pink, Foam White — all with 2-tone Pom. Write for full-color literature.

Suggested Retail:
$1.75 each CLUB SOX

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Write for Full-Color Literature and Full Information on Profitable, Popular CLUB SOX, POM-TAMS, EAR-SWEATERS.

Please your golfers with jaunty, visored POM-TAM Sports Caps

One size fits all. Bright and subdued colors — nicely knit in fine wool or high bulk orlon. Fully washable. Will not stretch or shrink out of shape. Individually packaged in transparent plastic bags.

Ring up Sales with new EAR-SWEATERS

In the club house or on the fairway, your fair lady golfers will love the comfort, convenience and smart good looks of new EAR SWEATERS, the brand new knit circlet that keeps hair neatly, nicely in place. Colors, gay and pastel. Will not stretch or shrink out of shape — one size fits all.

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Suggested Retail: $1.00

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CLUB NAME
ADDRESS
CITY   ZONE   STATE
SUPERINTENDENT

rent, taxes and insurance. This left a bal-
ance of 3 cents out of each dollar to take
care of debt service and capital improve-
ments.

I am sure that we find these figures
very interesting. It is significant to real-
ize that of every available club dollar, 40
cents is directed toward cash payroll and
that additionally an amount equal to 15 per
cent of payroll is required to meet the cost
direct fringe benefits. It is well for us
to keep this in mind. When increased
wages or additional personnel are up for
consideration in your department, re-
member that the cost to the club is not only
in the payroll but the payroll plus 15
per cent.

This 15 per cent doesn't represent an
increased expense in the operating depart-
ment, for it is ultimately carried under ad-
ministrative and general expenses. How-
ever, club dollars must be found to pay
for the fringes as well as for increased
payrolls. In this connection let me digress
momentarily to call your attention to
what may well be termed a hidden cost
and at the same time, emphasize the
need for increased increments, so club
management will be on a comparable level
with industry whenever we enter the high-
ly competitive labor market seeking em-
ployees.

Competent Use of Personnel

When we compare the 46 cent cost of
payroll with a cost of 22 cents for all other
operating expense, and a cost of 23 cents
for the cost of all goods sold, it is not
difficult to visualize the extent to which
the successful operation of our club de-
dpends upon competent and economical
use of personnel. It is not difficult to
visualize the extent to which available
club dollars depend upon remaining funds
after payrolls have been met.

In the area of all other operating ex-
penses, we find our department items of
heat, light & power, materials for main-
tenance, replacement supplies, and out-
side contractor expenses. I believe that
we are all keenly sensitive to costs and
cost controls in this area.

This article is condensed from a speech
given by Carl Jehlen at the annual USGA
green section meeting held in New York
last January. Jehlen is the club manager
at Baltusrol in Springfield, N.J.

The second part of this article will ap-
pear in July Golfdom.