

sacrifices to remain, for he is held by no investment or tradition.

During the past years many golf clubs have restored their initiation or transfer fees and indications are that many more will do so. Some clubs have found it advisable to have a campaign for members with a reduced initiation fee and immediately thereafter increase this charge.

Assuming that new members can and should be brought in by the older members, two methods of doing so are patent. One is to keep eternally at it. If the governors or committeemen will keep this on their minds throughout the year—something which is rarely done—a club's roster may be filled. This is a slow process and in the long run the most costly, for if it takes a year to secure the missing third, the dues not paid until the end of the year are more than sufficient to have put the club in first-class financial shape, without worry.

Quick

Campaigns Succeed

It is the belief of the writer that the sensible thing, the revenue producing thing, is to have a short intensive campaign using the members as solicitors and not "letting down the bars." Professional direction saves the time, worry and energy of those most interested in the club. Two weeks' intensive effort will ordinarily bring in the desired number of members who start paying dues immediately. This fact makes the cost of the campaign, as compared with the other method, nothing. Usually, the campaign is profitable, for if any sort of an initiation fee is charged, this more than takes care of all the expenses, including the director's fee, postage, literature and stenographic help. It is the way out for the club that has felt the depression. Filling the roster is the ONLY way out, for then the dues will take care of maintenance, operating expenses, and the other costs.

Bap Woods Uninjured by Flood—A set of MacGregor Bap woods, held under 14 feet of water for five days when the Johnstown flood swept through the Penn Traffic store, provided a demonstration of the excellent finishing treatment given the clubs. E. L. Hoffman of the store wrote Clarence Rickey of MacGregor's that after the clubs were salvaged and cleaned no evidence of swelling or cracking in the wood or of deterioration in the finish was discovered.

Burten Brothers Have Able

Merchandising Policy

By FRED E. KUNKEL

ALLAN J. and Danny Burten, brothers and co-pros at the Army and Navy CC, Washington, D.C., act as caddiemasters, give lessons, run a golf shop, and in general perform all the duties of managing a golf department. They take care of everything but the greens.

Both were caddies together at Chevy Chase and both worked in the golf shop. Nearly three years ago they learned that the pro job at Army and Navy was available. They went after it in characteristic Burten fashion and got it. Allan runs the shop, does the selling, and gives most of the golf lessons. Danny is caddymaster and all-around handy man.

Speaking to these youthful pros, still in their twenties, one gets the impression of gathering "wisdom from the mouth of babes." They use their heads. Yet they have never defined the principles which make for success. They just think, grope around in the corners of their brains and stumble upon them through experimenting on "how to do it."

Tricks of the Pro Trade

The Burtens have learned many, if not all, of the little tricks of the pro trade, without being aware of them as "theorem" or as a "principle" to be applied. They just know they are there, and use them. Here are some of their ideas:

- 1—Don't charge for every little thing. If you do put in a charge for everything a member gets, he doesn't like it;
- 2—Put yourself out to do a member a favor—it always pays back dividends;
- 3—Give your members what appear to be bargains, but are really only common sense buys in swaddling clothes;
- 4—Don't be too proud to be a servant to the members;
- 5—Don't try obviously to make too much money—the less you appear to make the more you are really making;
- 6—Don't take bread with a member—in other words, don't drink tea with the ladies or sit down at the 19th hole for a snack.

Suppose a driver needs wrapping. Some pros would charge 15c to a quarter. The Burten Brothers fix it, and when the member asks "How much?" the answer is "No charge."

From here on, it's the Burtens talking:

We let them off, it was explained, and they invariably come back for a bigger

job. It puts them under obligation. They feel you are a good fellow, without an itching palm. And this idea alone has increased business.

Go ahead and give them a little something for nothing. That's our policy. A member has one or two spikes to be put in his shoes. We do that free. We don't make it a practice to charge a member for everything he gets. In that way we increase our business a whole lot more. If we were to charge for every little thing they got, we would have the cash in hand but future business would just stay away, and be much more difficult to get.

Be courteous to your members. Put yourself out a little to help them. It goes a long way towards building that necessary goodwill which attaches to any kind of business and which in our profession produces increased patronage for the golf department.

Never Get Too Friendly

We never try to put ourselves on the same basis as a member—and they like it. We have watched that. We believe that is one reason why we have been so successful. They feel more patronizing towards you. Any business or professional man will tell you they get less business from close friends than they do from comparative strangers. Business and close friendship just don't seem to mix. That is why we never become too friendly with a member. We remain acquaintances.

We have been invited to attend parties and dinner dances, and to have tea out on the lawn. We have steadfastly refused. It doesn't go with the business. You can't make yourself a member and have the members like it. After all you are an employee. We don't forget that. Or that we have a living to make. We don't go high-hat because we are showered with friendship.

There is always the element of jealousy rampant in a golf club. If you have tea with one and not the other, they become prejudiced. If you sit down at the nineteenth hole and become a good fellow, you soon fall in with cliques and cliques breed discontent. We attend to our own business and let the social side slide.

Some of the club members say, "Why don't you go into tournaments?" We always feel like saying, "Why not run for President of the United States?" But we only smile happily and say we like giving lessons better.

We would rather give lessons all day

long than play golf. We love it. We average a hundred or more lessons a month—the year round—and in the summer season give more than 200 lessons every month. We sell a series of six, and give them one extra, gratis.

That has increased business tremendously. Members who took lessons last year are coming to us all summer asking if we are still running that series of six, with one extra, and when we say "sure," they immediately sign up. Business has increased right along as a result. They think they are getting a bargain and the majority of people love a bargain.

Our method of teaching has become so successful that it is being talked about on the golf course. Members don't have to learn the game all over again, or change their habits and style. On what they have, we build. If a member has a trick habit which he has carried about for years, we build on that. We don't take it away from him.

We probably have an all together different method of teaching than most pros. The less you tell a golfer the better off you will be, and the quicker he will improve his game. When we give a playing lesson, we don't worry about our own game nearly as much as we worry about the pupil's game. The secret in giving lessons is not to give your pupil too many things to remember at one time. Don't give him the equivalent of six lessons in the first get-together. If you tell a pupil too much at one time he never will be a golfer.

Advertised By Lesson Results

In giving a golf lesson we don't care how much we get out of a member, whether it be only one lesson, six or a dozen. We are always thinking of our reputation afterwards, the praiseworthy gossip he can spread around the golf course about those lessons. For example, a member who was doing 55 to 58 on each nine, took some lessons, and shot a 44 on both nines the day after the lessons were completed, to make an 88 for the course. The three other members in his foursome marvelled at his improved game. Thus we have the members working for us and spreading word-of-mouth advertising. That is what pays.

When we first took over the duties of pro, we had nobody but women to teach. Now they run about fifty-fifty, men and women, and in fact the men are on the increase. The simpler you are in your

teaching the better off you will be, we have found.

The better golfer a man is, the more equipment he will buy. When he comes into the shop we don't sales-talk him to death. We don't run right over to him and ask what he wants, or go into ecstasies about a new set of clubs. Open up your shop and keep your mouth shut until he asks you a question.

When you sell a man the right club he starts boosting your golf shop. For instance, just the other day one member sold two clubs for us. Another member bought \$100 worth of equipment because his friend told him about us on the golf course.

When we first took charge of the pro-shop we were selling almost no clubs. Now we sell on an average of 14 sets of irons and 14 sets of woods each month, and many bags. We do not believe in overstocking our shop, but just carrying enough stock from month to month to supply our customers needs. Say we buy 2 or 3 sets of clubs. As soon as we sell two sets, we must reorder right away, and we simply call up and have them sent out.

We believe in quick turnover and minimum stock. We don't carry \$2,000 worth in the whole shop. We are never overstocked. We believe in reordering as required. In that way we do a more profitable business. If clubs lie around unsold from month to month, it is just poor business. None of our goods ever gets shopworn as a result of our policy.

LAWSON LITTLE'S departure from amateur ranks, following Horton Smith's resignation as Oak Park CC pro, means that the Spalding plan of golf promotion is getting well under way. The objective of the plan is a large increase in the number of golfers, the Spalding officials being convinced that economic and social conditions now are such that the populace will respond briskly to an inviting educational campaign in behalf of the game.

Bob Jones as a Spalding vice-president undoubtedly will take active part in the campaign, the first step of which will be a follow-through on sound pictures of Jones, Smith, Little and Jimmy Thomson taken after the Augusta National tournament.

Details of the complete plan have not been formulated. Basic policy will involve a close tie-up with pro efforts, which have

been highly successful, especially in the development of high school kids as golfers.

ED CONLIN, US Rubber golf ball head-man, although born in New York is one of the Gotham minority who doesn't believe that west of Joisey dere is Injuns and buffaloes and erl wells and covered wagons loaded wit guys and dolls having screwy idears about living away from Broadway.

Grandpappy John Black, pro at the California GC, San Francisco, reminded Ed during the latest of Conlin's frequent transcontinentals prowls, that this is a big country.

John asked Ed, "Where'd you get the name Nassau for that new ball of yours?"

Ed blinked and replied, "Why from the Nassau match play method, a point on the first nine, one on the second and one on the match, of course?"

"Oh, says John, 'you mean, 'dollar-dollar-dollar,' that's what we call it in the civilized west."

"I guess so," agreed Conlin who wandered away talking to himself about east is east and west is west, and about the dough he put into registering and advertising Nassau as a name that everyone, everywhere, was bound to catch on the fly.

GOLF was quick to respond to appeals for flood relief funds this spring. In numerous cases clubs in the affected areas conducted tournaments, all entry fees going to the Red Cross.

FROM Russell Mattern, Hagen New England salesman, comes a thought for the boys to jiggle in their skulls. Says Mattern:

"Most of us have seen old and poor outfits of clubs in the bags of members who play almost every day. Any golfer who likes the game enough to play that often and who is playing with antique tools actually isn't getting the pro service he deserves for his fidelity to golf.

"In such cases the pro is really doing the member an injustice by not selling him new equipment, instead of being afraid to suggest the purchase. The matter is properly and diplomatically handled when the pro gets the enthusiastic member wanting the better equipment more than the member wants the money it takes to buy the equipment."