



Business Analysis Shows Pro Way to Better Profits

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In the office of one of my members I picked up a pamphlet that the canny and energetic George S. May sent out to interest possible clients in his company's business engineering service. The pamphlet told of the application of the May organization's services in helping a company make more money.

I am not a company but my pro business is just as important to me as the business of the Standard Oil Co. of Indiana is to the chairman of the board of that company so when I see an idea I can apply for more business I grab it. The pro often, for many reasons, has to be rather careful about letting it be known that he is making a living. For some reason we all don't seem to have put across to club officials and members the basic fact that the more money we make, the more actual cash return the club is making out of our services and the more benefit of eventual cash value the member is receiving. So we have to go about our money-making tactfully and never show bold signs of satisfaction at whatever profit we may be making on a job in which a man can very easily just break even or wind up in the red.

Consequently when I saw George's booklet about back-stage in big business I read it over quite studiously with the notion of giving my own business the sort of analysis that George's staff have given many a large enterprise. Maybe I'm kidding myself but I think that a lot of us who are in pro golf solely from the club

member service angle could make more money out of applying the May principles of business analysis than even Byron Nelson has made in May's tournaments although it would take any of us home-club pros considerably longer.

George's analysis divided business into 3 major elements: administration, operation and sales. Each of these major divisions is divided into policies, organization, personnel, facilities and methods.

Well let's see how the three major divisions apply to a pro's business.

Pro's Administrative Job

In administration first there is the matter of relation with club officials. Plenty of times we hear that the officials don't understand the pro's problems. In analyzing our own business how many times have we thought about the officials' problems, or the problems of the manager or the greenkeeper as they relate to the pro department or to the whole picture of the club? Maybe far from enough. I think I am a pretty fair pro businessman but I'll confess that plenty of times I could have saved the entire club organization some headaches and contributed something constructive to club administration had I viewed conditions from an administrative angle in determining "clear-cut, well-founded and soundly controlled plans for governing activities." Just how to discreetly pass along these observations is something else again as there are plenty of times around clubs when a pro would

Exmoor Introduces Bent Grass Into Watered Fairways

(See photos on opposite page)

Ordinary Kentucky Blue Grass is not the answer to turf on watered fairways according to Bill Stuppel the greenkeeper at Exmoor in Highland Park, Ill. It is so badly damaged by leaf spot disease during cool wet springs that clover, knotweed and poa annua take possession.

The turf on a large part of the first fairway at Exmoor is bent grass which does not fluff or become heavily matted. Stuppel decided to test this strain on another fairway, and then he plans to use it on others if it proves satisfactory.

The pictures show the method of planting.

1. Alfalfa and grass disc seeder cut slits in the fairway. They are spaced four inches apart. Dr. Grau of the Green Section is an interested spectator.
2. A close-up of the slits.
3. Workmen planting stolons gathered from the first fairway. They were taken in the rough along the edge of the fairway.
4. A close-up showing the method of planting stolons.