

could come by guessing. Of course the preceding fellow may have made some mistakes in buying and selling but at least the figures give a better indication of demand than a rank guess would be.

Watch Your Investment

A pro these days has to figure that he has to have in cash and salable merchandise that he has carried over from the previous season a rather substantial investment in his business. Say that he has \$5,000 in his investment for doing business at a club. He must realize that this \$5,000 has to have a four time turnover during his season to give him a \$20,000 volume for the season and that's a very moderate figure for operations necessary to meet the pro's share of a pro department payroll and come through with a merchandising profit in a comparatively short season. If more club officials realized what the pro is up against in this matter of shop investment and turnover in supplying the members with the best and wide choice of equipment there would be larger guarantees given to pros by clubs.

But—and let us be frank about it—if a pro doesn't know and watch the relationship between inventory and sales and keep this ratio under close inspection as sales in various categories fluctuate by months, how should a club official be expected to know what the pro's business problem is?

Buy to Month's Demand

The pro must buy carefully to the month in which he is selling as the demand for items changes with the months and with unexpected weather.

He can't buy the same amount of the same items each month. He has to have a written record of sales experience as his guide. And even with such a record he must be vigilant so that the peculiar conditions of the postwar period don't knock his estimates suddenly cock-eyed.

Sales figures for 1946 and 1947 have been unusual. Probably the 1940 and 1941 sales figures plus 20% might be a safe guide in most cases but in going over sales records with many a canny, successful pro businessman I have repeatedly seen that only one's intimate knowledge of a club membership as considered along with the sales record can determine helpful inventory and sales quotas.

Careful study should be given by pros to ratio of brands in inventory and sales. He is finding that his business is growing in great volume beyond the strictly playing items. He will learn, about shirts for instance, that the size range varies from that carried by stores. There is more of a demand for the larger sizes at pro shops. He will learn, in most cases, that shirt sales are about four times those of rain jackets.

Sales Records Surprising

But in studying sales of clubs many pros will find their records surprising. Our salesmen, and I believe the salesmen of other club manufacturers, have found during the past two seasons that pros often order more wood than iron clubs. It hasn't been much of an error so far as there is a ready demand for whatever of the good brands can be delivered. But close examination of representative pro shop sales records over a period of normal pre-war years reveals that the sets of irons outsell sets of woods about 3 to 2.

One thing pros often find by planning this coordination of inventory and sales is that they have ordered too little to take advantage of such demand as there was this year and which seems virtually certain for 1948. For example, one pro at a live club of 250 active members ordered 40 sets of woods last year. His sales showed 20 sets sold in May, 12 in June and 8 in July. He could have sold more if stock had been on display and inviting. This was no year for getting rush deliveries from any manufacturer.

You may be out of pro shop selling business when the leaves fall and the snow comes down but you're never out of thinking business if you're a Class A pro businessman. Get yourself a coordinated inventory and sales record as your operating basis for 1948 and you'll think yourself into a bigger profit.

RYDER CUP TEAM SELECTED

Personnel of the team representing the United States in the seventh renewal of the Ryder Cup matches to be played over the fairways of the Portland Golf Club after ten long years of war time suspension have been selected for the first time by the PGA on a point basis. The American team will be composed of: Ben Hogan, Jimmy Demaret, Herman Keiser, Byron Nelson, Sam Snead, Lloyd Mangrum, Ed Oliver, Herman Barron, E. J. Harrison, and Lew Worsham.

A certain number of specified points were awarded any player finishing among the first ten in any PGA co-sponsored tournament, the National Open and PGA Championship, the higher the player finishing, the higher the number of points, between January 1, 1946 and September 1, 1947.

Each of the players listed above were among the leading money winners in 1946 and are among the leaders again this season with the exception of Byron Nelson who has a sufficient number of points by virtue of his 1946 triumphs.

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