GOLFDOM

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How Successful Pro Merchants Lengthen Selling Season

By: HORTON SMITH • AL WILFONG • ALEX CAMPBELL • JAMES K. THOMSON LENY CALDERWOOD • LOU BOLA • CARROLL T. MacMASTER • BEN RICHTER BOB GUTWEIN • ED BUSH and HERB GRAFFIS

There's been a revolutionary change developing in pro shop selling. It's already meant millions of dollars in added income to professionals and clubs. Yet nobody has noticed how vast the improvement has been for the job has been done without high pressure and by the steady quiet work of smart pro businessmen.

The change has been that of extending the selling season—consequently the playing season—at clubs north of the Mason-Dixon line, where the great majority of clubs and golfers are located.

In recently coming across some notes on interviews with pros in 1935 I was reminded that after July 4 pro shop business slumped abruptly. Ball sales and lessons were main sources of pro income for the rest of the season. Generally pros believed that if they hadn't sold clubs by July 4th they had a slim chance of selling them after that date in by-gone years.

One result of that habit of thinking was poor credit in trying to make a year's income in about five months. Pro shop retailing is tough enough in central and northern states considering that uncertain weather reduces playing days even in the season, April to September, inclu-sive. Another phase of the short-season idea was that some pros got into the habit of returning to the factory clubs that were unsold at the end of the season instead of regarding a purchase as a firm transaction. As manufacturers couldn't eat these returned clubs and didn't want to throw them into the river they had to sell them at reduced prices to other retailers. Cut-price retailing of those clubs at the start of the following season made store competition vigorous and costly.

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But in the past 10 or 12 years those conditions have been altered drastically. The improvement probably has been spurred by wartime conditions that forced pros to merchandise sportswear and accessories when they couldn't get clubs, balls and bags to fill the demand.

This year the pro shop selling season is going strong into September and October in central and northern states. The sharp drop in July and August sales has been reduced by most of the first class pro merchants.

Course Maintenance

One reason for the lengthening of the season has been a development in course maintenance procedure in regarding leaf sweeping almost as much of a necessity as mowing. There have been marked improvements in leaf collecting devices and more attention has been given to areas under trees. That contribution by the greenkeepers has been a prominent factor in lengthening the season and increasing pro and club income, despite the earlier dusk of those beautiful late summer and fall days.

But, with all due credit to the help given by the greenkeeper the main element in extending the season has been more persistent and intelligent selling in the pro shop.

Monthly percentages of annual shop income at a representative first class central state's club with a top grade pro businessman on the job is shown by Horton Smith's figures at the Detroit GC. Everyone who knows Horton—and probably more than half the pros in the U.S. know him rather well—will admit that Smith knows how to run a pro depart-



POPULAR PRICES DRAW NEWCOMERS TO GOLF AS GALLERIES

Dollar admission plus tax brings record galleries to George S. May's Tam O'Shanter tournament at Chicago. May figured pay-as-you-play course golfers and practice range customers comprised a tournament market around Chicago that wouldn't go for higher prices. After

ment for the fullest benefit to the members and how to make a legitimate profit on doing a good job.

Horton's percentages run:

January	1/2
February	1
March	11/2
April	22
(including season club- cleaning charges)	
May	12 1/2
June	15
July	121/2
August	10
September	8
October	7
November	4
December	6

With the exception of the December business which represents a growing volume of Christmas and winter resort travellers' business the winter business is mainly mail order. The pro who keeps in close touch with his members and shows a keen desire to supply all golfing wants of his members can pick up a lot of business that might otherwise go elsewhere. That's been repeatedly demonstrated by pros who do good jobs of selling in the locker-rooms.

Tie in Resort Travel

Horton, like many another real businessman in pro golf, ties in his selling with winter and summer resort travel. Any member who is going to be away from the club is worked discreetly to have all golf goods requirements supplied. Horton has found that the lessons and playing season are extended by suggesting to the member who is going south for a while that the winter trip will be made more enjoyable if the golf is kept tunedup.

Note that Smith's percentages show 25% of the annual shop sales volume is sold after August. That percentage is not unusual among pros who have kept applying selling effort. Pros who visited the shop of Bill Gordon during the Tam O'Shanter tournament saw a shop in which a quarter of the entire year's volume is done after August.

One thing that helps the pro and the club extend the season is a program of golf activities that doesn't virtually stop after Labor day. That may call for some work by the pro on the men and women's golf committee heads. There are many interesting events that are not on club calendars. The National Golf Foundation recently issued a booklet of golf events that any pro or chairman can have by sending 20 cents to the Foundation at 407 S. Dearborn, Chicago 5, Ill.

Gift Advertising Pays Off

Something else that is effective in ex-



OVERRUN COURSE DURING ALL-AMERICAN SERIES OF EVENTS

deluging Chicago district for years with free passes this year May put his show on a strictly cash admission basis and drew more people than ever before at \$1 plus tax per head. Many of the Tam tournaments' customers were seeing their first show of golf headliners.

tending the season is pro advertising either direct to members or in the club magazine. Especially does this advertising pay-off when it is used for Christmas gift business. Pro success in selling boxes of balls, bags, clubs, headcovers, gloves and other items as Christmas gifts has been spotty but indications point to the failures being the result of errors of omission or commission in the pro advertising, display and merchandising, as the store volume of golf Christmas gift merchandise is high and those pros who do an energetic job on Christmas selling have demonstrated that sales are commensurate with effort.

A considerable volume of golf Christmas gift merchandise is sold by Chuck Tanis of Olympia Fields and Jerry Glynn of Skycrest who divide the cost of a handsome little illustrated booklet which, bearing their respective names and addresses, is mailed to lists of their members and other friends. Numerous pros pick up a substantial amount of Christmas gift business by selling members who buy for their companies to give to customers.

Al Wilfong, pro at Wyoming Valley CC, Wilkes-Barre, Pa., expresses the conviction that smarter buying and pricing by pros has been an important factor in extending the selling season. Al points out that one of the main things to remember about keeping the members buying is

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that the player with new equipment plays more golf, enjoying the novelty of his brand-new purchase.

Wilfong says that when pro shop stock becomes depleted after the opening two or three months the members are bound to get the idea that the buying season has ended inasmuch as the pro seems to think the selling season is over.

Smart Buying, Smart Selling

Wise inventory control and careful shopping combined to keep the pro's shop stock investment in good liquid condition are essential to extending the selling season, Wilfong declares. He stresses smart buying as the foundation of smart selling which keeps the pro shop prices competitive.

Al says:

"One of the greatest drawbacks or hindrances to pro shop sales has been the idea that merchandise bought in the pro shop has been marked up. If some pros do this I would say they are not smart, as the first thing a good merchandiser should do is gain the confidence of his customers. Over-charging is not the way to do this. At the same time, however, if the pro does not shop around for quality goods at the proper wholesale prices he places himself in a hopeless position from a merchandising viewpoint.

"We must remember that large stores have buyers that do nothing but shop (Continued on page 60)

Jaycees National Tournament Great Event for Juniors

The third National Junior Amateur championship held at the Lincoln CC (Nebr.) Aug. 3-8 under the sponsorship of the United States Junior Chamber of Commerce and its affiliated organizations drew 160 participants from 38 states and the Dist. of Columbia, doubling the field over the previous year.

Gene Littler, San Diego, Calif., runner-up in the 1947 event, won the championship and together with Don Whitt, Bud Holscher and Bill Casper helped win the team championship for Calif. Tom Matey, Warren, Ohio, won medalist honors with a 145 on the par 72 course playing the first day in the rain which had prevented any practice rounds by the early arrivals.

Reports by local and state Jaycee chairmen indicate the field for the national event represented upwards of 10,000 eager young golfers who participated in local, district and state tournaments. Iowa led other state tournaments with a field of 147 from 8 districts. Ohio had 67 from a field of near 600 entries. Minnesota qualified 4 from each of 11 district events in which over 500 participants entered. Little Conn. had more than 100 participating. These figures are the first of a tabulation of what Jaycee officers expect to approach a total of near 10,000 boys for which local and state Junior Chambers have provided active competitive stimulus in the greatest carry-over sport of the day.

PRO MERCHANTS

(Continued from page 27)

around, which means keeping abreast with the best buys both in quality and prices. They know what the various manufacturers are putting out, etc. Of course buying in large quantities as they do they of course get lower cost prices. This being the case makes it doubly hard and doubly important for the pro to keep shopping around for supplies.

"As a little illustration I located a wholesale house where I buy a particular type of shirt for approximately $\frac{1}{2}$ less than what I had been paying and to top it off the new shirt was better designed. This cost price was naturally reflected in my retail price.

"If the pro can supply quality merchandise at a comparable price that would be paid in town he acquires the confidence of his members who in turn usually are only too glad to make their purchases in the shop. Even if a pro is not in a position to carry a large stock he can at least have a little variety both in merchandise and equipment. This is often wiser as he can constantly freshen his stock with new equipment and merchandise as he sells."

Never let it be said that the canny Scot influence hasn't benefitted pro merchandising. Consider Alex Campbell, pro at Sunnyside CC, Waterloo, Ia. Alex found the answer to the problem of extending the selling season by coming quickly to the conclusion that what members didn't see they wouldn't buy.

He says, "Much of the blame must be placed on pros themselves for shortening of the buying season. Some of them are so worried about having to carry merchandise through the winter they absolutely refuse to keep a full stock after midyear. Just look at the bare shelves as evidence!

"My members buy all through the year. Instead of cutting down my stock in midyear I vary it all I can, adding new merchandise."

James K. Thomson, pro-gkpr., Mohawk GC, Schenectady, N.Y., does a long season business. Jim credits part of the increased volume to general improvement in golf business and pro merchandising. He remarks that more golfers now than ever before are playing which is plenty of incentive to livelier pro shop merchandising. Then he notes that the shops have been made much more attractive to buyers and members have been educated to know they can get practically all of their golf requirements at the pro shop at prices which are in line.

Seed Sales at Pro Shop

Jim did a big business last spring giving lawn advice to members and keeping a supply of seed in his shop. The combination of expert service and lawn material picked up a volume that points a new source of income to active pro-greenkeepers.

Thomson always tries to push some novelty according to the time of the season. This continues from spring through fall when he gets to work strong on Christmas business.

He declares, "By keeping the pro shop in the minds of members you educate them to realizing that it's a pleasant and convenient place to shop. I make bids for Mother's day, Father's day and birthday business and work conscientiously in supplying the best merchandise within the budget as prizes for events played at the club.

"We have had a big year here although weather hasn't been too favorable. We have a lot of golfers. It's the club's 50th birthday and my 30th year at the club. In celebrating the club's 50th birthday I have increased my business 50% over last year and I can honestly say to myself that the more I sell to my members the better I serve them."

Leny Calderwood ,pro at St. Joseph (Mich.) CC does a grand job of making pro shop merchandising service one of the ways of giving a private club member a definite value for his cost of club membership.

Leny, too, emphasizes live stock display as a major factor in extending the pro shop selling season and the playing season for the members and club.

He remarks:

"For my part in shop merchandising, I have always gone a lot on the idea that 'You can't sell it, if you haven't got it.' The extended buying season in the pro shop, which has come to your attention, could partially have come about during these post war years when equipment has not been too easy for the pro to obtain.

"Due to this situation, the businessman pro has kept his merchandise coming in even though it was during the off months when golfers ordinarily didn't buy. Consequently, many shops were very well stocked during this season when formerly they were almost as bare as Mother Hubbard's cupboard. With this selection of merchandise from which to select, the golfer couldn't postpone his desires until the next season. It might be that many of us have benefitted from this situation which was forced upon us. Of course, this does not apply to many of the bigger shops that were well stocked the year around, but it does apply to many.

Pro Shop Well Stocked in Winter

"Personally, my shop in the past years has been almost as well stocked in the winter months as the summer ones. I had to take in about all shipments that were sent to me in the winter in order to have enough merchandise for the members during the season. With this merchandise on hand, the pro is going to make more of an effort to sell in the off-months, because he doesn't like to or can ill afford to see it lying around. And it is going to be easier for him to sell it, because he has got it.

"Over the past season, my books show the following percentages per month: January, $1\frac{1}{2}\%$; February, $1\frac{1}{2}\%$; March, 4%; April, 6%; May, 12%; June, 15%; July, 15%; August, 12%; September, 13%; October, 11%; November, 3%; and December, 6%.

"It will be noted that sales held up pretty well throughout the entire season with the exception of the bad weather months when we have very little golfing traffic around the club. The big months even came after the spring season rush,





Thatched Roof Makes Picturesque Tee Shelter

Reg Giddings, professional and greenkeeper, Seaford G&CC, Seaford, Delaware, stands in front of recently completed thatched roof tee shelter at first tee. The tee shelter is the handiwork of Reg who learned the art of making thatched roofs from his father in his early days near Salisbury, England. He raises his own straw which is planted in the fall and harvested in the spring. Reg has built six of the picturesque shelters and plans three more next year. He reports that after roofs have the second coat of straw they will last for 20 years. Any club interested in building this type of tee shelter will find Reg a willing adviser and able to furnish all necessary information and know-how.

and December's Christmas business amounted to 6 per cent of the year's business.

"To be able to keep our shops stocked as we have, however, we are going to have to learn how to buy, have a very good anticipation of our members' desires, and just about how much of each item they are going to want during the given months.

"I contribute a lot to the success I have had in maintaining buying in the shop to keeping golf popular among the membership of the club. If the game is popular at the club, there are always a lot of oncoming beginners, especially among the youngsters. These youngsters hardly get into full swing with their golf before the months of July and August, because school activities don't end until June. The game has become so popular among all classes of women at our club that the one that doesn't play is almost forced to become a golfer by her friends that do play. This brings to our shop a beginner nearly once a week. This interest is created and kept up on the lesson tee.

"July and August are the vacation months at most clubs. We lose that business from our golfers, who are going to be away for a couple of weeks or a month. But they are not all going at the same time, and most of them are going to play golf while away. If we can be sure that we sell this golfer on the idea of plenty and the latest type of equipment to make his trip more enjoyable then we will not lose too many sales during these months. This, of course, makes it rough on the resort pro, but he will pick up enough on the items the golfer will need during his stay at his club to do all right for himself."

Advertising to Lengthen Season

Lou Bola, pro, Highland G&CC, Indianapolis, Ind., stresses advertising by the pro as an effective method of lengthening the season. This phase of pro shop operation usually can stand a lot of improvement. At most clubs there are advertising men who'll gladly work with the pro in preparing letters and circulars.

Advertising has to be persistent. One shot now and then may not do much business but a steady campaign of the right sort always pays out. One thing pros have found about advertising is that it isn't any too smart to enclose it with the club bills. Make separate mailings that will reach the members Thursdays or Fridays before their weekends at the club.

Bola says:

"At the first of each month, I send to each one of my members a letter telling of the various activities for that month and also mention in it some little newsy item about the golf shop and some of the things which we have to offer. Also, beginning October 1st, I send a letter reminding the member of our club refinishing service. Incorporated in this letter is an item on all-weather grips, telling them the value and how they will help their game. I was amazed last winter when we refinished almost 800 clubs and put on over 600 all-weather grips. November 15th-I send my Christmas letter, reminding the member of the many values which I have in the golf shop for his or her selection in their Christmas shopping. Last year our month of December sales was one of the largest during the entire vear.

"Starting January 1st, I run a small ad in the local newspaper telling of our repair department, as I am one of the few clubs in our city to remain open all year. It has been my thought that many people would like to have their clubs repaired but do not know where to take them. For the few dollars which I spend on advertising, it comes back to me in business many times over.

"I believe one's stock should be up to date, clean, well displayed and properly priced to insure the customer that he can do just as well in the golf shop as in his favorite downtown department store."

Training and Incentive Essential

Assistant training and incentive is essential to extending the pro shop selling season, points out the successful veteran Carroll T. MacMaster, pro, Woodholme CC. Pikesville, Md. Mac reminds that the shop selling policy should be thoroughly explained to the assistant and the right fellow shows plenty of initiative in continuing sales work. He gives his assistant a commission on all sales of \$10 and up, on all dozen lots of balls and on lessons.

Starting Aug. 1, MacMaster runs reduced price sales on golf shoes, shirts, rain-jackets and leather bags. He says that close watch of inventory to push slow-moving items and reduce prices on other staple merchandise that isn't selling helps keep members buying all through playing weather. In his own case all members must register in the golf shop before starting to play.

This watch of inventory is a practice followed by Ben Richter, pro at Bellerive CC (St. Louis dist.). Ben keeps an inventory sheet of contents of his members' bags so he can suggest to them what they need and have it available at attractive prices. He also keeps a birthday record of all members and calls husband or wife before the birthday suggesting golf goods the one with the birthday could use.

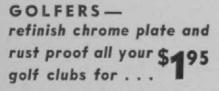
Ben says that the lesson tie-in with sales is most productive for the pro and



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Sales Office 141 WEST JACKSON BLVD., CHICAGO Room 855 — Tel: Wabash 5527 of highest service to members. While you're teaching them you can make a sound, careful study of what playing equipment they need. Richter adds that although the caddy situation in the spring and the members' eagerness to improve naturally makes spring lesson business greatest there is much room for extension of the lesson business into the early fall. By that time the member may realize that rushing out to play hasn't helped his game and that lessons and practice to get him in good golf habits provide valuable salvage of the season.

Starts Selling Season Earlier

Bob Gutwein, pro, Kenwood CC (Cincinnati), one of the liveliest businessmen in pro golf, maintains that the surest, easiest way to lengthen the pro selling season is to start it earlier. Bob thinks some of the boys may stay on vacations in the south just long enough to miss great selling days in the shop at home when good weather heats up the buying enthusiasm of members.

He says:

"The percentage of my sales for a normal golf season will run about 8% for March, 10% for April, 12% for May, 13% for June, 14% for July, 12% for August, 9% for September, 8% for October, 6% for November, and 8% for December.

"My business may run a bit higher than most shops for the month of March for I have always made it a point to have my entire shop all ready to go by March 1st. We sometimes have a few nice days in February and March and after a long winter of waiting for the new golf season to start many golfers will run out to the club to look around, go over their clubs and maybe see what's in their locker. A great many of them have no doubt been thinking of buying or at least trying a new set of irons or woods.

"Long ago I found that nothing can be more disconcerting to these golfers than to find the pro shop locked up and an entire winter's dust laying all over the place. When these golfers come out at this time of the year they are all pepped up for the coming season and are really very much in the market to buy something new in the way of irons, woods, bags or anything else that is new that might in some way or other make their golf more enjoyable.

Maintains Inventory

"Thus I believe that at least one month can be added to the beginning of the golf season by being ready for the members at least one month before your club plans to open.

"At least two months of good golf business can be added to your usual season if you will KEEP YOUR INVENTORY UP. Now, I don't mean that you should keep as many sets of irons, woods, balls, etc. as you do during the playing season, what I do mean is that you should at all times keep enough of the right merchandise available so that you can always immediately take care of your members' needs. Along about the middle of June I try to keep my stock of summer merchandise to a point that will give me enough to take care of all of my needs but will still allow me to finish August with most of this merchandise sold so that I might take this working capital and buy fall and winter merchandise such as rain jackets, wool shirts, sweaters and last but not by any means less important is a stock of the latest things for golf that are available to be used for Christmas sales.

"When new model woods and irons come out in October or November get some in your shop as soon as you can. You will find it is not too hard to convince a customer that if he intends to buy a new set next season he might just as well buy them now and start getting used to them. I personally feel that too many pros are willing to concede that when Sept. 1st rolls around the season is all done and if we have not done the business by then we won't get it.

"Well that is old stuff now and the pros who are on the job have found that sales in the pro shop don't really fall away until the pro stops selling. It is true, golfers don't come running into the shop to spend money during those fall months but those are the months that a pro can really find out if he can sell or not. If you have enough of the right merchandise on hand and if you are willing to go out after those sales with that stuff that insurance men are made of I think you will be amazed at the sales you can rack up during the months that you have been accustomed to take with a grain of salt.

"During the regular playing season I don't get to play much golf but after September 1st I try to play with as many different members as I can. Doing this helps increase fall sales for one has a better chance to find out just what the member needs and what he is thinking about.

Stages Postseason Events

"Another way that I have found to keep interest and sales up is to keep on conducting various golf events after the regular club tournaments have been played. September, October and November are very fine golf months here in Cincinnati and most of my members are looking for an event of some kind so that they can continue to keep their game at the level it was during the summer months. When there are tournaments they will of course need prizes and of

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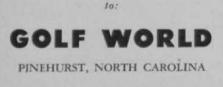
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course your golf chairman will want to get these from you.

"Regardless of whether you are on the job or not at Christmas you should have some one at the shop to take care of the members' needs. A lot of business is available at this time of the year and if one expects to get the business of his members during the playing season I feel that everything should be done to take care of them at Christmas. Many times a wife or husband is counting on you to help them select a gift for their husband or wife and not finding you for this counsel might turn future sales to some other source."

Service Prolongs Selling Season

Ed Bush, pro, Brandywine CC, Wilmington, Del., says his experience with constant emphasis on the service idea makes the selling season just as long as the weather permits play.

Many of Ed's members take 2 to 4 weeks summer vacations. He keeps watch on that exodus and personally sees all members before they leave for vacations and checks up with them on their requirements of balls, rain jackets, shoes, etc. for vacation play.

Members who stay in town get postals once a month presenting the schedule of special events arranged for them. This includes demonstrations by the junior members who attend Ed's class lessons. The junior instruction is demonstrated step by step, then the kids hit balls showing what they have gained by instruction. Ed believes that the junior business is going to be a much bigger factor in shop business when 5-club moderate priced sets for growing kids can be put into manufacturers' lines.

Bush helps maintain hot weather play by giving two trophies-one for men and one for women-for August events. After Labor day he puts up a trophy for the youngsters. Close and intelligent tie-in of tournament events that keep each member hopeful of winning a prize in some class and associating the shop goods selling with the teaching, build the pro shop business but help the individual members and the whole club even more than the pro, Bush maintains, adding that unless a pro is a good businessman he isn't doing the best possible job for his club. Ed says he's learned from his members that when they understand the pro's job and his objective in putting his expert buying and fitting knowledge into action in increasing the members' enjoyment, they come to regard the pro shop as something operated primarily for them and are happy that a pro makes a good profit commensurate with outstanding service.