

home. The buyer may be out of the mood and out of spare money then. But time after time I know we make sales simply because the buyer wasn't reminded of his needs at his home club.

"I insist that clubs be perfectly fitted to the buyer and a lot of our club selling is done by fitting sessions on the practice tee. There are cases of men and women players who certainly need clubs a whole lot more suitable to them than the clubs they are playing, but the clubs they really need I don't happen to have in stock. I carry a big stock of good clubs, and a stock with a wide range of specifications. But it wouldn't be good business for me to tie up a tremendous investment in a club stock that would supply an exact fit for everyone who came into my shop.

"There are very few resort visitors who will wait until I can send away and get factory stock or custom-made clubs. Certainly the smart thing to do then is to tell them what I know they need and tell them that they'd better wait until they get home and have their own pros take care of them.

"That policy probably accounts for the sale of at least 30 sets of woods or irons each year by pros whose members have visited Shawnee. I think the pros appreciate that and know it's a good build-up for pro expert service. The profit in good will is more important to us than trying to hog all the cash that's loose."

The basic principle of the Shawnee shop operations is, strangely enough, not to make money, but it's one of the biggest money-making pro shops in the world, notwithstanding a heavy pay-roll and limitations of traffic on an 18-hole resort course.

Spends to Make Money

Fred Waring, who bought Shawnee from the Worthington estate and rehabilitated and modernized it, has the top level policy of finest entertainment pervading the whole establishment. The house operations managed by Dick Quillen are first class country club standard. The ground maintenance, under the supervision of the veteran John Dimmick, are expertly handled for enjoyable golf; testing but not devastating. And in the pro department the foremost thought of Waring and Obitz is to see that the customer is made to feel that everything is done to make golf great entertainment. This policy pays off in volume that has made spending of money entertaining because there's very good value and genuinely sincere competent service returned for the money.

Here the pro department spends money

wisely to make money. One of the unique stunts that the Western Seniors will talk about for a long time is supplying free buckets of balls to be hit off a practice tee into the Binnickill, where caddies retrieve the balls from the shallow stream. The balls are beat-up and the shag caddie service is the main item of expense. Thus for smart spending of little money there's a practice, entertainment, and publicity stunt that indirectly and directly contributes to pro shop business and satisfaction with the whole place.

When some addict of practice comes to Shawnee and has forgotten his own shag bag and asks Harry about renting practice balls, Obitz answers, "Why don't you use mine?" The fellow does, and when he learns there's no charge for this personal favor you know what he is going to do. He buys something in the pro shop that shows a profit far greater than the rental on shag balls.

The same canny idea is used when some likely looking prospective customer comes to Shawnee for a business meeting, gets the itch to play and asks Harry if he can rent clubs for a round or for practice. Obitz says, "I'd be glad to have you use mine." Harry has three sets of his own clubs for that purpose. Again the pay-off



FRANCIS OUIMET HONORED

Francis Ouimet, Boston, former national open and national amateur champion, receives the annual Fred Waring Sportsmanship Award made by the Old Masters award committee. Presentation was made by Francis Elliott, New York, chairman of the committee, during ceremonies at Shawnee Inn and CC, Shawnee-On-Delaware, Pa., during the eighth annual Bill Waite Memorial tournament. Ouimet is shown above on left accepting award from Elliott.