

“Brass Tacks” in Describing Financing

IN the metropolitan districts where the cost of property runs golf club memberships up into fancy figures, some astute work has been done in the financing of clubs. One of the simple and convincing jobs of explaining how much money is necessary and where it goes before the new club begins to function as a playground, has been done by the Glenwoodie Country club of Chicago.

Glenwoodie's membership prospectus has the usual details of architect's drawing of the clubhouse and a sketch of the course plan. The distinctive point about the prospectus is the manner in which the circular presents “exceptional financial features of Glenwoodie Country club that should interest business men.”

This part of the folder reads:

It is organized on a non-assessment basis. The expenditures are as follows:

Land	\$159,000.00
Cost of golf course.....	150,000.00
Cost of club house and furnishings	150,000.00

Total cost	\$459,000.00
Less mortgage	100,000.00

Cash necessary to finance.....\$359,000.00

Money received from membership based on 300 members as follows:

1st 50 members at \$ 750	\$ 37,500.00
2nd 50 members at \$1,000	50,000.00
3rd 50 members at \$1,250	62,500.00
4th 50 members at \$1,500	75,000.00
5th 50 members at \$1,750	87,500.00
6th 50 members at \$2,000	100,000.00

Total receipts from membership.	\$412,500.00
Less cash necessary to finance.	359,000.00

Balance to cover interest charge and organization expenses ...\$ 53,500.00

The money is being spent according to the following budget:

First 62 members paid for the cash payment on land.

Second 50 members financed the building of the first nine holes of the course.

Third 50 members financed the building of the second nine holes of the course.

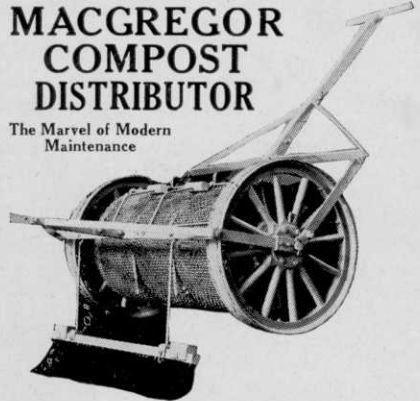
Fourth 50 members start the building of the clubhouse.

Fifth 50 members complete the building of the clubhouse.

Sixth 38 members cover organization expense and interest charges.

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 Port Chester, New York

Pro Profits as Merchant

As told to A. Earle Schlaw by
DAVE LIVIE

Professional, Shaker Heights Country Club

GOLF professionals have a tendency to slight the merchandising end of their profession due in most instances to slow returns, a heavy playing or instruction schedule, or the feeling that too much attention paid to the shop and store has a tendency to encourage animosity on the part of the members toward what they consider the professional's sideline.

The latter instance can be easily dismissed for the professional in this case is too conscientious and in time will realize that his store and its upkeep is as much a part of his value to the club as is his teaching. His receipts should be a clear indication as to what the members think of his so-called sideline.

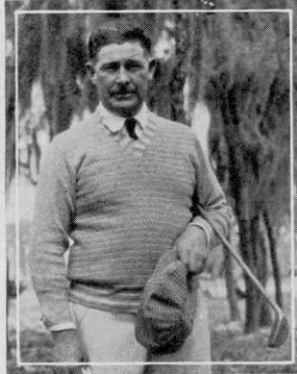
Playing professionals or professionals with a heavy instruction schedule cannot possibly give a great deal of time to merchandising their stock but by carrying a complete line of golfers' supplies and placing their store in competent hands, this obstacle can be overcome. If thought reveals that the returns are slow for the amount of stock carried, then certain progressive merchandising methods must be brought into play or this revenue obtained by close application to another branch of the profession.

The methods I have used to successfully build up my merchandise sales I would not view as much from a progressive angle as a common sense angle. I say common sense angle because any professional since the game started who successfully retailed golf supplies used the same methods and they are only progressive in that they are up-to-date.

Four cardinal points in regard to sales which if observed by the professional will increase his returns on stock 10 to 30 per cent, in the order of their importance, are:

Personal service.

Complete stock of high grade golf supplies.



DAVE LIVIE

Proper display.
Neatness.

Personal Service Foremost

Personal service is the greatest selling point a professional has at his command. He expects to give it to dispose of his stock and the members of his club expect it from him. Many a time I have found that this service is slow pay but in time it starts to pay dividends in roundabout and unexpected ways and as long as there is that possibility, the professional should al-

ways be ready to give it.

The first service of every professional in connection with the disposal of his merchandise is to show every member of the club he comes in contact with that he is interested in seeing that he or she gets the right kind of service in selecting clubs. This being done to discourage buying in downtown department stores which in most cases fail to consider the purchaser except from a sales angle. The professional takes build and style of play into consideration and tries to sell a club that fits the member as neatly as a proper sized glove.

With the right service in clubs will come the increased sale in other supplies which should in their disposal carry the same assurance of personal service. To carry through this idea I have sometimes found it necessary to stretch a point in order to send the customer out of the shop satisfied. To illustrate this point:

A member came to me with a broken steel shafted driver and asked if I could fix the shaft. Knowing he had bought it at a downtown store I told him to take it to them and they would send it away for him and if they didn't to bring it back to me. Because he had bought it on sale, they refused to repair it and so he returned to me. I shipped it to the company, explained the situation, and they gladly repaired it without charge. That man has always been one of my best customers.

Of course that is only one of the many bits of personal service which are done merely for the sake of goodwill and then there are the many others done for business reasons whereby you replace purchased articles or refund money to satisfy a whim, when you know the purchased goods were all you implied at the time of sale. All this to keep peace in the family and maintain the standard of your merchandise.

Careful Buying Important

In your complete stock of high grade golf supplies you set your standard and the professional who handles only the best in clubs, bags, hats, caps, knickers, shoes, etc., has a big jump on his competitor who doesn't, even if it is only in the matter of pride. His stock is classy and backed by good national and sectional advertising and consists of everything the golfer needs with especial appeal to the business man, who has no time to fool around a department store waiting for a clerk, when he knows he can purchase the desired article at the first tee in about one-tenth the time.

I have always found the golfing public gullible to a certain extent in the matter of purchasing golfing accessories, especially clubs. This is a fault of theirs that can act as a sort of boomerang to the professional if he does not sell with the idea of further sales in mind. Of course as the game gets older the buying public becomes better acquainted with the sport and the accessories needed to play it but then they are always willing to take a professional's word in preference to their own decision in the matter. Because of this fact the professional can violate the confidence of his members by selling with no thought of future sales in mind and with a total disregard as to whether the goods are going to satisfy the purchaser.

For my part I would rather sacrifice a sale any time than make one that might in time have a tendency to reflect on my character through my methods of merchandising. I carry a guaranteed line and I manage to guarantee satisfaction in them by conscientious selling and a personal interest in their use after the sale. By doing this I encourage mouth to mouth advertising which sends a prospective buyer into my shop sold on my merchandise before he ever enters the door. This gives my stock the prestige that permits me to charge standard and top prices on any articles therein. It behooves every professional to

sell with his eye on the future, satisfying every customer if possible and not only that but making them in turn a booster by the treatment accorded them in the transaction of the sale.

When visiting club members happen to play at the club I am affiliated with, they step in to look over the stock and that, in most cases, means business. When this happens they invariably show newly bought clubs or ask opinions as to whether they need others to better their game. These opinions, I give, showing whatever interest I can, but never criticizing clubs bought from a brother professional. If I thought them unsuited in some way for their style of play I would change them so that they would be right rather than have them think I was trying to force a new set of clubs on them. It is just a matter of diplomacy and up to the professional to use it if he is to further his own interests.

Study Your Displays

Proper display in merchandising golf stock is a big asset to the professional. Some might lack the space and others the taste to cash in on it but it is a requisite in more ways than one. Balls and smaller accessories must be displayed with prices where they can be easily dispensed without needless questioning. Clubs and bags should be on racks and shelves where the prospective buyer can have close inspection without unnecessary delay.

Then you come to the part that window display plays in acquainting members with your stock and the part a frequently and well dressed window can play in your bank account. I have seen this worked time and again and will cite one instance wherein I had a part.

A number of years ago I was hired by a California club as a teaching pro during the winter months. The club professional was very busy and paid little or no attention to his store probably because he figured the returns too small to be bothered with, but he did have in his store a nice display window facing the first tee, which by the way is the ideal location. In this he had tossed all of his discarded golf ball boxes which never got a glance from a passing member but what he or she contemplated on what a lovely bonfire they would make.

At certain times when I was at leisure I would glance at this window and it became such an eyesore, I asked the professional if he would mind if I dressed it and re-

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arranged his store. He gave me permission and I went to work and dressed his window with the snappiest golf togs and clubs he had. The effect was immediate. The bulk of the members were wealthy Easterners who came West with the idea of buying golfing supplies suitable to the climate and they started to buy at the club shop. The window did the talking for the summer and the receipts took all of a 30 per cent jump and maintained it for the season.

A good display not only informs the members what you handle but it suggests some other article they might need and they are never adverse to stepping in the store and inquiring. And when they are sometimes in too much of a hurry to stop before play a momentary glance at the window makes an impression that will sometimes bring them in after they finish their game. All in all, at no cost, the professional is able to keep his members informed as to their needs through the medium of the window display.

Then into merchandising comes personality. Any professional can sell his game or his teaching ability to a club but they both count for but little in the merchandising end if his personality is not pleasing. Evidence of this will be easily shown in his personal service to members but further accentuated by personal appearance and the neatness of his shop.

That is why I stress neatness in person and carry through the same idea in regard to shop and display of merchandise. Show me a slovenly dressed professional and I'll show you a shop similarly dressed.

To successfully retail golf stock the professional must make the store a large part of his value to the club and be proud of the fact. In some ways it becomes a vital part of his position for it offers a close contact with members which could not be obtained otherwise and gives them an insight as to what manner of man you are. If your dealings with them are honest, you get good honest returns. If you are considerate, they are considerate of you and your business does not suffer because of it and so on down the line. The golfing public is a big market. A professional can either consider his store a thing separate from himself or a sideline and disregard the opportunity it offers or as the wide awake pros of today are doing—get into the harness and with good common sense ideas in merchandising get the revenue that is waiting for them in this branch of the profession.

Making Locker Layout O. K.

THERE is more to the locker room than a stack of steel containers over which many a club has pondered with the hope that something of an artistic as well as utilitarian character might be made of the layout, and then given up in despair with the result that too many locker rooms have the same cordial look to them as a tier of prison cells. This problem is being coped with by architects, house committees and locker experts with the result that locker rooms are beginning to show the benefit of this co-operation.

One of the men who has been identified with locker room design and equipping in many well appointed golf clubs of varying sizes comments on a current trend in locker design by stating:

"Heretofore, golf club committees and individuals entrusted with the responsibility of buying lockers have looked to size, believing that the larger the locker the better. The modern trend is away from extremely high club lockers, in fact, lockers 60 inches in height are rapidly replacing the 72-inch types. The use of a 72-inch locker has a tendency to cut down the 'chummy' effect of the nineteenth hole. Eill Smith, wishing to 'kid' Tom Jones at the other end of the locker room, couldn't see over the top of his locker, consequently many of the friendly chats were not carried on in the locker room. With a 60-inch locker Bill can look over the top of his locker, wave the 'glad hand' and shout the 'good word' to Tom at the extreme end of the locker room."

With the use of a 60-inch high locker comes the wider type with double swinging doors. This type is provided with a vertical partition, one standard shelf, one golf ball shelf, coat rod, and one small box compartment which can be locked, giving added protection to jewelry and other valuable property of the user.

An adaptable size of this style is a locker 60 inches high over all, 24 inches wide and 18 or 21 inches deep. With a depth of 18 or 21 inches, this locker can be finished in double row, back-to-back arrangement, which cuts down the cost materially for a golf club installation.

This type of locker can be furnished with legs, elevating the locker six inches from the floor. These are known as free standing lockers and when desired can be closed at the base by means of a closing

plate furnished by the locker contractor. This closing plate is enameled the same color as the lockers and can be provided at a slight additional cost. These plates add to the appearance and prevent the storing or placing of miscellaneous material on the floor under the lockers.

However, a most satisfactory arrangement is to be had by placing lockers without legs on the floor or by building a concrete elevation six inches higher than the floor and anchoring the lockers to this concrete base. With this arrangement the lockers can be connected to special ventilating ducts. Where lockers higher than 60 inches are desired they should be not less than 18 inches wide by 18 inches deep. This type can be furnished in various sizes and styles with or without special equipment, such as a drawer at the bottom, shelves, vertical dividers, coat rods, mirrors, comb trays, towel rods, umbrella rack, drip pans, golf ball trays, golf bag chains, and other accessories.

Ventilation

Constant or even ventilation of a forced or artificial nature on a large installation of lockers is difficult to secure. There are, nevertheless, several systems in use which seem to give a degree of satisfactory service. For club purposes the concrete base system will be found very satisfactory. Care must be taken in setting the lockers to secure an air-tight joint, so that the air must come in through the lockers. It will be generally found impracticable to secure complete ventilation by fans drawing air out of the room or by a ventilating stack.

When more complete ventilation is required a blower should be used in connection with exhaust fans. The area of ventilating ducts should exceed the area of all ventilating openings in connection with the lockers.

The big drawback of a system using forced ventilation is that all of the lockers seldom receive the same air force or suction, since the lockers nearest the main duct or tube would have a good draft of air while those farther away would receive considerably less, if any. This is what makes for an imperfect ventilating system, which is, however, a subject for the ventilating engineer and expert to work out and is not a problem for the locker manufacturer.

Damp articles placed in improperly ventilated lockers dry out slow. Unpleasant odors from perspiration are confined within the lockers. When the damp garments remain long enough in the improperly ventilated locker they will mold. It should be kept in mind that too many ventilating openings or louvres or perforations on the locker doors or other parts may admit dirt and dust as well as fresh air; so, superfluous ventilation should not be confused with proper ventilation.

Leading manufacturers place louvres at the top and at the bottom of the locker door. This allows the air to enter through the bottom louvres, circulate upward, airing the contents, and pass out through the top louvres.

As mentioned before, standard louvres, that is, where the lockers are not full louvered, full round hole perforated, or made of expanded metal or wire mesh, keep the contents cleaner, giving better protection against fire, because a blaze starting in this type of locker will burn itself out without spreading. It is not unusual for fire to result from lighted pipes hurriedly left in coat pockets.

Arrangement of Lockers

The ideal golf locker room has the lockers placed in double row or back to back arrangement. None are placed against the walls because this interferes with aisle space. There should be aisle ways on four sides of the room and they should not be obstructed with shower partitions or clothes dryers if the most efficient arrangement is desired. There should be an aisle down the center of the room and locker sections should not exceed ten to twelve lockers wide. At least five or six feet should be allowed between the rows of lockers and when benches are used they should be of the portable type and not less than 18 inches in width.

Wherever it is found necessary to have the showers in the locker rooms then careful planning should be made before hand, so that the water will not drain from the showers to the locker room floor. This is mighty important and if not given the proper consideration may cause no end of trouble when the building is occupied. Much consideration should be given to the subject of proper lighting in the locker room. Dark corners should be eliminated and lamps should be so placed that the locker interiors and the contents are visible to the user without eye strain.

All lockers should be equipped with a

good strong lock, preferably one having a brass plated case and German silver keys. This will prevent the lock from becoming rusted from exposure to moist clothing, and where the keys are German silver they can be carried in the users' pockets without any chance of rusting. Where lockers are finished with a small compartment for protecting jewelry and other valuables, the lock on this compartment should not be master-keyed.

Another thing to keep well in mind is that under no circumstances should the locker keys be stamped with a number to correspond with the locker number.

Erection of Lockers

The problem of locker erection oftentimes seems perplexing to golf committees and others who may not have been familiar with the various methods used by the locker manufacturers in the installation of lockers.

The most economical method is to have the lockers shipped knocked-down for erection at the point where the lockers are to be used. The actual "setting up" and placing of the lockers can be taken care of in various ways. Where the club committee or club manager desires to handle the erection the lockers can be set up in the majority of cases with non-skilled help and even by boys or caddies about the club. The work can be done on a piece rate basis and at an economical cost to the club. Or if preferable on a straight hourly basis.

Another plan is to have the lockers erected by local non-skilled labor on the "American Open Shop" plan, but under the direct supervision of an erection superintendent supplied by the locker manufacturer.

Another plan used is to have the installation supervised by a representative of the locker manufacturer while the lockers are erected by union labor. This is very expensive and is necessary only in the larger cities. Another plan would be to have the lockers shipped "set-up" ready for placing in the proper rooms.

This method has the disadvantages of a higher freight rate which often overbalances the resultant saving that could otherwise be obtained. Also erection charges on the lockers at the manufacturer's plant are often considerably higher than for the same work done locally and supervised by the club officials.

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February, 1927

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