

This citation of a case of where a pro not only makes money but gets close to his membership at the shop is an illuminating example of the shop's possibilities in keeping the members "sold" on the pro. In these days of golf the club members want a business man for a pro. He can be a tournament star, a wonderful teacher, and all that, but unless he shows some business methods in his shop, you'll note he changes clubs often. With the younger pro, attention paid to his shop is not only good judgment from a business viewpoint but from a character aspect. The cases of young pros whose careers have been marred by playing too much golf with a few favored members at their own, or neighboring clubs, are unfortunately too numerous. The young pro has to exercise a good deal of self-restraint for a kid to keep himself reminded that golf is his business and not just a field for amusement.

A Good Example

There are hundreds of the younger school of pros who have been started off right by the good examples of the men for whom they worked as assistants. One of them whose name was mentioned during this clinic on pro shop business is Kelsey Cleveland, who broke in as an assistant under Joe MacMorran at Indian Hill. Kelsey got his first job as a pro at Harlem, a daily fee course in the Chicago district, and stirred up shop business quickly by the simple process of picking good stuff for the Harlem patrons to buy and then selling them "up," instead of letting them get by with the cheapest. He was smart enough to see that his close contact with the Harlem patrons could be combined with some apt talk on the wisdom of buying quality material and the result was he demonstrated that any pro who uses the sense heaven sent him and ordinary business diligence has nothing whatever to fear from cut-price store competition. Young Cleveland now is at Gary, Ind. He keeps on climbing and earning more money because he's a good business man. You may go through life without reading of him being one of the nation's leading shot makers, but that makes no difference. The boy is a business man and that's what counts when appraisal of pro success is made by the standard that counts the long green.

Get Women's Trade

Another young fellow who came in for

favorable mention, Jerry Glynn, acquired his successful selling technique under one of the masters, Jack Daray. In giving some of the close-up on Jerry's methods, one of the observers said, "A whole lot of the pros let women's business go past. These pros say, 'What's the use of being bothered?'" It does take some time and patience to sell women. They are bargain hunters, but strong for quality and any pro who knows his business can sell good merchandise to the women members of his club. Jerry shows the patience of a saint in making some of these sales to women, but he's attentive, he knows his "stuff" and the women can't help but be impressed with his vast superiority over the usual salesman of any merchandise with whom they deal.

"He's got this women's trade so well sold that they boost for him far and wide and it is no unusual thing to see entire sets of clubs with Jerry's name on them being carried in the bags of women golfers far from Glynn's location at Danville."

With manufacturers bringing matched sets of clubs on the market there is a fine demonstration of a selling idea bringing new business to the pro field. Sales of these complete sets of matched woods and irons have been great. The manufacturers with their big investments, have to keep thinking along lines that will increase their volume. Now the pros are selling sets instead of individual clubs in many instances. Although the leading players, pro and amateur make their own selections of balanced clubs, the idea of a "ready-made" balanced and complete set appeals to the average golfer. The shop that hops onto this idea, either with sets of one manufacturer's make or with sets assembled by the pro himself, is hooking into a big new market development, commented these various salesmen at the session. They told of one pro who won one of the biggest golfing events a few years ago and promptly showed himself to be a first class business man by selling to a good proportion of his club's members sets of irons just like those he used. His enterprise, the forerunner of this matched set idea, brought him business from players in many other clubs in the territory in which he was located.

"Cash Register" Pros

"Cash register pros" was what one of the boys called these fellows who are ahead of the game in their business meth-



Although it's an indoor school the attractiveness of this pro display may be easily duplicated in many a club installation.

ods, and cited as one of these leading lights Charlie Hall of Birmingham, Ala. "It wasn't so many years ago that Hall got his first club job at \$50 a month," said one of the fellows telling of the successful career of this Southern professional. "Now he is reputed to be worth around \$200,000. A lot of it was made in good investments, of course, but the foundation was supplied by his pro shop profit. Hall instinctively had the faculty of thinking, as he looked over the players at his club, "how much is that foursome worth to me," and got their business by seeing that they knew what he had for sale. He is one of the best diplomats in pro selling I ever saw, and makes sure that his club members get real service.

"Another fellow of this type is John Hagen, at Salisbury, L. I. Watch Johnnie greet the members as they come into his shop and you'll see one of the reasons why a pro shop does good business. He makes his shop an agreeable place to trade and always is talking business in an interesting manner."

Always Talk Business

This matter of "always talking business" came in for a lively discussion. One of the men who made a decided success as a pro merchandiser before he became one

of the well known figures in golf goods manufacturing told of a case in his pro history where it paid him to always talk business. His club passed a rule prohibiting "money play." Instead of the informal matches getting cash decisions, ball certificates redeemable at the pro shop were the medium of exchange. This pro kept the rule in effect for some seasons by making arrangements with local merchants whereby his certificates would be honored as the winners usually were the fellows who already had won enough balls, clubs and other golf merchandise to keep them equipped for years. This diversity of merchandise available helped to popularize the rule and gave the pro a good profit as the result of his agreement with merchants who honored his certificates.

SAVE and BIND YOUR COPIES

Keep a file of every issue in a binder, and hand them down to your successor in office. Both you and he will benefit from this, and your entire club will profit by it.

For \$1.00 we can furnish GOLFDOM readers with a very substantial binder for twelve copies—a full year's volume—postage prepaid.

GOLFDOM, 236 N. Clark St.,
CHICAGO, ILL.

"Ask Me Another"

By NOAH LOTT

Question.—There are spots, six inches to a foot in diameter, on our greens where we have never been able to grow good turf. These spots have been seeded several times but the grass soon turns yellow and dies out. The soil is a heavy clay. What is the remedy?

Answer.—There is probably a chunk of puddled clay, that is, clay which has been worked while too wet, under these spots. Manufacturers use this method to make brick but farmers on clay soils know better than to work their lands when they are wet. Some golf course construction contractors never stop work because of the condition of the soil. The best remedy I have ever used for this condition is to drive fork tines straight down through these spots. Make plenty of holes and fill them with sand. It is better than to patch with a piece of good sod. Seeding can also be done mixed with compost.

Q.—Is muriate of ammonia, mentioned in the last issue of GOLFDOM, a good fertilizer to use on fine turf such as putting greens?

A.—Hardly. Muriate of ammonia, more commonly known as ammonium chloride, makes a good gargle in case of sore throat, an excellent disinfectant for kitchen sinks and lavatories and it causes mercuric chloride to dissolve more readily when making up stock solutions of worm eradicator, but it is too quick on the trigger for safe use on turf. It is likely to cause bad burning. The writer probably confused this with ammonium sulphate.

Q.—Our creeping bent greens were very fine last summer but this spring they are growing coarse in texture. Please give the cause and suggest a treatment to make the grass grow finer in texture.

A.—Over-eating on the part of the grass is the cause. Keep off all commercial fertilizers and rich composts until the trouble is over. The bents grow naturally on poor sour soils and it is a mistake to be continually fertilizing them. If necessary to top-dress the greens in order to make a smooth putting surface use a sandy loam

GOLFDOM has been fortunate in arranging with one of the foremost authorities on golf turf culture and maintenance to conduct its questions and answers feature.

Some of the questions that have been asked of GOLFDOM during the past month are answered in the accompanying paragraphs.

We will welcome questions for answering on this "Ask Me Another" page, so write your problem to us and the expert, who writes under the nom de plume of Noah Lott, will help you with a solution.

soil or sand alone, if the green is built of clay. Where muck or light sandy soils were used in the construction of the greens a top-dressing with considerable clay in it is advisable. Wait until the grass shows that it is suffering from lack of nourishment before dosing it with rich fertilizers.

Q.—How thick should sod be cut for relaying?

A.—Both the experimental evidence and practical experience agree that the thinner the sod is cut so long as it can be handled without its falling to pieces the better. Sod one inch in thickness will become attached to the soil below much quicker than will sods which are two or three inches thick. Ordinarily about one inch is the right thickness.

Q.—Is ammonium sulphate a fertilizer or just a stimulant?

A.—It is a fertilizer, that is, it furnishes an element, nitrogen, which is absolutely essential to the growth of grass. Nitrogen is not the only thing which is needed. Continued use of ammonium sulphate will finally produce a condition where there is no response on the part of the grass. That is an indication that something else is needed. Ammonium sulphate used with good compost gives the grass a complete diet.

T a l k i n g I t O v e r

Another Job Is Given to Managers

Each month GOLFDOM notices more of its letters are being signed "Manager and Assistant Secretary." This growing trend toward the "assistant secretary" title indicates a marked recognition of the managers' ability to handle some more of the important duties of the club in a most satisfactory manner.

This additional work in most of the cases is principally that of a liaison officer co-ordinating the work of the various committees, checking on the budget, and in his usual diplomatic manner seeing that the work of the various committees is progressing. There are cases without number when club events failed to draw the patronage they should simply because the house committee head was too busy with his own personal business duties to see that the announcements were mailed on time to the club members, that the newspaper publicity was handled right, or that any other of the many necessary arrangements were made. With the added prestige of "assistant secretary" the manager has some authority delegated to him for a check-up on the progress of club plans. Since he usually has to be the "goat" if anything goes wrong it is only fair that he be given a chance to keep in touch with all developments and be allotted some authority for taking the initiative.

Skimming on Greens Budget Is Not Thrift

Almost every golf club, in going back over its history, can bring to light dozens of cases where they pared here and there in reducing the greens budget and found in the end that their expected saving turned out to be an extravagance. "Bargains" in seed, in fertilizer and in equipment should be considered with suspicion. Check up on them or you'll have maintenance costs that will move you to tears.

When your green budget for next year is made pass along word to your successors to get the budget strong enough. No matter what figure you put in it will be slashed anyway, so make it so that the remainder permits the purchase of the best the market affords and enough labor to keep the course in condition.

If you have a greenkeeper who is worthy of his hire you need not fear that the generous budget will encourage him to run wild. The proudest boast of the able greenkeeper concerns how much he was able to keep under the budget and still leave nothing undone in providing his members with a course that would be a joy to them and their guests.

Many of those who are handling the arduous tasks of greens chairman and greenkeeper already are finding that they will have to leave undone some of the work on the course they expected to do, simply because the available funds have been inadequate. GOLFDOM has heard the wail of greenkeepers,

Between Ourselves

time without number, that their clubs will spend freely on entertainment and protest the cost of some urgently needed work on the course. Many members forget that there is one power on which the greens staff has to depend for results and if help is not forthcoming from that source, things are in a bad way. It is that eminent citizen, the weatherman.

This year, even with many old clubs, the weather has been so rainy that the need for rehabilitation or enlargement of drainage systems has come to light most unexpectedly. The burden of the expense falls on the greens department, so nothing can be done, usually, but get busy and hope to pay for the necessary drainage by passing up work somewhere else later in the season.

"Sheep and Goats" Being Separated in Pro Flock

From one of the well known, veteran professionals on the Pacific Coast, GOLFDOM gets a letter from which it quotes:

"At first I found it almost impossible to make a connection with any club out here willing to grant the full line of concessions because of the indiscretions of former professionals who had forfeited their rights with mismanagement and the lack of moral conduct. A stigma was attached to their successors, no matter what type of men they were, and this made it difficult for the more deserving to make a decent living. The man who is worthy of his hire should have the support of all the ruling bodies of the game. In turn these able and trustworthy pros should see that the undesirables are weeded out.

"The game has reached such proportions that it demands competent service which will result in liberal returns if handled in a business-like manner. A professional's duties are many and varied and it is by no means an easy task to fill such a berth without efficiency, tact, and good sound business judgment.

"There is every reason why a pro should have a business rating. It would provide protection to those worthy of their calling. Everything possible should be done to raise the business standards of professional golf and increase its profits, for the season is short and the returns none too lucrative. The professional's position is a highly responsible one and needs the support not only of the ruling bodies of the game but of the club with which the good professional is associated."

Here you have the case of the professional who is representative of the vast majority of his calling. It is on the shop profits that he must depend to make enough of an income to allow his family and him to walk with his head up among other men of character and ability.



Tees and greens located in the sides of slopes gave Lockwood plenty of drainage problems at French Lick.

French Lick Courses Rich in Maintenance "Tips"

CLUBS that pride themselves on exclusiveness as well as those where play is exceedingly heavy may profitably take a few pages from the French Lick book as written by Arthur Lockwood, golf director at the famous Indiana resort. A little over seven years ago Lockwood came to French Lick at the request of Thomas D. Taggart, its president. Immediately before him was the herculean task of putting the then recently completed hill course in condition. Greens and fairways were almost devoid of grass. A red clay soil, scarred by torrential rains that come and go quickly provided what looked to be a hopeless ground for seeding. The permanent greens of the valley course, stretching out in front of the hotel, were opened seldom earlier than April 15 and play was frequently interrupted due to flooded fairways and greens.

Now the fairways and greens of both courses are in splendid shape as this was written (the latter part of March) and throngs are attracted to French Lick by the excellent shape of a notably maintained resort golfing plant.

If you ask Lockwood to summarize his method of getting results, he will tell you "drainage." French Lick shows the benefits of proper drainage about as conspicuously as any golf course that can be called

to mind. Savings in seed costs have been tremendous. Increased business for French Lick hotel and its courses due to the ability of the courses to recover from heavy showers and the early spring rains has reached an astounding figure. The money spent by Lockwood for draining during the seven years of his regime the Taggarts consider one of the most productive items of the maintenance and construction investment.

The heavy rains that fall just prior to the opening of the big part of the play at French Lick heavily tax the 24-inch drainage tiling which form the main channels. All greens on the hill course and most of those on the valley course are tiled by herringbone layouts with 15 feet separation between the arteries. Eventually all greens will be tiled, as Lockwood's practice is to shoot his force onto tiling jobs when there's no pressing work.

Drain Four Feet in Two Days

Almost every kind of drainage difficulty was presented at the two courses for the valley course is flat and low and the hill course rugged with deep ravines and many marked elevations. One Sunday a few weeks ago the 16th green of the valley course was four feet under water. By the following Tuesday the green was being played on. The most interesting feature of the drainage of this lower course is a

Rhode Island Bent

(*Agrostis Tenuis*)

makes a putting turf that is second only to True Creeping Bent. It is the practical turf to produce on your fairways and lawns.

BENT Creeping Bent

(*Agrostis Stolonifera*)

is the turf that all golf courses in the northern and eastern states should have on their putting greens.

GRASS SEED

Five years ago, I procured a number of what were considered the best strains of True Creeping Bent. I was informed that Creeping Bent had lost its seed producing ability due to the fact that it strongly reproduces itself by means of runners or stolons. I noticed, however, that in my nurseries here under the natural Bent producing latitude and climatic conditions of southern New England, practically all the strains in my nurseries sent up seed heads. I was informed, however, by the "voice of authority" that these seed heads contained only false seed, that is, seed that did not have the power to germinate. I soon found that this was "bunk"; that the seed did germinate. It, however, was relatively low in germination, but when areas were planted with this seed, the seed harvested from the resulting turf not only was more abundant, but carried a higher percentage of germination. It is this seed of True Creeping Bent that I am now offering to the golf clubs in the eastern and northern states.

There isn't any question but what a True Creeping Bent turf of exactly as fine quality and texture can be produced by planting True Creeping Bent seed for one-third to one-fifth the cost of producing it by planting the slips runners or stolons. If, however, you are won over to the so-called vegetative method, I can furnish you with fresh, this year's growth stolons of creeping bent cheaper than any nurseryman in the country. In fact, I would prefer, insofar as my pocketbook is concerned, to sell you green grass rather than to be put to the laborious and expensive work of cultivating and harvesting seed of pedigreed strains of this grass, but if you desire a creeping bent turf the CHEAPEST, EASIEST and MOST SATISFACTORY way possible, plant SEED and get it from the only grower of True Creeping Bent seed (*Agrostis Stolonifera*) in America.

Rhode Island Bent was first discovered on this continent long before Paul Revere took his gallop up around Faneuil Hall. For more than a hundred years seed of this grass was harvested by the farmers of southern New England. For a number of years, however, prior to the World War, the Bent Industry here was on the wane due to the fact that seed dealers could procure German Bent seed harvested by peasant labor for a less price than the Narragansett farmers could harvest it with the much higher labor costs, but when the big scrap started over there in 1914, the German source of supply was completely cut off and the Bent Seed Industry here in Rhode Island took on new life. For the first few years, the seed harvested was wholly from volunteer grass growing on pastures and abandoned farms which, of necessity, were more or less foul with redtop and weed seeds. Gradually, however, new areas were broken up and fresh seedings made, and now for several years only fields of Rhode Island Bent have been harvested by me that were specially fertilized for seed production. Fields that I now harvest never run less than 98% as to purity of variety. Hundreds of clubs that have been dissatisfied with the results obtained by planting unacclimated seed of foreign origin have purchased seed from me during the last few years to replant their courses. They have learned that native grown, winter-hardy Rhode Island Bent produces far superior results. Whereas the cost of the seed may be slightly more, they have learned that it is greatly to their advantage to purchase Rhode Island Bent direct from its native hearth. It is here that it produces its most virile seed.

Here in Rhode Island was where it was first discovered on this continent, and from this smallest state in the Union it derived its name.

A. N. PECKHAM

Kingston

Rhode, Island



*Sprinkles
5000 Sq. Ft.*

A smooth and beautiful course is the natural result when Double Rotary Sprinklers are adopted. Use by golf clubs in all parts of the country has proved it. The Double Rotary waters a larger area—up to 5,000 sq. ft., with maximum pressure. Is self-operating; needs no attention. Operates on the rotating principle—sprinkles in a circle. Does not wash or pack the soil. Built to serve long and well.

Try 10 Days—Order a Double Rotary Sprinkler direct from factory on a Satisfaction or Money-Back Guarantee. Price \$12.50 postpaid, anywhere. Try 10 days. If not satisfied in every way, return sprinkler and your money will be refunded. Descriptive literature on request.

Dealers—Write for special proposition.

DOUBLE ROTARY SPRINKLER CO.

Low E. Holland, Pres.
1204 Coca Cola Bldg.
Kansas City, Mo.



system of trapped drainage basins with the inlet drain pipe on a lower level than the outlet drain pipe, which is still below the half-way level of the incoming drain line. When the water in the trap pits reaches the outgoing drain level it discharges on a steep enough grade to prevent backing, into an outlet at the bottom of a creek. Lockwood states that by taking the simple precaution of always keeping this creek outlet clear he never has had any trouble with this drainage.

Many of the tees and greens on the upper course are built into the sides of hills and he had a big job to overcome in getting drainage so the water wouldn't wash down the sides of these hills, ruining the banks as well as the tees and greens. His traps have sections of rubber roofing over every joint of the drainage tile so the sand doesn't seep in.

The drainage system helps greatly to handle the heavy play which has, on the valley course, a foursome leaving the tee every three minutes from 7 a. m., and only a slight lull around noon.

A Greens Laboratory

This Lockwood is a great fellow for records and they have helped him immeasurably in his work. One of the interesting records he keeps is a diary in which the weather and the major details of the day's work are chronicled ever since he came to French Lick from the east. There is recorded a daily record of the work done, amount of sales and such items as appearance of brown patch, grubs and leather jackets, when he wormed greens, etc. He now has a seven year check so he can go back to the history of any certain day and know about what to expect this year.

This is part of the laboratory methods that prevail. He has several nurseries on both courses where he experiments with new ideas and lets them prove themselves before he uses them on his greens and fairways. In one of these nurseries he has an interesting and unidentified bent as one of the 14 strains he has kept under observation. The bent in this nursery was sent to him from Norway six years ago. It is a luxuriant growing grass and has a noticeable freedom from nap. He states that it has exhibited a resistance to brown patch, the dread disease having attacked it only slightly and then in spots where the sprinkler didn't reach.

In taking patches from his nursery he never cuts out a big area. He follows the



Interesting terrain for golf, but to get good turf that will stand heavy play in early spring calls for expert drainage treatment.

practice of cutting narrow strips or plugs in a geometrical manner, top dresses and gets his growth back quickly.

Lockwood is a booster for ammonium sulphate as fertilizer for his conditions, and attributes to it considerable of the credit for the fine growth of grass on his courses. For brown patch he uses three ounces of bichloride of mercury in sand for 1000 square feet of green, mixing a wheelbarrow of sand and the proper amount of the bichloride at a time, on a concrete floor, applying at any time and watering in well. More of this can be used in cold weather than in hot. It also acts as a worm eradicator. Although effective, Lockwood does not recommend its general use unless experienced people are handling it. It is too dangerous to handle and not as fool-proof as the standard products for brown patch. On brown patch origin he is as much up in the air as any one else. Although subscribing cautiously to the humid night theory as the source of brown patch he states that it has made itself known at French Lick as early as March 27. Watering at night, he maintains, is one of the best things to curtail brown patch.

Lavish with Concrete

Substantial construction is everywhere evident as identifying marks of the Lockwood handwork. He has built roads, shelters, bridges, parking spaces and other touches of a well kept course, making lavish use of concrete.

One of his interesting and practical jobs of concrete is a compost pit. This pit has a sump into which the liquid from the compost runs and is piped out by gravity onto covered tanks and kept free from weed seeds. From there it is piped, also

by gravity, into tank wagons that haul it for use to where it can be applied with the dry and seasoned compost, soaking them down well.

His rustic bridges are works of art, many of them having been photographed as examples of the way in which this sort of work with the material on hand should be done.

He is strong for the finishing touches. As an example of this he is completing a nine hole putting course alongside the hotel in a spot that was formerly an unsightly marshy place. Each green is elevated and has interesting contours. It is a job that is unique and beautiful and undoubtedly will be widely copied. It may be played in reverse. It will have some pitch shots from cocoa mats, one of them across a little pool, and a dog leg hole. In addition to being a splendid golfing feature it is a landscaping job of surpassing charm and interest.

GOLFDOM is sent **FREE** each month to every golf club president, greens chairman, professional green-keeper, manager in the United States. If these men in your club are not getting **GOLFDOM** regularly, see that we are supplied with their names and addresses. If you know of any other club whose 5 executives listed above are not getting **GOLFDOM** you will be doing them and us a favor to send us the name and address of the president of the club.

GOLFDOM'S annual subscription price to any other than the above club executives is \$5 a year.

GOLFDOM,
225 N. Michigan Ave.,
CHICAGO, ILL.

Committee Changes a Burden

IN a recent issue of **GOLFDOM** the writer ventured to state that, in his opinion, the time is not far distant when golf clubs will abandon the idea of reelecting or selecting new business officers such as, president, greens-chairman, house chairman, and secretary every year. This line of thought suggests a few words on management of golf properties by a small group of men, who, while they are not making a great deal of money out of their golf property, are giving the members more conveniences for less money than many private clubs.

The writer will attempt to explain just what can be found at one of the better private clubs in the Chicago district where in the members of the golf club do not have a monetary interest or realty interest in the property and at the same time the members operate their golf club as a strictly high grade private club. Each member in this club is absolutely guaranteed against assessments of any and every nature and the yearly cost of membership, golf, locker room, clubhouse facilities is set at \$150 which, in the big districts, is a very small price considering land values, high rate of course maintenance and construction labor and, the type of clubhouse, locker room and golf course furnished.

A group of eight men purchased approximately 135 acres of land located within ten minutes' drive from suburbs totaling more than 100,000 population and within 25 or 30 minutes from the Chicago loop. On this property they actually spent \$135,000 for golf course improvements. In addition, they built a clubhouse and locker room costing \$125,000 including furnishings, so, you can judge for yourself whether or not the membership has an inferior or superior type of club and course, knowing that the total investment will run somewhere about \$500,000, all of which was expended by this group of eight men whom we shall designate hereafter

Permanent committees of capable men with the time and inclination to care for club affairs may be the millennium in private golf clubs but the trend is unmistakably that way.

Here is an article on how successful permanent committee management serves one club, although the club's organization plan differs from the average.

From his own viewpoint the author picks some interesting items of comparison between two types of golf enterprises.

as the Holding Company.

Owners and Members Harmonize

They produced a finished championship type course, one of the finest locker rooms in the Chicago district, and an adequate and very homey clubhouse with some 28 private rooms on the second floor to be rented to members whose families wish to spend the summer out of Chicago. The first offering was a

time lease on the property so that the lease ran to the individual member rather than to the golf club as a group, which lease was sold on a first payment of \$30 per year or \$150 for the first payment on a five year lease and yearly greens rentals in the sum of \$140 per year for the fulfillment or continuation of the lease. The golf club then charged \$10 per year annual dues which money was handled by the golf club treasurer. This money, \$3,600 is spent throughout the season for prizes, entertainment, etc. There are 360 members in the club all of whom obtain every freedom and privilege found in the most exclusive private club, but instead of having the golf club finance the operation, the entire ownership and management of the business end of the properties are taken care of by the Holding Company which works in conjunction with the directorate of the golf club to please the membership. The Holding Company as a separate entity, does not enter into the club affairs except as a business or financial proposition as between an individual member and the Holding Company and the member does not know the Holding Company, except as a financial owner who finances the property, buildings, conveniences and food at an agreed price and finances his caddy fees and shop account for him and renders monthly bills in the same manner as these accounts are handled by private clubs.

In so far as the business management is concerned the writer calls attention to the fact that two men manage the entire prop-