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Golfdom

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Dress Up Shop, Opening Act of Pro's Season

By J. H. DILLON

SPRING house-cleaning should be the opening order of business for the pro who is resolved to make his 1928 season a record breaker. Clean up and paint up, is the first highly important job, whether the pro is returning to his old job or stepping into a new location.

If you haven't a clean, attractive looking display of golf goods in neat surrounding, there's not much need of you going any further. You are licked right at the start and it's your own fault. Wonders can be worked in brightening up any shop, even if the architect and builder haven't given the pro much of a start.

Get some paint, varnish or stain and go through your shop with thoroughness before you start to arrange your stock. It is a very poor location where attention thus given to neatness won't make a definite difference of a hundred dollars and up during the course of a year. Use light colors. Bring the out-of-doors indoors, and put snap into the setting for your merchandise displays.

Marshall Field & Co. is reputed to pay the store's chief window-trimmer \$18,000 a year. Other big retail merchandising establishments pay their window display experts fancy salaries. They place the right emphasis on merchandise well displayed being half sold. If you think you can get by and do the business you should be doing without plenty and persistent attention to display, you are kidding yourself.

This spring opening clean-up is O. K., but it establishes a standard that you must

live up to. You have to keep the shop washed, bright, and clean all through the year, if you are to maintain a money-spending atmosphere around the place.

So many shops that I see, while calling on the pro trade, are positively dirty. They are neglected, undecorated, and instead of being merely unattractive, they are actually repulsive to trade.

Your windows and your showcases are the eyes of your shop. They reflect the character of your establishment in much the same manner as the eyes of an individual reveals his character. Keep them bright. You may be, in all other respects, all that a club could ask for a pro, but an untidy shop will frequently outweigh these favorable factors. An hour of work a day in this direction will bring returns far above the normal for effort expended.

Keeping Glass Clean

Keep the glass of the windows and showcases spotlessly clean. Don't attempt to wash windows when the sun is shining on the glass as it will look streaked after drying. Wait until the sun is going down or for a cloudy day. If you want to polish your windows on the outside, Bon Ami is good. Apply thickly with a cotton rag, allowing it to dry. Then rub off with a cotton cloth. Windows rarely need polishing if they are thoroughly cleaned.

A similar method should be employed inside the window except one should not use Bon Ami or other cleaning powder. These create a fine dust in rubbing and this dust is apt to fly over merchandise, getting into crevices and making the stock hard to

clean. The best polisher to use on the inner surface of glass is tissue paper and elbow grease. Do not use linen cloth as it leaves a fine lint on the glass. Never use soap as this leaves streaks and entails a vast amount of rubbing.

Make a Plan

A well laid out plan is the first step toward obtaining a good display. To this



Danny Williams at Shackamaxon Lets 'Em Know He Runs a Store by Neat Shop Sign

end, a rough sketch will help you a lot. Group the articles so they will be in a harmonious arrangement. Study the best use you can make of the display facilities at your command. It is possible for your showcases and windows to pay good dividends if you'll really give some thought to their most effective use.

One of the best bets in pro shop merchandising that is frequently overlooked by the pro in making his displays is the tie-up with the manufacturers' display ma-

terial. Keep this material closely connected with the goods that you have on display and it will do considerable selling work. Keep this stuff fresh.

No Jumbles of Junk

It must be borne in mind that the most effective selling display is not the one that shows the greatest number of articles, but the one containing a lesser number, properly focused so there is some magnetism to the presentation.

There are many novel displays that may be made in the pro shop, and in making them the women players should not be forgotten. Attractive displays will arouse the desire to buy. Women are natural shoppers, and if you'll pay proper attention to display, you will ignite a burning buying interest on their part.

Look "Good Business"

It would seem hardly necessary to mention the matter of personal cleanliness in this day when the pros are setting the styles in golf apparel (and the majority of them look better attired for sport than most of their members), but for the scant minority, attention must be called to this vital detail of success in pro operations. I have seen pros in this minority—so have you—who are slovenly, untidily dressed, unshaven, with dirty nails and tobacco juice spattered over them. What woman member wants to be near enough to them for a lesson?

Jazz Up the Shop

If I were starting back to the old job or into a new one, the first thing I'd do would be to change the shop around. The members react to any sort of a novelty. I know of many cases where a pro went to a new job, changed it around and dolled up things, with the result of greatly increased sales.

Some of the fellows whose names occur to me as being good merchandisers and starting off good years by snapping up the shop appearance and arrangement are Elmer Biggs at Peoria (Ill.) and Mel Johnson at Butterfield (Chicago district). Both of these boys conduct their operations like first-class retail merchants, and the members show their liking for the business methods by increasing their patronage. Mel has changed and enlarged the shop so it compares favorably with a high-grade retail store. He has tastily arranged displays and plenty of showcase space and wall racks.

Charley Heaney of Antlers (Chicago dis-

trict) went after shop rehabilitation in a way that already is showing marked results with his members. They give evidence of their agreeable surprise in increased patronage, and Heaney, by being a real merchandiser, shows that he has the disposition and ability to hold this business. Charley Rouse at Briergate (Chicago district) is one of the younger school, although an old-timer in the business end of golf. Charley has shown that he is a business man in the way that he handled the caddie situation at Briergate, one of the outlying clubs of the district. He sold himself to his club so well in the handling of this job that the club is trusting him with the pro shop sales management this year. He did some very thoughtful studying of display methods this winter and came out to the club this spring in the belief that more display cases would sell more goods, so he has ordered display cases and racks that will give him a chance to put the shop's attractive stock before the members.

I could go on indefinitely citing cases of pros who are wide awake this spring to the rich possibilities of pro shop selling on an up-to-the-minute basis, but I also could tell of many cases where the pros are sleeping, lazy, or don't care. It's up to the young pro, during the next couple of months especially, to see whether he is going to be in any of these three out-of-luck classes during his career.

The day is coming speedily when club officials will realize that the cheap pro is a serious extravagance for any golf organization, and then certainly—probably before—the young pro who has shown that he is a merchandiser of golf goods, service, and personality will be sitting on top of the world.

Ward Wins Player Trade by Mail

A. E. WARD, pro at the Winfield (Kan.) Country club, is one of those bright pro merchants who doesn't believe in having his sales cut down because he connected with one of the smaller clubs. In addition to winning the trade of his own members 100%, Ward goes after business from the 150 members of a club in a neighboring small town where no pro is employed. For the past three years he has worked in developing this out-of-town trade and built it up well.

This year he is sending the following letter out after business:

The good old golf game is on once more. This is the time of the year to brush up on your game, look in the old bag and see if you have any clubs that need repairing, or if there is a new club you need. I shall be very pleased to help you select the right club or take care of your repairs. Do not trust to inexperienced amateurs who think they are doing you a favor by getting you something cheap.

We have all learned the lesson of trying to get something for nothing; we usually get nothing and are disappointed. All my clubs and balls are guaranteed by fifteen years' experience of club making and pro service.

I will be pleased to show you my new line which I have selected for your convenience. Come in and look them over.

Yours for a better game.

Mailman Helps Virginia Pro Get Jump on Trade

A FINE combination of a clean-cut business getting letter and a reminder to the members that their pro counts on their business, has been sent out this spring to the members of the Lonesome Pine Country club, Norton, Va., by its pro, W. C. Qualkenbush.

This letter reads:

To the Members of the Lonesome Pine Country Club:

I will have in stock after March 15, a complete line of golf accessories which will appeal to the most discriminating golfer.

My stock of clubs are especially fine, consisting of a large variety of models. Among these is a large number of the justly famous Stewart Irons, hand forged in Scotland by the world's greatest iron club makers, and found in the bags of every champion. Also stainless steel clubs, as well as standard lines. My wooden clubs consist of a variety of the most approved models and exactly matched in sets, to fit in the matched sets of irons.

All clubs, bags and balls guaranteed to please you unconditionally.

If you want your clubs kept clean and repaired for the coming year please have your name put on my list. Fee \$10.

Also start the season right. While old faults are not so persistent, take a few lessons.

I am dependent on your patronage as a supplement to my salary and ask for it on the basis of giving you value received plus the service that only long experience as a golfer can give.

Weeding and Watering Open Spring Session in South

By FRANCIS SCHEIDER

Professional Greenkeeper, Brook Hollow Club, Dallas, Texas

NOW that another spring has rolled around and the dormant Bermuda grass has again taken life, we are just as busy as bees whipping the course into its usual fine condition. Although we play golf the year around in Dallas we usually divide the year into two seasons—the living and the dormant. Just as soon as the first killing frost strikes the Bermuda it turns overnight from a verdant green to gray. It remains dormant until about the first of March when its tender shoots start to come to life again. During the dormant season our greens are top-dressed with a sharp contractor's sand screened through a one-eighth inch mesh screen. We apply about one and a half yards to the green or just enough so we are not putting on sand but rather on the gray Bermuda grass itself.

During the winter all greens are matted every day and I might add they sure make a fine surface to putt over until that perky weed—winter grass—puts in its appearance around the middle of January. Where it comes from we have as yet to determine but it is prevalent in Southern Bermuda greens.

Its very fine sprigs appear first but it soon develops into a full sized plant large enough to see and eradicate. It is now time to battle this parasite, so we employ about twenty-five men and boys and make war on it. In about ten days the battle is won and the Bermuda is well on its way. Winter grass cannot stand the heat and if left in the greens will die out in May without any harm to the green except for the fact it tends to make a bumpy putting surface.

Trying to Burn It Off

At present we are experimenting with burning it off with a pear burner—a large form of blow torch operating on a mixture of gasoline and kerosene. We are confident this will prove a very satisfactory and economical method.

At the present time we are watering our greens lightly twice a week but as the season grows on we increase until in

June we are watering every other night from eight o'clock at night till five o'clock in the morning.

Our soil here at the Brook Hollow Golf club is of a sandy nature. For the past three years we have been applying sulphate of ammonia at the rate of fifteen tons a year on our fairways and tees. This year we decided to vary a little and feed the grass otherwise.

We had sent over from the Fort Worth stockyards 650 tons of well rotted manure. This we spread over all our fairways and tees and left to wear into the soil.

We assisted nature by pulverizing with our fairway mowers and also helped to water it in with our fairway sprinklers. After each cutting and watering we rolled with a two ton roller. We left this application on all winter and right now conditions are just about perfect for playing. We operated on one fairway at a time and completed it so as not to make it too unbearable for playing. Our wonderful membership bore with us almost to a man and now we are reaping a reward with verdant green fairways and tees.

This method will have to be repeated about every four years at Brook Hollow.

We start watering our fairways in earnest about the first of May and water continually day and night—except of course during a rainy spell—until about October 15. We have fifty-five sprinklers in use on our greens, tees and fairways. Our daily water consumption during the hot summer weather is about 700,000 gallons. Luckily our only cost is for the electricity to pump it, for the Trinity river runs directly through our property. These figures sound enormous to the multitude living north of the Mason-Dixon line, but it has to be done here in Texas if one wants green fairways, greens and tees.

IN making new year's resolutions, don't forget the one about keeping your greens free from weeds. A week or so delay in spring action on weeds means misery later.

Here's an Easy System of Grounds Cost-Keeping

By T. H. RIGGS MILLER

DURING the last ten years, the author has been working out a cost-keeping system for both construction and maintenance of golf courses. Many and varied are the forms he has tried out. They have been changed time out of number, sometimes with too much detail, sometimes with too little, until he feels it is very nearly right. This feeling has developed into confidence during the past two years that it has been in use at the Richmond County Country club, Dongan Hills, N. Y.

IN MY article on the laws of management I mentioned that it was necessary to record the daily performance of each working unit, whether this unit be an individual workman or gang of workmen. This recording of performance of workmen is termed cost-keeping. Cost-keeping differs from bookkeeping in that bookkeeping treats of a process of recording commercial transactions for the purpose of showing debits and credits, the status of the business, and the profits derived from any given transaction.

Cost-keeping, as we treat it, is a process of recording the number of units of work and the number of units of materials entering into a given work, or the performance of an operation. The object of cost-keeping is primarily to show the efficiency in performance; for this reason, actual money disbursements need not be recorded. Bookkeeping was first devised and subsequently developed by merchants. Cost-keeping was developed by engineers. The merchant is a student of profits; the engineer is a student of costs. Although profits depend upon costs, there is a vast difference between the merchant and the engineer. Cost-keeping for manufacturers differs quite materially from cost-keeping system for construction and maintenance of golf courses, and naturally the maintenance cost is of the most interest to us at present.

It is really surprising what a club expects from the greenkeeper. His knowledge has to be almost universal. Not only is he supposed to know the art of green-keeping and the thousand and one ailments that turf is heir to, but he must be able to build roads, barns, fences, bridges. He is supposed to understand carpentry, brick-

laying, painting; be a tree doctor, horticulturist, landscape and golf architect and a constructor rolled into one. In spite of this, he is treated in most clubs with much less consideration than the professional or club manager, notwithstanding the amount of their business is directly governed by the condition of the course. The entire pleasure of playing rests on the shoulders of the greenkeeper.

Therefore, in order to impress this point more forcibly, it behooves the greenkeepers all over the country to belong to the national greenkeepers' association, and to establish local associations amongst themselves. In these local associations study clubs can be formed, regular monthly meetings can be held, and in this way they can fit themselves for the emergencies of their business and for the responsibilities that will have to be assumed if they want to get anywhere. If then the greenkeeper is found wanting, we are likely to pass through another period where untried theories have been foisted on us from outside. In this way only can we expect that the three departmental heads of a golf club will be on a parity.

One of the most important habits to start is that of analyzing ourselves, taking pride in recording work done, the time consumed in doing it, etc.; such records are of incalculable value in the future.

Cost-keeping is just a means to an end. The means is the daily report showing what each unit of the organization has accomplished. The end is the economizing of time and materials, as a result of study and analyzing the cost reports and special timing records of performance.

December 31st, 1927, completed two years of use at the Richmond County

Opening Up Is Simple if You Plan Ahead

An Interview with F. H. Murray, manager, Ravisloe Country club, Chicago

By JACK FULTON, Jr.

AT THIS time of year, managers, and house chairmen of clubs in the northern part of the country are concerned with the manifold duties of preparing the club for its formal opening. Not only must the entire clubhouse be spring-cleaned, but the whole machine must be put in such shape that it can start functioning with 100 per cent efficiency at once. Yesterday there were no members about; today the club has started its season and the members expect and must be given the same service they demand in mid-season.

How best to accomplish this with the minimum of wasted effort was told GOLFDOM recently by F. H. Murray, manager of the Ravisloe Country club, (Chicago district). Murray rates among the old-timers in the profession of managing clubs, although he is still in his thirties. He's young enough to be progressive and alert, with a substantial background of experience to inspire confidence in the minds of the club officials for whom he works.

The question put to Murray was this: "When do you start opening the clubhouse in the spring?"

"There's no definite date," he replied. "By that I mean that plans and preparations begin the day after the clubhouse closes in the fall."

"For instance, take a small matter as screens. Shortly after we hold our Harvest Home dinner, which closes our season each year, all our screens are taken down and stored away inside the clubhouse. But they are not just simply stacked away in a corner; they're sorted according to their condition—one stack for screens needing new wire, another for the ones whose frames are sprung, a third for screens in good condition. Sometime during the winter, my house-man—who together with my engineer I keep all year around—goes over these screens, makes all necessary repairs and oils the screening. I never paint them, oiling is better.

"That gives you an idea of what I mean—the mid-winter screen repairs are just as much a part of opening the clubhouse as

the work of fitting them back in the windows.

"So with many other items that keep the engineer and house-man busy all winter. They go over our entire water system, take apart every faucet, shower-head, valve and drain-pipe, clean them and re-assemble with new washers and packing. They clean the scale out of the boilers. Pumps, motors and other machines are gone over, put in good condition, even sent back to the manufacturer for attention if necessary. The plumbing is re-painted where needed.

"Then there's the club furniture. I have always made a practice of painting each piece in the clubhouse not less than once every three years. The porch and lawn furniture needs re-painting of course, each season. The balance, articles inside the clubhouse, need renovation less frequently. One winter I'll have the dining-room chairs and tables gone over, the next we brighten up the benches and other articles of the locker-rooms, the third year we take care of the furnishings of the lobby and main lounge.

"The kitchen is gone over. We dismantle, clean and re-assemble the dishwasher, the potato-peeler, the dough-mixer and all other machines. The coffee urns are sent out to be put in first class shape and re-nickled. The ice boxes are painted with a heavy lacquer-enamel, pure white. I have always felt that natural wood finish inside an ice box hides soiling. With pure white paint, just a glance as I pass tells me whether or not the cleaning girl is keeping these interiors in sanitary condition.

"All of this work mentioned so far is done during the winter. In the spring a number of other tasks must be attended to. The work falls under several headings.

"Take, first, cleaning the clubhouse. Ravisloe opens the season on Decoration Day. The actual spring cleaning starts at least six weeks before, April 15th. My housekeeper and her assistants report at

that time and begin with the lobby. They clean and scour the woodwork, the floor and the lighting fixtures, wash the windows, bring down and hang all the draperies. The lobby furniture is washed and put in place. Rugs and carpets are left rolled up against the wall. A lot of mud is tracked into the lobby during the rainy spring and we want our rugs, which of course were cleaned during the winter, to remain fresh-looking on opening day.

"Any painting or decorating to be done anywhere about the clubhouse is taken care of during the month of April. We don't do it earlier because we like the bills for the work to fall due after the club has opened again and there is a club income to take care of the expense. We can't do it later because the painters must finish before the housekeeper can get her work done and six weeks is little enough time to allow for all the many detailed, tedious little jobs that fall to her.

"From the lobby, the cleaning staff move to the auxiliary dining-room—in our case the dining-room porch—and thoroughly cleans it out and moves in the furniture. This porch is smaller than our regular dining-room, but by putting it in order I am able to take care of the relatively small crowds that will come out each warm week-end before the formal opening. The main dining-room will not be needed until the opening, so it is left until all the rest of the clubhouse is cleaned.

"From the porch, the cleaning squad next turns its attention to the women's locker-room. Not only is everything scrubbed and polished and cleaned, but each locker is opened, clothing taken out and brushed, any soiled articles sent to be laundered or dry-cleaned (and charged on the member's account), then replaced in order and Enoz sprayed in as protection against moths.

"Meanwhile, the men's locker-room is getting the same attention by the locker-man and his assistant. In addition, they clean the showers and the wash-room, do any odd jobs of painting and polishing, and put the men's card-room in order.

"After the housekeeper has the women's locker-room in order, she next turns her crew loose on the lounge and reception rooms, moves on to the dormitories, and finally straightens the main dining-room.

"Thus, the whole clubhouse is given its spring-cleaning in a definite order. First

the lobby (because that is the first thing a member sees) then a place for them to eat, next the lockers and so on.

"While the housekeeper is busy with her annual spring duties, the force in the kitchen is not idle. The chef and as much help as he needs reports April 15th. Their work is to get the kitchen equipment in order, hand-scour all pots, pans, kettles, and grills, sharpen all knives, fill the sugar, salt, flour and other staple containers (which have previously been scoured, of course)—in other words get the kitchen in just as spick-and-span shape as the rest of the clubhouse. And while in the midst of this work, they are interrupted almost every day cooking meals for casual groups of members who steal out for a few rounds of golf before the formal opening of the season. That is why it takes them so long to clean up the kitchen; they must stop to cook meals several times a day.

"Meanwhile, I, as manager have my hands full. In addition to supervising the work of the housekeeper, locker-room man and the chef, I have my spring buying to do. All winter I have been taking notes on what supplies are low, and purchase orders are sent out on them or given to salesman who call to see me. I try to buy intelligently. Of some things, I can effect quite a saving by ordering a season's supply.

"As an example, I stock enough playing cards to meet the season's needs; by doing so I am granted the same discount by the manufacturer as a jobber would be given. If I ordered only enough for the first month or so, I would have to deal with a local jobber at a higher price because he must make a profit and yet he pays the same as I do under my full-season buying policy. On the other hand, it is physically impractical for me to order bulky items such as ginger-ale in quantities equivalent to "jobber lots"—I couldn't find storage room for it all. So I buy ginger-ale 10 cases at a time. I pay a little more for it, but it can't be helped.

"In addition to my duties as buyer, I am always busy, like any other manager, attending to the installation of such innovations and improvements as I have persuaded the house committee are needed. As an example, we are this spring changing our method of storing ice-cream. We have a freezer of course and formerly after the cream was made, we preserved it until needed by storing the cans in tubs of

cracked ice and salt. This was always messy business and the ice consumption was tremendous.

"We are changing all that over. I am having a large box built with ammonia pipes installed and a tight-fitting lid. By hooking up with our refrigerating machine, we'll have a place to store the ice-cream without messy tubs of ice.

"As opening day approaches, I line up the additional help, I take them on as they are needed. If there is an early spring I may have practically my entire force at work the middle of May. If we have a cold, unpleasant spring, the last of the employees may not begin work until opening day.

"My housekeeper has been with me five years, my chef seven, my chief clerk six, some of the waitresses almost as long. I keep them because I pay them a nominal salary all winter even though they are not working at the club. The chef, for example, gets \$50.00 a month from November until May, the housekeeper \$25.00, the locker-room man the same. While these salaries are not enough to meet living expenses, they furnish pin-money and are an insurance that my important helpers will not be forced into winter work that they will find hard to break away from when spring comes. It is comforting to know that the same trusted helpers, familiar with my way of doing things, will be with me when I want them.

"The members like it, too—you know that song about "the old familiar faces?" When a member comes out for the first time in the spring and is met at the door by an employee who was there the year before and can call the member by name, it's like a home-coming after a long journey. If the member is met by a stranger, his thoughts are "Who is this fellow—what's he doing here?" Members are funny that way.

"That's about all there is worth mentioning on opening the clubhouse. Of course, there are some other routine matters—having the opening announcements printed, planning the opening dinner, receiving and assigning reservations and the like, but every manager knows how those duties go—they're all in a day's work."

This year's business in women's clubs is certain to be far greater than ever before. What are you going to do about it?

Knapp's Program for Spring

By CLAUDE D. KNAPP

Greenkeeper, Cedar Rapids (Ia.) Country Club

WE START trimming the trees about the 20th of February; next we put the tractors in good repair by grinding the valves and adjusting the bearings. We never allow any tractor part to become badly worn before replacing it. We keep all machines in the best of adjustment. We have had one tractor since the spring of 1920 and the other one since the summer of 1921. Our mowers are kept sharp and adjusted.

When the ground gets good and firm we start the rollers and roll steadily until time to start our mowers while the grass is very short. We always brush our greens first and then roll them thoroughly. Then we give them a good top dressing of composite, ammonia sulphate and some arsenate of lead. We find that by mixing it all together it saves time and gives the same results. We mow the greens as early as the grass starts growing.

While some of the men are dressing and rolling the greens I have two other men repair and do all the plumbing needed on the grounds. We do all of our own mechanical, plumbing and carpenter work with our regular help.

I find it pays for a greenkeeper to be familiar with these different lines of work as well as with grass and construction, in order to save money on each operation. Our equipment is always ready to go.

Fairway Watering

IS FAIRWAY watering coming fast? Guy Peters, green-chairman of Olympia Fields Country Club, Chicago, where the 1928 National Open will be held, says: "We get bigger dividends from fairway watering of our fourth course than any other course money we have spent in recent years."

THE new green-chairman who thinks he will be doing the greenkeeper a good turn by letting the greenkeeper play a solo on the course, is wrong. What the greenkeeper wants is someone who takes at least enough interest in the course maintenance to acquaint him with the desires and comments of the members