

WORTHINGTON Mowing Equipment

Lawn Tractors, Gang, Power
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Golf Course Appurtenances

Not only in America but in England and on the continent, Worthington gang mowers during the last ten years have been used on three times as many golf courses awarded major championships as all other makes of machines combined.

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of six holes each; the total lengths and the par figures for these different circuits being variable between any practical figures (e.g., between a minimum length of 1,750 yards, par 21 or 22, for one six-hole loop, and a maximum length of 7,500 yards, par 78, for one eighteen-hole circuit) at the will of the designer.

A sexpartite arrangement of thirty-six playing units—i.e., six loops of six holes each—will permit 288 players to be sent off in one hour (thus completely filling the course with 72 foursomes), and such a course will provide for the playing of 576 individual eighteen-hole rounds in a seven-hour period. This thirty-six hole assemblage will offer a choice of *twenty* primary, *thirty* secondary and *six* tertiary courses of eighteen holes; *fifteen* primary and *six* secondary rounds of twelve holes, and of *six* primary rounds of six holes; and each of these circuits or rounds may be made to present its own individual characteristics and to differ from all of the others either in length or in difficulty, or both.

It is somewhat surprising that the many manifest advantages of the hexaplex grouping of the successive units of a golf course have not seemingly been recognized—since they have not been utilized—by those who have been most active in the planning of our links and who are, to that extent, responsible for the existing status of golf architecture in this country. One of the obstacles to progress in this matter is the attitude of many golf architects who are no doubt able and worthy representatives of professional playing ability but who are fettered by mental inhibitions and are handicapped by archaic practices. "Imitation may be the sincerest form of flattery," but it is no more conducive to progress and success in the golf course designing than it is in any other line of endeavor; and the great multitude of recently constructed links, which are mere inconsequential and unimaginative variants on some ancient example, or some traditional pattern, with which the builders of these courses may be most familiar, is a rather severe commentary on the abilities of those responsible for their construction.

In conclusion I take the liberty of paraphrasing the remarks at the end of Mr. Colt's admirable "*Essay on Golf Course Construction*" (p. 56)—because it so well expresses my own attitude—and state that this and other articles which I have written on this subject are not intended "to

defy the expert or to instruct the novice."

The ideas which I have advanced are merely intended to arouse the average golfer to a realization of his rights, as contrasted with the conflicting interests of the relatively few experts who look upon a golf course only as an arena for the exhibition of skill in match play, and to suggest to this great but usually silent majority of players certain lines of thought and certain questions for debate which may lead them to study more closely the present defects and the inherent possibilities of the course on which they play, and to take a more active interest in improvements in links design.

Park and Playground Manuals Are Valued Works

New York City—A. S. Barnes and Company, 67 W. 44th st., announce publication of "Parks—A Manual of Municipal and County Parks," in two volumes, price, \$20, and "Play Areas—Their Design and Equipment," price, \$2.

The "Parks" book is compiled as a result of a nation-wide study of municipal and county parks conducted by the Playground and Recreation Association of America in co-operation with the American Institute of Park Executives at the request of the National Conference on Outdoor Recreation. This extensive work was financed by the Laura Spelman Rockefeller Memorial under the direction of L. H. Weir. It is a complete and practical work, priceless to those concerned with the proper promotion of the outdoor public recreation movement and those who are responsible for park operation. Planning, financing, construction, operation and other details are treated fully by text and illustrations.

There is considerable material relative to public golf courses in the two volumes. The work is unquestionably a practical classic.

George D. Butler edited the "Play Area" book for the Playground and Recreation Association. Although the strictly golf aspect of the book is limited to practice putting courses, due to the restricted space available for "Play Areas" as defined by the context of the book, there is considerable of value in the details concerning swimming pools, winter sport and children's playground facilities that is of interest to the operating management of the modern, fully equipped country club.

New Toro Catalog Now Ready

If you are not on our regular mailing list, better write today for the new 1929 Toro catalog just off the press.

Among the new items are an all steel dump wagon, an advanced, modern lawn mower grinder, a revolving type greens brush, and a new disker. There are many other refinements and improvements too numerous to mention.

If you are going to need a new tractor, fairway mowers, putting green mowers, tee mowers, roller, compost machine, top dresser, or any labor saving machine, by all means write for the new Toro catalog today.



Toro Manufacturing Company

3042-3168 Snelling Avenue

Minneapolis, Minn.

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Watch Women's Service in Thoughtful Detail

By PAUL E. FISCHER
Manager, Minikahda Club

IT HAS been my observation that the majority of country, and city clubs as well, have been primarily more or less rendezvous for men only, where women were tolerated but not wanted. General conditions in modern club life have changed and women are now a large factor, I might even venture to say, the nucleus of success, in any up-to-date club.

At Minikahda Club special attention is paid to our Ladies' Department. We adopted two slogans: "LADIES MUST BE SERVED" and "FINISH THE JOB."

Service does not begin nor end in the dining rooms; it is carried through to the washrooms, where no bet is overlooked to please and where a maid with a smile and invitation to be of service awaits and takes care of our ladies.

He Has Thorough Service

We find our ladies very appreciative of the fact that we keep on hand different kinds of face powders, rouges, etc., to suit their individual tastes, and complete manicure equipment including liquid and powder nail polish.

The "Chicago dryer," a combination clothes and shoe dryer made by the Frances Dryer people in Chicago that we installed last spring proved a great asset. In conjunction with it we have the necessary pressing facilities which, while not in use very often, comes in very handy in emergency cases.

Another service which is highly appreciated by our members, especially the ladies, is our indirect laundry service.

We have an arrangement with three different parties to take care of this service. A regular laundry, a reliable housewife to look after the woollens and another one to wash and iron the lace table cloths, napkins, etc., belonging to members and often used at the club for exclusive luncheons, teas, receptions and so on.

Last but not least I have found that an assortment of popular brands of cigarettes placed in the ladies' department with the compliments of the club proved inexpensive and a courtesy very much appreciated.

Right Man on Job and No Favorites, Our Policy

By CARLETON SIAS
President, Sunnyside Country Club, Waterloo,

DURING the season of 1928 Sunnyside Country club tried the experiment of combining the office of secretary with that of house manager. This was possible for the reason that one of our own best known members, whose residence adjoins the golf course was willing at a personal sacrifice to undertake the job. It is rarely that a club can find a man who is sufficiently enthusiastic to make the success of the club his primary object and the compensation secondary.

Our manager, with the cordial co-operation and support of the Board of Governors, has endeavored to promote three main principles:

FIRST: That a country club is financed by, and should be run for the benefit of its members; that non-members pay no dues and that over-extension of club privileges to resident non-members destroys the main incentive to membership.

SECOND. That club income is not unlimited but can be very closely estimated at the beginning of the season and like any other business enterprise expenditures must be adjusted to income and budgets for the various departments must be fixed and absolutely adhered to.

THIRD: That every member is entitled to equal privileges with every other member, and that special privilege extended to a few is destructive of the spirit of good fellowship in any club and will result in loss of memberships. That in a club of moderate size it is financial suicide to attempt to be ready at all times to render special dining-room service not demanded by the average member, and without requiring advance arrangements such service can only be furnished at serious loss.

Insistence on any rule naturally meets with some criticism and opposition, but it has been our effort to meet frankly such criticism and in most cases we feel that a full understanding of the purposes of the policy has satisfied dissenters and that on the whole the morale of the membership has been improved and our audit shows that the financial results have been good.

Pros

who make their
golf shops *pay big*

The way conditions in the business end of golf are changing today pros must look ahead if they are going to get ahead.

Jimmy Kinnear and R. S. Richardson are two of the foresighted pros who are planning and progressing.

It will pay you to read, on the following pages, what they have to say about cashing in on your opportunities.

Walter Hagen

R. S. RICHARDSON
Professional
Kanawha Country Club
Charleston, W. Va.

J. B. KINNEAR
Professional
Western G. & C. Club
Detroit, Mich.



for promoting

STIR UP SALES

Anything that stirs up buying interest and action in a pro shop is welcome to the pro. The Walter Hagen line has done this in my shop. Members' attention is attracted by the distinctive and fine look of the clubs, the striking packages of the Hagen balls and tees and the rich, practical appearance of the Allied-Hagen bags.

These live spots in the shop have impressed my members that I have the best merchandise as soon as it's available. This way I hold all of the business and increase the extent of the buying desires. It has paid me to feature your line because of your policy of having the appearance of the merchandise "snappy" and the construction merit at the highest point.

B. Kinnear

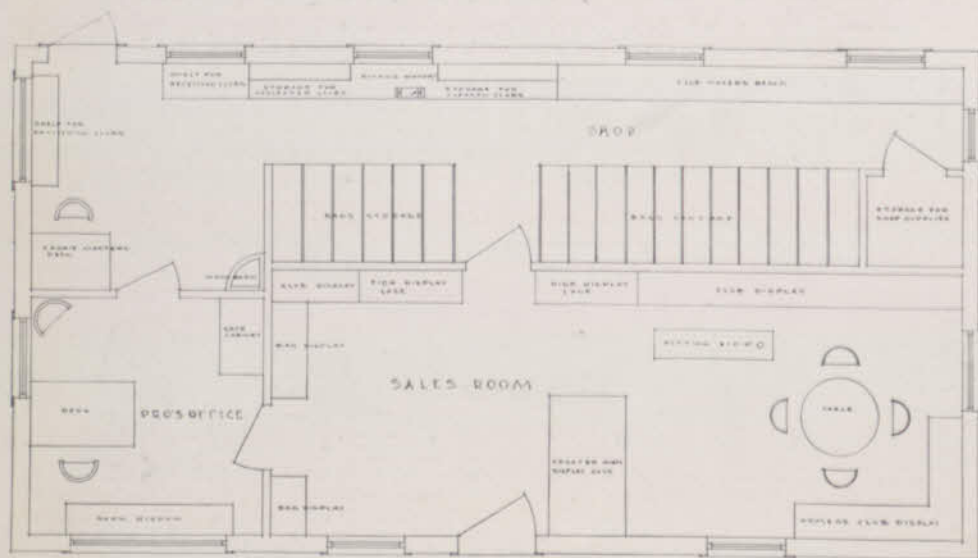
Professional
Western Golf and Country Club
Detroit, Mich.

TWO factors that must be present in every successful pro merchandising campaign are the right merchandise and the right display lay-out.

You see proper and profitable character of selling facilities in the plan below which is one being favorably considered for the new shop that Kinnear is planning, and in the view of a corner in Richardson's shop. These fellows are experts in golf merchandising as well as in golf merchandise.

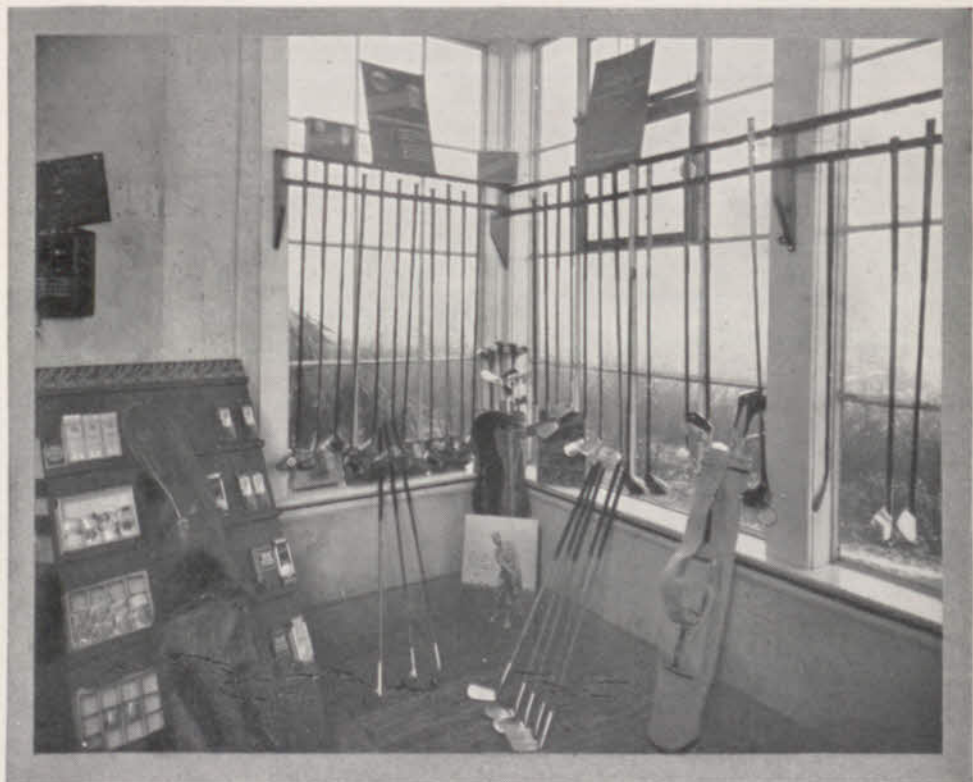
But, no matter how well you have planned your shop construction and display, you can't expect to show "the same old stuff" in golf merchandise and arouse new buying enthusiasm. You have to show the smart looking, superlatively made new Hagen "ULTRA" line to be doing "that something different"—the surest thing in selling success.

It's not a minute too early to be planning to make the Hagen "ULTRA" line the central selling feature of your 1929 stock.



Some of the advantages of this shop lay-out are the complete separation of the sales room from the work bench and club-cleaning departments; the private office where the pro can transact his business away from members; the show-window, where attractive displays can be arranged to lure the passing member into the shop; and the big sales room which permits ample display of merchandise without crowding.

pro prosperity



SHOW 'EM SPEED

To display your golf goods, as well as any other line of merchandise for sale, is the best way to sell them. The American people today will not buy on promises and they want to see the goods they are buying. We have made some sales to members who had no intention of buying golf goods until they saw them, and then they realized they needed them.

In selling Hagen golf equipment I have found that the prompt delivery from the factory is exceedingly valuable. If we do not have in stock the article the member wants, we can promise delivery in a week and the L. A. Young Company delivers it to me in that time. Their promptness in delivery and their courteous attention to all orders has helped my sales immensely.

R. B. Richardson

Professional
Kanawha Country Club
Charleston, W. Va.

HERE is a bright corner in Richardson's shop where he spotlights Walter Hagen golf goods because his experience reveals that Hagen sales show big dividends on the space and time the pro devotes to them.

You can see from the Kanawha clubhouse picture that it is one of the prize clubs of the country. Richardson is both pro and manager; not a usual combination of jobs, but one that shows the high calibre of the men who are featuring Walter Hagen golf goods for their members' satisfaction and their own substantial profit.



feature the ULTRA line in '29

LET us help you get started
right on a grand season

At each one of our offices you can now see the 1929 line of Walter Hagen clubs, balls and tees and Allied-Hagen golf luggage.

Visit your nearest Walter Hagen office and see this line or write us for complete details.

We want to help you get a stock for your shop that will move faster and more profitably than any you ever had before. We're not greedy. We don't want you to "over-stock", nor do we say you ought to buy Walter Hagen goods and nothing else. But we do say—and the experience of many pros is our proof—that featuring the Walter Hagen line, and carrying as big stocks as the conditions at your shop dictate, will make more money for you than your shop ever made before.

*Consult with us before you order your
stock for the 1929 season, and you'll find
us willing and valued workers with you.*



ALSO SALES OFFICES AT
NEW YORK, 1270 Broadway CHICAGO, 14 E. Jackson Blvd. SAN FRANCISCO, 153 Kearny St.

Plenty of Holes in New Shop Sales Experiment

By HERB GRAFFIS

ONE of the clubs in a great metropolitan district of the mid-west is inaugurating an experiment in merchandising for the 1929 season. The innovation is purely an experiment, and for that reason is on a basis that allows cancellation of the arrangement by mutual consent on comparatively brief notice.

This plan calls for the operation of the pro shop by a men's store of considerable size, which has long gone aggressively after golf business. The store is to pay the club 10% of the gross business as a rental and furnish its own employees at the pro shop. The store will bill the members direct for pro shop business. With the exception of a modest sized sign the store will have no display advertising of its own in the pro shop, but of course will substantially benefit from the opening of new charge accounts among the club members whose buying on the charge basis is expected to extend far beyond golf goods.

Regardless of the merits of the plan it is something that calls for study by professionals, for in one respect it is a revelation that an investigation of the pro shop merchandising situation made by this club's officials brought out the fact that taking away concessions from the pro and handling them directly as a part of the club's operations had not been successful enough to warrant installation of the system. In this respect the step was something that will bring joy to the hearts of good pro merchandisers.

I can't see now where the proposition agreed upon between the club and the store is going to make history to the degree that it will be copied to any great extent. In the first place I don't see how the store will get enough profit out of the enterprise (with the exception of the profit from newly opened charge accounts) to justify the operation. Take the average metropolitan district club and the gross profit at the pro shop is a bit over 30%. The shop income is generally split into three major divisions, with clubs and other merchandise running not much over a

third, ball sales next, and the club-cleaning income third, but with all three divisions being closer together than is generally appreciated. Under the arrangement above mentioned, the store will not have the club-cleaning income, and unless the shop's volume is greatly increased by the sale of wearing apparel, the store will be trying to make a net profit on around 20% of $\frac{2}{3}$ of the present gross. Figure the costs of shop help for selling, book-keeping and billing costs, insurance, etc., and if you can dope out a net profit you are more of an optimist than I am. I doubt that cut prices on merchandise would stir up much business at a high-class golf club such as this is. This type of membership wants quality merchandise and is suspicious of golf goods that is not standard priced.

Where the hope for volume lies, in my opinion, is in drumming up trade for knickers, sweaters, hosiery, shoes, and the like, by advertising literature mailed out with the monthly bills, by more extensive display in the shop, and by quick supply of out-of-stock numbers from the store's headquarters. But even this is a toss-up and calls for a lucky break as well as costly and energetic merchandising.

The Personal Element

One point that the store management will be up against is that of establishing the same confidence in the clubs they sell that the member has in clubs from a stock that is *personally* selected by the pro for his own individual trade. Regardless of the value of a first class brand name, the educated and first class player trade is in the logical habit of placing the greatest trust in merchandise that is carefully selected by *units* by an expert and authoritative pro-buyer. This factor may not count for much with the cheaper golf trade that finds it necessary to take the last red cent of price cut, resulting from huge quantity buying and purchasing power that can cash in on emergency and volume requirements of manufacturers. But personally selected, expertly endorsed merchandise certainly has the call with the

bulk of the golf trade, and constitutes a tremendously important element in the pro's future.

Members of a good private club are "fussy" people. They may make some allowances for the pro, but from operation under the management of one of the most successful merchandising establishments in the world they will expect perfection. Woe betide the enterprise if they haven't stars working for them in the shop selling.

Where the Pro Stands

The committee-man who is steering this new arrangement in its development stage is a highly successful business man.

While we were discussing the new arrangement I asked him if he didn't think it was rather a raw deal for the club's old pro who left when the new line-up was announced. The pro is a good man, obviously, for he had no trouble in getting another club in the same district a few days after he was in a position to look for another job. The club official's reply was to the effect that golf clubs these days are being compelled to operate in every detail on the basis that they consider would be most business-like in satisfactorily serving the membership. "In golf, as in any other enterprise," he continued, "there arise new conditions that may necessitate severing relations that have been mutually pleasant. Pros, as business men, must realize this and adjust themselves accordingly. Our club is in fine financial condition and we intend to strengthen its position in this respect. When the professionals can sell us on the idea that they do a resourceful and thorough job of strengthening the club's operating status, on the basis of satisfactory and highly valuable service to the members, then they are in invulnerable position with us, or any other club.

"It is my belief that the pro's big job in bettering his professional standing begins with making his members know he's a busy man, and a very important one, but doing it without showing an opera star's temperament. Members who are business men want to do business with other business men. If a pro seems to be taking things too easy on the job or have lots of time on his hands, the members notice it unfavorably. Even if a pro has time open he wants to conceal it. For instance, if there is a threesome starting off the first tee, he might ask them if they'd mind his playing with them. That gives him a chance to get "in" with them and

benefit from the sale of merchandise and lessons. At the end of the ninth he could excuse himself, saying he has an appointment. That would get over the idea that he is prompt with his appointment and that he has plenty of them. To a busy business man there is nothing more unpardonable than a pro being late for keeping an appointment for a lesson.

"Another place where the pro has to watch his step is against playing 'favorites' in the club. He has to study personalities in this matter and use lots of judgment for there's a lot of injustice done to pros on this account that they don't realize until it's too late.

"I think the pros have a wonderful chance for making more money than they ever dreamed of if they will devote more time and thought to selling lessons. In every club I ever heard of the market for lessons is sadly under-developed. If he can run a shop in keeping with the present-day demands of members and get his lesson business built on the right basis I can see no reason why a pro can't net between \$6,000 to \$8,000 a season at even the *ordinary* metropolitan district club. That may not mean much money to a pro, but it seems to me that for seven months' work for a lad, it's a beautiful income."

ENCOURAGE the sons and daughters of members to play golf. Make junior memberships so inexpensive that their parents will not hesitate to sign up for them each year. Hold a junior championship. Thus you will be building up good golfers to represent the club in future tournaments and at the same time assuring a source of experienced players for future memberships as older members drop out.

A SOIL must contain 80 per cent sand to be classed as a sandy soil, but it need contain only 30 per cent clay to be called a clay. Hence, it is easy to change the texture of a sand by adding very little clay and silt; but it requires tremendous quantities of sand to change a clay into a clay loam.

THE first three or four holes of a golf course should be relatively easier than the average for the course. This expedites getting the players away during rush periods, since they will have time to loosen up and thus be better able to play difficult shots than if met on the initial holes.