



Faunce and two of his assistants in a corner of the shop from which he directs his selling warfare.

Fee-Course Pro Beats Stores at Price-Cutting Game

WISE ones in this golf business are watching the development of the pay as you play courses for business ideas that can be applied to the operation of private courses. Already there are a number of fee club details in house operation and in course maintenance that have been adjusted to private clubs with beneficial results showing on the annual statement and in member satisfaction. The pro shop also can benefit.

The private club pro can pay a good bit of studious attention to the work of some of these pros at the fee courses and he will pick up some hunches that he can use in his own business performance. There will have to be plenty of adjusting done, of course, for you can't use the same

rather high pressure and obviously commercial sales methods at a private club as you can at a fee course. However there is much to be learned from these fee course pros—the real bright ones—who are stepping right out and making dough despite competition that would make of the weaker brethren fold up and retire from the ranks.

There is a fellow with a lean and hungry look named Norman Faunce who has been doing business at the Mid-City daily-fee course in the Chicago district and tucking away a neat little sum at the end of each and every year. His competition of the down-town stores and the neighborhood radio, drug, automobile accessory and every other kind of a store

is downright murderous. A few blocks away from Faunce's place, this writer, conscientiously investigating the pro merchandising situation, even ran across a display of cut price golf balls in a speak-easy. But Faunce still keeps on increasing his sales each year and getting smarter as a merchant who can keep ahead of competition. This Mid-City course is close in. It is only about five miles from the heart of the city; so close in that part of the property recently was condemned for a new high school. Bill Langford and Ted Moreau built a fee course on this leased property that is quite distinctive. There are a lot of holes that would do credit to many of the private courses. Now, with part of the property unavailable, they are adding more short holes to the remnant and doing it in such a way that play will not be slowed up seriously nor will the players go around in battle ground danger.

This combination of location and an interesting course gives Faunce the set-up for a lively shop business. The big handicap that he had to overcome was the cut-rate store buying habits of the course's players; so he went after this business fighting the devil with fire.

Price Is Featured.

His shop is moderate in size but he has a well selected stock of merchandise, practically all of it moderately priced, and the prices are displayed on the merchandise. He has a window display facing on a busy street. The window display is frequently changed, and here, again, the prices are featured.

"Your one hope in any sort of a course where there are a lot of new players is selling on price." Faunce makes that statement as the foundation of a successful merchandising policy for the daily-fee course. You can do some business on the better, higher priced stuff after the players have been at the game for a year or so, but to get them started with you, you have to make them know that your prices beat the stores and you are giving the players the additional value of personal selection and fitting of clubs.

"When manufacturers have discontinued models for sale, in the fall or any other time, I grab as much of this low priced stock as I can handle. It is very seldom any of the big cut-price stores can beat me on prices. I keep the players informed of the bargains I have in stock.

I keep pounding away at the idea that I defy competition. When some of the stores have big newspaper ads at bargain prices I even paste up some of these ads on my bulletin board and write alongside the ad such comments as, "I beat the price 35 cents on the same identical model, but probably a much better club as I personally picked it from the maker's stock.

Look for Bargains.

"That sort of stuff goes over great because it is the truth. I get a lot of business from players who have a dozen fee courses closer to them than ours is, just because this news of my low prices for good stuff is passed around. The pros can't complain about manufacturers selling discontinued models or overstocked items at low prices to the stores. The makers have to get their money out some way. What our fellows ought to do more is to pick up some of this bargain price stuff when it is really good value for the money.

"I have picked up some steel shafted woods at sacrifice prices so low that when a shaft is broken I can sell a fellow a whole new club for only a little more than the repair would cost. The boys have to figure that this business of wide-awake buying begins the operation of profitable selling."

Faunce is a great believer in developing steady, repeat business. If a fellow just buys balls at his shop Norman and his smart and hustling assistants put in the plug for selling the merry villagers some of the "Saturday specials," usually some good club at a low price. Norman sells a fair number of high priced matched sets by taking in old clubs as part payment. The clubs he takes in are refinished and put into acceptable condition for use by the beginners. In this way he can take care of business at any price.

Accounting Important.

It is Faunce's notion that the greater part of the pros have nothing much to fear from just the selling part of their business when they get right down to it and use an ordinary amount of brains and energy on the job, but that the real job connected with the business operations of most pros is the accounting and clerical end. Behind the scenes in Faunce's merchandising is Mrs. Faunce. The books are kept right, the bills are handled right and the business always knows just where it stands.



Attract the kids and you bring the mothers. Such stunts as a temporary merry-go-round, such as here in the Pasadena Golf Club's front lawn, are bound to build departmental business.

Pasadena Grows With Sound Managing Ideas

By ADOLPH E. REMP

Manager, Pasadena (Calif.) Golf Club

WITH the trend of golf club so plainly revealing women's growing interest in the game it is part of every manager's urgent problem to figure out ways of making the club a magnet for women's business.

When I first came to the Pasadena G. C. four years ago, my most recent experience had been with a women's athletic club. At that time the Pasadena clubhouse was small with poor facilities and we naturally had a meager income. It is the women who make the social life at a club. I knew that from my previous connection, so I set to work to put into our clubhouse arrangements and operations all possible ideas that would show distinction at the expense of ingenuity rather than of cash. The big social spot of the men members is around the locker-room. That is fine when a manager runs his locker-room right, but it doesn't make the club ensemble just as it must be in order to have the whole club go ahead. Get the women interested in their bridge parties, private parties, and of course in the distinctive way in which the ordinary luncheons

and dinners are prepared and served and you have them talking. You can take nothing for granted in trying to advance a club by bringing its bright spots of operation to the attention of members. It is only by constant study of novel ideas from hotels, restaurants and other clubs and by exercising one's own ingenuity can a club attain that happy distinction so necessary to successful operation.

Two years ago we built a new clubhouse that is one of the finest on the coast. We start making our clubhouse a distinctive proposition even before the member or guest enters. The landscaping is always sure of favorable comment from our patrons. Inside the house we make a great point of the floral decorations and even in this country where beautiful flowers are common, our supply and arrangements are notable.

There is an art in the furnishing and arrangement of porches and verandas. To make them so they really have the spirit of relaxation and the atmosphere of a high class exclusive club, rather than just

an ordinary setting, calls for considerable thought on the part of the manager.

Remp's Service Policy

The basis of good clubhouse service is a competent staff, friendly in its spirit, and under friendly but firm management. Get good help and keep it. Especially in club work is changing employees disastrous, for each employee gets to know the peculiarities of each member. In this way alone can we, or any other club, maintain a high standard of service in each department.

The following are the only set house rules, and they govern in every department at the Pasadena G. C.:

1. Courtesy is the essential thing I demand from all employees.
2. The members are paying your wages to receive service and I am here to protect their interests.
3. Don't forget that the guest is always right.
4. Service with a smile will take you through many difficulties.



Manager Pasadena G. C.
Adolph Remp.

We check ourselves against financial troubles and leaks by our budget. Mr. Fred H. Hand, secretary of the club, Mr. John H. Simpson, chairman of the green-committee, and I prepared a budget of expenses and income on the beginning of each year. It is then up to me to stay within the expense budget and bring the income budget up to the estimated figures. By carefully working out an expense budget for each department and

making the head of the same feel that it is his responsibility to keep within this proportioned amount, we eliminate any waste material or unnecessary labor expense. The income budget is the vital thing to me and by keeping in constant touch with my entertainment committee and club members enables me to bring them to the club

By looking over my monthly reports I can readily see any increase in the club expenses and at once the same can be remedied, as thirty days are comparatively easy to check whereas sixty or ninety days are impossible.

Young Pro Always On Job Is Object Lesson

IN picking up some glad tidings about the pros in the small towns we were told by a lot of the manufacturers and professionals that a kid named Harold Clasen, at Minot, N. D., was showing what could be done by a fellow who knows his stuff and does it.

From one of Clasen's officials, H. S. Davies, we solicited some information on the boy's work and here is what this official wrote:

"Members of the Minot C. C. give to H. L. Clasen, club 'pro,' credit for success of the club activities thus far this season. Enthusiastic in his desire to make the club the outstanding recreational spot in the state, Clasen has handled one tourna-

ment after another, never permitting interest of golfers to lag.

"The outstanding event of the season was the Northwestern North Dakota tournament, during which 146 golfers played 27 holes the opening day with only nine holes of the course completed. It was a strenuous day, and it proved to everyone that the Minot club's pro is splendidly equipped for the position he holds.

"Among the other events handled this year include a blind bogey, ball sweepstakes. President's cup handicap, short-stop and flag tournament.

"The Minot C. C. is the youngest organization in the Northwest. The course was laid out last year and play on the first



The Minot Country Club's clubhouse is not over-large, yet thoroughly adequate for the needs of the members.

nine holes started this spring. Grass greens are in fine shape and fairways have been greatly improved this year. Work on the second nine holes has started. According to present plans the last nine holes will be ready for play next year. The last nine are located in the woods and will furnish plenty of hazards. The course was laid out by Tom Vardon of White Bear. Clarence Hayne, formerly associated with Mr. Vardon at White Bear, is greenskeeper. He too is making a great record."

You can see from the picture of the clubhouse that this Minot enterprise is one that will stack right alongside many of the larger golf clubs. With the money these North Dakotians have invested in their enterprise it is necessary that they get some live one on the operating end of the golf job so the organization interest will keep high and thriving. Clasen has proved the answer.

How Clasen Serves Club

In laying down a good policy for a pro at the smaller clubs one can not do much better than to tell just how this Clasen boy works. Here is his own recital:

"I am doing a good business because I am on the job every day from 8:30 A. M. to 9:00 P. M. I have only taken one day off since April 17.

"My shop is well lighted and I carry a large stock of good merchandise. I try to make the members feel at home in my shop and have places for them to rest and be comfortable. I keep a record of daily sales and always know how much profit I have made to date.

"The down-town merchants give me plenty of competition as all of their clubs and bags are marked 20% to 25% off. I get around this by carrying a large stock of clubs they do not handle, by fitting the player correctly, and giving them a little

instruction with each club purchase. I do not advertise this last feature, but do it in a friendly way.

Acts as Golf Nurse

"I have an arrangement with the Minot Park Board, by which I give lessons at the Municipal Course one afternoon a week. These lessons make more friends

for me and increase my sales. I organized a tournament committee at this course and they appointed me as advisor. I plan and promote all their tournaments and in return they buy all their prizes from me at the regular retail price.



H. L. Clasen, Minot's hard working pro.

"I also promote all the tournaments at the country club and get a lot of publicity for them in the local paper. My name is generally mentioned in the article, and this keeps reminding members of their pro.

"Each Tuesday morning I give a free group lesson to all the junior members. This puts me in right with all the kiddies and when the parents see the children picking up the game they are naturally enthused and generally purchase them a set of clubs.

"Myself and assistants do all in our power to please the members in all respects."

Compare that procedure with the practice of the boys who complain chronically.



This circular storage reservoir assures the Merion Cricket Club a supply of 300 thousand gallons of water for course needs. It is filled gradually by pumping from adjacent streams.

Merion's New Water Plant Is Golf Club Jewel

THE Merion Cricket club has recently placed in service an exceptionally complete and modern sprinkling system on the East golf course at Ardmore. For a number of years this golf course has been maintained at a high standard of excellence, but those charged with this responsibility had been seriously handicapped by lack of sprinkling facilities particularly on the fairways. Heretofore all tees and greens were sprinkled, but the purchased water supply used for this purpose was both expensive and inadequate. There was serious doubt as to the ability of the local water company to continue the furnishing of sufficient water, especially for fairways. After very careful study and investigation it was decided advisable and economical to de-

velop an independent supply and to modernize the sprinkling facilities.

The primary object was to have available at all times an adequate supply of water at a satisfactory pressure for all tees, greens and fairways in order that they might be kept in first-class condition throughout the playing season. The standard as set up at Merion is an innovation in respect to nozzle pressure, water volume and flexibility of application and the results obtained will be watched with interest, especially by those interested in the maintenance of golf courses.



Arnold Gerstall, Merion's green-chairman for the past 5 years.

The normal sources of the new water supply is a small stream flowing through the club property, being the head waters of Cobbs creek and a tributary of same which joins the main creek on club



To prevent fairway erosion during the annual rainy season, this concrete flume has been built at the San Gabriel (Cal.) C. C. in the former river-bed. This view was taken during construction of the flume.

property in the vicinity of the eleventh green. These sources of supply are temporarily impounded by means of low concrete dams, each complete with screened inlet, shut-off and blow-off valves. The water in each dam thence flows by gravity into a circular storage reservoir.

Protect Stream Flow

This reservoir has a capacity of 300,000 gallons, and is of the cut and rolled earthen embankment type, being floored and lined with reinforced concrete. The primary purpose of the reservoir is to balance the supply to the pumps and to avoid the taking at any time of the entire stream flow. For many reasons it was deemed advisable to maintain a natural flow of water in Cobbs creek and the tributary down stream from the diverting dams. From an aesthetic standpoint alone the green committee was of the opinion that this was of considerable importance.

From the reservoir the water flows through pipes by gravity to two centrifugal pumping units in the pump house near by. These are motor driven and they discharge directly into the irrigation lines. One pump has a rated capacity of 100 gallons per minute with a discharge pressure of 115 lbs. per square inch. This unit is operated when it is desired to sprinkle small areas, such as the greens or tees. It is powered with a 15-horsepower motor. The second pump has a rated capacity of 300 gallons per minute with a discharge pressure of 115 lbs. per square inch. This unit is operated when it is desired to

sprinkle fairways, and is powered with a 40-horsepower motor. At such times as it is desired to sprinkle greens, tees and fairways both units are operated in parallel. The smaller unit supports sprinklers of the type usable on greens and tees and the large unit takes care of sprinklers of a type usable on fairways.

Pumps Have Excess Capacity

Service tests have demonstrated that the pumping units will support a somewhat greater sprinkler load if occasion demands. In actual service the combined output of both pumps has reached 475 gallons per minute. No attendants are necessary in the pumping station during sprinkling operation as the motors and pumps are fully protected automatically against overload, service stops, etc. The pumps were furnished by the American Well Works Co., motors and switching equipment being furnished by the Westinghouse Electric Co.

The new distribution system including lateral connection is practically all of cast iron pipe. Some idea of the extent of the system can be had by noting the following summary of pipe line as installed:

Inches.	Feet.
2	8,589
3	3,132
4	4,908
6	3,264
10	1,056

20,949

A total of practically four miles of pipe

line was installed. The laterals in general, are composed of a screw joint cast iron pipe, while the supply mains consist entirely of caulked lead joints. Briefly, the distribution system layout consists of three mains of large diameter laid between the fairways. To these are connected 160 laterals. At the end of each lateral necessary hose connection facilities are provided. A liberal number of sectionalizing line valves have been installed so that maintenance work can be carried on as required by shutting off a minimum portion of the facilities. The pipe was furnished by the McWane Pre-Caulked Cast Iron Pipe Co. and the United States Cast Iron Pipe Co. The valves were furnished by Chapman Valve Co. The Murdock Mfg. & Supply Co. furnished the hose connection boxes.

Have Emergency Supply

The hose connection facilities are located at strategic points along the supply mains. The connections are self-contained—that is, each consist of hose connection and shut-off valve housed in cast iron boxes with cast steel lid. These are compact, being set with top flush with ground along the edges of the fairways. To provide for necessary water supply in reservoir during extremely dry weather without diverting the entire flow in Cobbs Creek and tributary, two emergency supplies have been arranged. One consists of a connection with the Philadelphia Suburban Water Co. mains to discharge into the reservoir, if required by simply opening of a valve. The second emergency supply consists of a well drilled on

the club property as a part of this improvement. This is a flowing well and will yield, it is estimated, on pumping about 100 gallons per minute. In case of extended drought, a pump can be set on this well to discharge into the tributary noted above. The water would then flow down the tributary and thence to the reservoir just as the natural stream flow travels. These emergency supplies are available on short notice and will be used as such.

Provide for Future

In constructing certain features of the system the green-committee provided for future expansion. Large lateral connections were used so that an underground sprinkling system can be installed without sacrificing any part of the present distribution facilities. Actual construction work was started late in October, 1929, and practically completed early in January, 1930.

Practically all of the work was done by labor employed directly by the golf club under the supervision of Joseph Valentine, greenkeeper. The plans and the various features of the entire project, including the purchase of pipe, motors, pumps, etc., were handled under the general supervision of Arnold Gerstell, chairman of the green-committee. In this way the system was constructed at the lowest possible cost consistent with good practice. Technical features of design and construction were looked after by W. B. McCaleb of St. Davids, Pa., after consultation with Wendell Miller of Wendell P. Miller and Associates, and W. S. Flynn of Toomey & Flynn.

Thoroughly automatic in operation, the equipment in Merion's new pump-house needs no attendant during the hours the course is being sprinkled.



W H C

W H F

W H A

THAT YOU MAY REALLY
BE PREPARED FOR —

I HARD HITTERS
and 2 the LARGE BALL

Because of its importance this message is given precedence to No. 20 of our regular series — "Pros Who Make Their Shops Pay".

3 NEW *Walter*

WHC



WHF



With the general use of the new larger ball just around the corner, many golfers are equipping themselves with the properly designed clubs to give them the most satisfactory results with the new ball. Walter Hagen "Compact Blade" iron clubs have been accepted as the logical solution to the iron club problem—more weight behind the ball. The three new Hagen woods presented here have been designed to become the running mates to the now famous "Compact Blades"—and should prove equally as popular.

W H C matched and registered woods are to be the companion wood clubs to the Hagen "Crown" irons. The heads are rather large properly designed to give maximum results with the large ball as well as the present size ball. The illustration shows a new insert face—locked in such a manner that it will not work loose. The driver, brassie and spoon have different colors in these faces that they may be easily distinguished. The sole plates are scroll type of heavy gauge aluminum. Concentric aluminum back weights are used to focus the driving power behind the point of impact. WHC woods are made only with Walter Hagen Steel Shafts, protected with natural hickory finish Duraloid to match the "Crown" steel shafted irons. At \$45.00 a set of three or \$15.00 the individual club, the WHC should become one of the popular models of your shop. They are of course made in matched and registered sets.



THIS HAGEN BALL with its new method of construction has carry—maximum carry. The special Hagen rubber thread wound evenly and at the proper tension around the new plastic center insures the necessary compression which alone gives a golf ball long flight, and accurate—absolutely accurate in the air as well as on the greens. It possesses the desirable characteristics so essential to a fine golf ball—so necessary to make it a real asset in your shop. Play Hagens—sell Hagens—in the small size or the new large size—each 75c.