



Here's the gang who make the Santa Monica pro-shop such a success. L. to R. they are: Johnny Johnson, asst. club-maker; Jack Street, asst. pro.; Lou Berrien, pro, and Lou Hinckley, club-maker.

business increasing by leaps and bounds."

At this point of the interview Berrien looked at his watch and realized he had a lesson in three minutes. When he left I got talking to his brother-in-law, Jack Street, who is the assistant professional. Jack is another old-timer and has worked with and for Berrien since they both followed George Smith to the Del Monte job back in 1910. That's a long time for a couple of chaps to be together, isn't it? And they get on just as well today as they did in the dim past. Better I believe, because the passing of time has very closely cemented their friendship. The absolute trust they have one with another truly touched my heart and made me think of how very, very few such cases one sees like theirs nowadays.

Team-Work Is Theme

"What do you do here Jack?" I shot at him. "I do the best I can and sometimes that's not so very good. I give lessons along with Lou. I sell a good deal of the merchandise but Lou does all the buying. This shop goes along like a song—never any strife, no jealousies, no rum-puses, no quarreling. It's a real pleasure to work amidst such ideal surroundings and wait on the fine clientele we have. All good scouts. There's Lou Hinckley, the clubmaker, and there's Johnny Johnson, his assistant, both working all the time, twelve months in the year and one would never know they were within a mile of the place. We trust one another here."

As he said that, an elderly golfer en-

tered the shop holding a broken brassie in his hands, a steel shafted club that snapped at the neck. "Can you mend this?" he asked. "Yes, we can fix it up by putting in a new shaft. That will cost you \$4.50. If you like the head well enough we'll be happy to put in the new shaft but let me suggest—if you think you'd like a new model club it might be just as well if you invested in a new club. I can sell you a very nice one for \$7.50 and it may be that it will suit you better," advised the courteous Jack.

"Yes, let me see one. I've been topping badly with this club and find I can't get the ball in the air," said the interested customer. From a splendid assortment of beautifully made clubs Jack handed his man a bonnie spoon with the remark, "You see, one of the reasons you have not been getting the ball in the air is because you've been using a brassie. This is a spoon which will help you considerably to get height and I believe you will like it. Let me see how the length is for you. Just right. Now let me find out the difference in weight. Just one-eighth of an ounce lighter." The sale was made there and then, and a very satisfied customer went out of Lou Berrien's shop to return many times again, in all probability.

I was very fortunate to have been present when this smart transaction was made and to learn how truthful Berrien was when he stated to me a few minutes before that neither he nor any of his help ever employed high-pressure stuff.

Rush for Many Turn-Overs

"We carry a stock of about \$6,000 in clubs, caps, very few sweaters but plenty of all makes of balls, and we never fail to take inventory once every month. We try to turn over our stock as often as possible and I believe it is easier for us to do so than the boys in other parts of the country for we go at high speed here twelve months of the year. Perfect golfing weather accounts for that. Lou pays all his bills himself via the check route and every bill is discounted. We have very, very few accounts to keep on sales, being a public institution and those on our books are well known to us. We don't know what bad debts are. We have none—never."

Jack Street finished this remark as the boss returned from his half hour lesson so I again assailed him with the question, "What do you think of the standardization of golf instruction? Do you think it is possible to put over?" Slowly he answered, "Yes, and no. With motion pictures taken of such men as Bobby Jones and Macdonald Smith, our two greatest stylists, much can be done to start beginners off on the correct track. But outside of the beginners, the individual must be more seriously considered and I think the professional will have to take care of the rest of the gang. I would like to see something done that would bring about stabilization of the swing. Let's get off that subject for the time being as I understand the P. G. A. have something in mind that may work out to the beneficial advantage of all."

Wishing to snare Lou back to his ideas of selling, I popped this at him, "How is it that you have as many high priced sets of clubs in your stock as many of the big private clubs hereabouts? I can count ten sets of matched woods and irons right now. Are they there for display purposes or do you really sell such high priced merchandise?"

Easy Payments on Good Clubs

"Listen," said Lou, "I'm going to open your eyes. You would be surprised how many sets of these we sell a month. Young men on weekly salaries cannot afford to buy such clubs outright even though their eyes bulge out as they gaze at them. But when a lad whom I know to be right wants to invest in a set, I let him have them on a payment of \$10 a week. That creates a fine follow up business and there is nothing better for any man's business than a follow up. It's the very life of

trade. I let that lad have these high priced clubs on easy terms. I take a chance, but I've never been done out of a red cent yet. That lad tells his friends. They come along after they admired his beautiful clubs and get a set. And so it goes all along the line.

"Then here's another angle rather new to public courses. A fellow who owns a fine set of clubs and a nice bag wants to keep them in nice shape. I suggest to them that for the small sum of \$1 per month he can have them kept in a rack in my shop, cleaned every time he uses them, wrapped when needed and ready to hand out to him in first class shape any time he wants them. That's salesmanship. That's why you see over 100 sets in the racks."

Thus ended one of the most pleasing interviews I've ever had with any professional in any section of the country, with a man who knows the game from A to Z as Nick Shafer said, a man who is known far and wide as a teacher of outstanding ability (one of the country's foremost), a man who gave to the world such a marvelous champion as Mrs. Leona Pressler, twice Western champion and runner-up in the women's national a year ago, a man who, through his untiring efforts and wise council and teachings gave Southern California the finest group of young golfers that ever emerged from a single club. The club I refer to is Wilshire Country Club, Los Angeles.

Expert Gives Basis for Rating Food Service

A COPYRIGHTED score card for inspecting and rating restaurants is described by its compiler, E. D. Pratt, in April *Hotel Management*. The definite platform for determining the standing of a restaurant has much in it worthy of study and use by golf clubs.

Mr. Pratt lists as major items on the inspector's report, first impressions, service, commodities, atmosphere, order and sanitation, and maintenance.

Under "service" he gives the factors of promptness, attention, manners, proper dishes, etc. As "atmosphere" factors he lists ventilation, the bearing, dress, manners and activities of the management, discipline, and organization.

For check-up under "order and sanitation," Mr. Pratt puts crockery, silver and glasses; napkins and towels; floors, walls and ceiling; stairs, pantry, kitchen, etc.

Drainage Research May Pay When Course Turf Thins

By WENDELL P. MILLER

THE cycle which many of the older clubs in the clay belts have passed through may be described as follows:

1. Course construction and installation of water and drainage system.

2. The struggle to develop turf on scalped soils and exposed subsoils occasioned by construction.

3. Operation and the development of fair turf.

4. After reaching a peak, years of use and packing down of the course, gradual loss of turf, growth of weeds, bare spots, increased cost of maintenance, breakdown of original drainage tile.

5. The urge for fairway irrigation (the surest way to make a bad matter worse) as a cure-all; also, rainbow chasing after cure-all fertilizers.

6. Investigation—the discovery that the soil has lost its virgin porous structure, is much less receptive of rains, and low in fertility—and a decision for proper drainage.

7. Marked improvement in fairways following re-drainage.

8. A program of planned turf development bringing the fairways to finest condition; reduction in cost of maintenance.

9. Installation of fairway irrigation facilities under favorable conditions for results.

Drainage is intangible, so to speak. It is largely underground. Irrigation is tangible, it is on the surface. The members see the equipment and the outlets. They see water put on the course as needed—and the fairways remain green during the dry season. Members everywhere readily accept the idea of fairway irrigation. Fairway irrigation installations are usually dependent upon availability of funds, not upon approval of the idea. But drainage is entirely different. The members have only a hazy idea at best of what artificial drainage is and how it works. Snows melt, rain falls, the water disappears and the ground becomes hard and dry. This is a natural phenomenon. The exact manner in which it is facilitated by artificial means

and the effect of the artificial drainage on the soil and turf is not at all understood by those who have not intimately studied the subject.

Out of Sight—Out of Mind

Proper artificial drainage which is entirely out of sight quickly removes excess water in the spring or any other time (not however beyond the water holding capacity of the soil which is substantially increased by proper drainage). The club members cannot see the drainage system when it is present—they do not see it operate—and not understanding just how it operates, do not give it credit for its accomplishments. And when proper drainage is lacking, likewise the members cannot see that this lack prevents their full enjoyment of the course, prevents proper turf development, limits the water holding capacity of the soil, permits the course to dry out much faster than it would if properly drained, and actually increases the cost of operations in many ways.

As this is written three committees of engineers are functioning for three well known old-timer clubs. All three committees were appointed primarily to deal with fairway irrigation. One committee ascertained that its club has a legitimate need for fairway irrigation at this time. This committee determined and recognized the necessity for future drainage requirements, possibly in six to ten years. But inasmuch as there is every prospect of condemnation of its property within that period the committee was unquestionably warranted in proceeding with fairway irrigation, backed by a soil survey, turf program, drainage study, and several obviously needed supplementary drainage lines. In this particular case the hydraulic engineers admitted their inability to design an irrigation system embodying the best features of turfed area irrigation. This committee will secure positive results.

Neglected Drainage Serious

Another committee fortunately includes an engineering member of considerable ex-

perience and sound judgment. Incidentally he is a village father who understands his village water, sanitary, and storm water situation. The golf course is located within the village and this engineer has been able to direct the irrigation committee into an exhaustive investigation of both the drainage and storm water disposal. This engineer has already developed the fact that his golf course is taking off much of the village surface and sub-surface water. This committee will get results because of the care taken and orderliness of its procedure. It so happens that this club, after 20 odd years of hard usage, is rapidly developing a serious agricultural problem in which drainage, soil conditioning, and the turf program are of paramount importance to irrigation. Recognizing this, the engineer mentioned will be able to steer his committee along rational lines.

Where Committees Fail

A third committee is about to cost its club much future grief and some unnecessary present cash outlay. In this case the green committee has ordered fairway irrigation installed and turned the matter over to municipal engineers who are members of the club. This club has a distinct and prior separate problem of drainage, soil conditioning, and turf program which is fundamentally prerequisite to fairway irrigation. More serious than this is likely to be the result of continued applications of water to soil that already is afflicted with the "water indigestion." Further, when the necessary drainage is installed in the future, much hand trenching will be necessary because of the presence of the water lines which prevent the use of trenching machines. This committee has the "cart before the horse." Obviously, they are proceeding blindly and their club must suffer accordingly.

Cites Examples

Sometimes a new course is unplayable; never dries up. For example, the North Shore G. C. at Chicago was designed and constructed in 1922, opened for play in 1923, and by summer of 1924 was pronounced unplayable. The original drainage system was abandoned and in the fall of 1924 a new system was designed and installed. The following year, 1925, showed positive results and by 1927 the drainage was in complete effect, with marked results. Here was a case where the necessity for drainage was obvious.

Midlothian is one of the older clubs in the Chicago district. Originally a very

good course, in 1923 and 1924 the course was in bad shape and getting worse every year. The original drainage was inadequate in respect of the use to which the course was put and by 1925 the ground was packed so tight the old drainage facilities failed to function. In 1925 a complete new drainage system was installed with very satisfactory results in subsequent years.

The Detroit G. C. (36 holes) when seven years old (1926), was almost unplayable, except during droughts. It is an actual fact that in the seventh year of operation of this course the players frequently wore boots. In this instance it was not necessary to tell the club that their drainage system was a failure. A properly designed system corrected their difficulties in one year.

Tile Breakage

Packing and sub-surface clodding of the older courses is accentuated by the physical breakdown of the tile itself, accompanied by partial or complete stoppage of the tile lines. Alternate thawing and freezing of the tile, strains resulting from the stresses of soil pressures and surface pressures, and especially the expansion of frozen, wet ground, together with the chemical actions of soils and waters, cause the breaking and often the complete disintegration of the tile. Untoward results of this kind have been observed after one or two years, though generally serious results are observable only after a period of years.

The foregoing situation is further accentuated for all of the old clubs on tight ground, and most of the new clubs built upon lump sum price contracts, in that tile varies widely in quality (and in price) and that even experienced contractors cannot detect defective tile because defective tile generally looks good to the eye! There is only one way to determine the quality of the tile and that is to test it in the physical testing laboratory. Tile not bought to exact specifications and tested before installing, is the cause of much trouble for many clubs. When the older clubs installed their tile drainage systems, tile manufacture had not reached its present stage of development and tile was not sold on specification as it is now.

As to the new clubs, built upon lump sum contract basis, rarely will you find in these courses tile bought upon rigid specification and test.

Surveys Reveal Faults

Two of Chicago's oldest clubs (Onwentsia, 1893, and Glenview, 1899), and a new

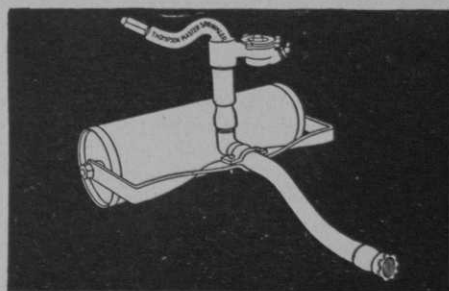
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club (Ridge, about 1918), after years of successful operation began to experience severe turf difficulties, weed growths, winter kill, and a shortening of the playing season. These clubs did not know what the trouble was. One of the clubs, Glenview, was preparing to spend large sums for water supply and fairway irrigation, as a remedy. None of these three clubs knew that faulty drainage had finally proved ineffective and had permitted soil conditions to develop which precluded satisfactory fairways. The prompt recovery of the turf after new drainage installations, and lengthening of the playing season at these three clubs not only proved the correctness of the diagnosis, but afforded the members complete satisfaction, not to mention providing the fundamental conditions prerequisite to successful fairway irrigation.

On Sunday, March 16, 1930, Glenview had 60 players who enjoyed a dry course. Here we have an outstanding example of the beneficial results of proper drainage. Incidentally, it may be added that the Glenview club is spared the expense of spring conditioning occasioned by erosion of slopes, heaving of the turf, winter kill caused by air starvation, and other untoward effects of inadequate drainage.

These cases show that there is something to drainage beside connected tile lines and provision for surface run-off. All of the clubs mentioned had more or less sub-surface tiling. What they lacked was drainage based upon an accurate knowledge of their soils, and high quality tile.

Drainage Demands Research

The field of drainage engineering is greatly circumscribed by the fact that engineering colleges have not coordinated the study of soils and soil research with hydraulics. Soils research is a function of the agricultural colleges and hydraulics is a function of the engineering colleges. These two branches of modern science usually do not meet under the same roof and for this reason civil, mechanical, and other engineers going out of the engineering colleges are not grounded in the subjects concerning soils which are dealt with only in the agricultural colleges.

For what use is a drain tile if the water cannot get through the soil to the tile? The soil itself is the starting point in drainage engineering. There is not one golf course in a hundred with an absolutely uniform type of soil over its entire area. The problem then is to determine the char-

acteristics of these various soils that exist on each golf course. The soils must be classified according to their textural qualities and ranged according to their drainage abilities. The next step is to determine the area and location of each type of soil.

There is no man living who can dig, feel, taste or look at a soil and tell how much sand, silt, clay, colloidal clay or organic matter the soil contains, or whether it is alkaline or acid in reaction, or how far apart the drainage lines should be placed, how deep they should be placed, or where they should be placed.

The story of the soil and its drainage requirements can be determined only by a complete study of its physical qualities in the laboratory, combined with a thorough study in the field, and these, together with the topographical map and the judgment and experience of the drainage engineer, form the basis for the design and specifications of the drainage system.

Drainage Reduces Water Needs

It seems paradoxical that when excellent provision is made for the removal of water, less water is required to maintain the proper moisture content in the soil and keep the turf in best condition. Good drainage, by causing a chain of physical changes in the natural undrained soil, actually increases the absorption and moisture holding capacity of all types of soils. Thorough tile drainage increases the content of capillary moisture in the soil to such extent that this factor alone is of sufficient value to make thorough drainage a sound investment in reducing the cost of maintenance.

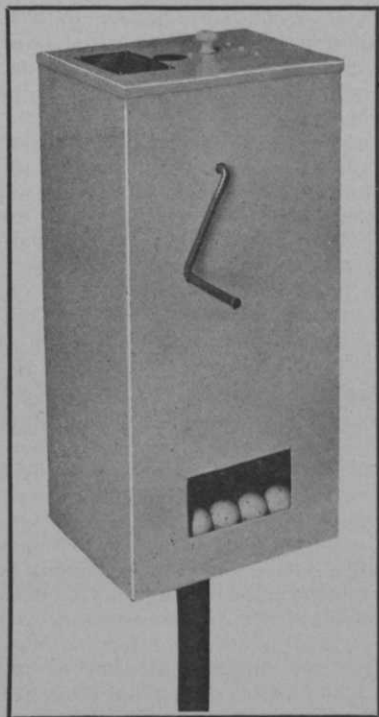
Capillary moisture, which is the only form of soil moisture of value to turf plants, moves in all directions in the soil regardless of the force of gravity but the rate of movement toward the surface is largely dependent upon the tilth of the surface layers of soil. Drainage keeps the soil mellow and open. Puddled soils, that is, soils that have been compacted by rolling or trampling when full of free soil water, contain a minimum supply of capillary moisture and the natural replacement of the capillary moisture is thus reduced to a minimum, hence more artificial sprinkling is required under such condition. If saturation is maintained for more than a few days, air starvation results in killing the turf.

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Stores Find Plenty Grief Operating Pro-Shops

By HERB GRAFFIS

INDICATIONS point to the collapse of the threat against the pro shop business that has been present in the activities of department or sporting goods stores bidding for pro shop concessions. Stores have found that the pro's merchandising work at his club calls for a selection of stock of uniformly higher grade than that of the stores, and for a selling and service policy putting the individual temperament of the member paramount, instead of establishing a general store policy and hoping that it's right for the majority of the membership.

The idea had its origin in the belief of the stores that they could cash in on the red figures that were shown by golf clubs. The stores had the same notion as everybody else who is not acquainted with the facts—the mistaken belief that the pros are making fortunes in their shops. So, there came into being the bright idea that the stores could take away the shops from the pros, hire some boy for \$100 a month and the lesson income, and then make several thousand dollars clear, giving the golf clubs just enough of the profit to keep them happy. There is no use of the pros kidding themselves; the fact that some of the boys were not on the job or were not competent merchandisers had about as much to do with leaving the door open as the club being in the red and desperate to add to its income.

To date, the results of the switch have been anything but happy for all concerned. The club that expected its financial difficulties to be solved by turning over its shop gets a comparatively small contribution to its financial aid and has lessened the desirability of its membership by being burdened with the atmosphere of operation as just another department of a commercial establishment instead of as a private club with each of its members being able to boast of it as such instead of making apologies. The young fellow who is operating the shop for the store is between the devil and the deep blue for the members say to him, "who are you running the shop

for; the club or for 'Gus, the Square Two Pants Suit Store Man'?" Then the store, when the profits are lagging, rides the kid, asking, "who are you working for, us who pay you, or the club?"

When the pro runs the shop, it is being run for the service of the members primarily, and the pro makes what he can out of it on that basis. When a store runs the pro shop, it is primarily for the purpose of exploiting the club members. Now, if a club wants to lay their members open to this exploitation in return for a few hundred dollars a year, it strikes us that it is very questionable policy.

Price Boost Likely.

One case of the store operation comes to mind. The club received around \$900 as its 10 per cent of the year's gross. This is a bigger volume of business than most 18-hole club shops will do, even with the club-cleaning. The answer is that there was a good volume of business in sweaters, hosiery and knickers. Going into this phase of the business further and comparing the prices asked for the merchandise at the pro shop operated by the store and the same merchandise at the store's headquarters, you see a difference that plainly reveals why the store can pay the club \$900 and laugh.

Inability to get a good pro at the price paid under the store arrangement means that the members wander over to some neighboring club for instruction, and that's dangerous in these days of competition for memberships in metropolitan districts. The straying member is liable to see such a distinctive improvement in the atmosphere of the truly private club shop that his allegiance to his old club wavers. In one of the recent cases of the pro shop being farmed out, the club had to protect itself against this loss of really interested and well paid pro service by engaging a well-known playing pro. It will cost considerably more per year than if the pro were allowed to operate the shop on the right basis for the club, but in the long run it will be a good thing for the pro cause to



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have the club find out what's what after paying out its members' money in the experiment.

Small Clubs Won't Pay Out.

In smaller clubs, the shop operation by stores is such a hopeless stunt that the stores are withdrawing and carrying with them a keen realization that it takes a clever pro business man to get by at a profit. A young fellow who has been pro under the store-shop plan at a Wisconsin club dropped into GOLFDOM'S office the other day on his way to a new job. He showed figures of two year's operation, each year resulting in a loss to the store of more than \$1,000. He said he stuck to it, trying his best to keep everybody happy, for two reasons: good pro jobs were hard to get, and he wanted to give the plan a good test and see if there was any chance of working it out as a good thing for the pros, the members, and the stores.

"It's not in the books," the boy remarked. "The store is out to sell and the pro is out to serve. When you try to please the store people by putting on the pressure for volume you get the members sore, and when you handle the selling in the diplomatic, studied way a good private club membership calls for, the store complains. The club is fed up on it and so is the store, but the contract has another year to run.

"With the store trying to make up almost a \$3,000 loss in one season, the members are going to get a pretty trimming. If it were in a big town the members would do just what they do in Chicago, for instance, go to some other pro or store to buy. There's no reason but low price for them to buy at their own club. But this is in a small town where there's no other club to go to. I pity the fellow who has my old job. He is bound to catch hell from all sides and hell is what I mean."

One of the early scare cases of this store operation ended last year when the store that was making a strenuous bid to get into the pro shops went bankrupt. These sadder but wiser men now know that it takes some smart hard work to run a pro shop at a profit, and if there's any pro who still thinks he can just let his shop run itself, let him take good warning.

Thus the noble experiment of the stores chiseling in for the pros' business at the clubs is speedily folding up. To hasten its entire departure from the golf field the improvement in pro merchandising and members' service must continue.

Sports Goods Makers Plan Trade Practices Revision

GOLF, baseball and general athletic goods manufacturers are to meet at Greenbrier Hotel, White Sulphur Springs, W. Va., May 7, with Garland S. Ferguson Jr., chairman of the Federal Trade commission, presiding.

In the Federal Trade commission's bulletin the purpose of the meeting is set forth as:

"To give all concerned an opportunity to participate in deliberations which are expected to result in efficiently eliminating from the industries mentioned all practices which may be considered unfair, wasteful or otherwise bad for the industry and the public.

Name Practices to Be Probed.

"Among the practices thus far proposed for discussion are: Giving of athletic equipment to persons engaged in athletics or sports on condition they use only equipment of concern giving such goods, or that they recommend its equipment; secretly paying athletes, or others, to use only equipment of a particular concern, or recommend its use; advertising that winners of competitions, or others, used goods or equipment of a particular concern, without disclosing obligation to use such equipment, if so obligated; giving athletic equipment, etc., to those employed in positions of trust, as instructor or advisor in a particular line of sports, upon condition that its goods be recommended or used by such person; use of names of prominent athletes on goods used in a particular branch of athletics engaged in by said athletes, on goods or equipment not used or designed by such athletes; advertising, or otherwise representing, that an athlete prominent in a particular line of sports or athletics designed certain equipment or sporting goods, where such is not the fact; exclusive dealing contracts, including rebates, gift goods or other allowances conditioned upon agreement to use or deal in only a particular concern's equipment.

"The proposal to discuss the foregoing subjects does not preclude the discussion of other or different matters. As experts in their line, men actively engaged in these industries are asked to define for the Commission such practices as they consider unfair and to assist in the formation of rules of business conduct intended to eliminate simultaneously on a given date the practices specified.