

when you buy correctly, you buy once, and when you make an inferior buy, you will always be buying and paying.

In regard to outfitting the new kitchen, perhaps the most difficult and puzzling problem is to estimate the needs and requirements of the new kitchen in relation to the nature and size of the business. A slight error of miscalculation here may result in thousands of dollars being spent before the mistake can be rectified. However with experienced men and a careful survey a fairly accurate estimate of the requirements may be had. Always allow for a little more than the top necessities, and thus be on the safe side. However do not have so much equipment that during normal business, a lot of it will be lying idle and rapidly depreciating.

Plan Layout Carefully.

Next the arrangement is very important, and the kitchen should be set up for speed and efficiency. Everything should come in the proper order and sequence. Upon entering the kitchen from the dining room the waiter with the dirty dishes should find the dishwasher just inside the door, so that he can get rid of the dishes at once, and they can be started through the washer right away and thus make ready for the next ones. A little farther on, the waiter picks up his tray for the new order and proceeds directly on to the range which should be next in line. Here he picks up the hot order, and then proceeds around to the cold meat pantry, for garnishes, appetizers, cocktails, etc. Then next is the salad pantry, then the ice cream bar, and lastly the battery of coffee urns, and the roll warming oven. Then when the food is all collected, the waiter passes out the other door into the dining room where the food is checked by a food checker if food control is used. Thus with the kitchen organized in sequence, everything marks for efficiency and speed, which is the keynote for success of the kitchen.

Refrigerators must be of the highest class, and arranged for the best efficiency. Be careful and do not have too much refrigeration space, which may lead to overstocking, and eventual waste. Likewise the converse is true, try to have sufficient refrigeration to take care of the average needs, as one of the most serious kitchen "blindners" is to run out of something.

The dishwasher should be a standard electrical model, of proven merit, designed for the needs of the kitchen, and here you cannot pay too much attention to quality.

Plant



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The dishes must be speedily washed spotlessly clean in a most economical manner, with, of course, a minimum amount of breakage. This can only be done with a high grade machine, designed for your individual kitchen.

Don't Crowd Range.

The range should be made of high class material, with plenty of room for the cooks to move about. This is very essential, as a range may be the best and highest priced obtainable, yet all is lost when it is set up so as to crowd the cooks, and not give them sufficient working space for the highest degree of efficiency. This works a double hardship on your organization, as it not only slows up the service, but also with poor working conditions the employes are unable to put out their best work. They do not have the incentive they would with the best of working conditions, which includes also modern, sufficient, and suitable kitchen equipment. Also, the mixers, baking ovens, ice cream units, and coffee urns should be selected for quality and capacity necessary.

Lighting is an important factor in the kitchen. As far as possible, the more daylight that the kitchen can have, so

much the better. But as much of the work will have to be done by artificial light, be sure to have plenty of the proper powered lights correctly focused on the working spaces.

Special Aids to Efficiency.

A skillet cast in heavy metal with a self-basting cover has many uses, such as the preparation of Swiss steak, or fried chicken with gravy. A Dutch oven in which a whole meal of meat and vegetables in the form of a pot roast or a stew may be cooked over one burner is an important item, as well as the "waterless" cooker, with neatly designed inset pans which make it possible to cook several foods over one burner.

Sanitation Important.

Efficiency and sanitation should go hand and hand in the kitchen. In addition to rendering food more digestible and more acceptable to the palate, cooking is a method of the very first hygienic importance, and is sometimes regarded as the greatest sanitary invention ever introduced by man to protect himself against infection. In the application of hygienic principles in the kitchen, the first thing to consider is

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the cleanliness of the personnel. All employees should be in good health, and should have regular periodic health examinations and given health cards. You, as an employer, also must do your share in keeping them clean, by providing adequate lavatory and bathing facilities.

Next in consideration is the location of the kitchen, its facilities and equipment. It is quite obvious that food should not be prepared in a kitchen poorly lighted, constructed and equipped. The work of routine maintenance of sanitary conditions will be greatly reduced if the original construction has been carefully planned as has been emphasized in the forepart of this article. Materials should be selected which have a minimum capacity for absorbing moisture or allowing cracks which might present harboring places for dirt and vermin.

Surfaces should be finished so as to collect as little grease dirt, and smoke as possible and must be easily and quickly cleaned. The kitchen should be properly ventilated. Properly placed and powered exhaust fans for the range are essential. All windows should be screened. In order to eliminate the undesirable odors from the kitchen, a *plenum* condition must be produced in the dining room, club room, and all rooms in any way connected with the kitchen, or any other room where objectionable odors may arise. This is accomplished by exhausting with exhaust fans only about 60 to 70 per cent as much air from these rooms as is blown in by the supply fans.

Clean Kitchen Nightly.

Cleanliness is absolutely essential for the best food service. The kitchen pantries, and storage rooms should be kept immaculate at all times. Every night the entire kitchen should be given a complete cleaning, from the range right on through to the coffee urns. All containers should be removed from the range and steam table and they should be scoured spotlessly clean. It is also good practice to remove everything from the ice boxes each night, clean the boxes quickly and place the food back as soon as possible.

Thus with clean, high grade foods to start with, a well equipped kitchen, sanitary in every detail, a most efficient kitchen organization is the result, and a successful club food service can be achieved.

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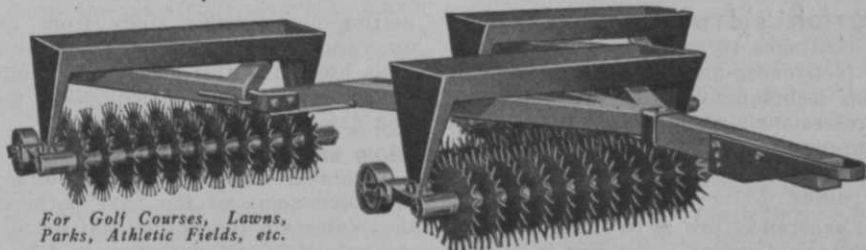
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This photo shows how pupil is posed and how camera is held for best movie instruction results

Making Movies for Instruction is Simple Operation

MOTION PICTURE golf instruction continues to grow in favor and effectiveness among the professionals. Various techniques are being employed by the professionals with the result that there is a promise of a fairly standardized method of this instruction before much more time passes.

Al Lesperance, pro at Westmoreland C. C. (Chicago district) a veteran in motion picture instruction, is of the opinion that while movie instruction still is comparatively new, the simple method of taking the shots (1) facing the pupil at a 90 degree angle to the line of flight, and (2) directly in line with the hole, from the pupil's right side, will suffice. However, the interesting possibilities of instruction pictures taken from an elevation in line with the shot and on the pupil's right are

getting considerable study from Lesperance and other instructors since the Jones films presented this shot angle combining the horizontal and vertical plane instruction details.

Slow and Normal Camera

Technical details of motion picture taking have some of the boys bothered, as they entertain the notion that movie camera selection and operation is full of abstruse points. On this matter, Charley Ziebarth, golf enthusiast and general superintendent of the Bell & Howell, organization, assures the pros that picture making is practically fool-proof. Ziebarth points out that normal speed of a movie camera like the Filmo is 16 frames per second. Slow motion suitable for golf instruction pictures is 64 frames a second, but this slow motion would ordinarily be

liable to blur the pictures somewhat at the bottom of the swing when the clubhead is moving rapidly. To overcome this the Filmo people developed a special camera called Model 70-DB which has a shutter opening of 110 degrees. This enables action to be reproduced at normal projection speed in such detail that the slow motion film of the swing may be accurately analyzed. The 110 degree shutter opening makes it possible to "stop" the action of a golf stroke with the clearness of a slow motion camera taking 128 pictures a second. This newly developed camera makes it possible for the pro to take either slow motion or normal speed pictures with the same camera, and cuts down the pro investment necessary for a thorough handling of golf instruction.

Regarding the operation of the camera, Ziebarth tells the pros: Camera use is very simple and can be divided into four sections:

1. Threading the camera.
2. How to hold the camera.
3. How to set the picture speed and the lens.
4. Taking the pictures.

Operating the Camera

1. *Threading the Camera:* The film used in the camera is similar to that used in an ordinary roll film still camera. The chief difference is that the 16 mm. film is 100 ft. long and only about $\frac{5}{8}$ in. wide. The roll can be threaded and unloaded in daylight.

There is one important difference in the threading of a movie camera to the threading of an ordinary roll film camera. In the movie camera, the film must be threaded around the top (feed) sprocket; a loop is formed between the sprocket and film channel; then another loop made between the film channel and the lower (take-up) sprocket. About six perforations are visible in each loop when the camera is properly threaded and the film channel gate is closed.

After the camera is threaded, push the starting button to make sure that the camera is operating perfectly; let it run until the word "Stop" appears on the film on the top loop; then put on the door and turn the latches.

The footage dial is set with the zero opposite the first right-hand dot on the camera frame. Run the camera until the zero comes opposite the middle dot—at this point the safety film leader is run off and the film is in position, ready to start "shooting."

2. *Holding the Camera:* This is best shown by the accompanying illustration. The camera is grasped firmly at the bottom, in the left hand. The thumb on the right hand is placed underneath the turret and the first or second finger is placed on the starting button. Hold the camera against the forehead, with the left eye against the finder eyepiece. The camera acts as a blank for the other eye and avoids squinting. It is important to hold the camera steady.

3. *How to Set the Picture Speed and the Lens:* The speed adjusting dial can be set for taking from 8 to 64 pictures per second. For analyzing golf strokes, set the indicator on "64." Using the special 70-DB Filmo camera, on a bright sunny day (during the summer months) between the hours of 9 a. m. to 4 p. m., set the lens at 4 with regular panchromatic film, and at 5.5 with super-sensitive panchromatic film. On a bright cloudy day, at the same time, use 3.5 with regular panchromatic film, and 4 with super-sensitive panchromatic film.

4. *Taking the Pictures:* Hold the camera against the forehead, looking through the viewfinder with the left eye. What you see through the finder is the field of your picture. Have your pupil swing the club while you are watching through the viewfinder, to be sure that you have the entire swing in the finder field. When the pupil is ready to swing, press the button, holding it down until the swing is completed, and then release it quickly and the camera will stop.

SAND traps should be constructed so that entrance into them and exit from them is easy. Otherwise, players clambering up over their banks will break down the carefully prepared sand walls of the hazard and make proper maintenance expensive, if not impossible.

GAY GOLF SCENES ON PAPER TABLE COVER

Menasha, Wis. — Particularly adaptable for clubhouse dining room use is a new crepe-paper table cover manufactured by the Menasha Products Co. Along each border of the light green paper, which is 40 inches wide, runs a gayly colored golf scene, cartoon style. The paper comes in rolls of 200 feet and can be cut to fit large or small tables. Napkins to match may be obtained from the manufacturers.

The cover is particularly fit for use at banquets, afternoon teas and all special country club meals where a novel effect in decorations is desired.

Price Gyps Are Punch-drunk; Now for Pro-Maker K.O.

By HERB GRAFFIS

OUT OF the stormy first half of the 1931 golf season, featured by the most violent price disturbance the business has known, many indications point to the pro being certain of a happy harbor as the master pilots of golf goods merchandising. Now it is up to the pros to use their heads, steer steadily and chip the barnacles off their craft.

Signs of the hurricane were observed unmistakably as early as the middle of last season. GOLFDOM continuously counseled the pros to take greater cognizance of the price phase of their operations, to display

price tags, and to use every personalized effort to acquaint their members with the reliability and honest value represented in pro shop merchandise and service. To this journal's observers and to others who have viewed the entire golf merchandising field in the cold attitude of fellows who really wanted to guess the winner, it was plainly apparent that general business conditions and the uncertain reception of the new ball were brewing up a ruckus.

Warning Given Early

The danger signals were seen by the experienced manufacturers. Julian Curtiss, at the sporting goods dealers' convention held early this year at Chicago, warned the manufacturers to beware the price-cutting in golf and tennis goods. In these two lines the manufacturers retained a good profit because they had not established a habit of being stamped by every yokel who asked for a price cut. With the handwriting on the wall large enough to use the full height of the Empire State building some of the manufacturers gazed at the warning and, even then acted like "no spikka da Inglis" by letting the price-cutters romp on them. That the game's business could slide through this crisis without being permanently injured as a substantial, fair profit field is basically a most significant manifestation of the pros' sound position.

Name any one of the leading, prosperous factors in the golf business in whose success the pros have not prominently figured. It can't be done. The same status will prevail in the future, according to present evidence.

Ouch! Cry Price-Cutters

The cut-price stores already are crying for help. The wolf-howl of lower prices has gone to the point where it no longer permits any of the price-cutters to enjoy an exclusive advantage. In the meanwhile the pros' volume may be temporarily cut, but he is not suffering torments of the manufacturers' thought that the bear market raiders, unless stopped, will perma-

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nently reduce his profits to the point where he is trading nickles. That's what may happen to the ball and club market at the "down town" stores, just as it happened to the golf bag business, unless positive and quick methods of pro price protection are employed.

Court Shows Solution

It must be granted that the manufacturers have been put strictly up against it in this matter of price maintenance by lack of information as to what methods could be legally employed. Recent action by the Circuit Court of Appeals for the Sixth District on a Federal Trade commission case involving a fishing tackle manufacturer, promises the solution of the problem, according to a bulletin of the P. G. A. Merchandising committee. The court opinion states that the manufacturer "may refuse to sell to customers who demoralize the market and may announce as its general policy an intention so to do." But the rub comes in when the court further states that complaints should be registered by the customers who are preserving a sound market condition, rather than be solicited by the manufacturers.

Right there is where the pros have their golden chance to help themselves and their manufacturing sources by submitting definite evidence of offenses in price demoralization. The time-honored practice of several pros getting together and belly-aching in close harmony for their limited entertainment, won't do. The fellows have to submit a statement of the case, in writing, to the manufacturers whose price structure is being demoralized. Then the manufacturer is permitted to take corrective action, legally, if the circumstances warrant.

Write or Don't Wait

Writing isn't the most convenient thing in the world for the pros, but if the present situation doesn't result in a lively increase in the correspondence school method of making a business stable, then the pros have no license to complain about lack of co-operation in curbing the price-slashing evil.

The position is not all roses and moonlight for the price cutters now. Comparison of the pro business in eight representative golf districts, with those of upstart and of established golf goods departments in the same territories, show pro profits are in better shape than those of the stores, despite the heat wave and rainy week ends. Further evidence of a not altogether happy condition with the stores comes to GOLFDOM in the statements of four fairly well known club manufacturers whose business up to this time has been with the stores almost altogether. There's no dough in this trade for the



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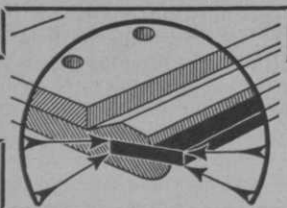
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manufacturers any more. Each manufacturer has been put on the spot by undercutting competition. Consequently all store suppliers become parties to hammering down the store retail prices. These manufacturers have told us that they are beginning to work on pro lines for 1932 and contemplate radical changes of policy to make the pros their preferred dealers.

A Better Break for Players

Prettiest part of the picture is player protection when the manufacturers and the pros get together in bracing the golf goods price structure against the wrecking activities of today's transient mob of price pine-apples. Now the customer is having his money taken under false pretenses. Today cut-price balls vary in weight from 1.40 to 1.73 and we have had the pleasure, several times, of easily breaking the shafts of cut price clubs, just to make quality believers at spiritual seances. The buyers of the "bargains" are getting the trimming of their innocent lives. Really reputable merchandise also sold by the cut price gyms is benefiting none by association with the junk the chiseling stores also handle. The ephemeral profits are not worth a tiny fraction of the risk to the good manufacturer.

Every phase of the situation makes it obvious that the profit future of the golf playing equipment business requires an immediate and whole-hearted co-operation of

manufacturers and pros in checking the present unrestrained operations of price demoralizers.

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Ten days after the conclusion of the 1931 National Open the 1931 edition of Spalding's annual Golf Guide was on sale. The book is a standard of accuracy and thoroughness and should be in every clubhouse and pro shop as a most convenient and convincing arbiter of golf arguments. The dope on this year's National Open and the Ryder cup matches brings the book right up to sporting-extra timeliness.

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