

fers. The pro and Henry Ford are about the last of the vanishing American price maintainers, and the manufacturer who has been through the mill in the golf business does not need to be reminded that the preservation of this pro virtue is vital to manufacturing profits.

The Customer's Part

So far we have considered only the manufacturers' menace in this prospect of the disillusioned newcomers getting panicky. But the golfer, after all, is the big shot. The pros' importance in protecting players against the temptation of trading good dough for bad clubs never has been conspicuous as it will be this season. Judging from early indications of the 1931 lines of golf clubs the player who buys a new brand in June or later will stand about a 1-to-4 chance of getting his money's worth even if he pays as little as \$2 a club. There are some of the new manufacturers who are going about this business in a careful way. They are getting the benefit of pro advice in design and construction and are expecting a tedious grind before they cut into their share of the large, growing golf market. But three-quarters of the new folks in the field haven't the slightest idea of what it's all about and it will be all over for them before they learn.

Thus the teeing order for the 1931 season presents the pro with the greatest chance of his life if he is a studious, smart and active merchant. The alleged pro who thinks he can sit back on his bunzoon and let the jack casually drift into his mitt, had better sign off in his pro job and try his luck at an apple stand. If he doesn't, he is an absolute danger to the rest of the profession at this time when both the players and the good manufacturers expect the able pros to take command of the situation.

It's no inviolate secret of the order that more pros have ruined jobs for the entire profession than have been ruined by all other factors combined, so the impending situation calls for the boys to be their weak brothers' keepers during the crucial period. It may make some of the touchy boys sore to have others of the tribe make suggestions as to better merchandising at ailing spots, but it has to be done, and should be taken in good spirit.

Frequently it has been demonstrated that heaven must be on the pros' side as opportunity keeps rapping at the pro door until its knuckles get calloused. Again

this year opportunity raps to awaken the pros to cashing in. They can answer by steering golf marketing away from a crisis that can be made abortive if the able pros and substantial manufacturers work together in a foresighted, thoughtful manner.

Green Section Seeks Out-of-Print "Bulletins"

CERTAIN back numbers of the Green Section *Bulletin* have long been out of print and these missing copies are badly needed to complete the files at State Experiment Station libraries and other institutions where they may be used for reference.

Golf clubs are urged to return to the Green Section any of the below listed issues of the *Bulletin* they may no longer need:

1922—All numbers.

1923—January, February, March, April, May, June, November, December.

1924—January, February, March, May, June.

1925—June, July, August, December.

1926—January, March.

1927—February, April, May, June, November.

Co-operating clubs should send copies of these missing numbers to P. O. Box 315, Pennsylvania Ave. Station, Washington, D. C.

Bezek Again Heads Mid-West Greenkeepers Body

MATT BEZEK, Beverly C. C., Chicago, was re-elected president of the Mid-west Greenkeepers' association at the organization's annual meeting and dinner, Jan. 7. Other officers elected: First v. p., Alfred Buller, Chickaming C. C.; Second v. p., Ralph Johnson, Medinah C. C.; Sec., A. L. Brandon, St. Charles C. C.; Treas., Fred Kruger, Olympia Fields C. C. Directors elected: Fred Ingwerson, John MacGregor, Gus Graham and Alex Binnie.

Mid-West reported a thriving year with a busy schedule of practical indoor and outdoor meetings contributing to the technical advance of the association's members and the betterment of their course operations.

The feature of the annual meeting was the outline of the successful MacGregor method of greenkeeping at Chicago G. C., in the address of the club's green-chairman, I. R. Allen.

Smart Pros Should Give Gate to HIP-POCKET Bookkeeping!

—says

DAN GOSS

Pro, Highland Park G. C.

Birmingham, Ala.

IF I WERE to tell you that if you really knew your own business you would make a lot more money out of it you would take it as an affront. You'd want to know where I headed in telling you about YOUR business. Yet, and I speak for the benefit of hundreds of pros, the same identical conditions are still being employed in operating golf shops that were in vogue when they had to cut their wood heads from the block; when they were damning or praising the "old gutty" which was in existence long before the Haskell lively ball made its appearance.

It would surprise many to know the number of pros that still use their right hand trouser pocket and the flat bill fold in their hip pockets for their records and "books" on their business. Some have gone a little further and are using a check book. Some few more have modernized their places with a little paint; still a few more have installed a few showcases and a set of single entry books. And a bare few are running their business in such way that they know whether their profit the previous months came from merchandise sales and lessons, if the bulk came from balls gotten from the lake on the course and sold to a driving range or if it was due to a few good breaks in some two to five dollar Nassau bets throughout the month.

To the average pro a set of books means countless hours of work at night trying to find a dime so his books can balance—if he knows that much about books. To others it means an added overhead so he can get a lot of figures, beautifully type-written, at a cost of about a dollar per stroke on the typewriter that—as many put it—can't be helped if no profit is shown; and was there anyway if there was a profit.

What Pays the Pro?

A few, and what a meagre few, can turn to their books and tell if any item they stock is a paying item. They can tell if

—who discusses in this installment of a series appearing in GOLF-DOM the importance of price-tagging all merchandise in the pro shop.

it pays to take chances on unknown brands because of an "extra ten" or stick to standard merchandise because of faster turn over; less sales resistance, etc.

"What?" as one pro asked me, "does it matter if I'm making my profit one month on clubs and the next month on something else? It's profit, isn't it?" And when I asked him "Why shouldn't you make the same profit on clubs the second month PLUS the other profit?" he had no answer—because he couldn't answer it. If he shows an average sale of, say, \$200.00 a month on clubs for three months and the fourth month it drops to \$30 there is a vital reason for it. Things like that just don't happen without some reason.

I'm not forgetting the seasonal feature of the merchandise. I'm averaging every thing as a whole.

There are many jobs that should be paying double what they are now paying the pro and would be if the pro would only ask for it. But the trouble is they don't know how to ask for it—properly. It will astonish many pros to know that a good set of books will show them how.

Figures Tell Business Ability.

Just as the laws of average provide for an insurance company so can the law of average be applied to a pro's shop. Whether there are two, three or four hundred playing members in a club, they will spend so much money regardless of who is the pro; regardless of the pro's prices; regardless of the way the pro keeps his shop and regardless of downtown competition. How-

ever if he's likable they will spend more; if his prices are reasonable they will spend still more; if he has a complete stock he will sell still more and if his merchandise is properly arranged, properly priced and displayed, that too will add to his gross sales. The pro will agree to all this but will also think that all these features can't be measured in terms of dollars and cents. It will surprise him possibly to learn that with a proper set of books these seemingly intangible assets can be gauged so accurately as to prove a revelation.

Just as a checker sent out to investigate a new chain cigar store location can tell weeks before the store opens just what that store can be expected to do, to a surprisingly accurate degree—by methods of their own based on averages—so can a pro tell what he should do in his place of business, per month, after the first few months, regardless of where he is located or regardless of conditions.

Now let me take you back to the merchant with his price tickets. You would ordinarily imagine that the merchandise is priced so that the employees will know what to sell it for. It would appear that a price on the box would be satisfactory. But as boxes are constantly shifted around on the counters and cases it would mean that the employee would have to twist the box this and that way to find the tag. Then again if the table is full of shirts and only the boxes are marked some may be shifted from one box to another which would either add a fictitious value, affecting sales, or result in obtaining less for it affecting profits. That's why **EACH ARTICLE IS MARKED.**

Pricing Is Automatic Selling.

But aside from that; supposing the employee is out for lunch and an employee from another department serves as relief. Or during a special sale extra help is added. Can't you now see the value of pricing each item. But more logical is supposing your assistant or you are busy; or both of you are busy with customers and one, two or three more walk in. If everything is plainly marked they can almost sell themselves before you get to them. In any event they can shop around a little.

Just as the lines of a club may appeal to a customer, just so the price may appeal to him. If he likes a club and it is too high he may, and often does, pay the price because he likes it. Have you ever thought that it may work the other way

around? Have you ever considered that if you have a sweater you want to dispose of and you priced it very low, a customer may buy it **EVEN THOUGH HE DIDN'T LIKE IT.**

In that case the price did the selling, not you or the merchandise. It will astonish you to learn, and quickly too, how much more merchandise you will sell—**WITHOUT ANY SALESMANSHIP ON YOUR PART**—if you will simply show the retail price.

But aside from the additional sales I'm sure it's readily apparent to you that the motive of the largest and most successful merchants price tagging each item is for more reasons than simply to tell his employees what to sell the item for.

Every day you open your shop you have just so much expense. The expense is there regardless of whether you do or don't make a sale. If it's so much a day and that figures \$250.00 a month and your profit is 33 per cent you know you must sell at least \$750.00 a month before you will make any net profit—profit above expenses.

Yes, yes, sure, I know you know that. But how much more than that do you know that you use?

You, like every business man, would like to know how you stand every day that you close. You can take a daily inventory but that is out of the question because of the expense. You always think you know but at certain stated intervals every concern **FINDS OUT** by seeking definite concrete facts. The bank will tell them over the 'phone how much money they have. Their books will show how much they owe. All they need then is the amount of stock they have on hand.

They can either wade through tens or tens of thousands of invoices, depending on the nature and volume of their business or they can forget they ever had an invoice and go right to their stock and begin inventorying it because they have their costs on every item.

Can You Take Inventory?

Suppose you wanted to take inventory—**COULD YOU?** I don't mean to think, guess and imagine how much your merchandise cost because if you do you will only have an imaginary statement and if you are satisfied with that, just imagine you made \$50,000 and let it go at that. But you must know because unless you do some

day someone who you think is a customer coming in to buy that matched set of clubs you have been trying to sell may be the sheriff coming in to GIVE YOU A LOCK for your door—without the key.

If you have your costs listed on the merchandise you don't have to guess. You can easily find out even though you've lost the invoice or have forgotten where you bought one or more items. So cost-marking the merchandise not only shows you the profit on the sale but enables you to find out quickly, accurately just where you stand in the easiest possible manner.

Can you appreciate now why merchants show their costs on every article as well as their selling price and how much more important both are than simply to tell employees what to sell the item for and how much profit they make on each item. I hope you do.

I've taken you in a roundabout way to tell you two things that I could have told you in one-tenth the time. I chose the longer method because I thought it would enable me to show you better that every phase and function pertaining to accounting (which is nothing more than enabling you to know what you do with the money that passes through your hands) has more than one meaning. Invariably the most important meaning is overlooked just as the major reason for keeping a set of books, properly, is overlooked by the average pro.

Making Your Books Help You.

The average pro thinks that a set of books is simply a record of transactions. It is that. But it can also prove a means for reducing your expenses, increasing your sales, increasing your profits on sales, reducing your stock investment, increasing your turn-over—and all with less agony and effort that is used up in one round of 18 holes when everything you do is wrong.

I've given you just two instances. You can confirm either by asking any prosperous merchant in your city. Or you can prove it to yourself by practical experiment.

Just as I've attempted to show you what wonderful benefits are derived from two business practices, more than you may ever have imagined, so you will find that practically every feature of your business that you have heretofore done in a haphazard way will, if done properly, bring you rewards beyond belief.

Rutgers Turf Short Course Has Fine Program

APPLICATIONS are now being received by Prof. F. G. Helyar, director of short courses, Rutgers University, New Brunswick, N. J., from greenkeepers, greenchairmen and others interested in attending the 1931 short course in turf management to be held February 16-21. The course outlines the fundamental principles that underlie the successful establishment of turf on golf courses and its effective presentation can be judged by the list of instructors, which include Dr. H. B. Sprague, E. E. Evaul, Dean J. G. Lipman, Dr. J. S. Joffe and H. R. Cox.

The work will consist of lectures and discussions supplemented by laboratory demonstrations where possible. Such subjects as soils, and soil management, use of fertilizers and lime, drainage, turf plants, insect pests, diseases, seeds, and methods of management will be included.

Residents of the United States over 18 years of age are eligible, and the cost is \$5.00 for registration and \$1.00 for a lecture outline. Classes will run from 9:00 o'clock in the morning to 4:00 o'clock in the afternoon, with an hour and a half for lunch.

For those who have taken the regular one-week course in turf management, advanced work is offered during the three days, February 23, 24 and 25. This course, which will be restricted to twenty people, will deal with the following subjects: *Problems in Irrigation and Drainage*, Prof. E. R. Gross; *Soil Analysis*, Dr. H. B. Sprague; *Commercial Fertilizers and Lime*, Mr. H. R. Cox; *Study of Disease Organisms*, Mr. E. E. Evaul; *Seed Analysis*, Miss J. G. Fiske; *Identification of Turf Plants*, Dr. H. B. Sprague.

Registration fee for this course will be \$3.00 and applications must be received by February 20. Unless ten persons apply for this course it will not be given.

Louisville Park Board Tells of \$1,500,000 Investment

Louisville, Ky.—Special report of the Board of Park Commissioners, Louisville, tells with pictures and data how the city's \$1,500,000 park bond fund was invested. The book is a splendid presentation of public play facilities, featuring the city's municipal golf courses.

CLUBHOUSE SECTION

Photo: Clubhouse of the Montecito Country Club, Santa Barbara, Cal.



Locker Men Need BRAINS

as Well as
HANDS
and
FEET

By JAMES SANFORD

Locker Room Steward
Lake Shore C. C., Chicago



Photo: Durabilt Steel Locker Co.

A corner of the women's locker-room at St. Clair C. C. (Pittsburgh distr.) showing the attractive dressing alcove and the modern roomy lockers in this recently completed building.

THE subject of locker-room management is one that has been discussed generally by managers, directors and the golf firms, quoting in *Sporting Goods* members, but seldom by the locker-room steward, so possibly a few ideas from his point of view will be an aid to better service, inasmuch as there is always room for improvement, and the thoughtful, energetic man is always in search of same.

To begin with, I think that cleanliness in every detail must be a predominating factor in the locker-room, and can only be obtained through willing and efficient assistants. In the selection of this particular type of employee the mistake is often made that his requirements shall consist mainly of two hands and feet, without due regard to his mentality. Contrary to this, my best and most successful years have been spent with bright, clean cut, courteous and ambitious young men, who are looking to the future and feel that by taking an interest in their work and giving their best efforts, can qualify for a steward's position.

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It is this type of assistant who is the greatest asset to successful management, as it is he who does most of the cleaning work, and unless he is thorough in doing so and always on the lookout for improvements, the locker-room cannot be kept immaculate as it should be. Members as a rule are not partial to who renders them service, and I don't know of anything more annoying to them than to have a careless, unintelligent attendant misconstrue or fail to deliver their messages properly.

The installation of a modern radio in the locker-room where I am now employed is an improvement greatly appreciated by both members and employees. It provides news flashes, sporting events and market reports for the members, and amusement for the attendants in the evening after the day's work is done, thereby reducing the monotony. It has shown a vast improvement in the type of work done, for the attendants go about their labors in a happy, light-hearted way.

The steward of this modern day finds that along with his many duties, he has to

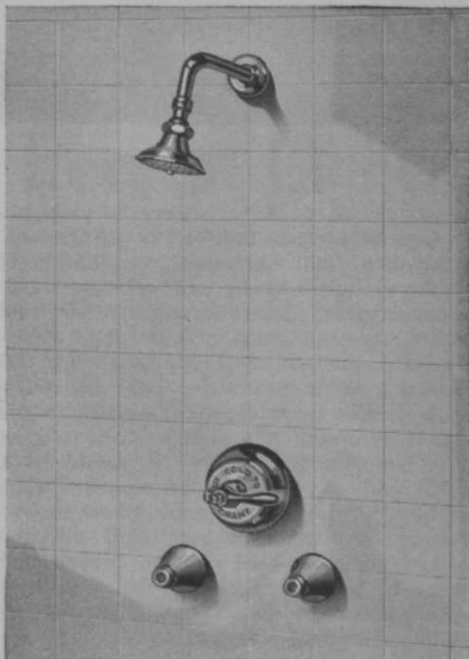
Anybody hits a good one now and then

THERE are the average golfers, who sometimes hit one as well as a professional. Then there are the champions. . . . There is plumbing that is good at this or that point. Then there is Crane plumbing. . . .

Every detail of a Crane shower like the C 4364-B has been worked out with watch-like precision to give your clubhouse best possible service. Every feature of every item in the complete Crane line of Crane plumbing for clubs has been perfected to bring it up to championship caliber.

You can modernize your clubhouse with this better plumbing on the Crane Budget Plan, if you desire. You pay nothing until everything is installed. Then pay only 10%, balance monthly. Deal with a Crane Qualified Contractor-Dealer, always a highly skilled registered or licensed master plumber or heating contractor.

*****BUT**



The Crane Shower C 4364-B. A dependable mixing valve insures a strong, steady stream of water. Cold water is obtained first, and temperature changes uniformly as valve is opened. The shower face is removable for cleaning.



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Photo: Durabilt Steel Locker Co.

be somewhat of an architect to keep his locker-room up-to-date. The re-arrangement of present equipment, installation of modern shower-heads and mixers, wash-room fixtures, shoe shining machinery and many other modern improvements requires constant thought and planning. The re-painting of furniture in different colors each season tends to add new life to the spaces it occupies. Relative to statement just mentioned, I believe it would be a great aid to everyone concerned if the architects who are designing new locker-rooms, would go over their plans with the locker-room steward before submitting them to the directors, as the former is in a position to give valuable suggestions from a practical standpoint.

Service in this department has changed considerable in the last few years, and I don't think any particular type can be prescribed for all clubs. The different classes of members, prohibition, and many other conditions necessitates an original type of service to govern each individual locker-room. Nevertheless that old phrase, "Can I be of service to you," given in a cheerful way never brings a complaint from any type of members.

The fact remains that the unusual things seem to please the members the most.

CLUBHOUSE SECTION

In this respect I try to have my locker-room in as near mid-season shape as is humanly

Another view inside St. Clair's new clubhouse, this time the men's locker-room. Wide benches, large lockers, broad aisles—all signs of careful architectural planning.

possible at the very outset of the season, as I have found that as a rule the most critical members are the first to come out in the spring and they seem to take pride in going home to tell their fellow members that everything in their lockers was cleaned, pressed, laundered, shoes polished, showers in working order and everything all set ready to go.

Moth Eradication Important

An item of great importance to the locker-room man is the elimination and prevention of moths in the lockers, and after years of experimenting with practically every known remedy, I can cheerfully say that science has developed ways and means of obtaining the desired results, which is a great aid to modern service.

In conclusion, I sincerely believe the keynote to successful management of the locker-room is a thorough understanding and hearty co-operation of the steward with the manager, who, after years of hard work and service has attained the heights to which he now stands. By listening to the manager's advice and aiding him where ever possible, efficient service and success must follow. Some years ago, I applied for a locker-room steward's position at a club where they expected a vacancy, due to the ill health of their head lockerman. While interviewing the manager, I was informed that he would rather lose his right arm than his present steward, whose management of the locker-rooms was partially responsible for the manager's success. So come on you locker-room, let us all by our untiring efforts, make our managers feel the same about us.

Tip us off to the story of your success in pro selling, course maintenance or house operation. These close-up stories advance you and your club.

CLUBHOUSE SECTION



Taking advantage of a hillside location, St. Clair clubhouse architects eliminated the basement, brought sunshine flooding into the clubhouse and provided inviting porch loafing spots.

St. Clair, Thru Side-Hill Site, Gets Clubhouse with Lots of Light

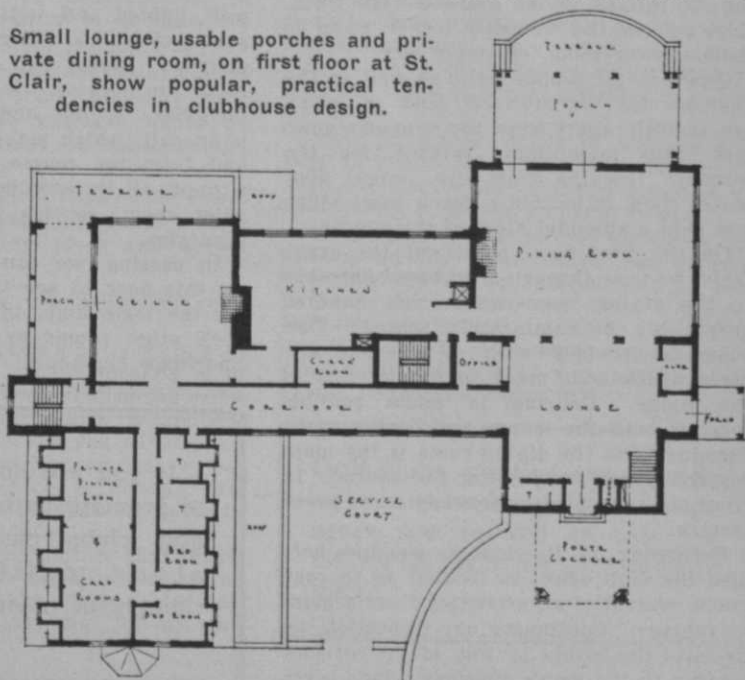
IN THE new clubhouse of the St. Clair C. C. (Pittsburgh district) there is a particular interest for GOLFDOM for some of the clubhouse construction ideas advocated by this magazine are being given sympathetic and capable treatment.

It has been GOLFDOM'S contention that not one golf clubhouse out of 50 takes advantage of its course picture. Given a

scenic location like most clubhouses have, even a any ordinarily smart summer resort owner would put an establishment with plenty of glass so business would be attracted by the combined delights of a good meal and a soul satisfying panorama. Golf clubs have consistently overlooked this architectural and business main point. In the new St. Clair clubhouse the architects, Lamont H. Button and P. Howard Sterling, have used plenty of

glass. The clubhouse commands an expansive view of pleasing valleys and hills. These captivating panoramas are seen from the dining room and from terraces off the grill. The clubhouse, being on several elevations, might be said to have no basement. The men's locker-room, which is located in this section, is entirely out of ground. Women's locker-room and

Small lounge, usable porches and private dining room, on first floor at St. Clair, show popular, practical tendencies in clubhouse design.



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ond floor.

Following the destruction of the former clubhouse by fire, the architects and J. M. Hopwood, chairman of the building committee, visited a number of the newer clubhouses in various metropolitan territories. During this tour of inspection they gathered design and operating ideas that they believe will make the new St. Clair establishment the last word in a golf clubhouse built for the special purposes of such a combined pleasure and service plant.

The building is of provincial French character; masonry construction with a red tile roof of irregular texture.

Below the men's locker-room there is the professionals' quarters, with the golf club storage, junior locker room, and caddies' room. Entrance to the clubhouse is under a porte cochere of exposed timber construction, so commonly found in the French farm house group, into a lounge, out of which leads a characteristic stair to the women golfers' quarters. A special effort has been made to have these quarters most attractive. From this lounge we go into their locker room. The ceiling of both rooms will carry up, exposing the rafters, giving a studio type room. Adjacent to the women's locker room is their shower room, of ample size.

Quarters for female help, as well as the quarters for the steward, both of which are entirely apart from the women's quarters, thus maintaining privacy for the women. Opening from the second floor locker room is located a porch from which one gets a splendid view of the course.

On the first floor, point out the architects, we pass through a timbered entrance to the dining room where one hundred guests can be comfortably seated. This room is provided with a generous fireplace which adds much to the interest of the room. Dancing is made possible through both the lounge and dining room. Opening from the dining room is the main covered porch overlooking the course. In front of the porch is a very generous paved terrace.

Returning to the lounge we find here also the club office, so located as to command control of all activities from a point of vantage. Continuing our inspection, let us leave the lounge by way of the corridor leading to the men's quarters. This corri-

dor is of ample size to allow of writing desks, and additional lounging space. It is well lighted and made interesting by the introduction of timbers and beams.

Outdoor Food Service

As we near the end of this corridor we find on the right a grill room, seating seventy-five persons, and designed in the true grill room spirit. The ceiling is formed by exposing the real construction, showing a rugged beam ceiling with the area between the beams of wood as well. In this room is another fireplace, this time an earlier design and less refined in detail, an inspiration coming from the old fireplaces found in the kitchens of the French farmer.

Opening off the grill is a covered porch, as well as a terrace, for the days when one finds it more desirable to eat out doors. Across the corridor from the grill we find the card rooms and private dining rooms, as well as the office for accounting. Before leaving this floor let us pause to see a large, well arranged kitchen, complete in every requirement and adequate in size, located advantageously between the dining room and grill.

Returning to the main corridor we find located at the end an ornamental stair, leading to the men's locker room on the next floor below. The area of this room is entirely free from all obstructions, is well lighted and well ventilated, the superior of which will not be found in this district. Along one side of the locker room are located the showers and toilet facilities. At one end of the locker room is an exit, which makes for easy access to and from the course. This room is not without all its auxiliary services, such as valet room, service room and drinking fountains.

In passing, we can pause long enough on this floor to see the sleeping quarters for the male help, the heating plant and such other rooms as are required in an up-to-date clubhouse.

If you are doing something to promote better operation of golf clubs pass the details along to GOLFDOM'S thoughtful readers.