

Make Figures Tell True Tale of Your Pro Business

By DAN GOSS,

Professional at
Highland Park G. C.
Birmingham, Ala.;
V-Pres., P. G. A.

WOULD anyone believe it possible that any human being could go out and play 36, 54, or even 72 holes and be able to tell his score on every hole the following morning without the aid of any notations of referring to any score card? Off-hand it would appear to be a mental task that would stump anyone of the many mental child prodigies, or grown-up ones for that matter.

Yet I can name you 20, 50; yes even a hundred men who can do that. And I know of more than a handful of women who can perform the same task.

Have you ever seen a pro, except at a medal play tournament, carry a score card? Any pro can, without the slightest difficulty, call off his score for the last 18 holes he shot, even though it happened a few days ago—and even call the holes he picked up on because of—oh what difference does it make? You know why pros pick up.

Money Figures Frighten Them.

Yet ask this same pro how much money he has in the bank and the chances are better than 50 to one that he doesn't know and that goes even if he looked at his balance the previous day.

I'll grant you it doesn't sound consistent that anyone can remember the score for every hole, shot for shot, of 18 holes of golf and yet can't remember five or six numbers 24 hours but the facts are that the average pro cannot.

Why?

The average pro's answer will be "I don't know."

Of course it can be explained by those of

THIS is the first of a series **GOLFDOM** regards as the most valuable ever published for definite help to the majority of the professionals.

Pros usually regard the accounting phase of their business as a mystery of minor significance. Not one pro in ten has an accurate idea of what it costs him to do business.

In this series Dan Goss will put forth the principles, details and results of a simple and adequate method of pro accounting.

Follow these articles and your pro business will be on a better basis in 1931.

the caps and gowns but even after it has been brought down to concrete form and a pro is told why he can do one thing that savors of marvelous mental powers pertaining to figures and falls miserably in another, and easier job of figuring, little would be gained by the average pro. He would take whatever criticism would be heaped upon him whether it be in the form of ridicule or scorn and simply console himself with the thought "I never had a head for figures anyway." He never

for a moment thinks that calling and mentally describing from 68 to 76 shots over a period of three hours, an accomplishment that 90 per cent of his club members marvel at, is anything so remarkable. Yet he can't understand why he appears so out of place when confronted with a business problem requiring anything beyond a check book.

Figures are figures whether applied to golf shots, shoes, ships or sealing wax, yet when the average pro is called upon to use them in anything but a golf score he is not at home.

What's It All About?

I've seen some of the prettiest pro shops in America. I've seen some shops that give you the immediate impression that the owner is a business man of the highest type. Yet after a few minutes' conversation, after receiving the answers to a few questions, I have come away wondering if the owner really knew what it was all about from a business standpoint.

Let's take one incident. Walk into any large department store. Pick up any article lying on the showcase or counter.

Or a box containing some wearable. Somewhere on it you'll find the retail price. And if you'll look real close you'll find, somewhere on it, a series of marks resembling hieroglyphics as meaningless to you as if they were taken from an Egyptian tablet.

If you don't know you'll think some baby has been practicing the Arabian alphabet with a pencil. If you do know, the miniature Chinese laundry ticket is no mystery. It's the merchant's cost. And by cost it doesn't mean his invoice price. It means his real cost; invoice price plus the tax put on every business by that vicious goblin OLD MAN OVERHEAD.

Now walk into ANY pro's shop in the country and show me as much as 50 per cent of his total merchandise that is price tagged in plain figures—and try and find any indication that he knows his actual cost.

Now let's rest a minute.

If you think this is a tirade against the pro's business methods this won't interest you. You'll do better by going out and trying to get that slice out of your brassie shots or find out why you are pulling your short putts off line.

Why Pros' Loose Profits.

But if you believe it is possible that someone may know just a little, mind you not all, but just a little, about why the average pro doesn't realize anything like a reasonable return on his capital and the time he invests in his business or job postpone that game you have lined up for just a little while. Maybe here is some help on the subject.

If you have given what you have read any thought you have by this time thought of the names of several merchants whose places you have been in who did not show any price tags on their merchandise; much less their costs. O. K. I'll grant you there are many. But can you name ONE of the LEADING merchants in your city who does not price tag everything in his store?

Think hard now—can you?

Why do all the leading, successful merchants price tag every item? Most assuredly you can't believe that the large store owners spend thousands upon thousands of dollars, in time and labor, a year to price their merchandise because they think their employes can't remember the prices? Certainly they can—if they are in the departments.

But I'm getting ahead of myself. In

February GOLFDOM I'll show you that the reason that merchants put the retail price on every article and invariably their costs is not because their employes can't remember the prices or they won't be able to tell their profit on each article sold. The real reasons are about as far from what you imagine as an Eskimo is from an Eskimo pie.

A Background for Sales.

If you have trouble in believing that the reasons I will give you are responsible for the merchants marking their retail prices and costs on the articles they sell, you'll have trouble believing that Wellington was right when he said the battle of Waterloo was won on the playing fields of Eton, and that Bobby Jones can attribute his phenomenal golf to his getting mad at poor shots in the days when his caddie was Bobby Jones.

Green Section to Exhibit at U. S. G. A. Meet, January 10

THE Green Section will not hold its usual program at the annual winter meeting of the United States Golf association to be held at the Biltmore Hotel, New York, January 10. In previous years the Green Section has arranged a program of speakers and has had papers read on various subjects related to greenkeeping. However, in the last few years with the advent of the new experimental turf garden near Chicago and the numerous demonstration turf gardens located on golf courses throughout the country, the Green Section has increased the number of summer meetings with success.

Including the usual summer meeting at Arlington, seven meetings were held on the various gardens last summer. These meetings were attended by many more individuals than were ever in attendance at the winter meeting. The summer meetings have gained considerable popularity with the greenkeepers, chairmen of green committees and others interested in fine turf problems due largely to the fact that it is possible to discuss and demonstrate actually on the ground the various phases of the work.

The Green Section staff will however attend the annual meeting and will set up an exhibit of interest to those interested in turf maintenance. The exhibit will be in place at 9:30 a. m. and the staff will be on hand to discuss details of the exhibit and

various phases of turf work. The exhibit will be made up of charts, photographs and actual materials used on courses.

It is planned to have an exhibit of soils stressing the physical difference in various soil types and different handling of these soils for golf course purposes. A demonstration will be made showing the relative rates of absorption of water by various soils and the effect of layers as against thorough mixing of the components.

The exhibit will point out the relationship between topdressing material and weed control, and the effect of sterilized

soil upon viable weed seed content.

Various fertilizing materials stressing the comparative concentration of these materials will be shown. A new golf course fertilizer chart giving analyses of various materials and rates of application will be available.

Seed of various species of golf course grasses will be arranged for observation under the microscope.

Specimens and pictures of various insect and fungus pests which are of economic importance in turf work will also be available for examination.

Greens-Show Theme Will Be "High Standards, Less Cost"

PRACTICALLY three-quarters of the display space available for exhibitors at the Fifth Annual Greenkeepers' show at Columbus, O., February 3 to 6, was under contract on December 16, according to Fred Burkhardt, chairman of the show committee. As the floor plan is such that all space is well located, Burkhardt is of the opinion that this year's event will be a sell-out.

Contracts for show exhibition space call for use of the auditorium at Columbus, O., from 12:01 a. m., February 2 to 10 a. m., February 3 for preparation of the exhibits and from 9 p. m., February 6 to 11:59 p. m., February 7 for their packing and removal. The program of the convention and the display will run from Tuesday, February 3 to Friday, February 6, inclusive.

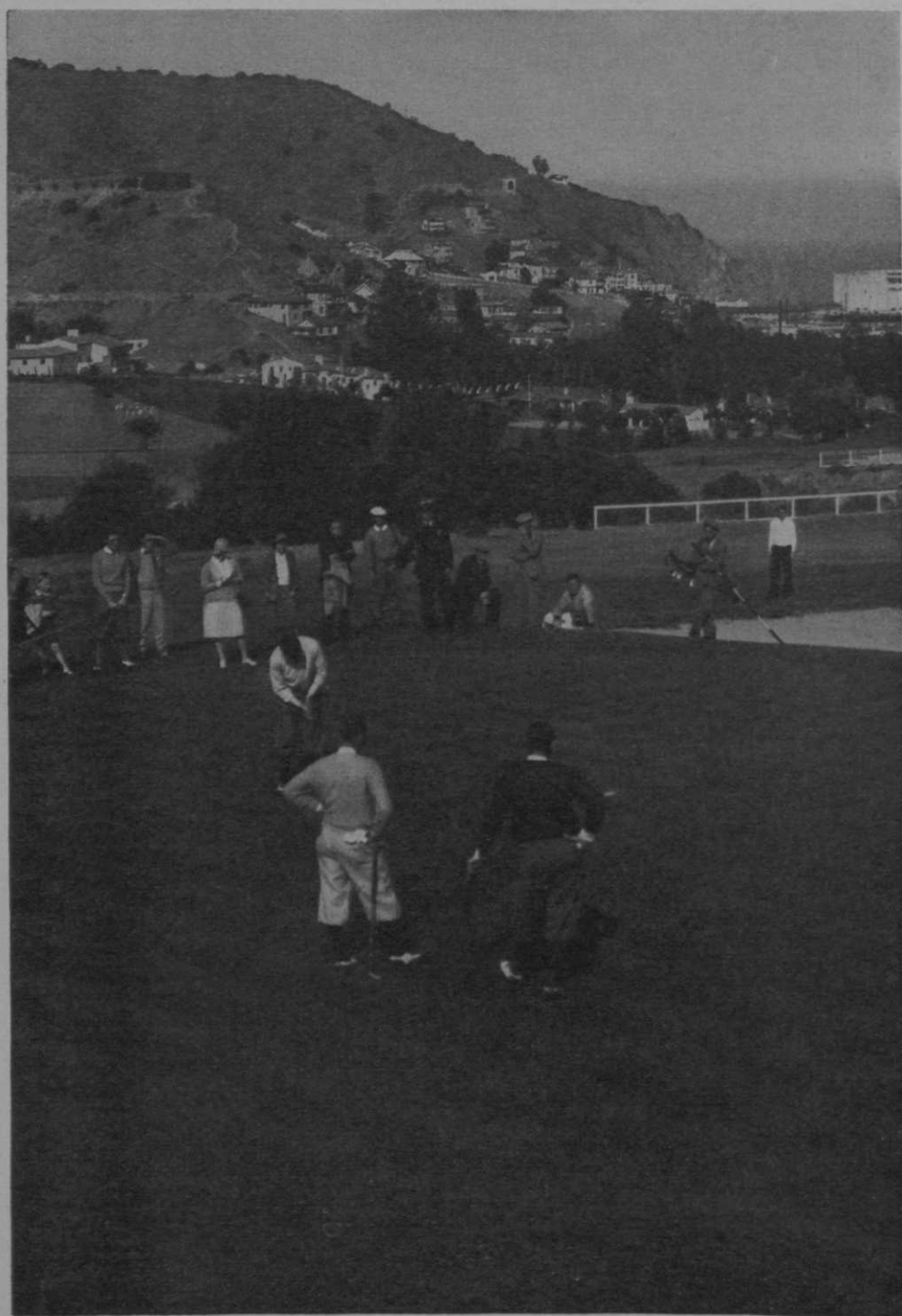
Despite budget stringencies it is certain that the 1931 annual convention of the National Association of Greenkeepers will see a record attendance of the greenkeepers' having their expenses to the convention paid by their clubs as a matter of course maintenance.

The association is at work on details of the program, tentative features of which, were given in December GOLFDOM. It is planned to make the keynote of the convention "Battling the Budget for Higher Maintenance Standards," with the speakers discussing what to do and the exhibits showing "What to do it with." It is expected that the association will have sold almost \$11,000 worth of exhibit space when the curtain goes up on this year's show.

Exhibitors, as of December 16 list of space contracts:

Worthington Mower Company.
The F. & N. Lawn Mower Company.
Ideal Power Lawn Mower Company.
International Harvester Company of America.
O. M. Scott & Sons Company.
Stump & Walter, Inc.
E. G. Staude Mak-A-Tractor Company.
Toro Mfg. Company.
Virginia-Carolina Chemical Company.
J. Oliver Johnson, Inc.
Wendell P. Miller & Associates.
Buckner Mfg. Company.
Roseman Tractor Mower Co.
Peter Henderson & Company.
L. R. Nelson Mfg. Company.
Standard Mfg. Company.
Friend Mfg. Company.
J. M. McCullough's Sons Company.
Armour Fertilizer Works.
C. B. Dolge Company.
National Mower Company.
Chilton-Crocker Company.
Smith Agricultural Chemical Company.
Golf Course Supply Company.
Pennsylvania Lawn Mower Works.
Koppers Products Company.
Lawn Equipment Company.
George A. Davis, Inc.
Economy Irrigation Company.
American Cyanamid Company.
Nitrate Agencies.
Ohio Humus Products Company.
Jacobson Mfg. Company.
Milwaukee Sewerage Commission.
Fate-Root-Heath Company.
Universal Sand Equipment Corporation.
Atkins & Durbrow, Inc.
Campbell Irrigation Company.

East Works Most Beneath the



Summer Sun — But COAST Greens Work Is NEVER Done

By

ARTHUR LANGTON

Greenkeeping genius and the spur of tournament golf brought greens, like this one at Catalina, to the Coast region. But Bill Wrigley discarded the spur this year.

THE wind blowing cold across the moor may blow a great deal of good to the eastern greenkeeper in giving him a period of welcome respite and reflection. As he listens to Boreas whistling through the wires and piling snow into the traps he can throw another log of wood on the fire or turn over in bed and reflect that no one expects him to do anything about it. On the other hand, a wind in California at this time of the year blows nothing but evil as far as the local greenkeepers are concerned. As evidence of this statement, witness the results of a blow during the last month in which trees, shrubs, signboards, and buildings were scattered about with a fine disregard for tees, fairways, and greens.

However, in case prospective visitors to these golden shores get the wrong idea, and out of respect for the wrath of the neighboring chambers of commerce, it must be said that such a blow is "very, very unusual." And if the same wind had disported itself in a similar manner in the east, the greenkeepers there, warming

—Photo, All Year Club of Southern California.



stoves as they would be, would not notice any appreciable change in the weather. But such a wind in California is fraught with disaster, because, out of loyalty to the Golden State's well-advertised traditions, top-heavy trees do not have deep roots, branches and leaves are not firmly attached to the parent plant, billboards are not created for the ages, and barns and tool houses are not made to defy very elemental elements.

As a result local golf courses are going through a period of retrenchment and reconstruction accompanied by furious activity on some courses because of the knowledge that mid-winter tournaments are impending. Cleaning up is much more of a task on some courses than on others depending upon the proximity of trees. One course surrounded and interspersed by oak trees will require the remainder of the winter season to clear away drifted piles of leaves and branches as well as many whole trees.

Stronger Fertilization Required

All this is introductory to the fact that the winter season is one abounding in work for the golf course superintendent in the Pacific southwest. Primarily, of course, play is heavier out here at this time than any other, but in addition a number of different conditions prevail which have to be met. For example, fertilizers to be effective must be applied in more concentrated forms than during the summer. When in the warm months a certain amount of ammonium sulphate will burn the grass to a crisp, it will be barely sufficient to agitate the near-dormant plants in the winter. The exact proportion of change cannot be given here because it differs with every course in the state.

It must also be remembered that although the fertilizers can be applied in a more concentrated form, they should not be applied in the bulky dressings customarily used during the months of the year when the plant is active. This is because the grass will experience difficulty in penetrating the mass of matter covering it, all of which would make things unpleasant for the golfer, who in turn would do the same thing by the greenkeeper. One greenkeeper found that on his course in the winter it takes his greens two weeks to hide the effects of a topdressing, whereas in the summer it takes only two days.

The irrigation schedule undergoes a revision, not only because of the fact that

the winter months are the rainy months, but because an oversupply of water has a tendency to turn grass yellow during the current season, just as a paucity of moisture has the same effect during the summer. Then, in regard to those clubs which have Bermuda grass fairways, watering will not make any difference to their dried up appearance.

Grass Dormant in Heavy Play

Many California greenkeepers have found that the period from December 15 to January 15 of each year represents one of the state's two greatest dormant periods in grass growth, a period during which a 7,000 foot green will yield only about half a hopperful of grass when cut. Incidentally the other dormant period occurs late in the summer and is more comparative than absolute. This dormant period in the winter, accompanied as it is with a great amount of play, makes for tremendous wear and tear on all turf, with the result that holes have to be changed oftener, tees require repairs more frequently, and fairways take on a spotted appearance due to divot holes. Matters are made more complicated because of the fact that seeds will germinate to a tune of only about 20 per cent, thus making drastic repairs impossible.

Recently it has been brought to the attention of the writer that eastern greenkeepers have it all over their contemporaries in California when it comes to getting long life out of their machinery. Owing to its year-round, every-day use, especially in regard to cutting units, Pacific greenkeepers have to write off anywhere from 25 to 50 per cent on the value of machinery when the year's inventory is taken. Toughness of the grass, steepness of the hills, and hardness of the ground are other factors which enter into the economic scheme of every local club because of the mechanical breakage they cause.

Shops Are Models

Mechanical deterioration would be very much greater than it is even at the present were it not for the fact that most of the local clubs are supplied with good tools and efficient mechanics. Some of the greenkeeper's shops are models of perfection and are equipped to accomplish any ordinary repair and a good many of the extraordinary variety. There are lathes, welding equipment and power drills ready to go so that at a moment's notice an ailing tractor can be torn down and repaired;



The winter tournaments were started to give publicity to California. But they have performed another equally valuable service: Non-golfers in the tournament galleries, such as this one at Wilshire C. C., Los Angeles, immediately bought clubs and began the game themselves, thus accounting for the Coast's rapid golf growth.

the grass will not gain more than a few hours in its race with the mowers. One local golf course superintendent has said with a considerable degree of truth that his success as a greenkeeper was won in his shop aided by his mechanic.

However, even the best-equipped of modern courses is stumped when an integral part of a complicated machine is smashed beyond hope of repair. Then it is a case of making a dash for the nearest manufacturer's representative, and thereby hangs a tale. Eastern manufacturers of equipment who expect to find a sale on the Pacific Coast for breakable machinery must see to it that there are plenty of local representatives to supply service in capital letters when it is needed. It is a long and expensive way from Chicago or Detroit, for instance, to the shores of the Pacific, and one of the first things that any greenkeeper does when buying new machinery is to determine how quickly he will be able to obtain new parts. Machinery must be kept going every day without interruption, and if this is not possible with one brand because of unavailable parts, another will be substituted at the first opportunity.

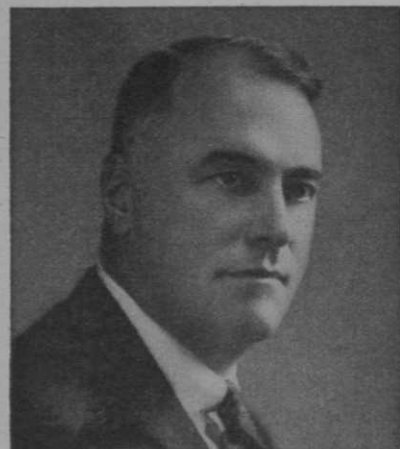
The Simple Life

There is one type of course in California that is affected little by the seasons, by heat or by cold, sunshine or storm, by drought or by flood. This is the type represented by numerous "hardpan" golf

courses especially popular in the inland portions of the state. Devoid of grass on green or fairway, they get along as well on one kind of fertilizer as another, so none is applied at all. Brown patch means nothing unless one is referring to the color of the sand "greens." The greenkeeper does not have to worry about the dictates of club officials, because usually there are none. He has his own crew well under control because he is it. There is no friction between the professional, the manager, the caddie master, and the golf course superintendent, because one man fills all the offices. Truly, the men on these courses lead the life of Riley.

As insignificant as these courses may seem to the casual visitor they are worthy of consideration. Probably the man who said that the people who play upon them represent a class which obtains the maximum of enjoyment from the Royal and Ancient game was not far wrong. The players in this class are not to be worried by such trifles as caddies, tipping, the correct clothes, the right number of clubs, nor the orthodox method of playing the game. Each man is as liable as the next to hit a 300-yard drive on the concrete-like fairways. The rocks and stones and other inequalities around all the greens put skill at a discount. Anybody may get an eagle—or a snake or an owl, owing to the peculiar habits of these creatures of occupying holes on golf courses made by burrowing animals.

Club Finance Fundamentals



CAN'T Be Dodged!

says

WILLIAM HETZEL

Manager, Bonnie Briar C. C.
Larchmont, N. Y.

—who discusses here some of the principles of sound business which MUST be heeded if a club is to operate profitably.

THE large amount of money invested in the ownership and operation of an active golf club places a real business responsibility on the manager. The club should be run on the basis of sound business principles, the income and expense carefully budgeted and controlled, and the income derived in such a manner as to make the burden on the members as light as possible as well as to distribute this burden in an equitable manner.

The primary functions of the usual golf club may be considered to be golf, entertainment and the sale of food, beverages and cigars (including cigarettes, tobacco, etc.). In many cases tennis courts are provided. These, however, are usually considered of minor importance and may be considered for the purpose of this comment as included under the same classification as golf.

The basic golf club function, is, of course, golf. This function involves the golf course, the locker-rooms and the club quarters for restaurant and social activities, as well as the personnel consisting of managers, professionals, caddies, green-keepers, locker-room attendants and the necessary supervision, control and maintenance. Considering this basic equipment and personnel as directly attributable to the primary object of the club, it would seem equitable that the sum of annual dues, green-fees and locker rentals should be so arranged as to cover the operation

and maintenance of these facilities. The simplest method would be to take this total cost and pro-rate it equally among the members. The most equitable method would be to fix an arbitrary minimum charge to all members and to spread the excess of cost of the total amount so charged on the basis of the number of rounds of golf played during the year. Some variation between these two methods is always used, certain distinctions being made as between different classes of members, restrictions of guest privileges, etc. Initiation fees for regular memberships should be used as a fund for improvements or contingencies rather than for current operating expenses.

Depreciation of all equipment should be considered as a part of the expense properly chargeable to members each year; otherwise, at some time in the future, there will be an extreme burden for the replacement of equipment worn out by members who may have resigned in the meantime. The best policy would undoubtedly be to create a sinking fund for



ask yourself THESE QUESTIONS—

IS THERE a tractor that will travel soft fairways without cutting or slipping? Is there a tractor with the power for digging pits and changing holes—and the speed for light mowing? Is there a tractor light-footed enough for early spring rolling — and with power for hauling sand or pulling stumps? Is there a track-type tractor in the right price range for all-around golf-course work?

The answer to all these questions is "Caterpillar" track-type Tractor!

Prices—f. o. b. Peoria, Illinois

TEN	\$1100
FIFTEEN	\$1450
TWENTY	\$1900
THIRTY	\$2375
SIXTY	\$4175

Caterpillar Tractor Co.
 PEORIA, ILLINOIS, U. S. A.
 Track-type Tractors Combines
 Road Machinery
*(There's a "Caterpillar" Dealer
 Near You)*

CATERPILLAR
REG. U. S. PAT. OFF.
TRACTOR

WORTHINGTON

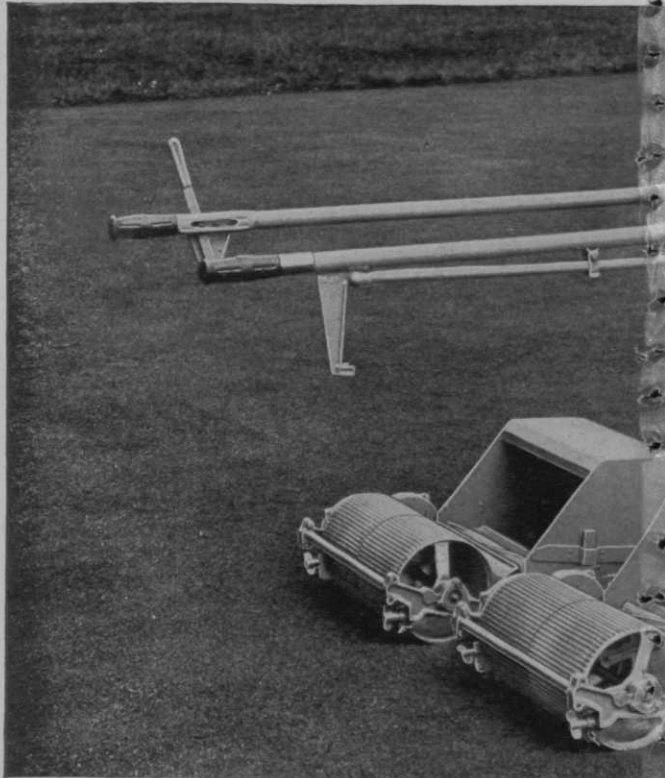
LAWN TRACTORS—LAWN MOWERS
MOWERS—ROLLERS—TEE STANDS

The Worthington "Overgreen Scout" has a total cutting swath of nearly four feet. It will cut an average green of 6000 square feet in ten minutes. As a time and labor saver, nothing approaches this performance.

The "Shawnee Scout" roller units incorporate every feature that has been found desirable and eliminate everything that could be unfavorably criticized.

The tractor wheels are provided with soft, compressible tires which conform to any irregularities in the ground surface without pressing them down.

The Worthington "Overgreen Scout" leaves no mark on even the most delicate turf and is of such amazing efficiency as to be out of the reach of competition.



THE NEW WORTHINGTON

A perfected power putting green roller mower that leaves no mark on the surface of the green is mowed absolutely smooth. The surface of the green is mowed absolutely smooth. No turf occurs at the edges of the green.

The Worthington Gang Mower was first on the field.

WRITE FOR F

WORTHINGTON MANUFACTURES A

Main Office and Factory

Branches: Chicago Office and Warehouse:
517-21 So. Laflin Street

Boston:
1 State Street

Montreal:
132 St. Peter Street

Los Angeles:
2341 W. Washington

A G E N C I E S I N A L L