

Chicago Managers and Officers Hear Their Problems Discussed

By JACK FULTON, JR.

MORE than one hundred club managers, club presidents and house-committee chairmen met for dinner at the Palmer House, Chicago, on March 30, to participate in a special meeting of the Chicago District Club Managers association. F. Harold Van Orman, president of the Van Orman hotels and former lieutenant-governor of Indiana, served as toastmaster and steered those present through a program of speeches of real interest and educational value.

The purpose of the special meeting was explained by Bernard E. O'Grady, president of the association and manager of the Hamilton Club, Chicago.

"This organization," said O'Grady, "was holding one of its regular business meetings about three weeks ago. We had an attendance of about 40 members. There was the usual general discussion on various subjects, common to all of us and at the same time rather irritable to most of us. Everyone aired his viewpoints and still we were not making any headway—why? Because we were not sure that our recommendations, if any were made, would be welcomed by our club officers.

"Therefore, this meeting was planned in an effort to bring our organization into closer contact with the various club officials and to foster a better understanding between those two bodies."

Manager More Than Listener.

O'Grady went on to point out how confused is the conception held by the average club member of a club manager's responsibilities. Most of them believe the manager's main job is to be available to receive complaints. Excerpts of O'Grady's talk, outlining what a manager's responsibilities really are, will be found on another page of this issue.

Representing the other side of the club picture, George A. Blair, president of Olympia Fields C. C., followed O'Grady to

tell how misunderstood were the duties of a club president.

"Nearly everyone who belongs to a club," he said, "has some ideas about how it should be run. And nearly everyone thinks the Board of Governors isn't running it right!

"We club officers and club managers must stand together in keeping up the standards of our clubs in the face of continued business depression. It is going to be a serious problem maintaining our membership rosters and furnishing the members with facilities and attractions they feel justified in paying for.

"We must co-operate with every other club; this year is going to be crucial so far as club management is concerned. I am not implying the year is going to be a fatal one for clubs; I simply want to point out the great good that will inevitably result from intelligent co-operation between club officials and club managers." President Blair's friendly warning was endorsed warmly by his hearers, judging by the applause following his address.

What Organization Set-Up?

The principal speaker of the meeting, Dr. Arthur E. Swanson, formerly dean of the School of Commerce of Northwestern University and at present head of Swanson-Ogilvie Co., management engineers and public accountants, Chicago, next addressed the audience on the subject of "Business Organization as Applied to Clubs." He pointed out that running a club was no different in its broader aspects than running a corner butcher shop on the one hand, or running the U. S. Steel Corporation. There were the same problems to be met, the same duties to be performed by the management, the same responsibilities to the owners. Therefore, there is no reason why a club should be organized differently from other businesses.



More than fifty of Chicago's leading golf and city clubs are represented by their officers and managers at this "harmony" meeting of the managers' organization.

Going a step further, Dr. Swanson pointed out that one particular type of organization, known as the "functional plan," dominates modern successful businesses today. This plan, little known only a few years ago, has so convincingly set sick industries on their feet and carried healthy ones to new heights that there is little doubt it should be universally adopted. Clubs are no exception to this; on the contrary, they are a glaring example of an industry in which the individual members are organized as blind luck and circumstances have happened to direct.

The doctor didn't say it in so many words, but it was evident he thought it high time the clubs of this country learned that efficiency can only be secured by keeping "everybody's fingers" out of the pie—in other words, by proper organization. How to do this, and the benefits which could reasonably be expected to result, made up the balance of this fine address.

Readers of GOLFDOM will find Dr. Swanson's lucid and extremely valuable message reprinted in full elsewhere in this issue.

Beware of Bloated Budget.

The final speaker of the evening was Harry Dougherty, well-known manager of the Union League Club of Chicago, who cautioned his listeners not to make too optimistic forecasts of 1931 club income.

"We have heard a great deal," he said,

"about the advantages of a budget system; but you all know that in anticipating the budget last year, you did not anticipate that your receipts were going to shrink from ten to twenty per cent. I believe the same is true of the present year; managers in most of the clubs of the United States believe their 1931 receipts are still going to drop below average, although they will probably not drop more than half what they did in 1930."

Today's biggest managerial problem, then, according to Dougherty, is to realize this possibility of reduced income and to so plan the year's activities and departmental operations that expenses will not exceed receipts. This should not prove difficult if managers and officials approach the task with wide-open eyes.

In the opinion of this reporter, the meeting was unusually successful in accomplishing its objective. Club officials who attended could hardly help taking away with them not only an appreciation of the many problems a manager must face and overcome in the course of his daily duties, but an understanding as well of the benefits proper officer-manager co-operation can bring about.

ONE of the most successful ways of preventing petty pilfering of club linens, silverware and similar equipment is to make a practice of regular monthly inventories.

SPREAD IT WITH A "CATERPILLAR!"



HERE'S a fertilizer spreader on the Peoria Country Club's Golf Course—pulled by a velvet-track "Caterpillar." Wide tracks shod with rubber tracks to ride tender turf with firm gentleness—wide tracks to climb through bunkers or crawl up steep hills—to roll smoothly along over dewy grass or rain-drenched hollows. Plenty of power, of course. Add the versatility that conquers the varied jobs of construction or maintenance. Dig a new trap, level an unsightly mound, fill up a watercourse, lay tile—then, on summer days pull the 5-gang mower with the same "Caterpillar" Ten that did the other chores.

Prices—f. o. b. Peoria, Illinois

TEN . . .	\$1100	TWENTY	\$1900
FIFTEEN	\$1450	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.
T R A C T O R

Public Course Clubhouse Design Demands Foresighted Study

By M. FILLMORE HARTY

Clubhouse Architect, Detroit, Mich.

DURING the past ten years the rise of public golf has been stupendous. It has paved a new road of relaxation, exercise and recreation for the man who cannot afford the expenses of a private club. Many private corporations are building excellent courses and beautiful buildings.

One such organization in the Detroit district has constructed three championship courses with space for a fourth, all with creeping bent grass tees, greens and fairways. This enterprise has met with remarkable success both financial and in attendance.

Plan differences between the private and public golf building are rather numerous. The golfer belonging to a private club is not a stranger in his building. He is acquainted with the plan nearly as well as his own home. The public golfer is a stranger to the structure and must be handled as such. The private club member enters the locker room through an entrance directly to that room, eats in a grill room directly attached to the locker room, dresses and leaves through an exit which leads directly to the course. He is rarely in the clubhouse proper until after he is through playing. The public golfer, on the other hand, must be treated much the same as a hotel guest.

Let us review the general floor plan of a hotel. The plan consists of a large lobby, around which all the necessary public spaces such as registration desk, dining rooms, toilets, tobacco stands, elevators, etc., are located, all of them in plain view or easily found. Just so should a public golf building be planned; a spacious lobby around which all departments are to be found.

The following units should be visible or easily found from the lobby:

Sales Desk. Sale of tickets, tobacco and supplies.

Men's Locker Room. This unit should have toilet and wash room near entrance.

Women's Locker Room. This unit should have rest room with toilet and locker room adjoining.

Grill and Dining Room. Exit door to first tee.

Lounge and Porches.

Telephones.

There are many successful and economical ways of combining the above units to make a well flowing plan.

In planning such a structure it is well to consider the type of course it will be called upon to serve. There are two kinds of public courses and each requires different arrangement. First, the low fee course, generally charging \$1.00 or less for daily playing privileges; second, the high fee course charging \$1.25 and more.

The various units of the low-fee and high-fee course vary in size and capacity to a large extent due to the type of persons catered to by each. No definite rule can be applied to give the exact size of each unit. The entire plan depends on many local conditions some of which are: size of the community, distance from transportation, distance from center of population, competition, number of courses, etc.

Various other items, which can in some instances be incorporated in the plan, are:

Counter service along with table service.

Private dining rooms (small) for teas, bridges, small dinner parties, etc.

Banquet room for golf tournament luncheons and dinners.

Private locker rooms for tournaments.

One word about cost of buildings. In the low fee division it is rarely advisable to spend more than \$15,000 per course, while in the high fee course the cost varies greatly but it is unwise to spend less than \$18,000 per course.

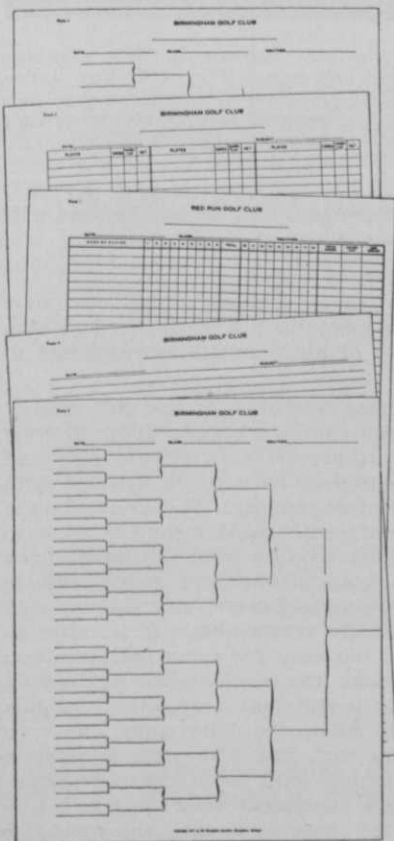
An attractive building well planned is an asset to any institution. A building well designed, simple in conception, pleasing in detail and color leaves a lasting impression on the patron.

A PREDICTION
 We predict that this convenient system will be installed in practically all of the better clubs of the U. S. this season.

New System for Golf Clubs

NOW

A Permanent, Convenient Record of All Your Golfing Activities!



THIS new system consists of five different kinds of record sheets of convenient size covering every requirement for golf play. Special sheets for conducting and recording both match and medal tournaments, kickers' handicaps and special events. Sheets to show players' names and time of starting for daily play. A loose-leaf binder and a post binder to which sheets are transferred for permanent record.

This system has been adopted by many leading clubs. **IT WILL SAVE YOU TIME AND MONEY**, and will give your **PERMANENT RECORDS**. No bookkeeping necessary.

WRITE TODAY

If you will mail the coupon or write we will mail you complete information, including full sized sample sheets, **FREE**.

BIRMINGHAM ECCENTRIC
 Birmingham, Michigan

MAIL THIS COUPON

**FREE
 SAMPLE
 SHEETS**

BIRMINGHAM ECCENTRIC, Birmingham, Mich.
 Please send full information to—
 Club
 Mr.
 Address
 City..... State.....

G 5-31

Willie Hunter Makes Gold Mine

of Fee-Course Post

By D. SCOTT CHISHOLM
Associate Editor
Country Club Magazine

AT THE request of GOLFDOM I went in quest of a story, a story telling how a professional carries on business at a modern daily-fee course. I betook myself to the adjacent byways and hedges, camera, pencil and other scribbical paraphernalia in hand, in search of my ideal. I didn't look very far. I used my bean instead of my dogs and the name of Willie Hunter at Montebello Park public course came hurriedly, but not too hurriedly, to mind.

Willie, a former British amateur champion and a golfer of great renown even among modern, high-powered professionals, was working at his bench when I dropped in. "What are you doing here, McCracken?" said he, using a name I use in much of my magazine work. "I hope you don't think I came to hold you up, do you?" says I. "Not that bad," he replied, "but did you ever hear about Sandy Mactavish being held up by three burly, brawny men one night as he was on his way home from a Caledonian soiree? After a terrific struggle and much rough handling and mauling the Scot was finally subdued and a dime taken from his pocket. "My God!" said one of the hoodlums, "what would have happened to the three of us if he had a ten dollar bill?"

The Montebello course was designed by Max Behr and is a marvelous test of golf for daily-fee players. It is kept up in masterful style. The cocoos bent greens are equal to the best to be found at most private clubs, but the fairways are a bit bare in places owing to the fighting nature of



Willie Hunter, former British amateur champion and conqueror of Bobby Jones in the 1921 National amateur, at ease outside his pro shop at Montebello Park Golf Club, California.

the soil. The clubhouse is ideal for such a place and many new clubs would do well to see the plans of Montebello.

Courtesy Is Cash

Willie Hunter has one of the most alert business minds in his profession and here are some of his thoughts as expressed to me:

"Business conditions at the golf shop of a daily-fee course are quite different from those that prevail at a private club and your customers have to be handled with even greater courtesy. The sales angle is totally different, I find. I have to get cash for my merchandise from the public links player excepting in rare cases, and in these rare cases I must know that my man is financially responsible. It is, alas, altogether too easy for some individuals to sign checks for merchandise or lessons, but it is a different proposition for him to remit when the bills come due. To overcome that and also with a view of helping public links golfers to secure whatever golf equipment they desire, I conceived the idea of a part payment plan

NEW ONES!

FOR GOLFERS by Beckley-Ralston

A GREAT NEW CLUB by Beckley-Ralston

THE TRAPSHOOTER NIBLICK



For playing those difficult shots—those sand traps! No waiting of one or more strokes when you have a "Trapshooter Niblick" in your bag. Special construction, the slanted down head—practically no side—provides a remarkable cutting edge for explosion or other shots and a sand trap and out of long grass or other difficult lies.

WITH THE FAMOUS HEX GRIP

No turning of the club—when you walk into a tough explosion shot or heavy rough. Just the club but not head. This Grip adds a new sense of security and makes the "Trapshooter" Niblick a club that offers more than a "saver". There is nothing fresh about this new club, except that it will not "sell" when you show it with it. You will want them, however, as the remarkable recovery from traps and bad lies. Price of the "Trapshooter" Niblick, \$8.50. Write for name of nearest Dealer or Pro selling this club.

Meets all requirements for Tournament Play.

THE BECKLEY-RALSTON COMPANY
1727-27th Street, Chicago, Illinois

THE WALLOPER



for GOLFERS WHO DISLIKE WOOD CLUBS

The definite qualities of the woods! The accuracy of the iron! Powerful driving head induces a fall follow, thus resulting in long, straight shots that are true. An entirely new design, the Walloper is built for the purpose of increasing your long game from tee or fairway.

WITH THE FAMOUS Beckley-Ralston HEX GRIPS

A world renowned Grip is made in Beckley-Ralston Club. It is the best in the world. Easy on the hand. Satisfactory cover and the slip resistance of the "Hex Grip" is the best.

Write for name of nearest Dealer or Pro selling this club.

THE BECKLEY-RALSTON COMPANY, Manufacturing Division
1727-27th St. CHICAGO, ILLINOIS

HERE THEY ARE!

The "TRAPSHOOTER NIBLICK"—a club that cuts through the sand in traps like a "hot knife thru butter." For explosion shots and getting out of tough rough or any other bad lies, this new club can't be beat. List price—\$8.50.

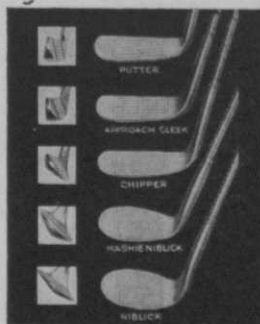
The "WALLOPER"—a club that scores of golfers are looking for. You know these golfers—they shoot an iron from the tee and never take a wood club out of their bags. The "Walloper" with its all-metal head is the club that will help the players who dislike the woods to get longer, straighter shots from the tee and through the fairway. Every Pro should display the "Walloper"—It sells on sight. List price—\$8.00.

Both of these new clubs are equipped with the exclusive Torsional Hex Grip.

YOUNG PEOPLE'S CLUBS A New Idea by Beckley-Ralston

Clubs built "just like Dad's." Perfectly balanced Woods and Irons especially built for the younger boys and girls who are not quite ready for full length clubs. Ask about these clubs—they are excellent sellers.

Beckley-Ralston STROKE SAVERS



The famous Five Short Game Irons. The only golf clubs with a definite guarantee back of them to lower scores. Nationally advertised in The Saturday Evening Post, Collier's and leading Golf Magazines. A Stroke Saver Display means easy sales, good profits and satisfied golfers.

THE BECKLEY-RALSTON CO. 70 W. 22nd St., CHICAGO, ILL.

MFG. DIVISION

such as is in vogue in many business houses. In dealing with such customers I must know them to be financially responsible and their references good where they are employed. Usually I ask 25 per cent down and then payments of from \$5 to as high as \$20 a month, according to their salaries. I have made a great many happy customers in this way and these customers have brought me much outside business which I don't believe I would ever have had otherwise.

"Of course all professionals—all business people for that matter—realize there are bigger profits in high priced merchandise than in popular priced and it was with the idea of promoting the use and sale of the better class of clubs and balls and wearing apparel at my club that I really started the part payment plan. The result is that my clientele demands equally as high a brand of utensils as does the private club member even though the latter may be able to buy and sell the former many times over.

"True, all this calls for much bookkeeping but it is worth it. I do all my own bookkeeping at home and I have my own system of keeping books which is quite unique and which I believe I could sell for a considerable sum if I were so disposed."

Realizing I was being given some very unusual sales tips from Hunter, tips which might assist other professionals in a similar capacity, I kept asking him question after question. "Let's sit down and finish this matter," said he. Then I shot at him, "Do you handle any used clubs? I mean, clubs your customers want to get rid of and replace with new ones."

Old Clubs Make New Players

"Yes, I do," he answered. "No less than two-thirds of my clients bring me their old clubs as part payment and I never have any difficulty in selling them within 24 hours to beginners. It would seem as if this army of golf converts is endless. I sell them at a very small margin of profit—those I don't keep for rent sets. You see when a client wants to buy new clubs, he can't very well afford to throw away 6 or 8 old ones, can he? Most of the time when I have an old set on hand I put up a sign which reads, "Used set of clubs for sale inside." That sign works magic.

"Allowances on old clubs are guided by the amount of the sale in view and it is very rare I ever meet with objection to my proffered terms because I take pride in dealing liberally with such customers.

A discontented client can do a great deal of harm to a business like mine; on the other hand, a contented one can do untold good.

"The sale of bags at a daily-fee course is less remunerative than the sale of clubs for the good reason that most of the players carry their own bags and find the inexpensive duck or canvas bags the lightest to lug around. The average daily-fee player, at least at my club, lives in the hope of having a matched set some day. That is his dream because he is led to believe by the better players that a matched set is the thing to have. Any customer who comes into my shop and wants to buy any one club from a matched set is at liberty to do so. I rather encourage him for the very good reason that the moment he has that odd club in his bag, he will never rest until he is the owner of the whole matched set. That's human nature and the daily-fee golfer is a very, very human soul."

Scanning over the stock of clubs in Willie's shop I noticed no dead stuff. It all looked so clean and fresh and attractive that I ventured to ask, "How do you keep your stock so new looking. Every item of merchandise I can see from here is as clean as a whistle."

Merchandise Must Move

"That's easy," came the answer. "I won't carry any dead stock. Dead stock means dead business and dead business means no business. The moment an article fails to move within a reasonable time I feel I've bought wrong, so I take my loss. I cut the heart out of my cost, not my possible profit. I have a bargain rack outside my shop—you can see it there right under your nose if you'll take the trouble to turn around—where I put my "undesirables" and it is truly remarkable the quantity I dispose of in this way. This outlet takes care of stale numbers so I have little or no worry over dead material. A great feature and tremendous sales advantage, I find, is my porch outside my shop. I never put a club in a glass case. I found out my mistake in this direction when I was professional at Brentwood C. C. years ago. Why put them where they are not accessible to your member's touch and handling? This case stuff is, in my opinion, old fashioned and clubs put in cases often remain there like so many mummies on public exhibition. Crowds of players waiting to start off hang around my porch and handle these clubs and the

SUPERLATIVE VALUES in GOLF EQUIPMENT...

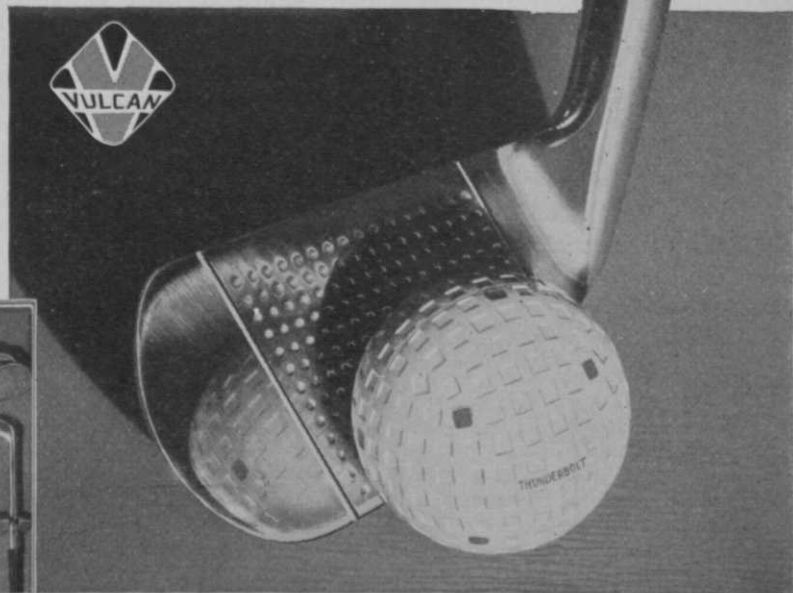


To golf's greatest year VULCAN contributes the game's most remarkable values in woods and irons. Here's an example—the Nipper irons. The trim, business-like blades put plenty of wallop directly behind the new ball—where it belongs. The chrome-plated True Temper steel shafts lend a medium whip to the long irons and just the correct stiffness to the shorter pitching clubs. A formed neck and a rubber washer absorb any shock. The black grips of "tacky" leather are extra long and bell-topped. You can sell them in matched sets of 5, 6, 8, or 9 at \$7.50 per iron.

The Nippers are but typical of the remarkable values in the complete VULCAN line of woods and irons, bags and balls. All are described in our interesting catalog-folder. The season's here. VULCAN golf equipment will do its share to make money for you. Write or wire for the folder and price list. VULCAN GOLF COMPANY, 9 Second Street, Portsmouth, Ohio, U. S. A.

VULCAN CLUBS OF CHARACTER

A VULCAN
Nipper No. 5
Iron with a
VULCAN
Thunderbolt
Ball.





Hunter's "outdoor salesman," a club display on the golf shop porch. Starter's hut in background, first tee behind bushes at left. Pro-shop entrance is on extreme left.

results I get from this my best salesman are amazing. I would respectfully suggest this form of salesmanship to my fellow professionals, as I am confident it is tremendously profitable and carries no overhead. I wouldn't accept a showcase if you presented me with one.

"Daily-fee golfers do not care to enter the shop of the professional because the moment they do, they feel obligated to buy some iota of merchandise. My records show that only 20 per cent enter my shop and a great many of those are usually personal friends who come in to say 'howdy'.

Promotes Tournaments

"The Montebello golf course is, as you can see, located in an industrial section and I make it a point to keep in close touch with the officials at all the big plants in this neighborhood. Two years ago I started what is known as the "Industrial and Commercial Golf League." Last year we had no less than 25 teams of eight men each play through the season at the Montebello course and the results I received therefrom in a business way was most satisfactory and greatly swelled my sales not only in the shop but also in the sale

of lessons to the ambitious competitors.

"The existence of the league at once added a matter of 200 new faces to Montebello and the beauty of it all is that these 200 fellows are 100 per cent golf players who take part in weekly tournaments staged by their own organizations and also by the Montebello management. The golf league is made up from oil companies, railroad companies, electrical, lumber, automobile tire, steel, printing, paint and municipal concerns in the neighborhood and the enthusiasm that prevails while the matches are being played is astounding to say the least. The organization of this league, I found, proved most beneficial to my business for the very excellent reason that it put me in closer contact with the members of each team than it would be possible otherwise to do so.

"To secure the maximum of business at a daily-fee course I maintain the professional must get into the closest contact and intimacy possible with all of his clients and thus be in a position to impress the truism that better and less expensive merchandise can be had in the golf shop of the professional than at any department or cut rate store."