

# Ray Hall Fills Double Job as Manager-Pro

By RAY HALL

Pro-Manager, Meridian C. C.  
Enid, Okla.



Advancement of golf clubs on a substantial basis in the smaller communities calls for the development of an expert and versatile type of management. There's a new opportunity for the younger professionals and other department heads that may be successfully handled in the manner Ray Hall describes.

**M**ERIDIAN G. and C. C. is one of the smaller country clubs maintaining all the usual club activities. The club is eight years old and has had the usual varied existence of struggle and triumph.

We have about 175 stockholders owning 120 acres of land, one mile from the city limits and on a state and national highway. We operate an 18-hole golf course, two tennis courts, two croquet courts under electric lights, have a fine lake covering several acres stocked yearly with game fish, and used as a course hazard.

When the club was organized as a private club the members experienced the usual financial problems with a small membership. After four years of meager existence the club was sold to a fraternal organization as a club and playground for exclusive use of members of the order, and was operated under very small annual dues, which resulted in another lack of finances.

Two years ago a new organization was formed, with the club being owned by the stockholders who pay annual dues of \$24.00.

The golf and tennis privileges were thrown open to the public at a fee of 25c for tennis and 25c for nine holes of golf or 50c for eighteen. Fishing and clubhouse features are used by members only. Operating the golf course as a public course has solved the financial problem.

Enid is a city of 30,000 population, with three 18-hole golf courses. One private

club, one strictly fee course and ours, a combination. Our clubhouse as yet, is not up to standard, and the social and club entertainment activities are not as numerous as where a fine clubhouse is available. We have the usual officers, directors, and one permanent committee, the green- or golf-committee.

The extra revenue from fee players has enabled us to put in effect quite an improvement program. During the past year we have built picnic houses and facilities, improved the dam and lake, built the croquet courts and installed a practice green under flood lights for night entertainment. A decided change in the course also is under way. Five new greens are being built, and five are being enlarged and improved. We are building larger tees, and trapping six greens. The course will be re-arranged by April 1st, with 6100 yards, par 72, and reasonably difficult for a combination membership and fee course. A new clubhouse will be the next big undertaking for 1932.

## Qualifying as Golf Plant Operator.

I have acted in the capacity of manager and pro a little more than a year, and all the improvements and expansion have been since I came here.

The combination of a Manager-Professional is peculiar in several ways, but has its decided advantages. Especially so for the small club confronted with the usual financial problems.

I am a college man with a commercial

or business training. My own experience includes activity in athletics in high school and college, coaching athletics some, playing a little semi-pro baseball, and operating a retail sporting goods business for a few years. My interest in athletics led me to take up golf after I left college and while in the retail business I studied the golf activities seriously, both as a player and from a sales standpoint. I acquired a fair ability as an amateur golfer, but only turned to a professional when I came to this club. However, I have visited golf factories, gained much valuable knowledge from club makers, and professionals all the time I was in the retail business with the idea I might some day become a pro; at least this gave me a lot of fine information valuable in retailing. When we had no professional available I taught many of my retail customers their first steps in golf, and repaired clubs in the shop in the store.

My interest and experience in athletics is valuable now in assisting my membership in taking up tennis, croquet, etc. Usually the golfer also is a fan in some other sport and he appreciates your knowledge of these other lines.

### Keeps Him Busy.

Of course in all important matters of administration I am guided by the wishes of the officers and directors, but the details of operation, planning, etc., are left to me. I supervise all labor and work on the course, purchase all supplies, collect all green-fees in the shop and much of the dues, although some pay dues direct to the secretary-treasurer, who is a business man in town. I promote all tournaments and entertainment, plan the course re-construction, which is of course approved by my golf committee, and look after the lunches and activities at the clubhouse.

Then I have the usual run of professional duties. I operate quite a complete shop handling a good line of clubs, balls, bags, etc., with clubs from at least four leading factories. I have a shop assistant, who looks after the caddies, helps with sales and repair work. I do all the teaching which is not as much as in some clubs, but remember ours is not a large club and we have another professional here too.

All the concessions are given to the manager-pro, including cold drinks, cigars, and lunches for golfers, and all are handled right in the pro shop.

It's a busy job for a fellow who likes to keep busy. I do not have as much time to play golf as many pros, but my idea is that the pro in a small club will be far ahead if he devotes most of his time to sales and inside work than if he is a playing pro. By playing pro, I mean the fellow with average ability who plays with his members most of the time, and not the tournament professional. In other words, watch the shop, sell the goods, give service and a jolly "hello" to all who come. This is especially valuable, yes essential, where you are operating a fee course. Yet I find time for several rounds of golf each week.

The concessions at a live golf course are quite a source of revenue, and where they are granted to the manager-pro, it saves the club much in his salary. Then he is responsible to his customers for all kinds of service rendered, and this service and satisfaction means money to him, so he is sure to not neglect it. Having this manager reside at the club is a saving in his living expense and a service to the club as he is there practically all the time to give his attention to anything that comes up. I am always out in the morning and give the employes their working instructions when their day begins. I am here during the day to see the work is done, and here in the evening if there are any activities going on. One man at the head of all departments keeps him in touch with all members, even though their activities vary.

### Future in This Plan.

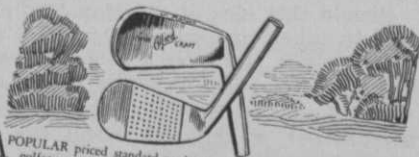
For the small club that needs to economize, and which depends largely on various committees or officials to supervise the operation, I feel the manager-pro system is an advantage. I am not saying this is necessary or advisable for a large club, where ample finances are available to maintain a high class, efficient man as a manager and another as professional. Naturally where the many duties are combined, a large and very active club would have too much for one man to handle.

But it is an established fact that many of our smaller clubs (and some not so small) are finding an overhead expense problem that is hard to solve. They have a limited number of members at conservative rates for dues, and there seems to be only one way to increase revenue; that is throw their golf course open to the public. In all small clubs there is quite a per-

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Price \$50.00



No. 25—7" stayless Elk leather bag made in a full assortment of beautiful colors—Coffee Brown, Maple Brown, Indian Brown and Black. Extra deep cuffs, hand faced. Large hood, oversize boot or sweater pocket and long double compartment ball and rainjacket pocket, all Talon fastened. Full Talon fastener down side of bag provides an additional luggage compartment, sufficiently spacious for heavy wearing apparel. Full Elk padded leather sling and divider strap. Rawhide reinforced bottom. Hand made comfortable pitcher handle.

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CHICAGO, ILL.

centage of the members who are not golfers, and many others who play a small part of the time. Yet the cost of course maintenance is the same as though each member played every day. In reality many clubs cannot afford to keep their courses in A-1 condition for the number of members who really use it consistently. Why not keep the course filled with outside players and double your revenue, at practically no increase in cost?

Also, in the small club the officers and committeemen usually do not devote any too much time to the planning and operation of the club because they are men who have businesses that, of necessity, takes most of their time. One man at the head of all operations greatly relieves these men, and results in more efficient administration. The duties of the management for the small club are not so great or numerous but that one wide-awake hustler can take care of them with success. Then, under one head, the various programs and departments dove-tail into one plan.

Truly you may not be able to have an A-1 professional and club manager in one man, but do all small clubs demand an A-1 professional or manager? If finance will not permit, they may have to sacrifice a little ability or efficiency in either line to get all that is needed of one man.

### Must Broaden Training.

Just where these manager-pros are to be found or developed, I am not so sure. The fact is, nearly all our professionals come up from the caddie ranks, shop assistants, etc., in other words, up through the game of golf. Naturally then, their experience and training (or lack of it along business lines) might seem to exclude many of them from this new field.

Then when we look over the many men who seem to have the administrative ability to fill that job, they are usually decidedly lacking in necessary qualities to fill the demands of a pro. I am inclined to think that if there are many men filling this combined job, they are similar to my case, probably coming from the business field. Yet there are many young golf professionals who have had some business experience, and who could by some study or preparation well qualify to fill these combined positions. Also there are some business men who are good amateur golfers, who by some study in factories and pro shops and advice from good pros, could make very successful professionals for

small clubs. But, unless the club can offer some pretty good inducement or rosy prospect, can they get these men to retire from their activities, move out to the club and put in all the daylight hours, even though there is a great appeal in the wide open spaces? In my case, there was what seemed to be in this club, when I looked it over, the making of a fine golf course, natural lay-out, lake, good turf, etc., and an opportunity to put a club on its feet. And after all, part of our remuneration is the pride we find in solving the problems and seeing our efforts rewarded by the satisfaction expressed by our members and officials.

Should this idea of One-Man-Administration be taken up seriously by small clubs, I am sure it will offer a new field for the young professional who can by a serious study of the needs of a club manager and greenkeeper, fit himself to fill the other parts of this job. But he will have to be a fellow who likes system, a good merchandiser in more than golf equipment, a greenkeeper, a mixer, an organizer, and a fellow who likes to keep busy. Qualifying himself for such a field of work as this is at least worthy of consideration by many young professionals.

Many professionals are good business men. They possess the qualities of foresight, organization and system and no doubt can qualify in this capacity. But in many cases these men are in large clubs that do not need to combine these positions in one head, and the clubs that need them may not have the inducement to offer. So it seems to bring us to the question, "Can the young business man who has the business qualifications fit himself to become a successful professional, or can the competent professional acquire the necessary business qualities to fill the demands as a club manager?"

To the golf professional, it would seem, this is a new field of endeavor, which if he qualifies, will greatly increase his demand and usefulness, and should be a source of increased prosperity and financial benefit to both himself and his club.

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Milwaukee, Wis.—Globe Union Mfg. Co. has acquired the Great Lakes Golf Corp. Globe Union also makes batteries and roller skates. C. B. Johnson continues as operating head of Great Lakes under the new ownership.

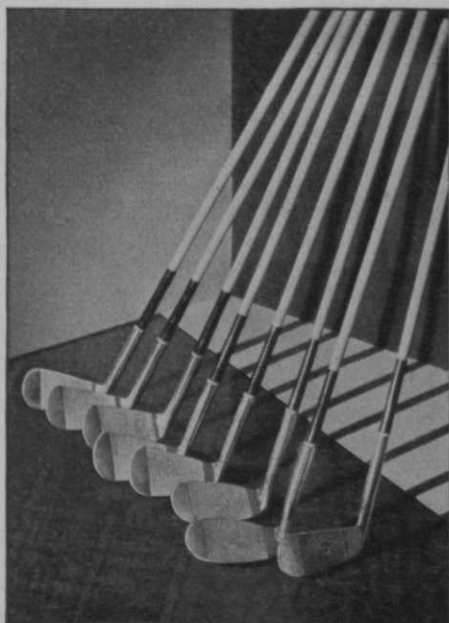
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Sets—***

8 registered and matched custom built clubs that sell for

**\$50** *the set*

With their chromium plated heads, cream colored lacquer dipped or chromium plated steel shafts and three inch black collars, they are attractive enough to take the eye of any golfer. And the price of \$50 puts them far ahead of competition.



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***The P.G.A. Fifty***

A 50-cent golf ball that compares favorably in distance and durability with most 75-cent balls. In dimple or mesh markings.

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***Professional Golfers Association  
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# Kid Auditor Makes Goss Admit Keeping Books Pays Pro

By DAN GOSS

**R**EMEMBER the stuff I gave you at the beginning of this accounting series about a pro being able to remember his score for his last 36 holes, stroke for stroke, and then couldn't remember his bank balance? That was some of the stuff handed me by my mentor in pro shop book-keeping when I squawked that I "didn't have a head for figures."

And if you'll remember, I told you about pros going out under a blazing sun and performing amazing feats of precision such as driving a golf ball a couple of hundred yards to within three feet of where they wanted it to go. That's what I got from my accounting instructor when I said, "I'll never learn because I haven't the patience to control myself long enough to do this stuff."

Here's just a little more of his chatter: "Stop telling me you can't remember figures. You just got through telling me in minute detail your score at Woodward against Hagen SIX YEARS AGO," and "So you haven't the patience? What do you think you are using when you spend hour after hour on the green trying to make a golf ball roll into the cup?" **HOW COULD YOU ARGUE WITH A GUY LIKE THAT? I couldn't and didn't.**

Don't think this chap was a genius; he wasn't. He just had made a study of figures and could see more in them than I could. He was like a ringmaster at a circus. When I take my son I sit in the middle and have one hell of a time trying to watch TWO acts and get a headache trying to watch three or four. Yet the ringmaster, over in a corner, after seeing the performance will go back in the dressing room and bawl out **NINE OF THE ACTS FOR MISSING SOME LITTLE SOMETHING THAT I WOULDN'T HAVE SEEN HAD I BEEN LOOKING.**

Well, after a month's work consisting of my contacting my bookkeeping teacher over the 'phone and him coming over for an hour or two every week, I began to see everything unfold. In 60 days I stopped

guessing at anything and really began to get hold of things.

## Tackle Subject with Open Mind

The reason I took so much punishment was because I was hard-headed. Like the fellow that spent \$200 on advertising his business and gave up all kinds of advertising because "I tried it once and it didn't pay." You can have it exactly four thousand times easier if you'll go about it with an open mind.

Now that I've been trying to convince you of the value of bookkeeping and the fact that you don't have to have a gross of diplomas to be able to do it—my best proof is my "confession"—I'll tell you how to get started.

You can use either of three methods: (1) There is some business man who is a member of your club that you like and likes you; if he's a real friend ask him if he'll help you by allowing his bookkeeper to come over and get you started; (2) run a want ad in your local paper saying you would like the services of a part-time bookkeeper; (3) 'phone a business college for a student.

No. 1 is the best bet. No. 2 is next best. No. 3 is the cheapest. But remember, in considering No. 3, that you can expect only what you pay for. If you can't get No. 1, my advice is get No. 2.

If you can't afford it—as you may be now thinking—just imagine the Mrs. has just 'phoned you that Junior must have his tonsils out or that his bicycle merged with a one-ton truck at an intersection, or that the four-wheel brakes on his skates failed him. That would take jack plus a lot of grief. Yet you'd dig up the money. I'm asking you to go into the sock for something that will save you a lot of grief and pay you a hundredfold for every dollar you invest.

## Don't Hold Out on Helper

When your bookkeeper arrives tell him the truth. Lying to him is like lying to your attorney. You'll pay dearly when the

Remember . . . ?  
 Mac swore his golf ball  
**"ACTED QUEER!"**



● Remember Mac's surprise when he walked out to his drive on the first hole? Thought he'd slammed one out for 250 or so . . . and there the fool ball was, lying just short of the 200 marker!

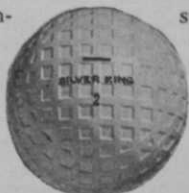
And later, putting another ball of the same brand on the 5th green . . . he barely tapped it . . . yet it skipped gayly right over the cup?

Well, Mac's not so mystified now, because now he knows that some makes of golf balls have "temperament"! He's seen the Consistency Tester prove it and he's also seen the Consistency Tester prove Silver King the most untemperamental, the most consistent-acting golf ball of them all!

The new construction Silver King is more likely to go where your stroke sends it, because it is actually 4.9% to 19.9% more consistent. And this may mean anything from 4 to 19 strokes difference in the score!

In the Consistency Tester, Silver King registered 292 more "hits" than its nearest rival . . . and this nearest rival got accuracy only at the expense of distance. That's because of Silver King's uniform high compression. (Uniformity = consistency; high compression = distance.)

Play Silver King. Your eye may

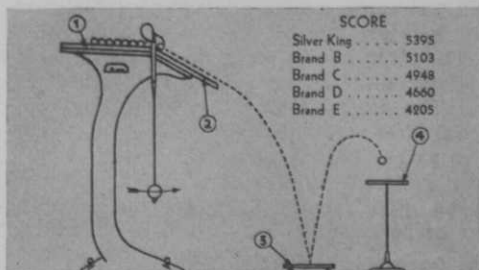


**PLAY**

**SILVER KING**

. . . it's more Consistent!

be off the ball . . . you may be off your form—but you can always count on Silver King . . . the one invariable in your game!



**SILVER KING'S "SCORE"** out of 6000 "shots" on the Consistency Tester was 292 "bull's eyes" better than any other of the four brands tested. These 4 brands sell for 75c and, together with Silver King, account for 90% of all regular golf balls used each year in the United States! The Consistency Tester tests golf balls for uniformity of compression, consistency of behavior, and for distance. It proves that Silver King's new patented construction can help take from 4 to 19 strokes off the score!

SILVER KING IS DISTRIBUTED IN U. S. SOLELY BY JOHN WANAMAKER

85c NEW SIZE . . . NEW CONSTRUCTION

jury comes in. Place the utmost confidence in him; he won't betray you. Information any bookkeeper gets is as sacred as that which a doctor obtains in the practice of his profession.

If you've been keeping your records in some of the 10c store's best grade of notebooks, let him open a real set for you. Nothing complicated. Just something that will let you know every month how much you've spent and for what, and how much, if any, you have left, money and stock. Just a simple set that you can use to take a statement every month. Did you read that? Every month—NOT EVERY YEAR!

At the end of every month you should be able to tell your gross profit on sales and from revenue—and your total expense, which, deducted, will give you your net profit.

### Stops Pro Faults

If you get your statement every month you'll automatically stop doing two things that I know every pro in the world is doing, some more than others.

The first is taking money out of their register and failing to make a record of it. The second is being governed by personal likes and dislikes in buying merchandise rather than by business needs. You'll find yourself buying less and less from "good guys" that you are trying to help out or because "he knows the latest gags," or because he always brings something "right off the boat"—generally scraped off the sides of the hull.

Make your bookkeeper open up a personal account for you. That means those 75c caddie fees, or the nickels and dimes you use for drinks for the boys, or for balls brought in by caddies being charged to where they belong, merchandise purchases, personal account or general expense so that at the end of the month you'll know that you made some jack but sluffed it away in dribbles and drabbles that mount up plenty quick.

Most important you'll stop bleeding your business unconsciously as you may now be doing. You'll know whether your drawings are in keeping with your earnings, and if that's why you are always hard up or if it is really because of bad business, downtown competition, chain stores, and anything else you may have put the blame on because you couldn't take that trip or buy that car, etc.

### Helps Get Right Inventory

Keeping a record of your stock will tell you if you are carrying too much for your

sales. If you are taking in \$1,500 a month and carrying \$5,000 in stock you are in for a beating when the season ends. On the other hand, if you carry a thousand-dollar stock and your sales are over a thousand a month you are asking too much of the cards.

Take last year's total sales. Divide your inventory at the end of last year into it. That will give you a fair ratio of the stock you should carry. But remember this, do your dividing every month. Sales against total stock on hand. If you do, you'll have less to sacrifice at the end of the season—less to carry over until the next season if you have a six months' job.

The above is for the beginner. It doesn't seem much, but if you do those two things, watch your stock closely and find out how much you are spending and what for; you'll make far more than you imagined possible—from the same amount of sales you have always made. You'll be less cramped for money when bills come due. Your stock will be cleaner. You'll lose less sales. Man alive, you'll live in a new business world!

Now for you fellows (I almost said guys) who have kept a set of books that has enabled you to do what I've outlined. You think that's all you should do—oh yeah!

### Interest "Et" Him Up

That kind of thinking tapped me for \$4,000. For years I thought that it made little difference if I held merchandise for six months or a year, provided I eventually sold it at my usual one-third markup. I forgot a little thing—interest on tied-up capital. Here's how and what it cost me:

Ten of us bought a piece of property for \$200,000; cash payment, \$25,000, \$2,500 apiece. BEFORE I GOT THROUGH IT COST ME MORE THAN \$4,000, AND I WAS GLAD TO GIVE IT AWAY!

I forgot—and so did the other nine "keen" business men—the 7% annually we had to pay on the remaining \$175,000. It was only a mere \$12,250 a year, my share being better than \$100 a month. On top of this, if I had invested my original \$2,500 in 6% stuff, I would have been getting \$150 a year—as it was I was paying what I would be getting as interest plus over \$100 a month, so my carrying charges were a mere \$112.50 a month in round numbers. What pro could take that kind of beating month in and month out? We took it on the button for 14 months on promises from real estate salesmen that "we will clean up if you hold it just ANOTHER month,"



**Pros:** These clubs offer every golfer something he wants . . . and wants badly. They are not just more of what he already has. At their low price he will stretch a point to get them. **SPECIALIZE** on them . . . and make money.

*The below ad appears in full page size in all National Golf Magazines, May issue*

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**SCIENCE**  
*looks at Golf Clubs*

**OLD MAN TRADITION** has said long shots. No other head material is as resilient . . . as tough . . . or can equal the distance given by WOOD." And millions of golfers accepted this tradition as TRUTH.

But General Electric engineers were skeptical. They had found Old Man Tradition wrong too many times before. So for the FIRST TIME in golf history . . . a group of engineers investigated golf clubs from a really scientific standpoint.

Then out of months of experiment and research . . . came a new golf club head. A moulded head . . . of a material called G. E. TEXTOLITE . . . not only vastly more resilient . . . and tougher than wood . . . but that would stand five times the impact. A material that rocks could not break . . . water could not penetrate . . . time or temperature could not affect. A club head that could be shaped, weighted, balanced and matched for the FIRST TIME . . . in steel moulds, scientifically and accurately . . . eliminating all human errors.

These are the clubs you will want this season to lower your score . . . to master your direction control . . . to insure Super-Distance, scientifically . . . for your long shots.

Your Pro or Dealer will supply you . . . or write to us direct.

**SCHAVOLITE GOLF CORP.** Long Island City, N. Y.



**G. E.**

**TEXTOLITE  
HEAD**

*Tougher . . . more resilient . . . gives 10 to 40 yards more distance per shot. Look for the G. E. Monogram on the head of every club you buy.*

**SCHAVOLITE**

A club, revolutionary in every feature . . . of virtual one-piece construction. The steel shaft is moulded directly into the head to prevent vibration. So rigid and permanent . . . a Stillson wrench cannot loosen it. *No rivets.* Driver, Brassie or Spoon, unmatched, \$6. Matched sets of 3, \$20. Single clubs from these matched sets, \$7. Custom-Built, matched, registered sets, \$30. Single clubs \$10. Men's and women's left and right-handed models.  
**SUPER-DISTANCE . . . SCIENTIFICALLY**



which turned into 14 "others" until I was glad to sign away my claim to get out. Yes, I know all about the depression, but the point I'm bringing up is, would I have been dumb enough to have gone into that deal if I had had sense enough to properly figure the carrying charges?

It scares me even now to think of it. We had to sell that piece of property for \$250,000 in less than a year for me to make \$1,000 net by the time all charges and commissions were deducted. Even in boom times that's asking a little too much of fate.

Another case: I fell for a lot of names as board of directors in a building and loan outfit that tapped me for more than I care to remember. Had I been able to read properly a balance sheet showing the company's standing, which was presented to me and painted as beautifully as Rembrandt could paint, I'd be driving a much later model car than I'm driving now.

What's that got to do with bookkeeping? Plenty! If you keep a set of books you know what you are doing in your business—but can you tell from your books if you are doing the best thing possible for your net profit's sake?

### Jack-Rabbit Breeding of Profit

Say you sell \$10,000 a year and carry \$2,500 in stock. That's four turnovers a year. If you make 40% gross on your sales your gross profit is \$4,000. That means you made \$4,000 gross on \$2,500 invested at 160%. Now if you keep a \$10 item in your stock for a year you can't hope to make more than ONE 40% instead of FOUR 40's. Is that clear?

Do you see why I implored you to DATE YOUR STOCK IN ADDITION TO showing the retail price so the customer can see what it costs when you are busy and showing your cost, in code, so you can take inventory without touching an invoice?

Go through your stock NOW. You'll find more than you'd like to find that is one, even two and three years old. Do you believe that it would have been cheaper, yes cheaper, for you to have taken the money you put in that item and thrown it in the sewer if you compare it with the money you turn over in ball sales or items that you turn four times a year?

Ten dollars tied up for two years costs you 320% profit on invested capital or 160% a year or 13½% a month. Now you see what it costs you to tie up operating capital.

Don't make me laugh by saying you have plenty of money to operate your business. You remind me of a Greek that came over to this country and thought our dollar was equivalent to his lire. He told a friend he needed about \$5,000 to go into the fruit-stand business.

### Watch the Turnover

Can you call yourself a real business man if you take five times the capital necessary to run your business? Has it ever occurred to you that you could use less and let the savings lay in a good bond that would be paying YOU interest?

Date your stock, turn it, turn, turn, turn!

If this series does nothing in the world but keeps you stock-turning crazy, mail me your check for a couple of hundred—I'll have earned it. Don't carry it to extremes. Don't punish yourself, but be merciless. If you see something in your stock six months old, hang a lighted red lantern on it, or something like that. Get it out. If it's a year old, hang crepe on it. It's killed all your profit—all your net.

Study your books. See what you are using your bank loans for. Was it for an investment or to make up for drawing too much? Draw what you want to. That's your affair. But don't draw twice as much as you feel you are honestly worth and then begin wishing you were in "another business" when the going gets rough and a couple of nasty letters from manufacturers have you stymied.

You are in the best business in the world. Who else gets as much fun out of his field of endeavor as a golf pro? Fun, sport and amusement combined with earnings that plenty of chaps with gangs of initials after their names don't touch. Get the most out of it while you are in it and your books will help you.

Think of your books as a game, a game of trying to make as much as you can, operating on a legitimate basis, which means giving your club and your members full value, with as little investment as you can.

If you think of it as a task, as something that your life depends on, you'll always dread the few minutes a day they require.

My parting shot is start NOW. Damn tomorrow or next week. NOW. If you are not keeping a proper set of books, begin NOW, TODAY. If you are, GET THE MOST OUT OF WHAT YOU ARE DOING OR PAYING TO HAVE DONE FOR YOU.