

phasis. Most of the boys carrying golf clubs are poor, but they can keep their shoes neat, their hands and faces clean, and their clothes, though worn, can be patched and made presentable. The sight of a boy meandering across the course with a knee buckle flapping or a tattered shirt sleeve waving in the wind is enough to put any golfer off his game.

I would like to see every club have a caddie committee composed of members of the club and charged with the general responsibility of caddie matters. This would result, first, in better service from the boys, which would benefit all club members; furthermore, it would be of immense value to the caddies because many of them are sadly in need of some association with sympathetic men of affairs; and, finally, it would be of value to members of the committee as it would open up to them a new field of opportunity for service to their community. I do not mean to make the club in any sense a charitable institution, but am only suggesting that the membership of our clubs take the interest in their employes that any forward-looking business organization does—and the caddies outnumber the other club employes ten to one.

The next in line of organization is the caddie-master, a sort of non-commissioned officer of the club army. He should be chosen very carefully and, if possible, from the group of caddies of long service. In any such group will be found an older boy who, not by bullying but by force of character and personality, has assumed a certain leadership. Such a boy impressed with his responsibilities and given authority that is actual as well as apparent, because of his acquaintance with the members and the course, should soon develop into a highly valuable person.

If the caddie-master is to measure up to the full responsibilities of his job, he must be a year-around employe of the club. There must be a sense of permanency to his position and his pay should be enough to enable him to live in modest comfort. He should be allowed a day off every week, when some other employe can take charge of his duties. I am also in favor of the caddie-master having the concession for selling frankfurters, soft drinks, ice cream, etc., to the caddies, which will enable him to add a little to his income and will keep the boys away from the clubhouse. It may be asserted that this will put him in a position to victimize the boys by forcing them to spend money, but I have always

insisted that if you cannot trust an employe you had better discharge him, because there are more honest people than there are crooks and we can find honest employes if we will but look for them.

### Greenkeeper Ranking Man

We come now to the greenkeeper, in my opinion the most important man around any golf club. He has charge of a more valuable plant and he spends in a year more dollars than a great many of the club members. The greenkeeper today suffers from the fact that in the early days of golf he was little more than a gardener and his prestige has not grown as fast as his duties. I prefer to call him a golf course superintendent, as that title is more in keeping with his responsibilities. He must be very much a business man, something of a botanist, something of an entomologist, something of a mechanic, and have a smattering of other trades and professions.

No superintendent can spend his whole time on his own course and be worth very much to his club. It is important to have a foreman to look after routine details, leaving the superintendent free to watch for the ninety and nine things that interfere with the perfect green and to learn ways and means of preventing or curing the ills to which golf courses are heir.

There are some clubs that will not allow their superintendent to play the course, when, in my opinion, the green-committee should insist that he play. Without wishing to criticize his game, I will say that playing golf will take the superintendent to parts of the course which otherwise he would never see. He should be encouraged to attend the short classes given by many of our state colleges on the proper care of greens. He should go to the district and national conventions of golf course executives and his necessary expenses should be paid. For, say what we will, there are a great many problems of greenkeeping still unsolved, with new ones developing every season; and from an interchange of ideas and experiences, the superintendent will get more information of value to his club than he can obtain any other way.

### Jeopardizing Course Investment

With a decrease in club membership, and consequently in income, during the last two seasons, golf course superintendents have been haunted by the spectre of economy and more than one is waking up

in the night and picking at the covers. It is right and proper that every possible economy should be made in the club, but I suggest to members in general and to chairmen of green-committees in particular that they remember that the club course represents a very large initial investment on which hundreds of thousands of dollars have been expended. Any economy which jeopardizes this investment and which will lay on the club in the future a burden of rehabilitation is poor business. For this reason, I suggest that the man responsible for the greens be asked to make up a budget showing, if necessary, the minimum cost at which the course can be maintained in good shape. I suggest further that he sit in with the green-committee at its regular meetings and that any reduction in his budget be made only after a full discussion of the matter with him. For what with the members is only an avocation, is with him a life-long profession.

When it comes to the purchase of equipment, I am inclined to say the club should buy nothing that a member sells. If the superintendent wants to buy a Woofus tractor and is persuaded to take a Goofus tractor because it is made by one of the club officers, trouble is pretty sure to result and the club will suffer. If the machine does not work satisfactorily the superintendent will not want to pick a row with a man who may be chairman of the green-committee next year. Again it may be said that the superintendent who is allowed to select the tractor or sprayer or truck that he wants may be inclined to make a few dollars on the side by the purchase. Such things have happened. But if a club cannot trust its superintendent to spend money honestly it had better fire him, because he inevitably must spend considerable sums and it is impossible to check up on him completely.

### No Good "Cheap" Men

There is no such thing as a good, cheap golf course superintendent. The club that tries to save a thousand dollars when hiring such a man stands a good chance to lose ten times that much in mismanagement of its course. The same thing applies to the purchase of equipment. Within the last few years I have spent more than a quarter of a million dollars for my club, and have never yet found a "bargain." I believe I have spent this sum wisely and economically, but I have never

gotten something worth ten dollars at a cost of only five.

Let me presume to make one suggestion to club presidents. Human nature being what it is, there are some men whose dispositions are incompatible. It has sometimes happened that a man has been appointed chairman of the green-committee when it has already been demonstrated that he cannot work with the golf course superintendent without friction. Regardless of the effect on the two men, the result cannot but be harmful to the club and to the welfare of the playing members. If there is only one member who is competent to be chairman of the committee and he cannot get along with the superintendent, the alternative is to get a new superintendent, which is the most expensive thing a club can do. The ideal arrangement is to get a good chairman and keep him. He will get a good superintendent and keep him and the club will prosper.

### Pro the Sunshine Salesman

Now let's step into the pro shop, where we can meet every playing member almost every time he comes out to the club. He is the man who, more than any other individual, can keep old members happy and attract new members to the club. He can do this principally by giving lessons and by frequently giving advice or suggestions without charge. The average golf club has little use for the "playing pro," by which I mean a man whose principal energies are devoted to competition. It is an unhappy fact that a great many professionals do not want to give lessons and try to avoid this very necessary function as much as possible. This is an unfortunate situation for a club because he is the one man who can take the dub or youthful player and so stimulate his interest in golf that he will remain and pay dues instead of getting disheartened and dropping out. Several articles in GOLFDOM have touched on this point and I recommend them highly.

The pro should have a fully equipped shop with a popular line of balls, clubs and accessories. It is a mistake to try to run the shop on a shoestring. A little thought and effort will get members to turn to the pro first when in need of these things. A few years ago a great demand developed for matched sets and they are undoubtedly an advantage. However, at present there seems to be a trend toward the unmatched set and I think pros do well to carry in-

dividual clubs to sell to the member who does not like his matched No. 2 iron or finds his putter not to his fancy. Unfortunately, some pros are not good business men and fail to make money because their stock is not properly selected or because they do not take advantage of liberal discounts allowed for prompt payment of their bills.

### Against Pro-Greenkeeping

Having said what the pro should be, let me say just a word as to what he should not be. He should not have anything to do with the upkeep or management of the course itself. That is entirely the function of the golf course superintendent and the latter should not be interfered with. It was Napoleon who said that one poor general was better than two good ones.

Concerning the operation of the clubhouse, the most important thing in my mind is that the management of the clubhouse and the management of the course should be kept entirely separate. They have little or nothing in common. The clubhouse operates principally as a restaurant and, because of the irregularity of its patronage and the need for a good grade of service, it can seldom be run on a paying basis. But just as the railroads run their dining car service at a loss to attract passenger traffic, so must a golf club be reconciled to running its restaurant at a loss so that the members who pay dues will find their membership worth while. The buying of supplies for the clubhouse should be entirely apart from the buying of machinery, fertilizer or other material for the course. If the greenkeeper's truck is used to haul ashes out of the basement, the house account should be debited and the greens account credited with this expense.

### A Doubtful Expedient

We come now to the last position, that of club manager, which place I fill, and I say with all sincerity that I don't believe there should be any such animal. Of course, unusual times such as the present call for unusual methods and my club is economizing by placing me in charge of the entire plant. Because of my long association here, I am able to carry water on both shoulders more expertly than if I had come into the position from outside. But I regard the management of a golf course and the management of a clubhouse as being widely separated functions and

# Depend on the journal of greatest value to the Buyers . . .

Cincinnati, Ohio.

*"For the past two years I have been on the Grounds Committee and trust you will continue to send me GOLFDOM as it is almost indispensable. Its information is most helpful in every way."*

J. H. A.

. . . to do the best job for the  
**Sellers!**

think the expedient of a "General Manager" a very doubtful one.

The golf course superintendent should be directly responsible to the management of the club in the person of the chairman of the green-committee. The house steward should be responsible to the management in the person of the chairman of the house-committee and any intermediate person is quite likely to be superfluous.

In closing, I have one generalization to make, and I think it one of the most important things I have said. It is: When you are compelled to economize, cut down your force as much as necessary by discharging the least competent, and raise the pay of those who remain. Well, I did not expect you to agree with me, but I have arrived at that point after 17 years of travel.

**U**SUAL ONE-WEEK course in Turf Management will be offered this winter by Rutgers University, College of Agriculture, New Brunswick, N. J., and green-chairmen, greenkeepers and others interested in attending this short course should write to the Director of Short Courses for full particulars. The date for the turf management course is Feb. 20 to March 4, 1933.

**O**GDEN, UTAH, through Commissioner W. J. Rackham, reports a profit on the first year's operation of El Monte municipal course of \$1,110. This figure is for the four and one-half months from April 1 to August 15, during which time total income was \$3,123 and upkeep expense \$2,012.

# Town's Size doesn't limit paying use of Pro Brains

By AL HOLLERN  
Pro, Wausau C. C., Schofield, Wis.

HERE is straightforward dope from a pro who has built up enviable, profitable good-will and business at a club having around 100 members.

There are a lot of other opportunities for pros who will snap into it in the smaller cities. Notice how Hollern advertises winter and summer. Those ads stick out in the average smaller newspaper. They make golfers and customers for Hollern.

THE PRINCIPAL reason that smaller clubs hire a pro is for lessons and service to the members. Very few are hired entirely for their playing ability. The members usually know just what you can do while playing. Be on the job to open the day's business. The shop is the place to give service and sell merchandise, so be there certainly on busy days.

One of the faults of some of us is to play with just a select few of the members; play with any and all that ask you. Do this and you can make a number of friends that will patronize your shop.

The pro job is a profession. Dress for it at all times. No matter how limited your wardrobe is, it can always be clean and neat. Instruct your assistants to keep themselves and the shop as neat as possible. Trim the show cases at least once a week and dust your merchandise every day.

Don't wait for customers; go after them. Suggest clubs and necessities that you know are needed. Keep your stock arranged so that you can find any article without delay. Teach your assistants the quality of the merchandise so that they will have a few talking points when selling.

A good plan for getting sales is to have the dates of all members' birthdays. Call the wife, husband or friend of the member before that date and suggest golf merchandise.

In any club you will find some goods being brought in by members who buy wholesale. The mistake many of us make is to incur the enmity of these players. This is wrong; instead, play up to these members. Be friendly with them, and see that they get perfect service. Nothing can be done about it after they have the merchandise, but you can always make them feel that they should come to you when they are in need of other goods.

## Advertising Increases Market.

Local advertising is one of your best mediums of contacting customers, not only members, but also players from outside. Run an ad at least once a month to help compete with the local stores. My newspaper ads cost me about \$15 apiece. I take a contract for the season and get a low



## HAGEN O'GRAM

Sorry, Walter, I did not win, but no fault of Hagen clubs and balls which carried me through to a 590 total, just one more stroke than necessary to win this Marathon National Open.

Signed,  
GEO. VON ELM.

The Hagen golf equipment is designed and used by Walter Hagen, master of golf. Horton Smith has reached the top of fame with these same clubs, and now Von Elm has joined the ranks of the users of

Hagen Compact Blades, and deep faced woods.

These clubs were the first compact bodies put on the market, and have attained steady popularity for feel, balance, distance, and accuracy.

Made of mild steel to eliminate the sting; a tapered steel shaft for balance; stainless steel heads for beauty and endurance. All these qualities in Hagen Clubs.

Visit our display rooms and you will agree with the many admirers of this equipment.

Beginners and all players from the Legion Course are invited to consult us on golf equipment. We are glad to give you this service with no charge.



**AL HOLLERN, Pro.**  
WAUSAU COUNTRY CLUB      SCHOFIELD, WIS.

rate. Circulars should be mailed regularly to your players to let them know you are still on the job and looking for business.

Some companies help you advertise with circulars, show-cards and signs. Make use of them in your shop. We have had more favorable comments on the life-size Walter Hagen club rack than any other form of advertising we have tried.

Some pros avoid women players, fearing a few complaints. Get over this; women golfers are your best customers. Help them run their tournaments and make out the tournament programs. Be at the first tee on tournament days and give them a courteous answer to their questions (they usually have a few regarding rules or how to play a certain tournament).

**Encourage Women.**

At first, our club had about 12 women playing in the matches. Now we have had as high as 35. The prospect of women golfers is better every year, but the pro must help keep them coming.

A method we follow in giving women lessons is to insist that they practice at least an hour on days between lessons. Let them use your practice balls for this purpose. It not only keeps them coming but greatly improves their games. Women are sensitive about their golf, so when instructing be encouraging.

Adjust the handicaps so that they are fair to all players. That is, make the limit high enough so that the beginners have at least a chance of winning. The spirit of competition and an occasional win will encourage them to play.

The population of Wausau, Wisconsin is about 26,000. We have well over 100 members in our club. Out of this number we have about 40 active women players and 80 active men golfers. We have sold the club-checking idea to about 110 members. We instruct our assistants to clean, wipe and check the clubs as soon as they are brought into the shop. We do not allow them to set the clubs down or pile them in a corner. We teach the caddies to put



Al Hollern

of these ten men could step right in and handle the job.

all clubs needing repairs into the bag with the head down when finishing caddyng. We then know that there is a repair job to be done which we might otherwise miss. Go through the clubs and buff the few that have not been used for some time. Before sending the clubs out to the caddie, make sure they are clean of all dust and dirt.

The worst fault a pro in the smaller club must be careful to avoid is continual complaint. Be cheerful. The members are usually proud of their course and their club. None of us is too big for the job we accept. There are ten good qualified men available today for every one of us who has a good club position, and any one

<b>GOLF CLUBS</b>	<b>GOLF BALLS</b>
<b>GOLF BAGS and ACCESSORIES</b>	
<i>Save Money on the New 1932 Price Reductions</i>	

<table style="width: 100%; border-collapse: collapse;"> <tr><td>HAGEN Irons</td><td style="text-align: right;">\$4.50</td></tr> <tr><td>HAGEN Stainless Steel Irons</td><td style="text-align: right;">\$6.50</td></tr> <tr><td>HAGEN New Compressor Shaft, at</td><td style="text-align: right;">\$10.00</td></tr> <tr><td>BAGS at</td><td style="text-align: right;">\$2.00</td></tr> <tr><td>BAGS at</td><td style="text-align: right;">\$4.50</td></tr> <tr><td>BAGS at</td><td style="text-align: right;">\$8.00</td></tr> <tr><td>7 In. LEATHER BAGS, Hood and Top Pockets</td><td style="text-align: right;">\$15</td></tr> <tr><td>P. G. L. IRONS</td><td style="text-align: right;">\$4.00</td></tr> </table>	HAGEN Irons	\$4.50	HAGEN Stainless Steel Irons	\$6.50	HAGEN New Compressor Shaft, at	\$10.00	BAGS at	\$2.00	BAGS at	\$4.50	BAGS at	\$8.00	7 In. LEATHER BAGS, Hood and Top Pockets	\$15	P. G. L. IRONS	\$4.00	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"><b>SPECIAL</b></div> <p style="font-size: 1.2em; margin: 0;"><b>Private Golf Lessons</b></p> <p>7 Lessons for <b>\$7.50</b></p> <p style="font-size: 0.8em; margin: 0;"><small>*Non-Members may take lessons—by phone, or call at our shop to arrange appointments.</small></p>	<table style="width: 100%; border-collapse: collapse;"> <tr><td>BURKE Irons</td><td style="text-align: right;">\$5.00</td></tr> <tr><td>BURKE Non-Sting Irons</td><td style="text-align: right;">\$8.50</td></tr> <tr><td>McGREGOR Irons</td><td style="text-align: right;">\$6.50</td></tr> <tr><td>McGREGOR Irons</td><td style="text-align: right;">\$8.50</td></tr> <tr><td>KROYDON Hi-Power Irons</td><td style="text-align: right;">\$10</td></tr> <tr><td colspan="2" style="font-size: 0.8em;"><small>(These Irons have an improved Steel Bit, 10mm diameter)</small></td></tr> <tr><td>WOOD CLUBS—(All Steel Shaft)</td><td style="text-align: right;">\$4.00 up</td></tr> <tr><td>GOLF BALLS, each</td><td style="text-align: right;">25¢</td></tr> <tr><td>GOLF GLOVES TEES AND ACCESSORIES</td><td></td></tr> </table>	BURKE Irons	\$5.00	BURKE Non-Sting Irons	\$8.50	McGREGOR Irons	\$6.50	McGREGOR Irons	\$8.50	KROYDON Hi-Power Irons	\$10	<small>(These Irons have an improved Steel Bit, 10mm diameter)</small>		WOOD CLUBS—(All Steel Shaft)	\$4.00 up	GOLF BALLS, each	25¢	GOLF GLOVES TEES AND ACCESSORIES	
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**ALL CLUBS STEEL SHAFTED AND MATCHED CLUBS FOR EVERY MEMBER OF THE FAMILY**

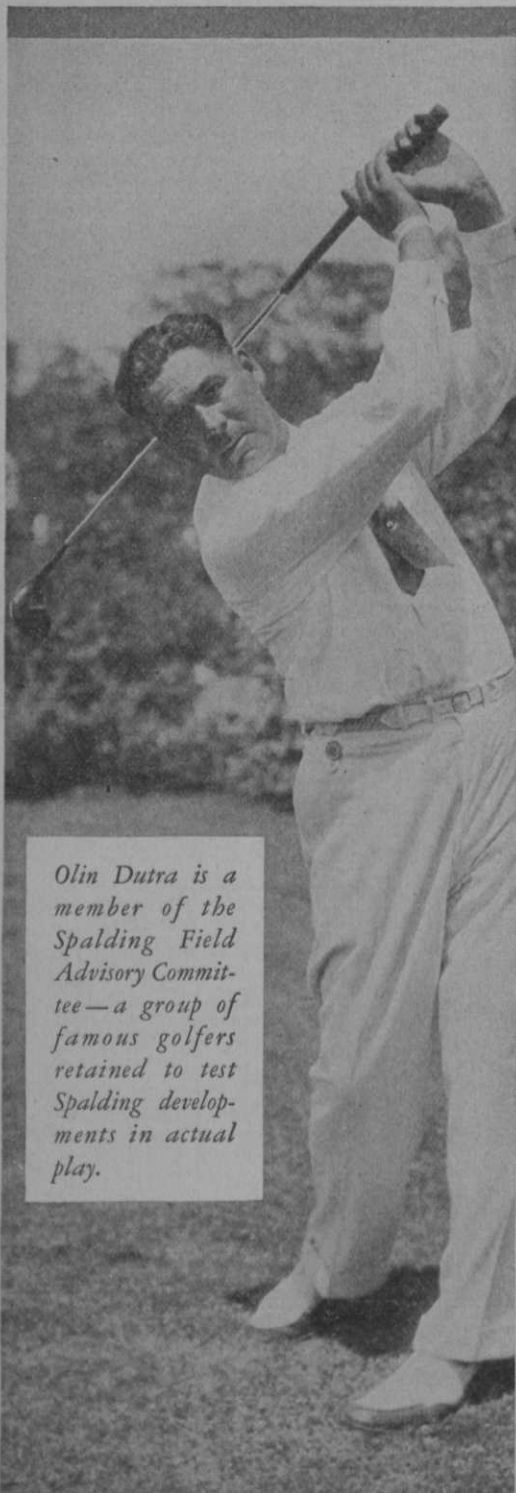
Let us save you money by fitting you with the proper equipment—our specialty is selling you clubs that really fit you.

WE REPAIR ANY KIND OF CLUB  
GOOD USED CLUBS AT A BARGAIN  
WE ESPECIALLY INVITE NON-MEMBERS TO VISIT OUR DISPLAY ROOMS

AL HOLLERN, Pro.

PHONE 01523
WAUSAU COUNTRY CLUB
SCHOFIELD, WIS.

This ad brought a lot of business



*Olin Dutra is a member of the Spalding Field Advisory Committee—a group of famous golfers retained to test Spalding developments in actual play.*

HERE THEY ARE!

## The Latest Wonders of Golf

A GOOD, lusty cheer for Olin Dutra, the latest Miracle Man of golf! Recently, he won the National P.G.A. Championship with 22 under par for the week's play. That amazing performance made him Medalist as well as winner, which, we think, is a new mark for future miracle men to shoot at.

Prior to that scintillating bit of work, Dutra won the Metropolitan Open with a score of 282. In his last 304 holes of competitive play, he has scored 31 under par; which, unless the statistical files are hiding something from us, is an all-time record!

Without attempting to take one

whit of credit from Dutra's superb shot-making and competitive skill, we'd like to call attention to the fact that in both of these wins he played Spalding Rob't. T. Jones, Jr. Clubs and the Spalding Top-Flite Ball.

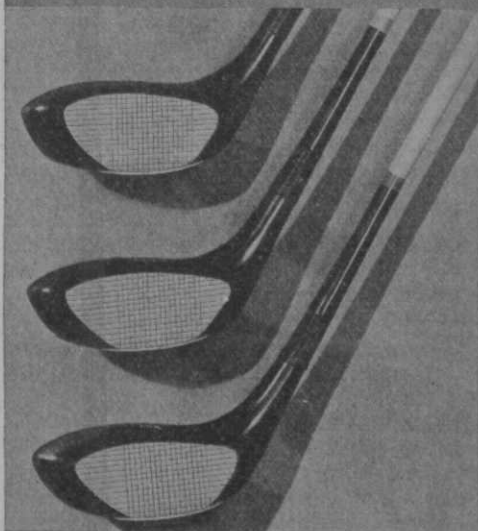
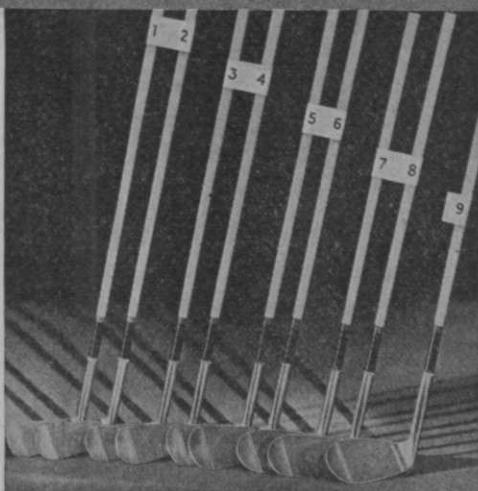
These clubs have made the greatest first-year record of performance any clubs ever made. Combining the ideas of Bobby Jones with the club-making skill of Spalding, they have definitely established themselves as the finest clubs the game has yet known.

The Top-Flite Ball introduced to the world the Spalding Paintless Cover. This Cover, by removing the flaws that even the most perfectly-painted ball might easily fall heir to, makes possible greater distance, greater accuracy, and a longer-lasting (because it stays clean) ball.

The Jones Clubs offer the greatest profit opportunity in golf today. Their design and their achievements so completely batter down sales resistance that you will find it possible to put them into the bags of members who had no intention of buying new clubs. The Top-Flite Ball also can be featured to advantage. It is the one and only ball for low-handicap players!

© 1932, A. G. S. & BROS.

*A. G. Spalding & Bros.*



# PROS and MAKERS

## Now In Hopeful HARMONY

By HERB GRAFFIS

**D**ESTINY DID A very lusty job of kicking around golf goods manufacturers, pros and other retailers during the greater part of the 1932 season, but it is beginning to appear that the brutal treatment might have had some benefits on the same line of reasoning that an expert attack of assault and battery by a chiropractor once in a while cures some of mankind's ills.

Last year at the close of the season GOLFDOM estimated there was about 25 per cent of a normal year's sale of golf goods in the hands of jobbers and retail outlets other than the pros. Some manufacturers scoffed at this estimate as being far too high. Along about June this year these scoffers volunteered the sad admission that we had been conservative.

This surplus was a severe handicap to the liquidation of golf clubs. About the only liquidation that showed any decided process in clearing out excess stocks was that of the higher priced clubs and of balls. Selling the cheaper clubs at any price was not attended with much success. This work has proceeded slowly and from all information we have been able to pick up there is enough of the cheaper stuff still unsold to slow up the start of 1933 in spite of sharp curtailment of manufacturing schedules before the season advanced.

That condition does not affect the pros to any great extent, except to prove again that they are good fortune's pets. Some retailers who handled golf goods because they enjoyed a price edge are threatening to discontinue golf goods retailing next year because anybody has been able to meet their prices and take from them their former advantage. Consequently their reduced sales have been done at a decided loss. With this elimination of competition it seems like golf retailing is getting back

to a specialty shop basis, which, of course, means greater prominence and activity for pros.

### Pros Getting Smarter

Discussing the merchandising situation with representative pros at the PGA championship and from investigations of many pro shops during the past few weeks, GOLFDOM has foundation for the belief that pros will carry over less frozen stock at the end of this season than at any other season-end since pro shop merchandising became big business.

The boys are getting smarter and they are getting a whole lot more selling guts. They are firing up on their own efforts instead of blaming someone else, either manufacturer, store, or members, for sluggishness in sales. Undoubtedly no one censures pro shortcomings more than the pros themselves. The credit situation has been getting constant attention from the PGA and has shown many signs of improvement during this past season which has been the toughest in general business history. But still the last credit report of the Club and Ball Manufacturers' associations shows approximately \$500,000 in accounts delinquent six months or more from pros and other retailers. The worst of that is that the report is incomplete.

On this credit situation it must always be remembered that credit is under the control of the seller and when the amount on the cuff passes the half million dollar mark it is high time for the sellers to decide on a uniform policy that will protect themselves against a costly yen for big volume at the sacrifice of net profit.

### May Change Pro Lineup

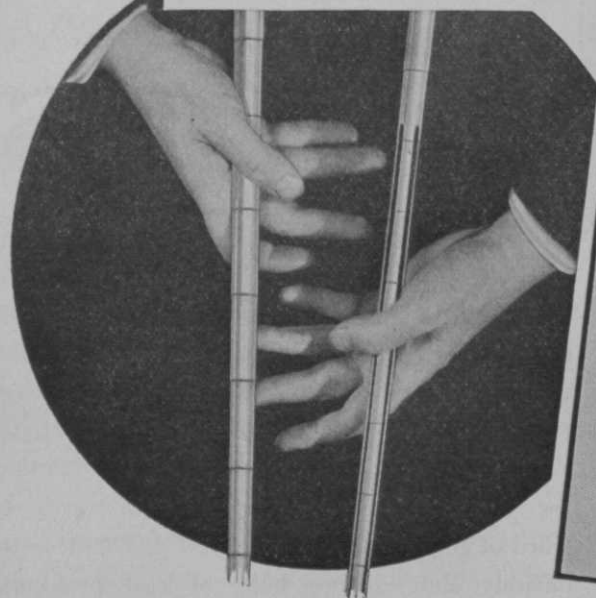
When the manufacturers decide on such a step—and stick to it firmly—then you



# SHAFTS FOR EVERY GOLFER

## TRUE TEMPER

*has 'em*



Two famous models—The regular **TRUE TEMPER** and the **Compensator**, with compensating torsional action.

We furnish **TRUE TEMPER** shafts to leading club makers, in various finishes including chromium plate, colored lacquers or with Pyratone Sheaths.

### WHIPPY

An extra limber style for the fellows who can control them.

### EXTRA STIFF

For those who are pretty good and strong.

### MEDIUM PATTERNS

Which are best for the average golfer.

### TORSION

For those who wish it.

True Temper provides a score of different patterns including special styles for ladies' woods and irons.

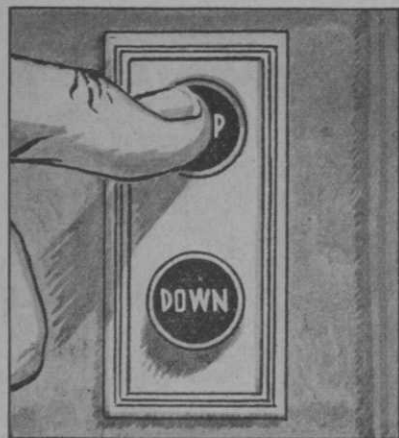
Remember that while Distance is increased with a very whippy shaft, Accuracy for some players becomes difficult.

The golfer should be fitted with the proper shaft—and True Temper provides every desirable quality in any weight required.

The make-up of these thoroughbreds of the strongest alloy steel involves precision manufacturing that means uniformity—no warping—no drying out and loosening. Greater strength and more dependability.

**THE AMERICAN FORK & HOE COMPANY**  
SPORTING GOODS DIVISION KEITH BLDG., CLEVELAND, OHIO

**TRUE TEMPER**  
**STEP DOWN**  
**STEEL SHAFTS**



# SALES

Even during this hectic year, some pro's have reported a very satisfactory and profitable business. Others lament present day conditions and report discouraging sales stories. To you fortunates whose volume has held up—more power to you for your merchandising ability or whatever brought the business to your shop. Now—for you whose sales have slumped—here's a word of good advice. Before this 1932 season is entirely shot—before hope of real profit is abandoned—try one real profit-making system. Display and sell Tom Boy irons. We say it that way—display and sell—with every sincerity because if you'll put a set of Hagen Tom Boys in a prominent spot where your customers will see them—they'll sell. ¶ We could fill these pages with testimony of that statement. One pro whose business has been way off all season displayed a set of these new Hagen Tom Boy irons and in less than two weeks he sold four complete sets. Another pro sold three sets in five days. And there are plenty of good sound reasons for

**HAGEN PRODUCTS**

