

YOUR KEY

TO BETTER BUSINESS IN '36

A.G. Spalding & Bros.

monthly assessment on the budget or planning for its replacement in a similar way?

Equipment Users Also Are Classified

It would not be right to classify equipment which can not verbally defend itself, without classifying the users of equipment. There are four simple classifications for them.

- I. Capable and careful
- II. Incapable and careless
- III. Having necessary auxiliary equipment and knowledge
- IV. Not having necessary auxiliary equipment and knowledge.

What is the annual cost to golf clubs and to the reputation of capable greenkeepers when a piece of equipment class IV, V, or VI marries with a user in class II or IV?

The purchasing of equipment therefore may vary in degree of profitableness because of the several factors. If this is true, a study should be made of those influencing factors as well as the classification of the piece, before making the purchase. This study and classification should be made in justice to the equipment as well as the purchaser, for misplaced equipment is often unjustly condemned.

Salesmen are instructed to make a study of their clients' requirements, and they do a good job. But they are human and when in doubt are too often governed by their enthusiasm and desire to make the sale. It should be remembered that the final decision is the buyer's privilege and responsibility.

I have said, if a piece of equipment falls in either class I, II, or III it will probably prove to be a profitable investment. True. But do not think for a minute that to purchase such a piece of equipment is to be all profit, for it is not. From the profits many discounts must be taken, as direct or indirect cash and from the cultural condition of the course.

To illustrate, let us suppose that the piece of equipment we are considering purchasing falls in class I. What are the credits or profits to be expected and what discounts must be taken?

Credits:

1. Time saved, converted into cash and totaled for the year.
2. Less fatigue, therefore better and more work.

3. Extra work performed in time saved.

Discounts:

1. Will time saved actually be available; does it come at desirable time of the day?
2. Will time saved be large enough to warrant change of job, or must some closely allied work be done?
3. Will familiarity decrease efficiency and lead to routine?
4. Will cultural condition of course be impaired? If so, cost of repairs and loss of cultural conditions must be deducted from credits.
5. Will there be any necessary alterations or additions made, because of purchase?
6. Are men capable of using equipment?

I am confident that you will add other credits and deduct more discounts as your own particular problem arises.

Let us now consider the equipment falling into class II. The improvement of cultural and playing conditions.

Credits:

1. Improved cultural and playing conditions.
 - A. Added club revenue and pleasure.
2. Probable lower maintenance cost.

Discounts:

1. Do conditions warrant use?
2. Is auxiliary equipment needed?
3. Are men capable of operating?

The above points are not theoretical; they actually exist and cause many of the hidden costs in golf course maintenance. Their sum total is large and the size of the total is either a credit or discredit to the course management. It is one of the yardsticks of good greenkeeping.

When and How to Care For New Equipment Cost

Equipment should be purchased, if after deducting all discounts there remains a credit in cash, or cultural improvement or both. No club can afford to be without it and means should be taken to finance its purchase. That is nothing new and it is very easily preached, but try to get the club to make the purchase. The chairman says, "I agree with you John, that we should have it but we can't buy it this year, we haven't the money," or, "All money saved this year must pay for the

WEATHER

BRIGHT, SUNNY
DAYS AHEAD



THOUGHT FOR
TODAY—
BUY TORO

TORO NEWS MAGAZINE

A Little Magazine for Intelligent Users of Grass Cutting Machinery

Vol. 3

MINNEAPOLIS, MINN.

No. 1

NEW DUPLEX POWER GREENSMOWER WAS THE OUTSTANDING EXHIBIT AT THE CLEVELAND GOLF SHOW

Most Popular— But Nobody Knows Their Names

If a vote were taken to find the two most popular men in the Golf Equipment industry, the chances are that O. J. Noer, the genial representative of the Milwaukee Sewerage Commission, and our own Scotty McLaren would run neck and neck.

But here's the rub. Nobody knows their correct names, so how could they be placed on the ballot.

Noer's initials are O. J.—Scotty's initials are M. R. Pick out the correct names in the list below, mail them to us and we'll send you a box of Cracker Jack free.

1. Oscar Jon Noer
2. Oyvind Juul Noer
3. Olaf Jacob Noer
4. Mack Roscoe McLaren
5. Maxwell Robert McLaren
6. Mungo Reid McLaren

John Anderson New President of N A G A

John Anderson, Superintendent of the Essex County Country Club in the New York Metropolitan District, was elected President of the National Association of Greenkeepers at the annual convention in Cleveland last month.

John is a great fellow and one of the few living Scotchmen who carries a Swede monicker. A quiet and unassuming gentleman with a pleasant smile and a soft burr, he drinks nothing stronger than 3.2 and smokes a long straight shank pipe. When away from work, he likes to gather round the piano and sing "Go Tell Aunt Rosie the Old Gray Goose is Dead."

Omaha Invention Proves Big Drawing Card for Live Superintendents

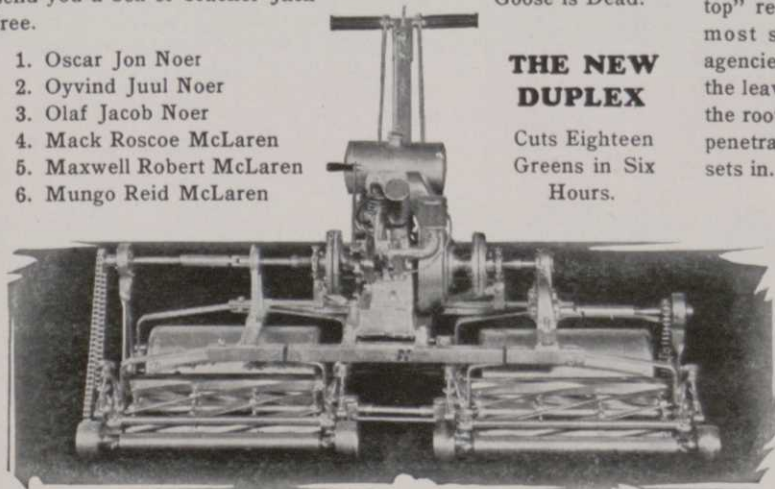
Coming home on the train from the big golf show at Cleveland, Eddie Dearie, Superintendent of the Oak Park Country Club, called the card correctly when he said, "It seems to me the reason that the Toro Company is always one jump ahead of all the rest of these machinery fellows is that they pay attention to the suggestions from the boys in the field who are using the stuff."

Ed was righter than a rabbit when he made that remark, because it expresses the whole principle of the success of the Toro organization. "Trees die from the top" reads an ad of one of the most successful advertising agencies. Sure they do, because the leaves finally get so far from the roots that fresh vitality can't penetrate that high and decay sets in.

But there's nothing like that around here. When the dean of all Superintendents, Charlie Erickson (for 32 years head of the Minikahda Club), walked in our plant sixteen years ago and

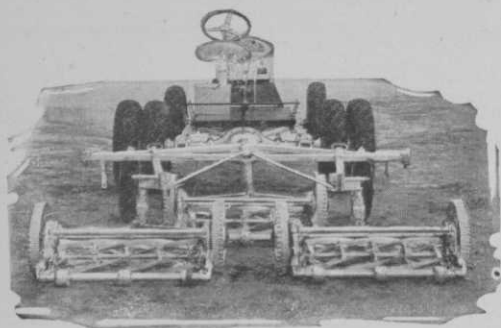
THE NEW DUPLEX

Cuts Eighteen
Greens in Six
Hours.



Continued on 4th Insert
Page

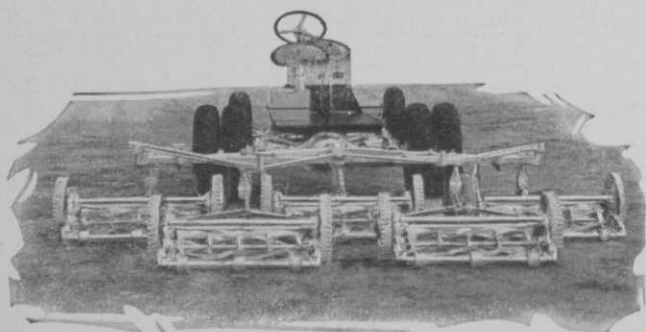
The 1936 Toro Expanding



THREE UNIT PULL TYPE

Cutting Swath Seven Feet

Sturdy steel hitch electrically welded and carried on wide rimmed wheels with drawbar to fit any tractor. Can be extended at any time into a 5-7-9 unit.



FIVE UNIT PULL TYPE

Cutting Swath Twelve Feet

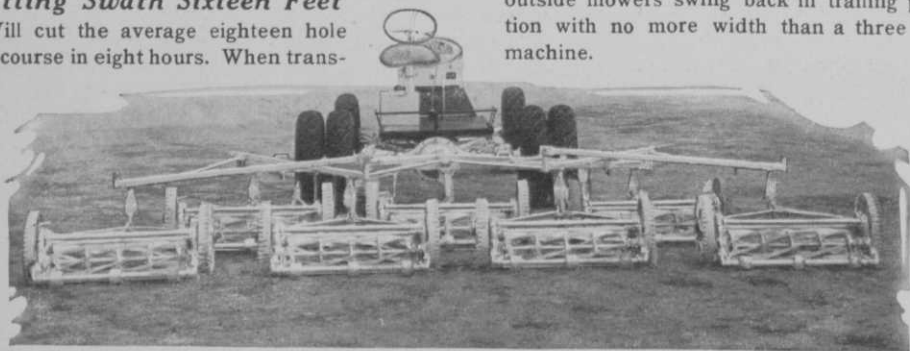
Same as three unit except with extension arms. Individual hoisting devices for raising rear of mowers when transporting.

SEVEN UNIT PULL TYPE

Cutting Swath Sixteen Feet

Will cut the average eighteen hole golf course in eight hours. When trans-

porting over narrow bridges or roadways, outside mowers swing back in trailing position with no more width than a three unit machine.

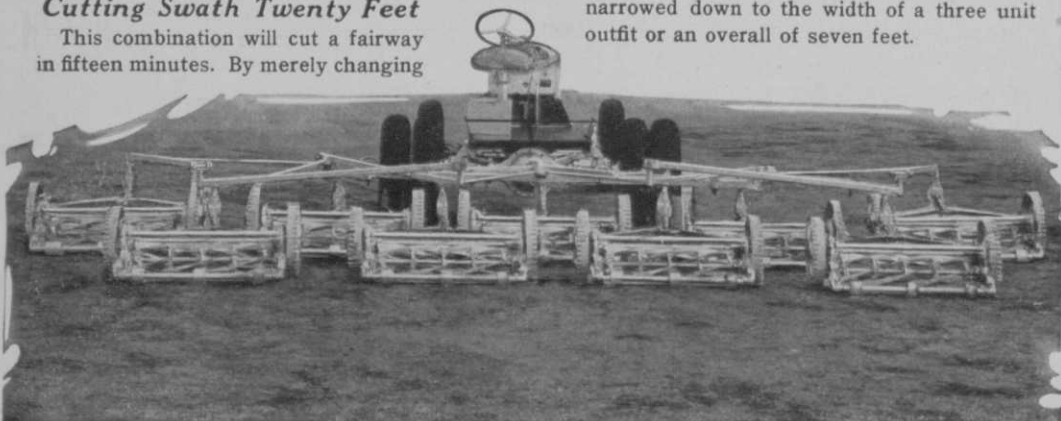


NINE UNIT PULL TYPE

Cutting Swath Twenty Feet

This combination will cut a fairway in fifteen minutes. By merely changing

the position of the floating arms, it can be narrowed down to the width of a three unit outfit or an overall of seven feet.



Pull Type Universal Hitches



For 1936 Toro offers a newly designed and radically improved series of extension hitches that are far superior to anything that has been on the market up to this time.

They are furnished in four sizes and will fit any tractor using a standard drawbar, and are capable of being adjusted to various combinations.

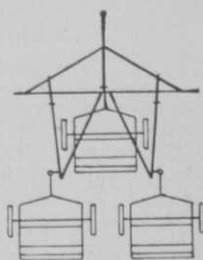
The advantage of these new hitches is that they can be extended or contracted as the needs of operation require. They are entirely different from the older folding type where it was necessary to raise two or more of the mowers in a vertical position for trailing through congested places. The new Toro hitch does not fold, but it extends or contracts by swinging the position of the mowers and the drawbars. Very little strength is required

Another advantage is that the Three Unit hitch can be converted into a Five or a Seven or a Nine by merely adding the extension arms. No other alterations are necessary. Extreme flexibility is accomplished by the floating action of the arms. Each mower yields readily to the undulations of the ground and is permitted to do a smooth, clean job of cutting, regardless of the contour.

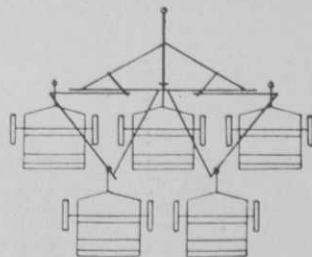
Still another important feature is that of trailing. You will notice by simple swinging of the extension arms and drawbars that for trailing through a congested spot, a Nine Unit outfit with a maximum swath of twenty feet can be contracted to the equivalent of a Three Unit outfit with a width of seven feet. This ingenious development will find favor with a large number of users who frequently during the course of daily operation have to adjust the position of the mowers for close work.

In construction the new Toro hitch is substantially built of square tubular steel with a large reserve of strength to withstand the wear and tear of daily operation, and it will not twist out of shape. Individual hoisting devices are attached to the mowers so that the rear end can be raised in transporting over rough ground.

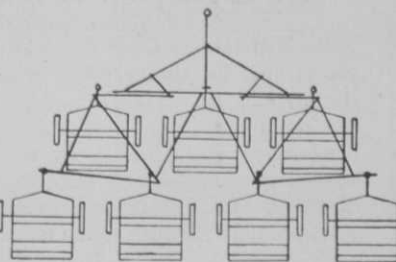
The new Toro pull type extension hitches are easily attached or detached from the tractor drawbar and will deliver excellent service for you.



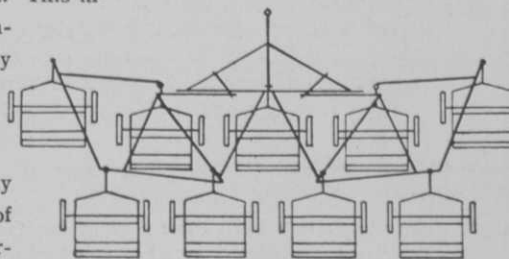
Three-Unit



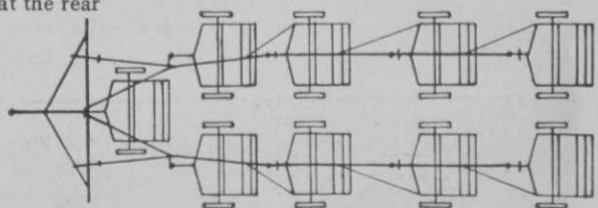
Five Unit



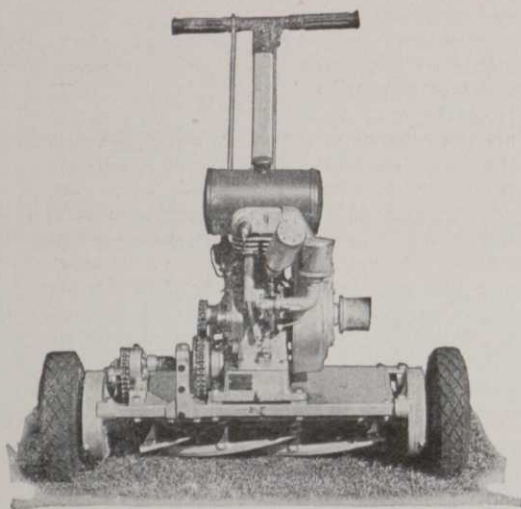
Seven-Unit



Nine-Unit



This illustration shows trailing position of mowers in five, seven, or nine-unit hitch.



The STATELAWN—A New 20-Inch Power Mower

The Statelawn is a newcomer to the Toro line and is built for cutting small acreage. It is a sturdily built mower and one that will stand up and do a good job over continuous periods. Powered with a $\frac{3}{4}$ H.P. air cooled, 4 cycle motor and equipped with a six blade reel. For Golf Courses and Parks it will prove a splendid supplementary machine to the larger equipment.

New Low Bed Knife Price Finds Immediate Favor

In September of last year the price on Toro double edged fairway mower bed knives was reduced from \$8.00 to \$5.75. In January of this year we increased the life of the knife by adding $\frac{1}{8}$ of an inch to the lip.

Toro 30-inch bed knives are now by far the best value on the market today. Built of chrome-vanadium steel with a Rockwell hardness test of 40C and cadmium plated for protection against rust, they are far better than the average trick knife that is built to sell and not to serve.

New Duplex Power Greensmower

Continued from 1st Page of Toro News
Magazine

said he thought one of our tractors could be used to replace horses, we went to work immediately to develop a satisfactory machine to meet the needs of the clubs. And then there was Joe Mayo out at Del Monte, California, who suggested a special rake for lifting the nap on bent greens. Our answer was "yes" and the Del Monte rake is widely used in all sections. Ray Smith, Intramural Athletic Director of the University of Minnesota, suggested a power roller for tennis courts. That was when we were a month behind in our orders and it would have been easy to say "no." But we said "yes" and now hundreds of schools and colleges are using Toro Power Rollers with great success.

Out on the Pacific Coast the Fresno Park Department wanted a machine to cut grass and go from park to park under its own power. Our Frisco distributor, George Bishop, worked it out and now Toro Parkmasters are used on hundreds of leading parks and schools from coast to coast.

And now for 1936 Toro offers the new Duplex Power Greensmower which was suggested to us by Albert Schmidt of the Omaha Field Club. When Mr. Schmidt was at the Shrine Club in Lincoln, he built the first crude machine three years ago. That machine has done all the cutting in a highly satisfactory manner and today sixteen of these machines are working on the leading clubs in both cities. It is a practical mower and we offer it to you in the belief that it has many advantages over any of the present power greensmowers on the market. It has a cutting swath of 35 inches and is reasonably light in weight so there is no packing of the soil. It will maintain the desirable ribbon effect in the green and will cut eighteen greens in an average of six hours.

These are the main factors, except that the price is right and it will pay you to inquire about it from us or your nearest Toro distributor.

TORO MANUFACTURING CORPORATION
of Minnesota
MINNEAPOLIS, MINNESOTA

new rugs in the house," or, "The deficit in the dining room must be met," or, "There will be a new chairman next year, I want a new trap at number 6 green, we'll use all the available cash for that."

One of the first, and probably the easiest steps toward the business management of golf courses is to change the method of financing the payment for equipment. I have written several articles on this subject and discussed it before many groups. My suggestion seems to meet with approval but few clubs have the courage to try anything new that is business-like if its adoption affects the clubhouse, or disrupts the sacred system of bookkeeping.

No maintenance budget should be expected to buy any equipment costing over fifty dollars, and no maintenance budget should be relieved from carrying the annual cost of the equipment. The practice of "special appropriations" for new equipment is unsound, particularly if the new equipment replaces a worn out piece. No one likes to be continually asked to buy something new, and in this respect golf club officials behave as human beings. No one enjoys continually asking for special favor; to do so lowers one's prestige and self respect. Yet the greenkeeper is obliged, because of custom, to increase his inferiority complex by being forced to ask for special consideration every time a piece of equipment is needed.

Budget Should Provide For New Equipment Purchases

Here is a common situation. A small club has averaged \$5,000 for its annual maintenance budget and therefore budgets \$5,000 for maintenance in 1936. Positively no more can be obtained. A worn out piece of equipment is replaced at a cost of \$500. Has not the annual maintenance budget been reduced 10%? What part of the maintenance is going to take the cut?

Usually this 10% cut is not even thought about and to quote—"it is absorbed in the routine management of the course." No normal greenkeeping gang can work extra hard enough to earn \$500 during the year, so the absorption is not complete. They might make up \$200 but the physical condition of the course must absorb the remaining \$300 which even if spread thinly over the entire course will have its influence and effect upon the conditions of the course and the future maintenance cost.

How much better it would have been for the club, if a portion of the \$500 had

been set aside from the annual budget each year, in anticipation of the purchase of the necessary replacement of equipment. If a sinking fund for the replacement of equipment is annually set aside from the maintenance budget, the maintenance program would not be disrupted and the establishment standard of condition could be retained, and reasonable improvement made. The expenditure of \$500 would not affect the maintenance in the least or inconvenience the club's finances in any way. The adoption of the sinking fund idea enables the greenkeeper to plan wisely, for he is assured the replacements will be made as needed.

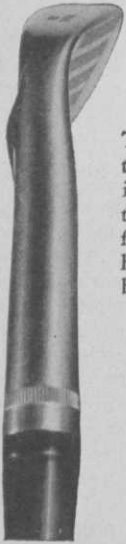
Creating a Sinking Fund

How much should annually be set aside for the replacement of a \$500 piece of equipment? That is easy. First divide \$500 by the number of years the piece is expected to last. For example 10; \$500 divided by 10 equals \$50 annual depreciation. Second, what has experience taught about the annual repair bill? In this case let us assume 7% of the initial cost of \$35. Third, housing, insurance and taxes usually amount to approximately 2% of the investment; or, in this example, \$10. Therefore, \$95 should be set aside annually from the budget to create a sinking fund large enough to maintain the piece and replace it in ten years, all without affecting the actual maintenance budget. Good business would also add interest on the investment to the sinking fund, but if you will establish the sinking fund idea, I'll be satisfied and you can forget the interest.

Equipment is changing golf, golf course design, and golf course maintenance. I don't enjoy saying so but it appears to me to be a fact. No longer is it the general practice to design the trees, fairways and greens only for golf. They are designed for the equipment. If you doubt me, read some of the statements of golf course architects. Without going into detail as to the influence of equipment, I am glad to say that there is one governing factor that equipment cannot change, at least in this or the next generation. That is nature. The grass has nearly reached its limit of tolerance to abuse, in fact, it has already reached it in many places. Grass alone holds the key to the extent of the influence of equipment on golf course design and maintenance.

THE NEW WILSON

represent the finest
metal ever forged



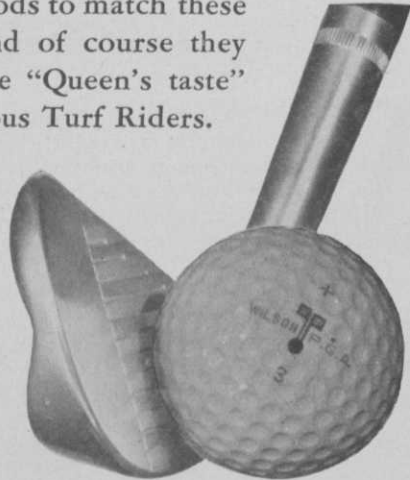
The main feature of this iron is the offset in the shank as it flows from the hosel into the blade.



The offsetting of the blade in relation to the shank causes the vertical axis of the shaft to pass through a line that intersects the most effective hitting area of the face. This holds the power of the shot directly back of the ball. This view shows how the blade fans out from heel to toe.

Wilson set out to build the finest club that had ever been made and produced the OFF-SET. The enthusiasm that leading golfers everywhere have evidenced for this club convinces us that we have obtained our objective.

We show here a number of photographs of the new club. The trained eye of a skilful golfer will recognize the unusual refinements of this model. We urge that at the earliest moment you actually get one of these irons into your hands so that you may feel its perfection of balance and power. There are woods to match these new irons and of course they operate to the "Queen's taste" with the famous Turf Riders.



This picture demonstrates how the new Wilson OFF-SET nestles down under the ball, bringing the point of contact with the ball slightly higher on the blade. This gives an added sense of security and sureness to the shot. Also note the semi-flange sole.

AGAIN IN 1936 WILSON LEADS

OFF-SET IRONS

placement and balance of into a golf club

Another important feature is the notching out of metal on the upper edge of the blade as it comes into the hosel. This notching releases a perceptible amount of metal for more effective placement in the secondary flange on the back of the club, and at the same time gives a better view of the ball as you address it.

The special face treatment, alternate bands of sandblast and polished metal, gives an effective gripping surface and an unusually attractive appearance.

Note how the toe of the club rises high at the top of the blade and how it rounds away as it comes into the sole. This places the weight out and up on the blade, thereby increasing the effec-

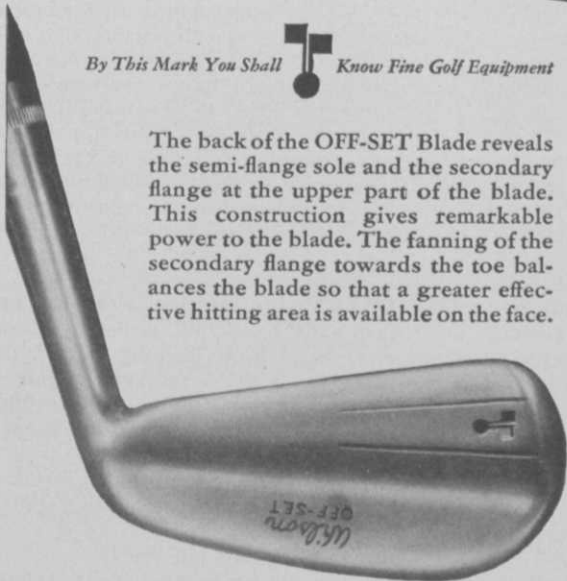
tive hitting area of the face. The rounding away of the toe at the sole reduces the turf resistance area and minimizes the possibility of blade twisting as it cuts through the turf. Note how gracefully the hosel flows into the blade at the heel.



By This Mark You Shall Know Fine Golf Equipment



The back of the OFF-SET Blade reveals the semi-flange sole and the secondary flange at the upper part of the blade. This construction gives remarkable power to the blade. The fanning of the secondary flange towards the toe balances the blade so that a greater effective hitting area is available on the face.



Wilson

GOLF EQUIPMENT

WILSON SPORTING GOODS CO., Chicago, New York and other leading cities

THE INDUSTRY



Vulcanized Cover

Vulcanizing for Toughness under the Geer Patent

This process of toughening has been selected by outstanding golf ball manufacturers as the best known method of developing durability in golf balls, used only on the better golf balls and by licensees exclusively. **Wilson uses the "mild heat" slow "Air-Cure" Process of Vulcanizing.**

Thanks for telling the advertiser you saw it in GOLFDOM

COAST PROS FIGHT CHISELERS

WILLIE HUNTER, Southern California PGA president, showed the boys how it should be done during the winter tournament season. Willie also is a star performer as a pro businessman.

He reports on some Southern California conditions in the golf business with comment that is worthy of pro thought in all sections of the country. Says Hunter:

"Major trouble of pro golf merchandising in Southern California has not been store competition. The stores do not do sufficient volume of high class selling for pros to worry about. They do not have salesmen with knowledge enough to put over golf departments, nor do they have the same scope as a golf professional who has the course at his front door to encourage clients to try out goods. As regards balls, we have had the cooperation of the principal manufacturers to prevent price cutting, and until a certain drug company started to pull our structure apart we have enjoyed splendid cooperation from stores in maintaining prices.

"I would say that our big difficulty has been unemployed or casually employed pros and so-called pros. These men have made sales taking a profit which would be impossible for the regular pro who maintains a staff and has an overhead to reckon with. Just as long as the manufacturers or their agents continue to sell people without a place of business this trouble is going to remain with us. Our PGA Section is working on this problem, but encounters quite a lot of resistance from some of the selling outfits who apparently want to get their sales quota no matter in what way it is secured.

Trade-Ins Are Pro Selling Point

"It looks like the PGA will have to print a blue book of its own to regulate allowances on used clubs. The habit of trade-ins is firmly established, and all in all it is another strong selling point for the pro against the store. Stores will not take trade-ins because they are too difficult to dispose of. Pros at some clubs can readily dispose of them after refinishing, etc., at a decent profit.

"However, the weakness of trade-ins is the difficulty of listing uniform allowance rates on different grades of used clubs. It is owing to this difficulty that the man-

ufacturers' agents will not nail price offenders even though they know definitely that chiseling is prevalent.

"A regular pro conducting his business with a fair margin of profit offers a fair allowance on turned-in clubs, but if his client is the type who buys for less no matter what principle is involved, he goes to one of the chiseler type pros, who increases the allowance and takes so small a profit on the deal that it is strictly unfair business. Our only chance to beat this kind of competition is by giving more service, and making our members and customers realize the difference in quoted prices is more than made up by the sustained personal attention of the club pro.

"Trade tourneys who meet from time to time on various courses in the district are among the worst offenders when it comes to chiseling goods for prices at cut rates. They should be leaders in the drive for fair competition, but they definitely are not. We are approaching such groups as we conveniently and diplomatically are able, but the PGA is not yet equipped to take care of enough detail sectionally.

"I believe the PGA will soon be, if they are not already so, in a financial position to employ a man on full time in each section for contact work in connection with some of the things I have mentioned in the foregoing paragraphs."

ED LALLY, pro at the Framingham (Mass.) CC, and his assistant, Dan McCarthy, have been keeping busy this winter teaching a WPA recreation project in the Framingham public auditorium under the direction of Louis Varrichione, Park Dept. recreation chief.

Instruction, which is free, is given in 20-minute periods, 8 hours a day. The course runs 3 months.

Among those taking all the lesson time available are 50 pupils who are complete beginners.

Lally passed that WPA hunch on to the pros through GOLFDOM last spring after his first successful venture of this kind. Some of the lads who had trouble getting through this last winter may now remember Ed's tip about how the popularity of golf lessons on municipal indoor recreation programs provided a good chance for pro winter income.