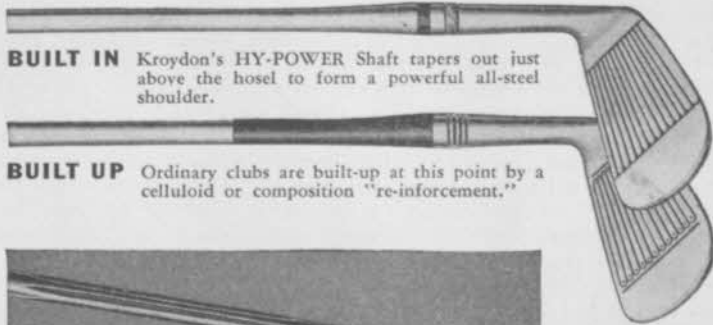


# 1940 . . . . SELL KROYDON'S have a lot on the ball

## Famous KROYDON Firsts



**BUILT IN** Kroydon's HY-POWER Shaft tapers out just above the hosel to form a powerful all-steel shoulder.

**BUILT UP** Ordinary clubs are built-up at this point by a celluloid or composition "re-inforcement."



**THE RHYTHMIC SHAFT**—an exclusive Kroydon innovation, and the only shaft in the world that takes into consideration the fundamental difference between the "hitter" and the "swinger."

Give yourself an opportunity to make sales and profits with Kroydons! You can offer distinctive sets of America's No. 1 Golf Clubs in every price range. Woods from \$5 to \$15 each and Hy-Power Irons from \$5 to \$10 each. \* \* Kroydon's individually registered, custom-built set of woods at \$15 each is the last word in fine club making. And we say to you — take Kroydon's \$5 Hy-Power Iron, lay it alongside of the market, and COMPARE. \* \* For Catalog and valuable information on KROYDON PROFITS FOR YOU IN 1940, write

THE KROYDON CO., MAPLEWOOD, N. J.

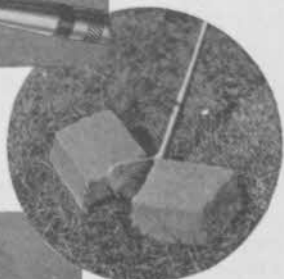
# Kroydon

## CLUBS FOR BETTER GOLF



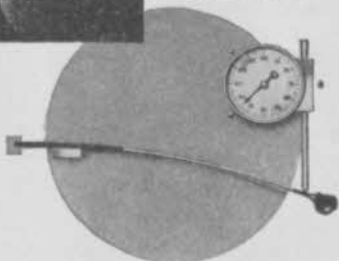
### NO RIVETS

Above you see how Kroydon fuses the head and shaft together with a special molten alloy. That's why Kroydon Irons never lose their heads and are shock-proof.



### NICK-PROOF

The soles of Kroydon Irons are specially heat-treated and hardened to a point where you can actually cur a brick in two and the club is still undamaged.



**MATCHED SETS**—Kroydon Matched Sets are available in 3 different degrees of POWER — with each and every club in a given set related to the others in action and balance so it has the same "sweet feel."

# "Never a Dull Moment" Policy Pays

By Carl F. Schlingmann

Manager, Irem Temple CC, Dallas, Pa.

THE statement frequently has been made that excessive investment in clubhouses is the chief source of country club financial headaches. That statement is only partially true. Upon careful investigation it may be found that failure to utilize the investment, rather than the size of the investment, may be the trouble.

It has been said that the country clubhouse may be compared with a church as a building investment. The church's capacity is used for a few hours a week, then the plant is only intermittently used and to a limited extent, the rest of the time. The church enjoys a considerable advantage over the country clubhouse. The church is tax-free and has a small staff. The club generally attracts fine residential building operations to its neighborhood to eventually increase the club's own taxes out of reason and punish it for its pioneering, constructive work.

## Found Irem Had All Facilities

I came into club management after having had considerable experience in selling investment securities in 40 states, and in hotel auditing and business promotion. Naturally, then, my initial thought about the broad aspects of club management was concerned with the investment status of the club plant. Irem had been operating at a loss. Its facilities were fundamentally sound as a social and recreation plant for a select element of its community. Some of the plant had been allowed to run down, possibly due to the thinking that the plant investment already was too heavy a burden and did not warrant tip-top maintenance and operation.

The club is located about 8 miles from Wilkes-Barre, Pa. It has more than 400 acres, 27 holes of golf, swimming pool, tennis courts, dancing pavilion and gun club. The main clubhouse has grill, bar, dining room to seat 400, private dining rooms and guests rooms.

The first thing that had to be done to make the plant investment productive was to put the plant in first-class condition. This was done by the installation of about \$5,000 in new kitchen equipment, enlarge-

ment of the bar, painting and repairing at most-needed places throughout the house, and installation of a service bar in the main dining room.

Then what had to be done was a job of selling. I went on the job in October, 1938, and the first autumn I "sold" Irem and its facilities until I was blue in the face. By New Year's Eve things looked promising. We had 600 attend our New Year's Eve party and had to turn down another 600 because we didn't have room. Veteran club managers have warned me of the danger of over-selling. Some important and touchy member who delays in making his reservations and who, therefore, isn't able to get accommodations is very apt to raise all kinds of hell.

That is true. But, inasmuch as there are bound to be some conflicts in managing a club in fairness for the enjoyment of all its members, the manager might as well be reconciled to them. It is the manager's good luck if the kicks are about the parties being too popular. You have noticed, of course, that the entertainment places customers are most anxious to enter, are those wherein the headwaiter has a rope across the entrance and is able to admit only a few of the waiting crowd at a time.

By May 1st, May and June were booked solid at Irem, and during the rest of the season patronage of the club was so brisk that the year's volume of party income more than doubled the previous year's figure.

## Full Program Brings Profits

The basic policy was simple. It was merely to make sure that there never was a dull moment at the club. The manager or his committee members (should they take an active interest in the selling campaign) can't sell the beauty and convenience of the club facilities, no matter how attractive-looking and costly these facilities may be. Enjoyable use of these facilities without every member being required to go to any effort other than signing the check, is the product to present.

In working out the schedule of entertainment features I had in mind a program that would be so distinctive and

lively that those who didn't attend—or who couldn't because of lack of Irem membership or invitation—would have the consciousness of having missed something. The live American citizen of the type that makes the best country club member really hates to miss anything.

Among entertainment features that increase Irem's patronage and value to its members were:

Friday Ladies' Day luncheons including bridge and a prize for each table; the Sunday Dog House Club during autumn and spring (this was a special Sunday dinner to which husbands would invite their wives as a certain means of restoring the husbands to good domestic standing); mixed bridge dinners; lectures; testimonial dinners to prominent members; Wednesday night pavilion dances; Saturday night dinner dances; mixed evening swimming parties; mother and daughter banquet; father and son banquet; Sunday night concerts; special daily golfers' luncheon.

I made it a special point to get among the club members who entertained and to see that their luncheons, dinners, and other parties were staged at the club.

An outdoor picnic luncheon for the men was one of the popular features. At one of these affairs 100 halves of beer was consumed, which gives you a rather clear idea that the guests enjoyed themselves.

#### Epicure Idea Pays Here

One of the most satisfactory reflections of the selling campaign is apparent from a study of the food and beverage operations at Irem. Logically, with bigger than normal volume, the members and guests can be served with better food and drink for the customary charges, or with average food and drink at less than average prices. We chose the first method, inasmuch as the whole campaign of membership solicitation was based on providing superior entertainment to palate, eye and ear. Our food cost was 48%; food payroll, 18%; beverage cost, 36%; and beverage payroll, 10%. At all times we were exceedingly careful to protect the idea of fine cuisine notwithstanding advertising emphasis on the more spectacular details of the entertainments.

Irem's success with this policy has been much greater than that indicated by the black figures of the financial statement.

# IT'S ON THE HOUSE

By TOM REAM  
Mgr., Westmoreland C C

The real club man considers the welfare of his employees of equal importance to the welfare of his members. He knows that a dissatisfied employee cannot give satisfactory service.

*No money has ever been made buying bargains in food.*

When a man flatters you or your club, don't go into a long dissertation on why it is so. Thank him, that's enough.

*Keep your club in tune with the times.*

Employees' attractive, well-groomed physical appearance is a decided asset for those "contact employees."

*The profits from better business are going back into betterments.*

The personality of the manager reflects down through the organization, for good or bad. It determines the kind of club he operates.

*What is the standard of health among your employees?*

**Start that reconditioning program.**

*Executive time costs too much to waste it babying the fellow who gives up easily.*

There is an enthusiastic club interest among the members, and an appreciation of the club as the community's foremost fine entertainment center for those of high social desirability. That development helps considerably to reduce the work of the membership committee.

From our experience, the answer to the problem of the club that believes itself to be "over-clubhoused" is plain and profitable. Make use of that clubhouse by arranging and selling a busy, interesting program of clubhouse events.

# HOW

## more golf business!

There are 2,162,000 golfers—men, women and children—in the United States.

The potential golf market easily is 10,000,000.

The 10,000,000 figure has been determined by a careful study of population by age, distribution, income, and possibility of profitable operation of additional golf courses.

This means the golf business—YOUR BUSINESS—can be increased four-fold!

Three years ago leading manufacturers of golf playing equipment established a fund to develop the golf market to its logical dimensions.

Trusting to luck for building their business didn't strike them as being good common sense.

Collectively, these leaders determined to get machinery immediately into operation to begin building up the golf market through a soundly planned program—a program that would add legions of new golfers each year.



Consider golf's improvement in business position in three years:

In 1936 there were about 55,000,000 rounds of golf played — and in 1939, more than 68,800,000 rounds were played.

Golf playing equipment sales have increased steadily.

More than 300,000 high school and university students have received class instruction at their schools and at golf courses.

W.P.A. and community recreational activities now are headlining golf on their service programs.

Employees' welfare directors of corporations having more than a million employees have arranged for golf instruction of their companies' workers.

# is being created!

Alert executives of privately-owned and public fee courses have strengthened their own promotion campaigns and improved their operating statements.

Golf's sport page publicity has greatly increased.

Foresighted leaders in pro golf have enhanced their public goodwill and earning powers by contributing their time and talents to public group golf instruction in the same manner that noted physicians and surgeons serve at clinics.



But this campaign, under the direction of the National Golf Foundation (a non-profit organization), has barely started.

Each year the drive for more golf accelerates and greater results show from the work done by the National Golf Foundation.

Operations of the National Golf Foundation are supervised by a committee representing the National Association of Golf Club Manufacturers, and the National Association of Golf Ball Manufacturers.

## Sustaining Members National Golf Foundation

Acushnet Process Sales Co.	James Heddon's Sons
American Fork & Hoe Co.	Hillerich & Bradsby Company
Allied Golf Corp.	Horton Manufacturing Company
The K. L. Burgett Co.	The Kroydon Company
Burke Golf Company	Lowe & Campbell Athletic Goods Co.
Carr Manufacturing Company	Para Thread Company
Cornell Forge Company	Penfold Golf Balls, Inc.
Charles O. Cox Corporation	A. J. Reach, Wright & Ditson
Crawford, MacGregor, Canby Co.	Kenneth Smith
Dunlop Tire & Rubber Company	A. G. Spalding & Bros.
P. Goldsmith Sons, Inc.	U. S. Rubber Company
Golf Shaft & Block Company	Wilson Sporting Goods Company
The B. F. Goodrich Company	Worthington Ball Company
The L. A. Young Golf Company	

# NATIONAL GOLF FOUNDATION

14 EAST JACKSON BLVD., CHICAGO

GLENN H. MORRIS,  
Director



The PGA annual convention concluded with the usual banquet—this one at Hotel Morrison's Terrace Garden. The boys used their knives for banqueting, not politics, at this affair. Peace, ain't it wonderful!

## PGA KEYNOTE: HARMONY IN '40

**A** LONG over-due peace descended upon the PGA at its annual meeting held in mid-November at Chicago. Following a costly venture in emphasizing political maneuvering at the expense of pressing business problems, delegates and officials pledged themselves to a harmonious and constructive program. After the annual election which produced a virtually complete new executive line-up, all present sighed with relief. Former officers welcomed cessation of hostilities and future freedom from the cares of state. New officials rejoiced in the opportunity to tackle their tasks with a unified membership.

Without any loud fireworks the convention endorsed the action of officials who maintained that the association's rule should have been applied in the case of Denny Shute's eligibility at the 1939 PGA championship. It was generally admitted that application of the rule under the circumstances was severe beyond the point intended when the rule was made. That case as a possible cause of explosion fizzed out innocuously.

### Avoid Time Limit on Officers

Limitation of officers' terms also was discreetly detoured as a possible subject of embarrassment and a blast on the new-found harmony. Foresighted PGA mem-

bers have considered limitation of national officials' terms as one of the matters requiring action. Their opinion is that restricted terms would develop executive ability, fresh viewpoints and a thoroughly national scope of executive viewpoint.

### Educational Session Clicks

There was in evidence a general determination to focus on the pro self-educational job in order that PGA member service to their clubs would be strengthened and extended. The concluding session featured a session at which Dr. Robert Dyer of Chicago lectured on the physiology and psychology of golf instruction from the medical man's viewpoint. Lively discussion took place during this highlight of the convention program. The idea of providing pros with a scientific analysis of their teaching problems was first introduced at an Illinois PGA clinic. Great interest shown at the PGA annual meeting assures extensive sectional employment of this educational idea.

Golf market promotion and pro publicity also were given earnest attention by the PGA delegates and officials.

Plans were laid for a closer coordination of PGA sections with the national organization in the educational program and

in other fields of the pros' ambitions and endeavors.

Officials elected for the ensuing year:

President, Tom Walsh, Westgate Valley GC, Chicago; secy., Capt. Charles Clarke, Willowick GC, Willoughby, Ohio; treas., Willie Maguire, Houston, Texas. Nine vice-presidents representing as many dis-

trict divisions are: Alex Cunningham, North Shore GC, Chicago; Joel Smith, Wallingford, Conn.; Johnny Farrell, Short Hills, N. Y.; Howard Beckett, Atlanta, Ga.; Wendell Kay, Niagara Falls, N. Y.; Frank Sprogell, Grand Rapids, Mich.; Ed Gibson, Kansas City; Charles Congdon, Tacoma, Wash; Joe Novak, Los Angeles, Calif.

## It's Short-Course Time Again!

ONCE again, GOLFDOM strongly urges that clubs make the arrangements necessary to send their greenkeepers to at least one of the greenkeeping short courses and turf conferences to be held within the next few weeks at various educational institutions. In return for the small amount it will take to send your course superintendent to one of these schools for greenkeepers, your club will be more than repaid in better course conditions and finer operating methods.

### MASSACHUSETTS

Massachusetts State College's 14th annual winter school for greenkeepers got under way January 2. First term of the two term course will be concluded Feb. 6; the second will run from Feb. 7 through March 15. The second term is coordinated with the work of the first and certificates are issued to students only at the completion of the full ten weeks' course. However, it is not necessary for students to take both terms consecutively in order to receive certificates.

Prof. Lawrence S. Dickinson is the founder and director of the course, which is the oldest of its kind in the country. In addition to regular MSC staff members, Prof. Dickinson is being assisted by Carleton E. Treat, greenkeeping superintendent at the Montclair (N. J.) CC.

### MARYLAND

Second annual greenkeeping short course sponsored by the Middle Atlantic Greenkeepers Assn. and the extension division of the University of Maryland, will be held Jan. 24-26. The course is open to all; greenkeepers and others interested in turf from outside the state are welcome. A registration fee of \$3 covers all university expenses for the three-day program. Applications and complete information concerning the course may be obtained by writing Prof. Ernest N. Cory, director of course, College Park, Md.

### RUTGERS

Rutgers University college of agriculture's 12th annual short course in turf maintenance will be held Feb. 12-17. Subjects to be covered include soils and soil management, drainage, turf, plants, insect pests, diseases, seeds, fertilizers and lime, and methods of management. Tuition is free, but there is a \$5 fee for registration and a \$1 fee for lecture outlines. For applications and further information write Prof. Frank Helyar, Director of Resident Instruction, Rutgers U., New Brunswick, N. J.

### PENN STATE

Twelfth annual Fine Turf Conference at Pennsylvania State College, State College, Pa., will be held Feb. 21-23. Again, attention will be concentrated on the technical phases of greenkeeping rather than instruction in elementary soil fertility and related subjects. H. B. Musser, associate professor in experimental agronomy, is general chairman of the course, assisted by Fred Grau, also of the Penn State staff. For additional information, write Prof. Musser or Grau at the college.

### PURDUE

Dates for the annual greenkeepers conference at Purdue University, West Lafayette, Ind., are Feb. 27-28. Scheduled to appear on the speaking program are Dr. John Monteith of the USGA Green Sec-

# INSIDE GOLF

by  
L. B. ICELY

**Wilson**  
SPORTING  
GOODS CO.

2037 NO. CAMPBELL AVENUE  
FORMERLY POWELL AVENUE  
CHICAGO, ILLINOIS  
CABLE ADDRESS WILSPORT CHG

TELEPHONE  
BRUNSWICK  
1 6 0 0

My dear..... :

Your letter discusses the same problem as several letters I have received from other club officials who are friends of mine.

Resignations during the winter always are a serious matter to officials at clubs in the larger portion of the country. These resignations vary from 5% to 25% of club memberships, with almost 15% being the annual turnover at the majority of representative clubs during the past six years.

In numerous discussions with club officials and pros I have suggested that the resigned members be classified for study in average score groups. This classification has revealed that approximately 90% of the resignees are high handicap members.

The evidence bears out what happened — but what we may not have noted — in the panic years following 1929. Then we saw that comparatively good golfers, regardless of their financial setbacks, dropped out of the game. Those who don't play the game well, consequently don't enjoy its healthy entertainment as they should, are the ones whose golf club membership ties are least staunch.



Therefore, in solving the membership annual turn-over problem, club officials first must look to improvement of the standard of play among their members. That, of course, means that retention of members who are not ruled out by unanswerable financial factors depends a great deal on how the pro can employ his talent in teaching the members to play well.

I, like you, often have heard that some excellent player "never has had a lesson in his life." It's just that sort of unfounded statement that has retarded the extension of competent pro instruction. I know hundreds of better players and am positive that none of them has progressed without able instruction, even though in some cases the instruction has been primarily that of being in close association with a sound model of play.

There can be no denial of the beneficial relation between frequent, first-class pro instruction, members' low-scoring, frequency of play, club income and fewer resignations.

On that account, I urge you to consider your problem of resignations by making a closer tie-up between your members and pro instruction. This is something that can't be effectively done by leaving the entire job in your pro's hands although ..... at your club is one of the most capable in pro golf. It is fundamentally a selling job for club officials and a service and tutoring job for your pro and his assistant.

The more lessons your members take, the better they play and the less inclined they are to resign during the "off season." This is not mere theory. It is the experience of clubs that have been employing the most profitable of recent ideas for capitalizing on pro ability.

This idea, which is being used by possibly a dozen good clubs in the United States now, sets a fee per member for unlimited golf instruction during the year. The lessons may be 5 to 15 minutes long. The proposition also is made available to members' wives. Time is booked in advance for the most part, although the pros seems to be able to handle the brief lessons, or practice supervision, on a catch-as-catch-can basis quite satisfactorily to all members.

Half of the fee is payable at the start of the season and the other half at mid-season. Acceptance of this plan is made a part of the membership agreement. I am told that after a few weeks experience with the plan very few members have any objection to make to the plan. The instruction adds a new, lively element of interest and value to the club membership. It assuredly is a service unfortunately missing from most club facilities.

Other club officials tell me that use of this unlimited lesson plan brings people to the club far more often and has produced

substantial increases in house revenue. It has made low-eighty players of men who were indifferent club members shooting well over a hundred, a season or so ago. The clubs are holding their members' closer because of taking an interest in improving members' performance and in developing a pride in scoring.

The plan, by providing the professional with assurance of income and a basis of rating his tutoring results, has brought the pro department into proper position as a valuable element in solicitation and retention of members.

The plan, at some clubs, has been in operation for at least four years. It has been uniformly successful although it is by no means standardized and details have to be worked out at almost every club. At some clubs time is saved out of the lesson book by the pro for half-hour lessons at the pros' customary private-lesson fees.

I suggest that you and your board and your pro give thought to this plan for next year at your club. In my opinion, it's a plan that eventually will be widely adopted.

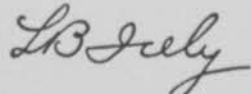
You might consider, too, another plan that has worked out well at some clubs. This other plan is offering the new member a series of lessons with his membership. Simply deduct from the new members' initiation fees or dues the pro's fee for a series of six lessons, then turn the fee and the new member over to the pro for education in golf proficiency, club interest and full employment of the club's facilities for friendship, health and entertainment.

Knowing ..... as I do, I know this pro of yours will do a grand job for you and the new member, and will see to it that the new member is started right instead of being allowed to shift pretty much for himself.

I hope I've been able to bring out some points that will help you minimize the membership replacement job each year. It's a big job at clubs because so many of the club officials didn't start on it soon enough, which is when the new member joins.

With best wishes to you and to Mrs. .... in which Mrs. Icely cordially joins, I am

Sincerely,



President