

Faces of 3000 Golfers Help Hawkins Sell

By CHARLES BOWER

ULMER HAWKINS has the most interesting pro shop in the world.

That's covering a lot of territory and making a big claim for the shop the veteran Hawkins has at St. Petersburg's Pasadena Golf Course. But what is more interesting than people. And on the walls of Ulmer's shop are photographs of more than 3,000 golfers from all parts of this nation. Seldom can a visitor come into the Hawkins shop and not find one or more of his friends shown in the gallery on the walls.

Many of the photographs are historic

items. That's fitting because the Pasadena course was the one at which Hagen was pro, at \$30,000 a year, in the days of the Golden Bubble in Florida. Walter designed the course and on it played one round of his famous 72-hole match with Bob Jones, in which Walter was the victor, 11 and 10.

Other clubs are famous, too. More so than the Pasadena layout. But their historic items are displayed in the grill room or lounge. That's nice but it doesn't bring people into the pro shop.

There's where Hawkins shows himself

A corner of Ulmer Hawkins' unique pro shop at Pasadena G.C., St. Petersburg, Fla., showing a portion of the photographic collection that decorates its walls.





Another view of Hawkins' pro shop showing attractive display of merchandise. The shop visitors find it easy to get their hands on the clubs. Sales follow.

the brainy businessman. Johnny Roberts, a first class pro businessman himself, makes the pertinent observation that never a day passes without somebody coming into the Hawkins shop for a look-around, attracted by the reputation of the place. At most clubs the lounge, the grill or the locker-room are the most attractive and most discussed features. Pasadena's well up to par in this respect, but the pro shop is the chief center of interest in the clubhouse.

That's something for pros to bear in mind as they study their own shop arrangements and usually, when they do modernize their shops, make them on the order of golf departments in stores. Hawkins hasn't done that. He has put a distinctive atmosphere of pro authority into his shop layout. He has given a tip to pros that their shop display, layout and character problem is decidedly different from that of the stores.

The great trouble with pro shops begins right at the beginning of the clubhouse planning. Not one golf clubhouse architect out of hundreds knows the first thing about pro shop function and planning. The club officials don't know much more. Then, unless the pro is smart, studious and energetic enough to look around and get ideas that he can present to the architect and officials he winds up

with a shop that can be made right for profitable business service to the club, only by expensive revision.

Hawkins Makes His Shop

Hawkins did all the altering of this shop himself. He took down swinging doors and cut them up for display shelf trimming and a frame for a 6 ft. mirror that is in the front room of the shop, among other jobs of carpentry, painting, design and trimming he did in making this shop a great showplace of pro business.

When you walk into the shop you are on rugs that cost more than \$300. The rug in the main room is sand colored. That \$300 is quite an investment to make when the customers wear spiked shoes and the pro pays for the rugs. Nevertheless it is one of those items that promote the spending urge. But, you might ask, what's the idea of developing a spending urge when you can't get merchandise? Ulmer manages to get a fair amount of what golfers can buy, even though he hasn't been able to get all the clubs, balls and bags he could sell. He shops around and gets smart accessories and dress items that the winter golfer can take back north with him as a preview of what the players will be wearing on the home course. He also gets plenty for the home territory players.

Hawkins has a wall case for hats and

caps and two showcases for balls and accessories in the main room of his shop. The walls are of cypress. Venetian blinds are on 6 of the 9 windows in the shop. In the main room there is the display of the higher priced golf merchandise. Austin Murray rental carts are along one wall.

In an adjoining room bags and lower priced golf merchandise are displayed. The walls are in pastel green with green, white and orange awnings giving the room an outdoor look. This second room, which now is a fine producer of revenue, previously was used as a work-room or for storage of any of the apray that could be found around a pro shop. The rug in this room is black and orange.

There are no chairs in the pro shop to park loafers. Bright colored hassocks are placed around for players who want to sit and change their shoes.

Advertises With Service

Hawkins put his work shop into the club storage room where again he could show smart advertising and merchandising. During the war club-cleaning care hasn't been up to prewar standard as competent club repairmen and cleaners were difficult to get. So when a visitor's clubs are serv-

iced at the Pasadena shop there is impressive evidence of the highest grade of expert attention. That, too, makes the player feel that he is in one of the top merchandising establishments of pro golf.

Every bag that comes into Hawkins' shop has a palm-shaped tag bearing the owner's name, placed on it. The palm device makes excellent advertising for the Pasadena course and Hawkins, and for the city of St. Petersburg. The Pasadena course is municipally owned. Not often would you expect that a municipal course pro shop would be any sort of a standout, even at the courses in Florida cities when some city administrations are aware of the civic advertising value of a pro shop run by a man with a bright promotion mind. Generally the muny course pro deals all over the country are not such that they encourage a pro to present conspicuously high grade merchandising. In the case of Hawkins' shop it definitely is something that favorably ballyhoos St. Petersburg's class and golf all over the country.

Hawkins does an astonishing volume of business. Some say he does more than all

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There's an atmosphere about the Hawkins' shop that lures 'em in and stimulates the urge to buy. Here Hawkins is shown, right, with two of his customers.





Looking from west over lake. Bellerive's spacious clubhouse in background.

Small Cost Improvements

By **BEN RICHTER**

Professional, Bellerive Country Club, St. Louis

SUCCESSFUL BUSINESS and professional men have organizations, with membership confined to those engaged in the same field of endeavor. They meet at regular intervals, exchange ideas and experiences, and all benefit from learning what the other fellow tried and the results he obtained. Golf pros learn the hard way, usually by trial and error. We seldom meet but if by chance we do get together there is little if any time for discussing details that concern our work. We are all in a hurry to play golf. That we would benefit through an exchange of information is certain, and the columns of **GOLFDOM** offer an ideal medium for such exchange—without interfering with our golf games. Confidently expecting to obtain valuable pointers from articles by other professionals, I hope what follows will prove of some small benefit to them.

First, I wish to tell about a few changes made in our golf course during the war years, at a cost of practically nothing for labor or material, that have been well received by the members and will be continued. It would be a source of personal satisfaction to claim credit for these ideas, but the brain work was done by a member of the club who insists his name shall not be mentioned. Head of a large retail store in downtown St. Louis, he escorted me through the several floors of his establishment, explained how minor and inexpensive alterations here and there had resulted in a better display of merchandise and increased sales, and convinced me the same policy could be applied to a golf course and a pro shop.

At our club, and the same can be said of many clubs, cutting greens and fairways had been left to the discretion of the men operating the mowers. That the men should follow the line of least resistance, and cut where and how the cutting was easiest, was only human nature. They, rather than the original golf architect, had become the designers of our course. This seemed a logical place to start using the advice of my club member executive.

Over a period of several days as time permitted, I went out on the course and studied the fairways from all possible angles. The purpose was to determine where changes in the cutting lines would result in a fairer test of golf, without causing undue hardship to high-handicap players. In other words, this was to be something more than narrowing the fairways to make the course more difficult. Notes were made on these inspection trips and finally, armed with a generous supply of stakes, I established new cutting lines.

The greens were studied with equal care. Being easier to cut a square or rectangle, the majority of our greens had become squares and rectangles. Irregular patterns were designed that would not penalize reasonably accurate approach shots. This resulted in somewhat smaller greens, but wider aprons. The men with the mowers now follow the new lines for greens and fairways, and actually have less grass to cut than formerly. The better golfers at our club consider their course more interesting, and complaints from those less proficient have been negligible.

Another simple and inexpensive piece

of work has found favor with our members, and is worth trying on any course having more than one set of tees. Our course has three, each set identified by the color of the markers. In my shop during spare time I cut stakes 30 inches long from scraps of 2 x 4 lumber, and sharpened one end. The stakes were then painted in colors to match the markers on the tees. I also made a reel that would measure three distances—150, 200 and 250 yards.

Helpful Distance Markers

Our short course is indicated by red tee markers, and 150 yards from the markers, on each side of the fairway, I placed red stakes. White stakes were placed 200 yards from the white markers on the medium tees, and blue stakes 250 yards from the blue markers on the championship tees. The purpose was to give players a reasonable mark at which to shoot when playing the tees their golfing abilities justify. As color indicates distance, yardage figures were not painted on the stakes. Honesty compels the admission there was some confusion for a few days after the stakes were put in place, but after a short time the members found them helpful and expressed considerable satisfaction.

Brighten the Pro Shop

Another piece of advice from my merchant member, the benefits of which I saw in operation in his store and have copied, is well-worth passing on. **Clean up and light up your pro shop**, with emphasis on that portion used for the display and sale of golf goods. Painting walls and ceiling with bright and appropriate colors is not an expensive job. A strip of carpet in front of display case or counter will help a lot. Have plenty of light, fluorescent if possible, though you turn them on only to wait on a customer. To quote my adviser, "Most people, and certainly the class of people you golf pros cater to, are accustomed to buying personal merchandise in attractive surroundings. If you hope to obtain their maximum patronage you must make your shops equally inviting."

Birds Interest Members

My experience with birds—not birdies—started as a "no cost" project. How it has grown, and where it may end, is another story. Three years ago I knocked together—and knocked is the correct word—a few bird houses from small scraps of lumber. Please note I knew nothing about birds or the kind of habitations they prefer. Evidently the housing shortage extended to the feathered kingdom because my make-shift affairs were fully occupied shortly after being hung in trees around my shop. Many of the club members shared my pleasure in watching the daily life and antics of the inhabitants. One member, who has made a comprehensive study of birds, conducted informal classes that were

very interesting. In the fall he gave me a book containing plans for houses for various kinds of birds.

The following winter I made a few more small houses, this time according to plans, and in the spring they were promptly tenanted. Interest of the members increased with the expansion of the housing project, and it was decided we not only needed more, but also larger, houses. At this point we very definitely departed from the "no cost" category. Encouraged and assisted by the members I have just completed, for 1946 spring occupancy, a bird house to end all bird houses—until I see plans for a better one. It contains "apartments" for 108 families of martins, and will go through the door of my shop, but hoisting it to the top of the pole where it is to rest may require the service of a competent engineer.

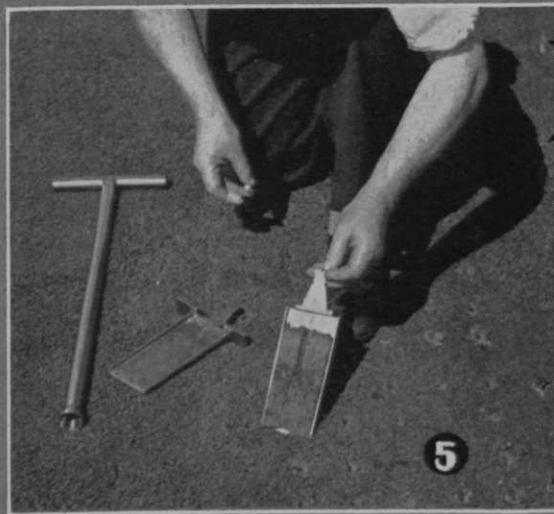
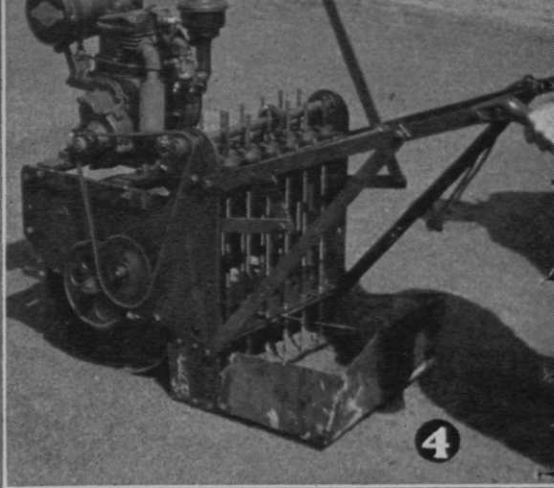
The officers and directors of our club have prepared plans for extensive improvements to buildings and grounds, and funds are available. However, as this is written it appears certain material and labor for any purpose other than the erection of small homes is at least 2 or 3 years away. Anxious to continue low cost improvements until the more costly one can be undertaken, I have run out of ideas. More to the point, so has my merchant adviser. That brings us back to the matter discussed in the first paragraph. In future editions of *GOLFDOM* I expect to learn—and copy—ideas my fellow pros have used with success under existing conditions.

WALTER McCALLUM, DIES

Walter R. McCallum, 52, widely known golf writer for *Washington Star* died at Sibley hospital, Washington, D. C., following a 5 weeks illness. McCallum was born in Boston. His family moved to Chicago and he graduated from the University of Chicago. He was public courts tennis champion of Chicago and active in that city's golf tournaments prior to moving to Washington where he became a member of the *Star's* sports staff in 1916. He was active in golf competition in Washington and at one time was champion of the Washington Golf & Tennis club. He covered most major tournaments and was prized as a friend by many of the nation's amateurs and pros and sportswriters. All considered him exceptionally competent.

He became a war correspondent for the *Star* in 1943 and waded ashore on D-day in Normandy. He remained in France until the Yanks captured Cherbourg peninsula, then came home on a brief leave. He returned to be with the 101st Airborne division for a year, staying with them through the Battle of the Bulge.

Walter is survived by his widow, Mrs. Helen McCallum and his daughter, Mrs. Helen Jane Boggs.



HOW ST. LOUIS DOES IT

1. E. Anheuser shows Oscar Bowman of Algonquin, St. Louis, his new jeep and three-gang Worthingtons. Anheuser will use the jeep to mow his home lawn and, in the fall, for hunting trips. . . . 2. The low pile at the rear left side is sharp sand. Soil-manure compost is in the right front side; the bucket contains fertilizer. Soil, sand and fertilizer are mixed then put thru the Royer. . . . 3. Tom Hayes of Meadowbrook, St. Louis, uses a Rover to make topdressing from materials illustrated in photo No. 2. . . . 4. Sam Lyle of Norwood Hills, St. Louis, uses a Thompson Turforator to drill holes in the greens for topdressing in the spring. Drilling makes the greens better for play, induces deeper roots and facilitates entry of water. . . . 5. Cross section of the soil in the green with a drill hole almost 4 inches deep in the center.

Photos by O. S. Noer

PLANT *New Life* INTO AILING CLUB

GOLF IS a force in the U. S. scheme of living. Rightly handled it will make any country club prosperous. Because they believed that, members of the green-committee at Kahkwa CC in Erie, Pa., one of the oldest clubs in the country, have just completed a 2 year job which has increased and vitalized the membership and placed the organization once more on the road to prosperity. Incidentally, the 2 year golf improvement program has considerably changed the character of the membership. Kahkwa is now primarily a golf club.

When the board of governors decided early in 1943, following the operation of 1942 when the Club had gone into the red ink for the first time, that the war would bear down too hard to permit a full operation, they let the rough grow up in hay. Only about a dozen golf members proved themselves hardy enough for that. A half dozen lost balls a round was a common price even for them. By the winter of 1943-44 the membership was down from 360 in 1938 to 230. Prospective dues income for 1944 was insufficient to meet fixed charges on the old scale.

Now in 1946, dues are back to the old

volume, the club has opened the season with 250 golf members, counting juniors who have tripled in number, and with a total membership of 400.

There is nothing complicated in the story of what happened. The club was incorporated back in 1893; disposed of its city realty in 1917 and moved 10 miles out of town to 200 acres of farm land. Donald Ross built the course on open pasture land with 3 small patches of wood inside the perimeter. The same architect who laid out the Shaker Heights clubhouse at Cleveland designed Kahkwa's main club building.

For 50 years social members had predominated; a situation paralleled in many other clubs. After the first big construction expense the course was allowed to drift. In the roaring twenties that was simple policy; country club momentum was easily generated.

At the start of the 1930 decade membership began falling off. Kahkwa was a typical country club that knew it was suffering without anyone going to the trouble of analyzing the difficulty, aside from blaming it on the depression. Some clubs read the future and put in swimming pools and modernized their courses to keep themselves on a competitive basis with the many attractions that had developed on the American summer scheme.

Kahkwa drifted along until 1936 and 1937 when it staged 2 membership drives and brought the total again to 360 with golf dues at \$135 and house dues at \$90. Then the downhill drift began again until it culminated in the approximate shutdown of the club in 1943 with the war pall given as the reason. Skilled management in the house might have saved the situation even then but the club was turned over to the bookkeeper.

Rear view of Kahkwa CC. Part of green of pitch-and-putt course planted with 95 kinds of evergreens shown at bottom right.





Back of No. 7 green, formerly very open, now is graced with Concord firs and Colorado blues.

Planting Program Launched

In 1937 members of the present green-committee began fostering a planting program which they believed would put bigger basic values on the golf course. The first touch in this program was to copy the 19th hole from Scarboro, Ontario. It was rescinded, then restored by petition to the Board. Now everybody enjoys the improvement.

George Baldwin, realtor, put in 50 fruit trees in 1938 because all players like fruit trees. T. R. Palmer, life member, gave the club 500 spruce and pine Christmas trees in 1939. They were used to separate holes that were open and contiguous; to screen them in and create new character. This was followed the next two years with 8000 state evergreen seedlings.

In 1940 two hundred members each gave \$10 and 2500 deciduous trees, mostly spring bloomers and decorative pieces, to accent the evergreen planting, were bought with that money. An effort was made to copy some of the landscaping features of Forest Hills and Palm Beach CC, two of the most attractive courses in the U. S. A 9-hole pitch-and-putt course involving an arboretum containing 95 kinds of evergreens was added near the clubhouse.

Came the war and the trees stayed at their work silently. Now the long range policy of providing greater values is paying off. The trees have become important. Before the year is gone an aerial view will be taken to show the contrast with a similar picture made in 1937. The trees cost the club only the labor of planting. They could not be replaced in 1946 for many times what they cost.

The Pay-off Begins

There is nothing involved about the story of the last 2 years. The trees were growing into the payoff area. Every hole possessed new character and the course

was more attractive. The green-committee promised first class maintenance for 1944 and the Board was persuaded to drop golf dues to \$75 for that year to give the membership rolls the quick shot they needed.

Sixty-five new golfers were added under the committee's slogan of "bigger values for Kahkwa golfers." The rough was practically eliminated for the first time to make it non-irritating and hard to lose a ball. Rounds played stepped up 1000% over the previous season but dues were still far short of an amount needed to carry an average overhead so the operation had to be economical.

Add Other New Features

The course had been operated in 1941 and 1942 for \$18,000 each year and the \$1000 a hole standard had been regarded as proper just as it was and still is at many other American golf clubs. Kahkwa's golf and grounds cost in 1944 was \$444 a hole; but good enough to bring in 65 new members. The green-committee added 2 touches. The members lifted to a uniform level the lower limbs of 2500 large deciduous trees that had not been trimmed for many years. It was a tremendous improvement in silhouette uniformity and still is. Simultaneously 100 members kicked in \$10 each and the traps were filled with a 30 mesh white sand similar to Sea Island's. The white jack o'lantern traps and the 10,000 evergreens gave the golfing community something to talk about. The membership work continued.

In 1945 another 100 golfers were secured. Dues were upped to \$90 and the \$100 entrance fee replaced. Golf maintenance was expanded to \$685 a hole. No new machinery could be secured.

In the fall of 1944 four hundred tons of city sludge had been put on to the fairways. It was the first fertilization since the club opened in 1918. Fairways that had been limed in 1937 were limed

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How Golf Business Was In Its Early Days

SOMEHOW THERE CAME to light around Goldfom's offices a July, 1899, issue of *Golf* and copies of *Western Golf* for May and July, 1899 and August, 1900. They present a lot of interesting reminders of the growth of the game as a business. They also have many indications of the soundness of that old paradoxical proverb: "The more things change, the more they are the same."

With all the talk there has been lately about how Nelson, Hogan and Snead compare with their illustrious predecessors, you may be amused to see how a similar topic was treated by Dr. J. G. McPherson, St. Andrews, Scotland, in the 16th installment of an article of The Royal and Ancient Game, which appeared in July, 1899, *Golf*. Under the installment heading "Skill vs. Force," the Doctor begins:

"I know I am now on dangerous ground. I am to bring out one of the points of contrast between golfers of the old school and modern golfers. Skill, wood, style, hole-playing and fame are characteristics of the players 40 years ago; force, iron, dash, record-breaking are the features of the present-day players. Of course the lines are not rigidly drawn; but they represent generally the two schools.

"Now Dash and Brilliancy"

"Now the wooden clubs have to yield to a great extent to the iron and brassie after the tee stroke is off. Look into a fine Bennet of Birmingham bag in any match and you see some 5 or 6 iron weapons of all kinds, a brassie and one wooden driver; in the olden times there was no bag, and the caddie carried 5 wooden clubs and 2 iron ones. Forty years ago the style was determined by caution and nerve; now dash and brilliancy guide the player. Then real golf was played for holes, man against man; now scoring rules, and record-breaking against the field is the mania. Too many now go in for pot-hunting and certainty in betting;

Quite a difference between the oat burning fairway watering equipment advertised during the late nineties and today's modern systems.

whereas the real amusement, delight and charm was in the fame acquired by conquest. Skill was the prevailing feature with the old golfers; now it is more force."

That was in Vol. 5, No. 1 of the magazine which proclaimed itself "By appointment an official bulletin of the United States Golf Association."

Pro Problems 47 Years Ago

In the same issue, *Golf*, after telling of Vardon's third win of the British open, said: "The story about a strike of the professionals for higher prize money on the eve of the Open Championship was without a grain of truth."

Golf's editor and publisher, Josiah Newman, went into the pro situation, suggesting a professional golfers' organization which eventually was formed some 21 years later. Newman wrote:

"When the famous Scotch amateur, Lawrence Auchterlonie, came to this country to become a professional it was with the idea in mind that all honest men were considered equals. 'I was well brought up and considered myself a gentleman when at home,' said Auchterlonie to a friend recently, 'and it cut me to the quick to see how little courtesy was shown to a visiting professional at a certain club.' The stranger had to play a 36-hole match and during the luncheon interval had to actually ask the favor of a bite to eat." * * *

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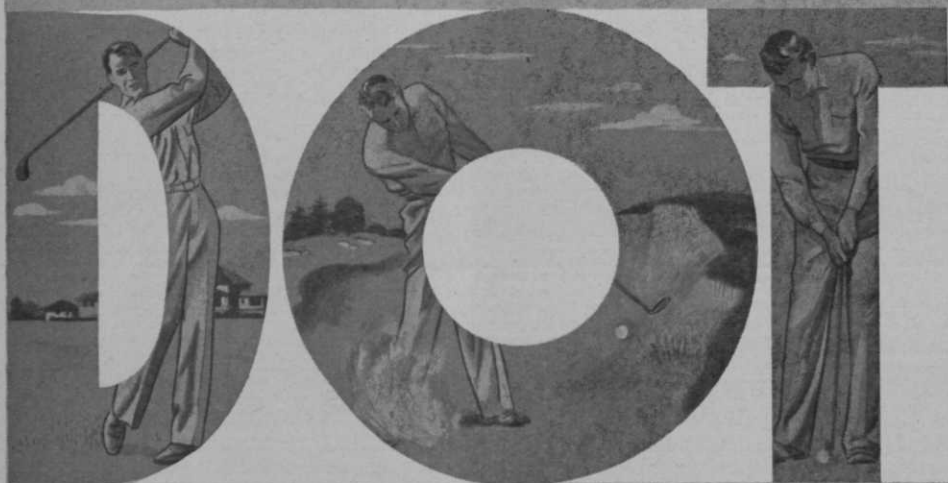
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