

plan is logical and works out for the best interests of the club."

Lyons got his start in golf when William K. Vanderbilt, then the power at Wheatley Hills GC, named him manager of the East Williston spot in 1919 when only 26 years of age. He is also convinced that the general manager idea is sound and practical.

"The only trouble with the scheme, though, is that some men, when given more or less dictatorial power over the whole golf club might become too hard on the help and develop a large cranium that might become offensive to members," declared Lyons in summing up the golfing picture. "But, as we have found out here at Oakland, the general manager idea has worked out well. A man in occupying such a position must be human, especially in the treatment of his help. He must use logic, at all times work for the best interests of the club and be quick to see that his associates in serving the members are satisfactorily rewarded for their able work. He's got to develop a great team spirit in his aides."

Lyons believes that no club should have part-time employees working on golf courses. "A man can't work conscientiously and effectively when he knows that as soon as cold weather sets in he will be told that he is through until the following spring," observed Lyons. "At Oakland, we have our greens force on an all-year-around basis. When cold weather sets in, the men turn to overhauling machinery in our heated barns, or work on refurbishing the clubhouse. As a result, we have a contented and efficient force."

Team-mates Stay With Lyons

There is no turnover of help at Oakland. When a man gets on Lyons' staff, he invariably sticks for many years. His head waiter, Gino Luon, has been with him for 22 years. The chef, Armand Mathieu, has 12 years with Marty. Joe Burke, his assistant and Vincent Carazza, assistant head waiter, are 10-year men. All of his present employees have been with him more than five years.

Lyons has made a radical improvement



Interior of Oakland barns, showing double doors to permit passage of tractors and units.

in Oakland's course equipment barns, which have wide double doors which enable tractors with their full units to enter and exit without having to take time out to remove the units. All of Oakland's tractors, trucks and other equipment are under cover, indoors, at all times when not in the field. Lyons introduced special barns for fertilizers and concrete vaults for his seed. He and course supt. Cedric Tumber claim to have the perfect golfing layout at Oakland.

Oakland was lucky in acquiring such a progressive and experienced man back in 1942. During the war, as during prohibition when he rejected any proposal to dispense illegal liquor, Lyons managed to carry through Oakland's ship without the aid of any black market meats. "We did without beef for two years and the members were apparently satisfied."

The ban on gasoline for pleasure driving hit Oakland, like most golf clubs, but the ubiquitous Lyons solved the dilemma by purchasing a pair of horses and a pair of wagons of the Gay 90's type from a Central Park stable. Members were given rides from the nearby LIRR to the club and returned to the station after their day at the club.

Opened Gedney Farms

After serving at Wheatley Hills from 1919 to 1922, Lyons was induced by magnate Howard Willets to launch the Gedney

(Continued on page 62)



Extensive barns of Oakland are heated in winter and are most modern. Superintendent's house is back of tree to left. Fire hose is ready in box under tree.

"MAKES ME FEEL
I JUST CAN'T
HIT A BAD SHOT!"





PRO: "Sure—and that's because Spalding's Graduated Offset brings the ball nearer the true hitting line—lines it up more directly with the shaft and with your hands."



MEMBER: "You can see the difference as soon as you address the ball!"

PRO: "Naturally! The ball snuggles right in close to the blade, so you get more control.

What's more, each club is given the exact amount of offset for the job it has to do . . .

moderate offset for accurate power on the long-distance irons

. . . maximum offset for close-in control on approaches."



SPALDING

Registered TOP-FLITE

WOODS and IRONS

Tournament Model

Irons have heads of mild stainless steel and Spalding's exclusive Short Hosel. Specially designed woods consist of popular deep-faced driver and shallow-faced fairway woods.

Sold Through Pros Only

How Planning Increased My Pro Shop Sales



Bill Gordon

The knack of increasing business in the pro shop is not one of those things that "just happens." I have been able to show an increase in business of close to 25 per cent over each succeeding year for the past three years. My sales today are 400 per cent above my first year at Tam o'Shanter. Credit for success of this kind

can be attributed in part to the times, but in the main it depends upon:

1. Planning.
2. Selling quality products.
3. Adoption of a sales policy — personalized selling.
4. Enthusiasm.
5. An incentive plan for employees.
6. Budgeting sales.

I confess I have pessimistic moments when I have doubts about my being able to equal the past year's record or even approaching it—all of us have similar moments. It is time to start taking inventory when such doubts arise and begin planning ahead on merchandise to be purchased, setting up better displays, improvement in selling and jotting down new ideas.

Quality has no substitute. Top pro line golf merchandise can be the basis for personalized selling and good, conscientious salesmanship can make sales. I want every customer to feel that his buy in my pro shop is the best buy he can make anywhere.

I have made it a policy to guarantee all merchandise sold from my shop and I find that builds up business decidedly. It encourages customers to tell their friends of the treatment they receive if equipment they purchased is not up to what they may have expected and they have been able to return it or exchange it with reasonable adjustment.

Keeping in close friendly touch with the members gives the pro an advantage no other salesman has and leads to sales that are genuine personal service.

Keep "on top" of the member's game. The more interest shown, the more one can

By **W. C. "BILL" GORDON**

Pro, Tam o'Shanter, Chicago

cash in on the contact. Don't wait for the member to tell you how he did—ask him how he played today—it pays dividends. Take a customer out for a free short lesson and give him some fundamentals which will help him improve his game. Personalized instruction with free tips gives a pro an opportunity to advertise and opens the way to sales. I find that by giving short free lessons I am not only continually getting new customers but I get repeat sales as well.

Make Shop Center of Interest

Making the pro shop a center of activity will naturally develop sales opportunities. The good pro makes a point of building and maintaining golf interest, generating enthusiasm and winning friends in order that members will drop in after the game or during the evening. It takes concentration, effort and planning to get members into the habit of dropping in but it pays off in sales. The pro who fails to arouse some enthusiasm about the game and draw his membership around him is apt to find himself "outside looking in" with little or no business.

My sales are better after 4 P.M. in my shop than any other time of the day, that is, the cash volume of sales is greater and that is what counts. I find this time provides the greatest opportunity to sell. Then the player is generally at his leisure, looking around and off guard.

Proper display of merchandise is essential. Every item will have a certain amount of sales appeal if displayed properly. But the most important thing is to get the customer in the shop. Then treat him right and keep him happy.

One feature of display that promotes sales in my shop is a rack in the center of the floor on which putters, approach and trap clubs are shown. It's an idea I strongly recommend to other professionals.

Presenting the proper merchandise at the right prices, keeping it looking new and closing out shopworn items certainly go a long way toward promoting sales. However, plenty of stock will be left at the end of the year if the pro doesn't make a

special point of catering to every member, if he doesn't spark them with enthusiasm and create a welcoming atmosphere in his shop to keep members coming back again and again.

Give Shop Help Incentives

It is foolish for a pro in a club of any size at all to attempt to do the job single-handed. Every employee, regardless of his job, should be working with you as well as for you. Give your shop men incentive to constantly do a better job. Then they not only help themselves but they help the shop. All of my assistants receive a good salary, room and board, and commissions. I think it is logical to assume a commission can't be given on every sale no matter how small so I have set a base figure of \$10.00 above which commissions are paid. If an employee sells three balls he gets no commission but if he sells a dozen he gets five per cent of the sale. Commissions are paid at the end of the month.

My assistant who has charge of the club rack gets 50c on every set of clubs in storage over 350. His commission on club cleaning this fall will pay for his railroad ticket to Miami. In addition, if he has helped me put over a sale I pay his commission in full. The more my assistants make the more I make and the better my working force becomes.

On the negative side and a wise precaution for every pro is this bit of advice which will pay dividends in the long run. Do not high-pressure a member into any sale. The less high-pressure selling around the pro shop the better the business will be. Never let your first sale be the last. Make a sale that will bring the customer back.

Finally, here is a tip which many pros may have overlooked: I know many of them start cleaning out their shops the last of August. This is a mistake. By budgeting my sales by the month I am able to keep working until the end of the year. My September and October sales run about 30 per cent of my gross for the year. Last Christmas my sales ran \$3000 when my shop was supposed to be closed. Merchandise was on hand to sell, members dropped in, sales were made, and goods delivered. Of course, every pro operation isn't the same but I contend a lot of business is "thrown out the window" by not keeping on the job and working at it 12 months of the year.

WHITLOW NEW HOFA PRES.—Ray Whitlow, Topeka (Ks.) CC recently was elected pres. Heart of America Greenkeeping Assn. VP elected is L. E. Lambert, Oakwood CC, Dodson, Mo. Sec.-treas. is Chet Mendenhall, Mission Hills CC, Kansas City, Mo.

Why Al Ciuci's Shop Sales Increased

Al Ciuci, pro at Fresh Meadow CC, who used to be one of the tournament stars is still starring in shop business management that gets big volume by serving members.

Al's sales in 1947 jumped over those of 1946 and he says some of the reasons why are:



Al Ciuci

1.—Fluorescent lights and new show-cases that make merchandise look more appealing. Fluorescent lights put a lot of life into cold looking merchandise such as golf clubs.

2.—August sale that cleared out surplus stock of accessories. You can't guess right all the time what's going to sell fast, so move the stuff and get your money back. These sales also get member realizing that he can pick up some great bargains at his pro's shop.

3.—Larger stock and finer qualities in accessories. You can't sell what you don't have. Members expect top quality at reasonable prices from you. Whatever's in your stock that is better than can be bought elsewhere raises your reputation as a merchandising authority on the job for your members.

4.—Blown-up pictures of star players for the shop. Big pictures put some "punch" into shop display and provide an enlivening change from the pictures generally displayed around pro shops.

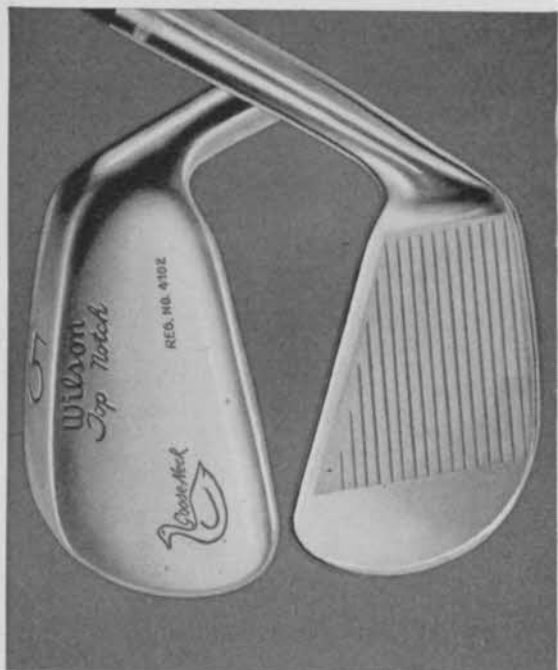
5.—Added another teaching pro to facilitate good service to the members. Get a good assistant and develop him as a member of your team for serving the members. The better the members are served by your staff the more you'll make.

6.—A new line in swimming pool accessories. Surprising how much the kids who swim will buy and charge on daddy's account. But watch your lines carefully. It's a new field to you and you might get stuck by going too deeply into what you don't know about.

7.—Change display on counter in center of shop each week. Feature a "special" every week. The looks of a pro shop may get so monotonous to members they get out of the habit of expecting something new. Experiment with changes of display so you'll always be bringing your shop stock freshly before members' eyes.

Patterned for Pro Shop Selling

The LAST WORD in modern woods and irons—in shot making features, fine craftsmanship and smart finish. The kind of equipment you can feature with pride and sell with profit.

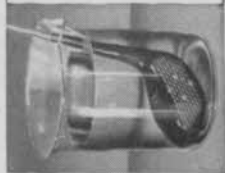


Wilson Top-Notch Woods

These are the finest matched woods that our long experience and modern club-making skill can produce. Precision-built in every detail—with heads of *warp* and *shrink-proof* Strata-Bloc to insure years of unvarying top performance. Richly finished to please your most critical trade. Also new Gruv-Grip. No woods can top the Wilson Top-Notch.

Wilson Top-Notch Goose-Neck Irons

The scientific design of these *modern* irons, plus precision manufacture, is responsible for the stroke-saving performance for which players everywhere are praising the Wilson Goose-Neck. The *modern* Goose-Neck blade, with patented weight distribution, gives greater hitting area, better back spin—and encourages *ball-turf* impact for *amazing ball control*.



Strata-Bloc . . . an exclusive Wilson feature

In Wilson Strata-Bloc you have the first shrink and warp-proof wood material for club heads. Immersed in water for five years, except for scheduled inspections, heads of amazing Strata-Bloc showed no apparent change in shape. Nor did 12-hour baking tests, in ovens at 212° degrees of heat, cause any change. This is an exclusive patented Wilson feature.

Wilson
GOLF EQUIPMENT



Wilson Sporting Goods Co., Chicago, New York and other leading cities (A Wilson & Co., Inc. Subsidiary)

IT'S WILSON TODAY IN SPORTS EQUIPMENT

Fairway Watering Benefits Show Need of More Study

By C. E. Stewart

A thoughtful and informed re-examination of the fairway watering situation is in order these days. Tremendous advance has been made by course superintendents in the effective and thrifty operation of watering systems designed and constructed to fit the needs. That achievement has not been recognized or studied sufficiently.

Watering, like almost every other detail in developing and maintaining excellent turf for golf, requires study of complex problems. Judging from the results as shown in turf vastly improved over that of the pre fairway watering period it is obvious that superintendents have solved most of the complex problems involved. Yet some problems remain that baffle the experts and probably will continue to do so for some time as conditions at test plots do not lend themselves as well to the solution of fairway watering problems as to other research.

However it is conclusively evident that the players want the benefits fairway watering has brought to golf turf and to the game. It also is quite plain that fairway watering has been such an encouragement to play that added income due to it has accounted for increase in club patronage and revenue making the fairway watering investment one that not only has paid for itself but been a substantial factor in financing other improvements and expenses of first class club operation.

Blind Spot in Scientific Research

It is not a scientific long-range attitude to criticize fairway watering for errors that have been made during the work that course superintendents have had to conduct for themselves in determining correct fairway watering procedure. This the superintendents have had to do in the absence of test plot or laboratory work adequate to supply needed information.

Watering has been worked out on a basis of grass need, soil conditions, weather, other maintenance practices and player convenience in a way that represents one of the distinct phases of progress in course maintenance science.

Correct fairway watering provides the amount of water required to achieve the results that would be obtained by ideal distribution of rainfall. Possibly one year in 10 rainfall may be distributed throughout the playing season at intervals and in quan-

ties to assure maximum development of the type of grass best suited for fairway use. But that one in 10 chance as determined by course superintendents' observation and long-range records isn't satisfactory to the players or conducive to growing the fairway turf a first class golf course requires to maintain competitive status with other clubs.

Courses Deteriorate Without Watering

One may hear that fairway watering in keeping a course green and the ball in good lies encourages the growth of clover, poa annua and some other weeds. Expert superintendents who have worked out proper watering procedure have fairways that are proof to the contrary. Something may be wrong with the coordination of fertilization, weed treatment and watering when there is continued growth of undesirable plant life but the water is no more to be blamed than any other factor. The proof of that lies in numerous demonstrations in which the use of fairway watering was discontinued. Those fairways, after treatment to eliminate weed infestation, were not long in returning to weedy condition. Weeds thrive without water but desirable fairway grasses in common use today need water in amounts and at times rarely filled by natural rainfall in most sections of the U. S.

One of the impressive demonstrations of the value of fairway watering has been made since 2,4-D has come into extensive use. The 2,4-D has done an excellent job of eliminating certain weeds but areas thus cleaned quickly are reinfested unless there is provided a condition most beneficial to filling in the bare spots with surrounding desirable grasses. Proper combination of watering and fertilization supply factors essential to growth of thick, clean turf. The lasting results of 2,4-D treatment on watered fairways compared with the necessity of retreating unwatered courses after a season or so show how essential watering is to a well groomed course.

Courses for Players First

What the course superintendent always has to bear in mind is that the golf course is made for players and not for grass. According to some theorists apparently golf course maintenance practices should re-

verse the existing situation. Plant life that would do best on the course soil and under the weather conditions of the area should get everything its own way so the theorists propose and the players would have to be content with the result. There then would be no need for course superintendents and any grass or weed doing well with whatever nourishment it could get from the soil would be the turf to have.

Such unnatural forcing of growth, retention of color and close and frequent mowing as greens get would be taboo under that sort of a turf program. It might be fine for grass and weeds that could survive under harsh and uncertain natural conditions but the course would become a cow pasture.

On the baked soil of midsummer the roll and the bounce of the ball would discount all the genius of the architect and there would be so few problems for the course superintendent or other turf expert while the grass and weeds were growing without control anybody who could mow greens or fairways would be amply qualified to maintain a golf course.

Giving Players What They Want

That *reductio ad absurdum* of the "natural growth" condition on golf courses would mean the ruination of a larger part of the billion dollar investment U. S. golf clubs have in their establishments. But the players wouldn't stand for it. The players have been responsible for the introduction of fairway watering and as they insist on turf culture for their requirements the superintendents have effectively used that control of water to give the players what they want and pay for.

The turf experts still have plenty of work to do in helping superintendents to arrive at fairway watering practices that will keep the most desirable golf grasses healthy and in attractive color and compact for the longest possible period of the year. The required research is being made more urgent by the USGA Green section's advocacy of bent grasses in fairways. The bents need more water than other fairway grasses if they're going to provide the sort of lies players want and have vigorous growth to heal quickly over divots.

Much more study also can be done, under practical operating conditions, on the coordinating between fairway watering and fertilization in making fertilizer most effective under various soil conditions. Mere reference to fairway watering leeching away fertilizer doesn't indicate any primary fault with fairway watering. It may mean the watering operation is incorrect in amount and frequency. It may also mean the fertilizing program has not been effective and the watering program has been made the scapegoat.

Further indication of some confusion about the function of fairway watering lies in the conflicting statements about watering leeching away fertilizer and water necessitating more mowing. In the same voice are the complaints that fairway watering prevents the grass getting most good out of fertilizer and fairway watering accounting for such abundant growth of grass it must be mowed oftener.

The foregoing contradiction is an exhibit of the lag of research in fairway watering application behind the numerous excellent and valuable contributions of turf scientists in other phases of golf grass work.

The engineering in fairway watering has made pronounced advances and will show still more when pipe becomes available for installation of a great number of modern fairway watering jobs. The course superintendents have done their own practical work in determining how to best use fairway watering. The results obtained by studious superintendents accounts for the best quality of fairways and rough for players of all degrees of skill. But, as revolutionary and vast as has been the improvement of golf turf with fairway watering there is reason to believe that the advance will be even greater and even more pleasing to the players when the turf scientists apply their capacities to making greatest possible use of the potentialities of controlled watering.

Players who pay today's bills wouldn't be satisfied with the pre fairway watering type of turf that was on most American courses. And as long as they are paying the bills at the private, daily fee and public courses, their constantly rising demands must be met with complete and correct use of golf course watering systems.

CLUB OFFICIALS ASKED TO AID GREENKEEPERS' UPKEEP STUDY

Medical men find it necessary to attend short courses and conferences to keep up in their profession. School teachers attend normal courses to gain the latest technique in education. If it is necessary for people working in as old and well established professions as these to attend refresher courses it is evident that one working in a new and rapid developing profession such as ours should take advantage of every opportunity to secure the latest information on turf management.

Mr. Chairman, a well informed greenkeeper is the best road to better course maintenance. Encourage your greenkeeper to better qualify himself for his duties by attending short courses and greenkeeper association meetings. This is the best insurance of a properly maintained course.

Heart of America Turf News.

Markovich Shows How To Make an Open Pay

By RAY HAYWOOD



Patrick J. Markovich (left) Richmond GC pro-mgr., a man with a plan which worked and George Schneiter, PGA tournament committeeman, prior to the 1947 Richmond Open which netted \$4,500.

The Richmond (Calif.) GC, which stages its fourth annual open tournament January 15-16-17-18, is in a unique promotional position—it knows in advance that the affair will be a financial success.

This feeling of security surrounding the \$10,000 event, the only San Francisco Bay area stopping place on the winter tour, is due to Patrick J. Markovich, Richmond pro-manager and a man with a plan which worked and which he desires to share.

The story does not begin four years ago when the Richmond event went on the PGA schedule as a \$5000 competition, but eight years ago when Markovich first came to the Richmond club, then an organization perilously close to bankruptcy.

His plan, a long range affair depending on infinite attention to detail, included immediate improvement of the 6209-yard course, reorganization of the club's financial structure and scheduling of the annual Richmond City tournament—an amateur competition.

This amateur event, Markovich's first experience with tournament promotion and administration, was developed gradually until more than 200 of the area's top flight amateurs appeared each year. The mechanism of its planning and staging became the tentative blueprint on which the more complicated open tournament plan was built.

Markovich, who always argued that open tournaments could be successful if run on

a business basis, learned early that solvency depended on an alert, interested tournament chairman who would WORK and on dependable auxiliary chairmen to head the program, food, public information, tickets, advertising, advance sales, etc.

Because Markovich has found such men, Richmond's financial requirements will be met this year before the first shot is fired. Technical details will be solved. The PGA Tournament Committee will find itself in the happy position of having no problems beyond the usual ones of starting times and pairings, etc.

Learned From \$3600 Loss

All was not always prosperity and happiness with the Richmond Open, however, for in 1943, when the first was scheduled, the financial result was written in red ink to the total of \$3600.

This was due partly, Markovich admits, to administrative mistakes as well as the fact the Open was played the week before Christmas and between the San Francisco and Oakland Opens, each of which was sponsored by a junior chamber of commerce and each of which lost money.

What with three tournaments in as many weeks, gasoline rationing and the general war atmosphere, the first event, won by Sam Snead, was an artistic success although a financial failure. But Richmond members, who had anticipated this loss, were not disheartened as were the service club sponsors who abandoned the Oakland and San Francisco events.

Initial mistakes which cost money were eliminated the following year—including the date which was set for well after Christmas—and the tournament finished with a \$500 profit. This small triumph was indicative of what was to follow, especially after Markovich met Francis Watson, young Richmond bank executive, who also was an enthusiastic and proficient golfer.

Watson, always interested in events which would publicize the community, accepted the tournament chairmanship and the young businessman and golf professional sat down together and considered the things which had to be done.

480 Sponsors Participate

The first result was a concentrated effort to sell \$10 sponsors' tickets which en-