

Addresses on the program after Pres. Eric Koch opens the general meetings will be highlighted by talks to be given on "Labor Relations" by Prof. Dale Yoder, prof. of labor relations, University of Minnesota, on "What's Ahead for Business with Special Reference to Club Managers," by Prof. Arthur Uppgren of the university's faculty and Jean Vernet, Swiss-born former club manager who now is chief experimental chef for Hormel & Co.

Dale Shepherd, chmn. CMMA Educational committee, has arranged the usual round table discussions of managers of country, city, university and yacht clubs. They'll be held the morning of March 16. That afternoon a general session will be held on club management problems.

Demonstration and entertainment events are being sponsored by leading suppliers on an extensive basis which includes separate affairs for club managers, the women at the convention, and general programs.

#### LOVE IN BLOOM DEPT.

Clyde Thomas Webb, pro, Meadow Woods CC, Centralia, Ill., and Dorothy Foster, former Illinois amateur champion, were married Feb. 9. . . Jack Jacobs, star of the Green Bay Packers, and Mary McMillan, 4-time Wisconsin state champion and Women's Western high-ranking lass, will be married in June.

**"QUALITY" STEEL POLES**

**STANDARD "GUARANTEED" Golf Course EQUIPMENT**

**"ONE-PIECE" PUTTING CUPS**

**"TRUE-VUE" FAST COLOR FLAGS**

Write for Bulletin 48 showing the complete line of Standard course-tested designs.

**STANDARD MFG. CO. "CUTS-TRUE" HOLE CUTTERS**  
Box G, Cedar Falls, Iowa

## ROSE BOWL CHAMPIONS

In the Pasadena Rose Bowl, Thompson Underground Rotor Sprinklers give championship performance. Your golf course will sport a healthy turf, when you put Thompson Rotors to work. And you can forget labor cost. In the Southwest, Thompson systems have cut labor cost to less than \$10.00 per acre of lawn per year! Free Plan Service for contemplated installations. . . Highly efficient portable sprinkling equipment also available. Write for 1948 catalog.

BUY THROUGH YOUR LOCAL JOBBERS

**THOMPSON MFG. CO.**

2251 EAST SEVENTH STREET  
LOS ANGELES 23, CALIFORNIA

## CARPENTER MOWER GRINDER

For Reel & Bed Knife

Many Exclusive Features

Grinds reels and bed knives of any mower including largest tractor units. Instant change from bed knife to reel holder. Produces any desired bevel on knife and reel blades. Uniform cutting contact assured at all points without lapping. Extremely fast production. Anyone can operate.

**GRAHAM BED-KNIFE GRINDER**

Use for bed knives exclusively where Mower grinder is kept busy on reels. Highest precision results.

Request Illustrated Circulars

**GRAHAM MFG. CO.** 10 Bridge Street  
E. Greenwich, R.I.

If it's **TRUE TEMPER**

**IT'S TOPS!**

**Look for  
the Brand in  
the Band**

**TRUE TEMPER**

*Dynamic-Step-Down*

GOLF SHAFTS OF CHAMPIONS

THE AMERICAN FORK & HOE COMPANY • CLEVELAND 15, OHIO

# Pros Must Plan Sales Battle As Competition Tightens

By **WILLIE HUNTER**

*Professional, Riviera CC, Pacific Palisades, (L.A.) Calif.*

The past few years for the golf professional have not been conducive to salesmanship. Salesmanship has not been necessary to get business from the hungry buyers and this state of affairs can easily lead to a feeling of complacency which may hurt badly when the real competition hits us.

During the war years it was a "must" to concentrate on haberdashery and odds and ends of different kinds to fill in the vacuum of lack of balls, clubs and bags. Even so, our sales were necessarily off and the years were lean.

This past year although the right kind of clubs have not been plentiful our sales have been away up and our inventories still low with everything worthwhile turning over rapidly.

The next few years are going to be different with department stores, sporting goods houses, stores and sundry smaller sources vying for a part of the business. Golf professionals have a strong advantage meeting and knowing intimately their clientele and it is just this advantage that must be capitalized to its utmost.

To do this we must carry a full line of all makes of fine merchandise and display them attractively with prices in accordance with the standard mark up. Personally I do not hesitate to tell my members just what profit we get out of a sale of any kind of goods as it stands to reason the buyer realizes that the professional must get a fair profit to run a good establishment.

While teaching is of great importance such part of our business must be so arranged that we can be in the golf shop and around the first tee at busy times to keep continuously in touch with our members. A few helpful hints are gobbled up avidly



**WILLIE HUNTER**

by a professional's members. When the pro is giving out in this way it is invariably the rule that a group gathers. They all become interested in your interest in them. Sales leads are started that bear lucrative results.

## **Assistants Are On the Job Too**

My golf shop is fortunately well located with most of our traffic passing through the shop to register before starting. It is kept scrupulously clean, well lighted and has all kinds of merchandise displayed within easy reach of the customer. No attempt at high pressure salesmanship is permitted, but my assistants are carefully instructed to give immediate attention to anyone showing the slightest interest in buying.

Assistants are carefully trained and are fully able to take over any duties such as starting, caddie master, teaching and running of events. They must present a clean, well dressed front at all times. They are not permitted to call members by first names and must memorize the entire membership to be able to properly greet them when they enter the shop.

I believe that Riviera CC has the most comprehensive tournament schedule of any club in the world with a tournament of some kind always being played.

It may be asked how we do this and where the money for prizes comes from, and it would be well to briefly outline the manner in which we accomplish this. Some years back we realized that to continually dun members for entrance fees to everything that came along was repugnant to both the member and the professional so we formed what is known as the Tournament Fund.

A letter was sent out to the members fully explaining our objective and informing them that they could at their own option have one dollar per month put on their bill, such money to be used in its entirety for promotion and running of tournaments. This money is set up by our accounting department separately and all prizes are charged against the fund. The member does not at any time pay an entrance fee.

We have approximately 400 members contributing at the present time which means that we dispense close to \$5000 annually in prizes. With the exception of our club championship and two other major events per year when outstanding trophies are given, the prizes are all merchandise orders on the golf shop. The year's schedule is set up at the beginning of our current year by our general golf committee which allots a generous sum to the ladies who in turn spend such amount in their own way. It is an ideal set-up which gives much pleasure to all contributors.

A speaker system takes care of the calling of caddies and it is interesting to know that the caddies themselves installed this. Since the finish of war our caddies have been carefully checked with many dismissed who were just used during the war because there was nothing better available. California caddies are mostly adults with boys used at weekends to take care of the heavy weekend traffic. The adults and boys are differently rated for pay.

#### Care Needed On New Jobs

It appears to me that the PGA should be more interested in their professional members' credit and formulate a policy to educate them on the value of dealing with their business on a solid basis. To fully stock a golf shop requires capital and very few of our younger men when they get a good club are financially able to carry the load until they are established. It is then that they get oversold on certain merchandise at the expense of an all round assortment. If we could help these men to get off on the right foot we would hear far less about their credit ratings.

Club professionals should not play in too many tournaments at the expense of neglecting their membership. Such tournaments as are in their immediate locality certainly should be taken in, but bucking the circuit against men who do nothing but play competitive golf is an expensive luxury for many pros and a neglect of their members' primary interests.

There is an educational phase to tournament play that can be capitalized upon smartly by the younger professional. He can develop his instruction ability as well as his own game. In his observation of leading players and in his discussions with the stars the younger man will acquire knowledge that will help in diagnosing the faults of his pupils and in applying corrective methods that are properly suited to the individual who is on the lesson tee. But in most cases the tournaments can only be considered an educational or vacation expense for the club professional and not as a source of income that will compare in volume to what he can make by sticking on the job for complete service to his members.

#### Business Battle Lines Forming

In the keen competition for golf business that is inevitable when golf club, ball, bag and other playing merchandise production catches up with demand the pro may expect to see a multitude of retail outlets bidding for business with aggressive advertising, excellent display and appealing prices.

The pro will have to make fullest use of his strong selling points to master this competition. The pro has to remember that hundreds of thousands became golfers during the six years after Pearl Harbor and these newcomers, due to the scarcity of golf merchandise, may not have acquired the habit of going to the pro first for golf goods.

Everything possible must be done—wisely, tactfully and promptly—to develop that habit.

What the pro has that puts him in a stronger competitive position than the other retail outlets are:

- (1) A knowledge of the player's type of game; a genuine interest in the player's enjoyment of the game, hence the player's more frequent play and purchasing; and the expert skill to properly fit the player with clubs.

- (2) A shop location that makes purchasing convenient.

- (3) A reasonably accurate knowledge of the player's purchasing capacity.

- (4) The opportunity to develop sale leads through teaching and acquaintance with the player's present equipment.

*(Continued on page 130)*

# Club Financial Statements Show Inflation Dangers

By WALTER F. VETTER

Recently I have analyzed 1947 financial reports of a number of country clubs of high and deserved prestige. The officials and directors of these clubs are successful businessmen. Their own businesses are operated with a clear and cautious concern about inflation. In several instances I have studied the 1947 annual reports of the businesses in which these club officials are responsible for policy and earnings. In each of these cases it was clear that selling prices had been increased to adjust to the diminished value of the dollar.

Generally 1947 profits after taxes were close to pre-war percentages although material and labor costs increased, in several cases, at a percentage greater than the increase in sales volume. However, sales income in 1947 was quickly and closely adjusted to the value of the pre-war dollar.

This adjustment that well managed business has made seldom has been authorized by business executives when they control the operating policies of country clubs.

In examining 1947 operating statements of the first class country clubs I found that in typical cases the clubs would have lost money in over-all operations had it not been for bar and restaurant profits.

## Look Ahead to Lean Years

Of course the members may say that the club is not in business to make money. That is where members and officials fool themselves by trusting too much in the "organized not for profit" phrase in the club charter. The club had better operate in the black sufficiently to maintain a sound reserve against the lean years of general business which hit the country clubs hard.

During the past 10 years country clubs generally have had an abnormal period of increase in revenue. Part of it has been due to the domestic servant shortage and is further accounted for by older average age of members. When there are no children to be fed at home there is more of an inclination of a well-to-do married couple to "eat out."

This situation has been the primary cause of increase in country club restaurant and bar volume, rather than any outstanding performance in operation on the part of club management.

Shortage of competent help in the clubhouse and high wages have been reflected in a deterioration of the standard of service considerable below that of ten years ago. Fortunately for club managers they have been so close to the help situation and so resourceful and desperate in their clubhouse service that compared to the lowering in standard of service at first class commercial cafes and restaurants golf club deterioration of service has not been especially noticeable to members who get around.

But again, in golf club operations, the inflation picture is shown. Increase in waiter and waitress income during the past 10 years at country clubs has been in excess of the national average, when the percentage commissions on checks and the widespread breakdown of clubs' no-tipping rule is considered.

Golf club food and drink prices have not been raised commensurate with increased costs during the period when members could most easily afford to pay increases. Even now with a recession in food costs the menu charges at the better golf clubs often are too low even though number of meals served has increased in the past ten years so the club can benefit from some economies of volume operation.

## Revise Dues Upward Now

It's probably too late now to adjust club food charges upward. But it isn't too late to revise club dues upward to bring them onto par with the postwar dollar and to get club finances in such sound shape that dues will cover operating expenses.

Under normal conditions to which we apparently have started to return club dues should cover operating expenses. We who have been through many fat and lean years of golf club operation recall when our high ambition was to have the restaurant and bar breaking even. During the past ten years we may have been deluded by what our black figures apparently show.

As an example I study one club's figures in which the number of meals virtually doubled in 1947 over 1939. Sales dollar volume was about three times in 1947 what it was in 1939. Cost of sales in 1947 was about 3½ times the 1939 figure according

# GOLF RANGE

# Operators:

NOW..at long  
Great NEW

# MOZEL A

# • ELECT

with full assurance



Complete Mozel Tee unit in use.



Roll ball off tee onto Mozel turf-like, grass-green brush for irons and fairway woods.

\* Joe Mozel, operator and pro of Lloyd Golf Range and Course and the Mozel School of Golf, has been developing automatic tees for 18 years.

16½ million balls have been hit from automatic tees, of various types, under his management at Lloyd's, Portland, Oregon since 1936!

9 million balls have been hit from Mozel Automatic Electric tees since they were first installed at Lloyd's for testing in 1941.

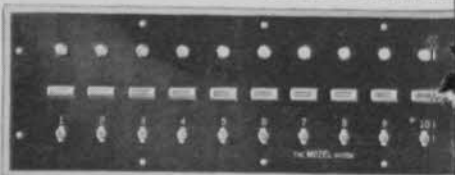
Now, for the first time, after these years of development and testing, Joe Mozel is satisfied that the Mozel tee is ready to give you entirely satisfactory service.

*Invented, manufactured and marketed by Joe Mozel, originator of the automatic tee system.*

✓ **DOUBLE YOUR CAPACITY  
AT PEAK HOURS**

Twice as many golf balls will be hit in the same length of time with this great new MOZEL tee.

**HAVE AN AIR-TIGHT  
AUDIT ON YOUR BUSINESS**



You can have tee units with or without the MOZEL automatic electric, tamper-proof, metered recording system.

Advisory Staff:  
**MARY MOZEL and  
NORMAN TAUSCHER,**  
Professionals.

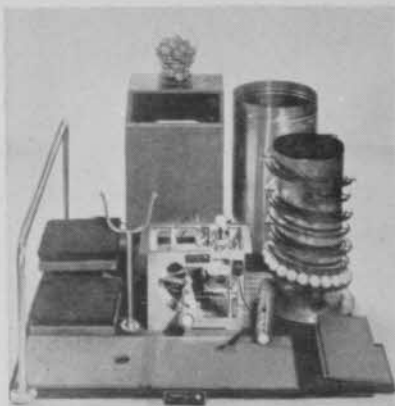
Our years of experience with the complete Mozel Automatic Tee system, has proved that it will

**DOUBLE  
YOUR PROFITS**





fast YOU can have the  
**Perfected**  
**AUTOMATIC**  
**ELECTRIC TEE** •  
 that it will serve you well



Disassembled parts of the Mozel Tee unit ready for installation.

*Covered by U.S. and foreign patents. Other patents pending.*

**THE COMPLETE BOOTH UNIT**

is now available for sheltered installation only. Delivery will be made within 60 days of receipt of order.

Send NOW for description of complete tee unit and meter recording system. Fill in and mail the form provided below.



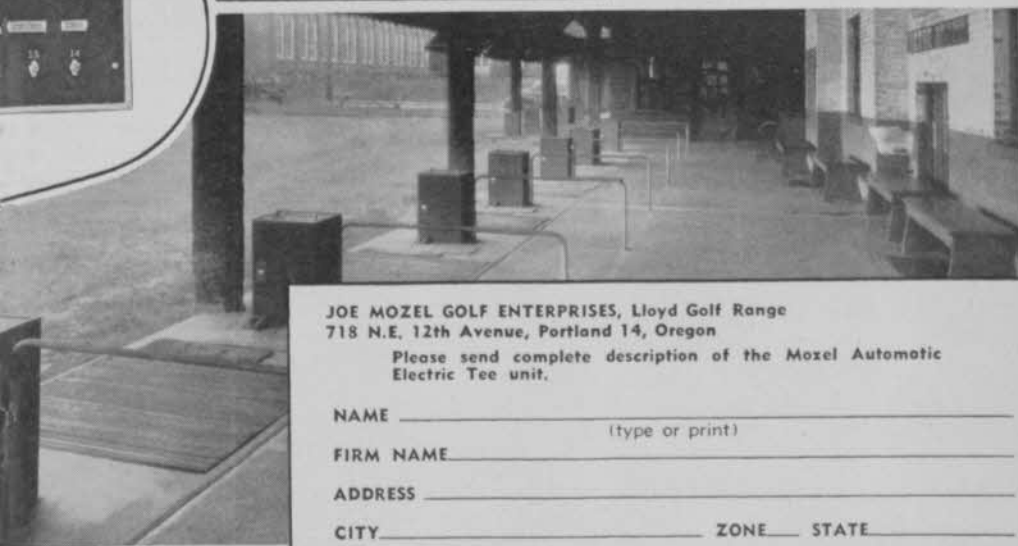
(Below) A section of the Lloyd sheltered range with some of the Mozel tees in use since 1941.

✓ **DOUBLE YOUR AVERAGE RECEIPTS FROM PLAYERS**

Because it's more fun to practice with this great new MOZEL tee.

✓ **GET MORE PER BUCKET**

No stooping, bending or broken concentration makes practice more enjoyable.



JOE MOZEL GOLF ENTERPRISES, Lloyd Golf Range  
 718 N.E. 12th Avenue, Portland 14, Oregon

Please send complete description of the Mozel Automatic Electric Tee unit.

NAME \_\_\_\_\_ (type or print)

FIRM NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

to the books but according to the shrunken value of the dollar the cost of sales was about seven times the 1939 figure.

So, when you look at the real picture instead of at the figures in the books, and adjust to inflation, the operation at the club actually is that it took in for meals during 1947 about 1½ times the value it received for meals in 1939 although it served twice as many meals. So, in reality the club food service lost ground, despite the pleasant illusion on the statement. The adjustment of the costs to the inflated dollar makes the illusion dangerous.

Anybody in the food business knows how commercial restaurant and cafe business of the costlier type has fallen off severely during the past six months. Night clubs have been going broke at a record rate. Usually the free spending patrons of the night clubs are not the country club class, nevertheless that drop in night club and cafe income is a sharp warning to club managers and officials in the metropolitan districts. There are plenty of club members whose club expenses have been charged to company sales or advertising expense. That condition can't be expected to last forever.

#### Wasted Comparisons

When examination of their own club's books by officials and the manager does not reveal inflation danger signals plain enough to get dues revised upward they're wasting time comparing their own figures with those of other clubs.

As a club manager knowing from experience and observation operating and accounting practices of other clubs I find it difficult to compare precisely the operating statements of clubs even after full and candid discussions with the managers of their clubs. All of us in club management share that difficulty and some are penalized by judgments based on misleading financial statements instead of on the actual operations.

Last year at the Club Managers' Association of America annual convention an accounting authority said that club accounting methods often were antiquated. The methods that were in vogue when the club was established still are used although accounting has advanced greatly in the past 20 years.

Probably we have a big job to do in the modernization of basic policies and methods in country club accounting but as long as farsighted action isn't taken promptly on the inflationary dangers that our present accounting plainly reveal we can't expect drastic improvement in presenting the club financial picture.

#### Club Operating Picture Differs

Club officials, notwithstanding their understanding and mastery of general business and close control by financial data

still have to acquire the clear perspective of the country club operating picture that the experienced manager has. The manager of a country club in the central or northern states realizes fully that he is in a business that has a fairly short season of peak business. He watches operations closely so he doesn't get caught out on a limb, and often with his authority restricted, can't exercise his sound and considered judgment.

That's not so bad in a time of increasing income, even with the inflationary factor, but when inflation gets out of bounds and the trend suddenly reverses the responsibility for quick action is primarily up to the club officials. Club officials who haven't discussed the possibility of an abrupt change in the country club restaurant and bar business with their managers and who have failed to adjust dues to provide fixed charges and operating expenses are bequeathing a heritage of headaches to the administrations which will follow them.

#### WILLIE DUNN, FIRST U.S. OPEN CHAMP, NOW 84



Willie Dunn won the first U. S. Open championship at St. Andrews from a field of four in 1894, a year before the USGA established a national open championship. Willie came to the U. S. in March 1891 after completing construction of the course at Biarritz, France. First U. S. course he laid out was Shinnecock Hills. Lakewood, Ardsley, Baltimore CC, Philadelphia CC and Jekyll Island were other early ones among the many he designed. He was a fine teacher in those days and contributed much to club design.

He celebrated his 84th birthday, Nov. 8, 1947 at 10 Norroy rd., Putney, SW 15, Eng. Willie's got too much mileage on him for working and is having tough going but making no squawks. Chances are he could use assistance from American golfers.



# Chlordane Rates High in Insect Control Tests

By JOHN C. SCHREAD

(Entomologist, Connecticut Agricultural Experiment Station.)

Turf is subject to many insect, fungus and systemic ills. Sometimes these ailments are confused and incorrectly treated resulting in much loss of time and money. In the following paragraphs a few of the entomological problems of turf will be discussed and practical and economical control measures suggested.

Virtually 32 years ago in the summer of 1916 a small number of green and brown beetles were collected at Riverton, N. J. They were sent to the United States National Museum in Washington where taxonomic experts identified them as the Japanese beetle. It was believed the insect made its accidental introduction into this country a year or two earlier as grubs in soil around the roots of exotic plants shipped from Japan. There was no previous record of the insect occurring anywhere but on the main Islands of Japan and this was the first reported instance of its occurrence in the United States.

Since that time the beetle has multiplied and spread until by the end of 1947 the pest is known to occur in 24 states. In some of these states there is only an occasional isolated colony whereas in other states such as New Jersey, Delaware and Maryland the insect occurs everywhere.

To what extent the Japanese beetle will spread beyond the states of Iowa and Missouri, areas farther west in which it has been found up to the present time, or how far north into Canada or south beyond the confines of the United States it may successfully migrate is not known. In any case, however, this insect constitutes today one of the major pests of the western hemisphere and in its immature or grub stage a constant threat to the maintenance of beautiful and valuable turf.

Weather conditions in northeastern United States favoring a rapid increase in population during the past two years (1946-1947) resulted in extensive grub injury to turf where it was believed certain biological agencies had sufficiently mastered the beetle situation to prevent serious trouble henceforth. As a direct result of this unexpected turn of events the Connecticut Agricultural Experiment Station directed its beetle control efforts towards

the investigation of recently developed toxicants in an effort to determine their value and adaptability for suppression of both Japanese beetle grub and adult populations. Fortunately the insecticides in question—DDT, Chlordane, Benzene hexachloride, Toxaphene and Parathion were so well formulated as dusts and wettable powders as to lend themselves to comparative ease of manipulation.

## Test DDT on Jap Beetle

In the spring of 1946 a one-quarter acre plot was staked out in the center of a golf course fairway at Wepawaug CC, Milford, Conn. On May 20 the over-wintering Japanese beetle grub population was calculated to be 65 per sq. ft. average. On the same date a ten per cent DDT dust at the rate of 250 lbs. to the acre, a dosage level established by the United States Department of Agriculture, was applied to the plot by a 3-foot hand operated fertilizer distributor. Fourteen days later a grub count revealed the fact that the average sq. ft. population was down to 44. On the 25th day after treatment it was down to 24.5 and on June 26 or 36 days from the date of treatment the population was 16 per sq. ft., a 75 per cent reduction in five weeks.

During the summer months of 1946 a heavy Japanese beetle grub population developed over most of the golf course. A close check was kept on egg laying in the DDT plot and in adjoining untreated turf. On July 22 the egg plus grub count in the experimental plot was 72.6 per sq. ft., all but 5 per cent of which were eggs. At this time the count in untreated areas nearby was 78 (eggs plus grubs) per sq. ft. of turf. By September 18th, 11.4 weeks from the start of the generation the grub population in the DDT treated plot averaged 2 per sq. ft., whereas in the untreated plots there was an average of 79. Control in the order of 97.4 per cent of the second grub population following use of the insecticide was attained. Turf in the DDT treated plot was in perfect condition throughout the season; on the other hand, however, where the toxicant had not been used the turf was completely ruined.

In the autumn of the following year (1947) the turf in the experimental plot

# It pays to GROW

ONE factor in this company's continuous GROWTH is the *faith of the public* in any equipment marked "Wilson."

To win that acceptance Wilson has given its best and has continually sought to make that best *better* and *BETTER*.

Today the name Wilson is an important golf equipment sales factor. Wherever golf clubs and golf balls bearing the name WILSON are displayed in professional shops, players buy them with confidence that they are the last word in craftsmanship and have the endorsement of top-ranking golf stars.

To Wilson Sporting Goods Co. that public faith is a *trust*—an *obligation* to see that Wilson quality is maintained.

