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INSTRUCTION BOOKS BY WILSON STAFF

"The Golf Clinic"—is published by Ziff-Davis in six specialized "know-how" chapters. Sarazen tells about grip and stance, Ed Oliver diagnoses the golf swing, Sam Snead reveals his secrets about long driving, Mangrum presents the case for accurate iron play, Ellsworth Vines tells how he handles sand and rough shots, and Ferrier writes about chipping, pitching, and putting.

Mangrum's book, which he calls "Golf: A New Approach," is published by McGraw-Hill. His new approach to the instruction of golf is to teach through illustration instead of with long, drawn out explanations.

Former PGA Champion Johnny Revolta entitles his book "Short Cuts to Better Golf." Published by Thomas Y. Crowell, the book features its emphasis on the relationship between the individual and the swing.

Jim Ferrier's book, "Low Score Golf," has been on the market for several months already. Published by Ziff-Davis, it is available in two price ranges.

Sarazen is completing a book called "Cavalcade of Golf," to be published by Prentice-Hall. This all-time great golfer has a fascinating story to tell.



The gasoline operated model CJR-G Royer Compost Machine, shown in operation on a Columbus, Ohio course, is a popular size with many greenskeepers. It prepares up to 3 cu. yds. of finely ground top dressing per hour. Other models also available.

Greens Machine

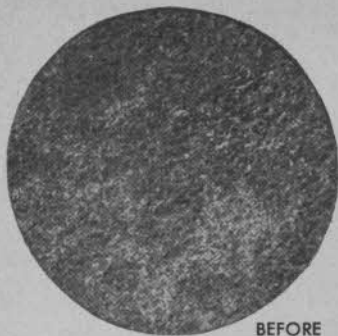
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fertilizer and sand . . . shredding the mixture to just the right fineness for direct application to greens. Write for Bulletin 46.

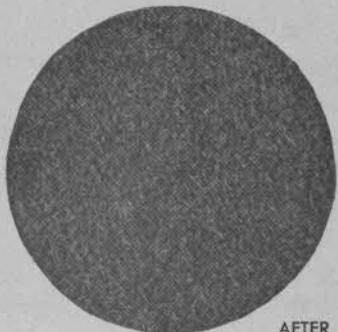


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
CRAG Turf Fungicide is *the* cadmium compound that has proved the best answer to *dollar spot* problems. As little as 3 oz. per 1,000 sq. ft. permits early recovery of the grass *even after* dollar spot damage.

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TOURNAMENT DATES

JUNE

- 2-5—Colonial National Open Inv., Colonial CC, Fort Worth, Texas. (Cancelled — course flooded.)
- 4-8—British Open, Deal.
- 9-11—U. S. Open, Medinah, CC, Chicago dist.
- 16-19—Motor City Open, Meadowbrook CC, Detroit, Mich.
- 16-19—Western Open, Kellar GC, St. Paul, Minn.
- 20-25—Women's Western G. A. Inv. Open, Oklahoma G&CC, Oklahoma City.
- 22-25—Canadian Open, St. George's G&CC, Toronto, Ontario.
- 27-July 2—NCAA Championship, Iowa State College, Ames.

JULY

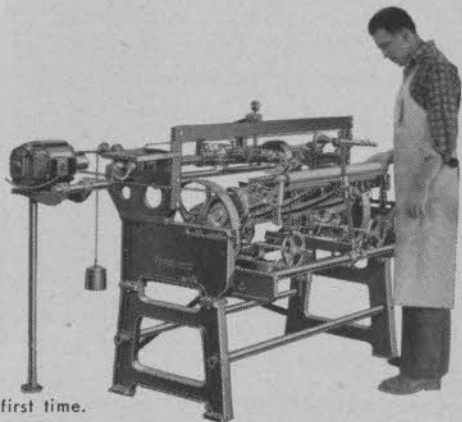
- 1-4—National Capitol Open, Prince George's G&CC, Landover, Md.
- 7-10—Reading Open, Reading CC, Reading, Pa.
- 11-16—U. S. Public Links, El Rancho GC, Los Angeles.
- 14-17—Dapper Dan Open, Alcoma CC, Pittsburgh, Pa.
- 21-24—Inverness Round Robin 4-Ball, Inverness CC, Toledo, Ohio.
- 27-30—USGA Junior, Congressional CC, Washington, D. C.
- 28-31—46th Western Open, Keller GC, St. Paul, Minn.

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the **only** implement that brings so quickly, effectively and economically, these many benefits to golf course turf:

Corrects Soil Compaction

"The 'kickback' of the Aerifier spoons really loosens soil beneath the surface. The Aerifier is the only implement we have to do this job."

Joe Ball, *Greenkeeping Supt.*
Chartiers Heights CC, Pa.

More Efficient Use of Water

"Several cultivations with the Aerifier made it possible for us to use much less water to maintain a healthy vigorous turf throughout the bermuda season."

James Hamner, *Greenkeeping Supt.*
Memphis (Tenn.) CC

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"Aerification to break through layers in the soil enables roots to go down to the proper depth."

Philip Cassidy, *Greenkeeping Supt.*
Weston (Mass.) GC

Better Fertilizing Results

"Aerification allows more fertilizer to get down deep to feed the turf grasses — taking food away from the shallow-rooted clover and *poa annua*."

Mal McLaren, *Greenkeeping Supt.*
Oakwood Club, Ohio.

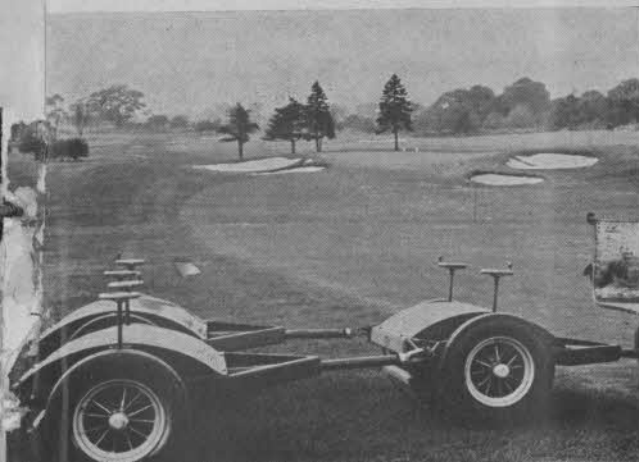
- *For use on fairways, tees and greens. *Single unit or three unit gang may be used.
- *Choice of large or small diameter spoons. *Cultivation depth adjustable from 1-5 inches.
- *Steel strips between discs prevent lifting of shallow-rooted turf. *Discs revolve independently to eliminate tearing when turns are made.

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Adjusting Pro Methods to Meet Current Competition

By **LEE HARRINGTON**

Professional golf businessmen now are in the first competitive year since 1940. Their competition is not only with other golf retail outlets but with all other business that's after the consumer's dollar. The current situation calls for pros making wise use of the outside viewpoint in examining their marketing operations. The pro may think he's doing as well as could be expected on his job and if he doesn't sell any more it is the fault of "conditions" rather than because of any error of omission or commission on his part. But he can't be sure of that until he's discreetly checked up on his members' judgment of his operations.

The members seldom understand the pro business situation. They don't realize, for instance, that golf goods have advanced in price since Pearl Harbor less than almost everything else used in recreation. Consequently there is very slight chance of decline in golf merchandise prices and the prospective customer who holds off buying is going to have a long wait. This phase of the golf business never was advertised sufficiently by pros when there was a general price increase with golf goods lagging behind in retail price hikes. But it's still not too late for a pro to show that present day prices of equipment compare favorably with those of 1940.

The pro is in the stage of having to go after his market stronger and employ the same methods the live small retailer in other lines uses. That means some steady advertising and frequent change of clean, attractive and well-balanced display of merchandise. In these days the pro can't expect the customer to come into his shop and "give up" any more than any other merchant could expect such easy selling.

Market Survey Primary Need

The professional who hasn't made a careful survey of his members' equipment — or in the case of a pay-play course, the equip-

ment he sees at the first tee — is shooting blind at his market. He can't be certain of what to stock unless he has made a study of definite data on what his present and potential customers are using.

Good selling begins with good stocking to fit the market. And in fitting the market properly the pro must first think of how he fits his field. Personal grooming, as well as pleasant temperament, is a very strong factor in the pro selling job. Out in the hot sun at the lesson tee may work up a sweat that is unsightly and malodorous. Particularly with women's business becoming more important at clubs does the element of pro grooming figure in selling. A fellow with dirty fingernails or carelessly attired has no place in first class golf merchandising.

The pro has to remember that he is dealing in luxury merchandise. You don't see men or women in luxury shops who look like they'd just come in from making the rounds on a refuse wagon. The pro must see to it that his assistants are well groomed. An assistant can have a nice manner but if he doesn't look dressed for the job the golfers won't believe that he fits the situation.

In every respect the pro has to present himself and his business operations so a comparison can be made with the finest retailing job that's being done in town, and made without unfavorable reflection on the pro.

Price Tags Important

The lack of plain, neat price tags on pro shop merchandise is the most serious flaw in pro merchandising these days. The lack of such tags scares off sales for the market today is especially sensitive to price. The tags should have a business look to them instead of being sloppily scrawled in pencil or ink. In the past two years I have seen instances where sales have picked up 20% to 30% entirely as the result of dis-

playing price tags on pro shop merchandise.

There isn't a single valid reason for not displaying price tags on merchandise in pro shops. Some pros maintain that putting price tags on sets of clubs may have a costly effect on trade-in business. They hike the prices on new clubs and offer high trade-in allowances which they say gets business because the man who trades-in old clubs is sold by getting a longer allowance.

That's taking too much of a chance to have it rated as good merchandising that will keep business sold. The customer may find out that he's been stuck by having a price higher than list put on the new clubs. Or even if he doesn't make a deal he probably thinks the pro has quoted him too high on new merchandise and too low on the used clubs. The price tag builds confidence, and confidence is one of the essentials in sound merchandising by the pro.

This element of confidence is weakened when the pro doesn't give the players a good break on sweepstakes, blind bogeys and drawings. The pro is making a profit on the sales of this merchandise and has no need to cut himself in for too strong a percentage. The wider the distribution of prizes, the more golf play there's going to be and the pro's sales are usually in direct ratio to the play at his course. The 105-shooter who wins a ball or two in return for his entry fee is going to be encouraged to play more, buy more and better equipment and take some lessons.

In making a thorough study of his market almost every pro will be surprised at finding that many of his members play fewer than 20 games a year. The pro's big job right now is to develop more play among people who don't use their membership as much as they should. This year the businessmen who don't play much golf really need the exercise, recreation and change of pace that golf furnishes. It's the pro who has to sell this. The pro, right now, with businessmen somewhat nervous about a recession in general business, can arouse keener golfing interest among many of his members and protect his club and himself against a slump in membership.

Watch the Inventory

Never before has it been so important that the pro know about his members—their temperaments, their financial status, their children, their social likes and dislikes. All this knowledge has to be used diplomatically and for the good of the member. This sort of personal knowledge and interest is what distinguishes good pro department merchandising from other retail selling.

This intimate acquaintance with the market is necessary in determining how

much money should be tied up in pro shop inventory and in what items. The pro may find that his stock is out of balance with his market. Then, of course, he won't turn over his investment enough to make the profit he should be making on his money.

While the season is at its height close watch should be kept on slow moving items. Anything that stays in stock longer than it should ought to be moved out even if you have to sell it at cost price just to get your money back—minus the cost of handling. You can use your money to good advantage in buying stock that will turn over. When you make these cuts in price to move merchandise don't let anybody get the idea that the stock isn't good. If the customers know you over-bought for your sales possibilities they'll realize they are getting a bargain but if they think you are stuck because you loaded up on lemons you won't have much of a chance to unload.

Right now pros are saying that there aren't nearly as many first class assistants available as there were before the war. The pros' criticism is that too many of today's assistants want to be paid good salaries for attending to the improvement of their own games.

An important part of the solution to that problem is for the pro to work out an incentive plan that will increase the assistant's earnings commensurate with his brains, energy and reliability. An assistant whose performance directly increases the pro's revenue is the best bargain a pro can get and the young fellow deserves a percentage commensurate with the demonstrated value of his services to the pro.

These incentive systems are not easy to establish on a basis fair to all concerned, but the right answer has to be determined or the pro shop operation isn't sound. There's plenty of talk about the club officials not having any idea of the extent of a pro's costs of doing business but not mentioned is the frequency of assistants feeling that they're underpaid when they actually are getting a pretty good income considering the pro's expenses. That condition has to be corrected in order to get the right selling and service spirit in the pro shop.

The pro himself often doesn't realize that his time is money at his club, therefore he should be careful in budgeting his time. With the comparatively short season that prevails at most clubs north of the Mason-Dixon line about every hour of the pro's working day must be devoted to an income-producing activity. And especially this year must the pro realize that his income is directly in proportion to the time he spends thinking and working on his job.

Using Practical Psychology in Golf Course Management

By ARTHUR LANGTON

The greenkeeper's problems may be divided into three classes: natural, economic, and psychological. The first of these has to do with the development and maintenance of the golf course in spite of the worst efforts that nature can provide. The second has to do with adjusting expenditure so as to coerce nature most expeditiously for the amount of money involved. The third has to do with keeping the golfer happy in spite of what the preceding two can offer. And therein lies the subject and text of this paper—you gotta keep 'em happy!

Believe me, gentlemen, that represents actually the toughest phase of your job. It is not too far-fetched to say that a greenkeeper could provide absolutely the best in golfing conditions for the amount of money allowed, and yet be a miserable failure at his job because he did not satisfy his players. Conversely, you probably all know of greenkeepers who manage to retain good jobs by some mysterious alchemy in spite of the fact that their course is often in poor condition and that they spend money not wisely but too well. The race is not always to the swift nor the best jobs to the best turf experts. This treasonable doctrine which I preach before you I hope you will temper with a certain amount of reason, else I am sure your golfing conditions will suffer while you all develop yourselves into a group of happy extroverts.

I merely wish to point out the existence of certain socio-psychological relationships which may guarantee or jeopardize your jobs.

The psychology of management has three phases: first, the relationship of the greenkeeper with the golfer; second, the relationship of the greenkeeper with the golf course crew; and third, the relationship with his fellow greenkeepers.

However, time permits of treatment dealing with the first of these only, and this relationship presents probably the toughest of all the problems. The greenkeeper's position has no counterpart in industry; indeed, industry would not tolerate for five minutes some of the so-called supervision that greenkeepers have to endure year after year without recourse to union protection, government aid, or any other agency save the hope that next year things might be better.

You know the facts in your own particular case. Typically it works out about as follows: A perfectly ordinary American through, let us suppose, good judgment and business acumen makes some success of the garbage can industry. Indeed he may become a tycoon of tinware, a veritable colossus of canned goods. He joins a golf club in due time, as befits his station in life; whereupon, also in due time, the same qualities which made his name the household word in garbage disposal get him elected to a position of responsibility in the club; he becomes Chairman of the Green committee, no less.

Now by some magic transformation he becomes possessed thereby of all the world's wisdom in matters of golf course culture and maintenance. Purposely I am making this picture just about as black as I can. Please do not be too harsh in your judgment. The guy has been placed squarely on the spot. As a successful business executive he knows that everyone expects him to do something. Somehow or other it would reflect upon his position in the garbage can industry if he did not make something of a splash as chairman of the Green committee.

Hires Expert Technicians

Now things begin to get really mysterious. In the garbage can industry, our Mr. X probably hires the very best technical help that he can get. He has metallurgists, engineers and chemists at his disposal and he follows their guidance very closely in directing the destinies of his business. He would not dream of challenging the judgment of his technicians on a matter of choosing the proper soldering flux, but let him loose with a little authority on a golf course and he can produce all the answers to a lot of tough questions all by himself—this man who at home may allow his Jap gardener to browbeat him into staying off his own lawn.

Consider the psychological aspects of the case. Here we have a man who has achieved some success in his business by making decisions and giving orders. His self-esteem has received an additional charge when his fellow club members appointed him to a position of responsibility. Obviously, then, he must make decisions, give orders, and see that they are followed.

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