

—Ruskauff photo

This is the view which greets one from outside the bay windows near entrance of the Virginia pro shop. Custom built showcases and fixtures comparable to modern day apparel shops account for clean, bright, attractive display of merchandise in this shop.

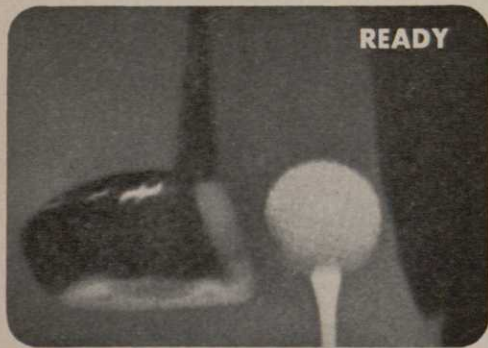
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# most important


# ...in an **MT**

READY



THE KISS



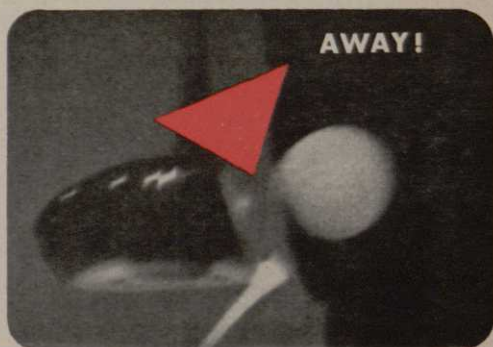
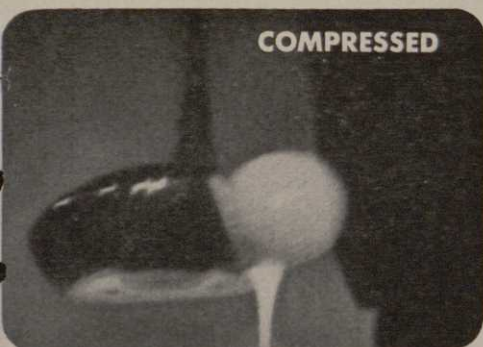
Only -thread winding by MacGregor produces this amazing compression recovery ... gives the MT more **get-away power!**



Now available in 2 compression grades! Standard — and for women's play. Packaged in weather-tite, re-usable, zip-open tubes. Pro sold only.

**inch . . .**

# **golf ball's flight**



Above are speed photos of the "click" you hear and feel when you drive a new MT golf ball. MacGregor's exclusive "under-cover" development—V-Thread Winding — produces this ball's amazingly fast compression recovery. Specially pre-lubricated rubber thread is wound electronically in a precision pattern

of thousands of tiny V's. Just 1 inch from the tee, the MT ball has responded fully to the blow.

That's get-away power for you . . . and that's what puts more *power* in your swing and makes the new MT *best by a long shot!*

**MacGregor**  
THE GREATEST NAME IN GOLF

REG. U. S. PAT. OFF.  
CINCINNATI 32, OHIO





—Ruskauff photo

Bag storage stalls are to left of the store manager's office. Note upright storage procedure.

quality merchandise in a cheerful, leisurely, "class" atmosphere.

All these factors are smoothly blended at the Virginia CC shop that will rate with any excellent specialty shop in any field of merchandising.

A casual glance at the pictures accompanying this article should bear out that fact.

In the reconstruction of the old Virginia CC shop, thought was given to placement of storage spots or inside "windows" to insure complete control of the entire shop by one attendant, if necessary.

Robinson, who came to the Virginia CC in 1948 after more than 20 years in the pro shop at Brentwood CC, Los Angeles, says the shop has proved to be the right answer in every operating respect. This

statement is echoed by Robinson's assistants Hugh Chamberlain and Bryce McCabe.

Hugh Chamberlain, formerly of Olympia, Wash., serves as general manager. Besides his supervision of the store and personnel, he receives all incoming merchandise and stock at his office "stock room" window in the rear of the shop. He tags every item, and enters it on the inventory sheets before it is placed on the shelves for sale, or stored away.

This eliminates clutter in the shop, and permits full attention to players.

It also enables Joe to have complete inventory control at all times.

Bryce McCabe, a long and trusted worker at the Virginia CC, who has progressed from caddy to caddymaster, now is Joe's assistant professional. He handles teaching engagements and when inside handles Robinson's bookkeeping and, with Chamberlain, aids Joe in providing expert sales service to Virginia's members and their guests.

#### Wide Scope in Shop Stock

In addition to extensive and judiciously chosen stocks of golf playing equipment and accessories and sports apparel of the most desirable lines, Robinson's shop also displays a decidedly attractive and profitable array of other gift merchandise, including jewelry, pottery, perfumes and linen items.

Those added gift lines give a significant indication of the extent to which women



—Ruskauff photo

Golf car garage is in the basement of the shop. Recharge and parking are available for 24 cars simultaneously.

Over **50 million**

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FOR THE ALL-NEW

**SWEET SHOT**

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*Lady Diana*

TELL GOLFERS TO

**"Buy them at  
your Pro Shop!"**

Advertised and sold  
exclusively pro

*For over 50 years specializing in  
golf ball manufacture*

**Worthington**  
WORLD'S LARGEST EXCLUSIVE GOLF BALL MAKER

**THE WORTHINGTON BALL COMPANY**

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MAGAZINES

Step up to an  
*all new*  
**SWEET SHOT**



**BRAND NEW** from center to cover! Tested and acclaimed by name pros as longest off the tee. The new *super-charged* Sweet Shot is designed for distance! Its new liquid *dyna-tension* wound is specially treated by a process—m... the club head compresses its cover is to "take it your next

SOLD

**W**



**Do You Know What  
Compression Means  
To Your Golf Game?**

IN LOCAL  
NEWSPAPERS

e shows, when you hit club head compresses his compressing action, "snapback" into its, that makes the ball... it goes depends on the hardness (or compression), and resiliency of the ball itself. High compression golf balls have the greatest distance built into them. But it takes a "hard hitter" to compress this type of ball enough to get these extra "built-in" 15 to 20



—Ruskauff photo

Joe Robinson's spacious office is closed off in den-like fashion for comfort and better business transactions.

now are shopping in pro shops. These items, and the major stock of the shop also show plainly how the businessman in professional golf has become a successful specialty shop operator after having been rather pushed into that business by his sort of select customers.

#### Back of Shop Innovations

The back of the shop has many noteworthy features.

Note the illustrations, especially the new plan for golf bag storage. It's an upright storage, much as the method most pros use in display of golf clubs—rather than the wall-pocket or mail-box idea.

This plan of storage makes it possible to store nearly twice as many bags in an equal amount of space.

It also minimizes bag damage, which constantly has plagued members and golf pros who use the customary method of flat, mail-pocket storage procedure. There is no scraping of the plastic, fibre or leather material. And the bags are more easily handled by the shop assistant.

Between the two storage areas for bags and carts is the shop manager's office, the receiving room with inlet window, and a flanking window to the caddy contact area.

The repair bench, partitioned from the main store area by a huge two-way plate-glass window, is located between the bag and cart storage stalls and the office, thus enabling one shopman to handle repair work, storage of incoming and outgoing clubs and the store itself with full vision.

Another progressive thought is Joe's window inlet from the caddy room, which serves as bag entrance after the round is over. There is a wash basin in the caddy area, and the caddy himself is charged with cleaning the clubs he has carried

before he returns them to the pro shop for storage. He is asked also to report any needed repair both to clubs or bag.

This allows the incoming caddy sufficient time to clean the clubs adequately, the member and shop assistants time to arrange for the caddy's payment, and the shop personnel to check on the caddies as to interest and ability.

All down the line—members, guests, employees—the changes have been greeted with enthusiasm. It's the modern trend of the progressive businessman — increase your shop turnover efficiently and courteously, and you will not only have a better chance for more satisfied customers but more net profit.

#### Hopkins International Set for Washington in June

JOHN Jay Hopkins, founder and president of the International Golf Assn., is moving the competition for the International trophy and the Canada Cup to the United States for the first time in the three years of the matches.

Hopkins and Wm. J. Hannon, pres., Columbia CC, Washington, D. C. have announced that the matches will be played at Columbia June 9-12.

The first two competitions have been played in Montreal. Twenty-six countries each sent two of their star pros to play in the 1954 event for the Canada Cup. Australia, represented by Peter Thomson and Ken Nagle, won that one. Snead and Demaret as the U. S. team were third. Argentina won the 1953 Canada Cup contest. The Hopkins International trophy makes its debut this year.

Hopkins, one of the foremost industrialists of the U. S. and Canada, is in golf strong for its international goodwill promotion possibilities. As head of Convairst, among his numerous other interests, Hopkins also is angel for the San Diego Open.

#### Green Section Kept Busy

An indication of the tremendous service of the USGA Green Section appeared in the USGA annual report showing that in 1954 Green Sectional regional chiefs had made 438 consultation trips to courses, written reports on examinations of 365 courses, conducted 49 group meetings and attended 40 regional and national conferences.

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39E and 37E can be personalized *free*  
with the owner's name in gold.

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all-leather head  
cover. 45E—medium  
priced all-leather.  
Attractive colors.

37E—popularly  
priced. Top quality  
colored suede with  
contrasting tackle  
twill.

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water repellent zelan  
treated poplin,  
fleece lined.

39E—economically-priced water  
repellent tackle twill, fleece lined.



# Use Cost Analysis to Improve Maintenance Methods\*

By JAMES E. THOMAS

Superintendent, Army-Navy Country Club

**T**HE subject of Cost Keeping and Maintenance Records brings to mind the musings of the "Peripatetic Golfer", and one of his admonitions; "Keep your eye on the club's bookkeeper." If we are to follow this advice, it means that we must do a bit of record keeping ourselves. The system need not be a complicated one; the more simple the better.

We each have our own individual situations to meet and cope with. At the Army and Navy Country Club in Arlington, Virginia where I am the course superintendent, the golf course is operated on a fixed annual budget. The budget is divided into several different units such as, salaries and wages, repairs and replacements, chemicals and fungicides, fertilizers, and sand.

The allotments for these separate categories are based on the usage and experience of a twelve months period, which is from August 31st of the prior year through July 31st of the current year. The actual figures for the next season's anticipated expenses are not arrived at until the month of October. This space of time affords all interested parties a chance to review the figures and make necessary changes and recommendations. The final actual operating budget extends from January until the last day of December.

So as to keep a close account of my golf course expenditures from month to month, the following simple forms are kept:

1—A monthly inventory of all materials on hand;

2—A goods received sheet, showing the costs of all supplies received during the month;

3—A daily time book to provide a record of wages and salaries paid out.

These three records are not hard to keep, and do not require much time or effort to handle. Their use will enable one to quickly arrive at an approximate financial standing without waiting for the comptroller's report. While the deductions will not be accurate to the N<sup>th</sup> degree, they will be close enough to provide a quick picture of your finances.

As an illustration, we wish to know what

our operating costs are for the month of January. First, we would take the amount of our January first inventory and to it add the costs of all supplies purchased during the month, and from this would be subtracted the inventory of February first. To these findings would be added all salaries and wages paid out during the month. Thus we would have our January expenses.

Also, a monthly breakdown on the consumption of gasoline is kept. This shows the fuel use of each piece of power equipment, and provides a record for securing refunds on gasoline taxes that have been paid out. As an additional supplement, the dates of all lubrication to equipment should be recorded. On the breakdown of repairs and replacements, it would be well to instruct the shop mechanic to keep a detailed list of all new parts and replacements used on each piece of machinery. By doing this, one could arrive at the cost of keeping an old machine in continued use. Quite often it would prove that the time was at hand for the purchase of a new machine.

Records of the day-to-day operations, or as an Efficiency Edgar would term it, a cost analysis of golf course maintenance has a place in maintenance record keeping. Efficiency Edgar would keep such records with the thought in mind of cutting down on expenses, the laying off of employees, etc. In his eyes it would be the foundation for an economy move. Such a purpose has no place in the scene, as it would do more harm than good, and the result would be one of confusion.

I am not one who believes in keeping figures so as to go on record that it is possible to operate on less money. The aim is to improve methods and make the club's dollar accomplish more. What are some of the uses cost analysis can be put to?

Let us say, that times have become bad and we are forced to curtail a bit and save money. Yet, we do not wish to lower our standards to any marked degree. We know that something has to be eliminated. The question is, what? To find the answer, it becomes necessary to keep an exact record of the man hours spent on each job. By doing this, we soon learn where our labor

\*Paper presented at GCSA conference



dollar is going. A certain amount is paid out to mow tees, fairways, and greens. Also, money is being spent to water these areas. Likewise, we find out that all of our activities have a fixed price tag. Some of them are definitely needed, while others are not so essential. Thus by checking costs of each performance, we are able to find ways of reducing some of our spending, and still keep the number one jobs going.

Perhaps the rough would be mowed less often, or the sand traps raked less frequently. By using the old geometric axiom, "A straight line is the shortest distance between two given points," we would center most of our labors on the areas running from tee to green. All other chores on the course would be of a secondary nature. First things would come first.

The above is an example of the value of keeping cost analyses. However, it is a laborious task to perform. There are many tedious hours and details involved. I do not think the average superintendent needs to bother with them, and then only when he wants to find out what certain jobs are costing. Usually an occasional spot check will suffice.

The system could also be used to good advantage in preparing budgets, seasonal

and annual reports. Then it could be correlated with the inventory, goods received, and payroll forms mentioned earlier in the talk.

Other recordings a superintendent should keep during the golfing season are: the dates, amounts and areas of all applications of fertilizers, top-dressings, seedings, fungicides, insecticides, and weed eradication treatments. Notes should be made of the results obtained.

More information on maintenance records can be studied and reviewed in chapter twelve of *Turf Management*, edited by Professor H. Burton Musser. The chapter's title is, "Golf Course Operation." The book is an official publication of the United States Golf Association. You will find what it has to say concerning the business management and operation of a golf course very interesting reading. One would be wise in considering it a must.

In conclusion, I would like to again reiterate, let us keep only the records needed for our own individual situations, and in doing so retain the thought in mind of using them as a guide to the improvement of our own value and efficiency. Never let bookkeeping lead you to be "Penny wise and pound foolish."



### PRO OLD-TIMERS DEFEAT THE CALENDAR

Here are some of the PGA Quarter-Century Club members who competed at Dunedin in the second annual competition for fellows who've been PGA members 25 years or more.

Harry Cooper's 70-69—139 nosed out Clarence Doser and Rod Munday who tied at 140. Cooper won the Metz-Harper trophy and first money. Al Watrous with 141 got 4th money. Louis Chiapetta, Clarence Ehresman, John Rogers, John Watson and Willie Whalen also scored in the prize list. The tournament was sponsored by the Professional Golf Co. of America. Non-winners got handsome headcovers.

Standing, L to R.—Bill Jelliffe, Peter Manning, Bill Entwistle, Bill Lock, Frank Butler, Eddie McElligott, Frank Sproggell, George Milne Joe Mazziotti Pete Cassello, Willie Whalen.

Middle Row, L. to R.—Harry Flora, Elmer Schacht, Louis Chiapetta, George Dodge, Orville Chapin, Wilbur Loos, Al MacDonald, George Vatke John Sawyer.

Front Row L. to R.—Dave Hendry, Bill Gordon, Alec Watson, Marty Cromb, Ralph Beach, Carroll MacMaster, John Inglis, Fred Moore, Kenneth Milne.

The

