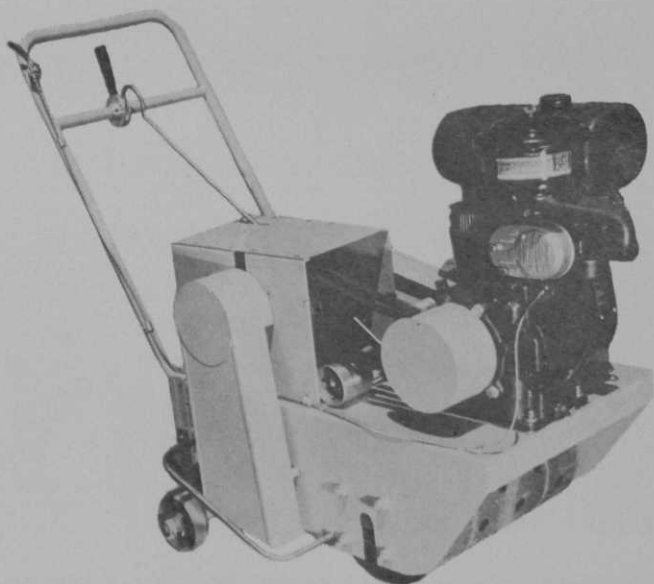


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All in the Year's Work

Supt. Had Usual Trying Moments Preparing for Open

THE verdict of practically all of the 150 pros and amateurs who came to Winged Foot for the 59th Open was that the layout itself was eminently fair and that the course ranked with any that most of them had played in past USGA events. Turf connoisseurs among the participants went a phrase further and said that as far as the condition of the greens and fairways were concerned, a person would have had to take at least a third look before he could find anything that resembled a serious flaw.

If Sherwood Moore, Winged Foot's genial supt., had been able to do anything about the weather, especially those gusty winds off Long Island Sound, the players would have come away convinced that here was a fellow who came close to serving up the ultimate in fine playing conditions.

Among supts. it has become something of a tradition that at a club that is selected as the site of a big tournament, things, most of them not good, start happening. More often than not, they occur just a few days before the event gets underway. If



Sherwood Moore

they aren't real catastrophes by everyday standards, the importance of the occasion often inflates them beyond all proportion to their seriousness.

Pollock Had Anxious Moments

To show what can happen — last year at Llanerch CC in Philadelphia, where the PGA Championship was staged in mid-July, the weather until a week before the tournament was played was as though it had been imported from Bali. Then, Philadelphia got hit with a week of heavy if not steady rains and the relative humidity shot up and hovered around 70 or 80 per cent. Bob Pollock, Llanerch's supt., with many potential acres of wilt staring him in the face, probably was more aware of the discomfort index in those seven days than any person in the country. But in spite of his pre-tournament woes, Bob pulled through in fine shape.



This halfway house has been put into operation at Cherry Hills CC in Denver, site of the 1960 Open. Built on the same design as the clubhouse, the service center serves a wide variety of foods. It has 220 volt electric grill, charcoal broiler, refrigerated sandwich unit and soda fountain. It's also equipped with an electrolarm burglar system that is wired direct to the clubhouse.

Sherwood Moore's difficulties, fortunately, weren't deferred until the eleventh hour. In his case, they presented themselves in January when Winged Foot's big maintenance building was destroyed by fire. With it went all the club's maintenance equipment (it cost around \$50,000 to replace) and all the paraphernalia, such as ropes, posts, etc., that had been stored for use in the Open. By mid-March, Moore's equipment building, which cost \$30,000 to replace, had been restored. So that gave the Winged Foot greenmaster sufficient time to get straightened out before he had to concentrate on the finishing touches that would get the course rigged up for the Open.

USGA Satisfied

The USGA was quite well satisfied with Winged Foot in its natural state. Most of the alterations required involved the lengthening of tees and enlarging of traps. On No. 4 the tee was moved to put in a dogleg and on No. 12 a new tee was constructed to lengthen the hole and make it a bona fide par 5. Where traps were altered it was for the purpose of narrowing the entries to greens.

When the course was mowed for the big event, fairway landing areas were narrowed to an average of 33 yards, only

slightly less than they normally are, while the rough surrounding the greens was brought in a rather substantial distance on practically all holes.

Most of the maintenance work in 1958 and in the 1959 months preceding the Open was done with the big tournament in mind. Last fall and early this spring, low areas in the West course were sodded and a large number of tree stumps were removed. Greens were aerified last November, overseeded with Penncross and topdressed this spring. Wholesale seeding of fairways also was carried out last fall and in April and May of this year two medium applications of fertilizer were made. There was just enough rain and 90 deg. weather in May to give the West course a good cover of dense turf.

Two Difficult Days

About the only apprehension Moore felt as the Open grew near came on the Tuesday and Wednesday preceding the playing of the first round. Both of these days were extremely hot and the humidity started to build up. On the evening before the first round the fairways were watered and, in the meantime, the greens had been syringed. This undoubtedly would have headed off any tendency toward wilt. The

(Continued on page 74)



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Pacific Northwest Publishes First Operations Survey

PACIFIC Northwest Golf Assn., which has offices in the Fourth Ave. building in Seattle, has published its first survey of country club operations. It was begun last fall, when a 14-page questionnaire was sent to member clubs, and compilations were completed this spring.

The survey is divided into six sections and covers the following: Types of membership; Green fees, locker rentals and pro shop; Power carts (golf cars); Club operations; and General.

Information under types of membership covers average monthly dues before taxes in addition to initiation fees. This data is categorized under male and female and covers full-playing, associate, military, clergy and non-resident memberships. Junior and intermediate and Young Men and Young Women club affiliations also are included. Also covered in the first section of the survey are social memberships and country club memberships (regular members who have transferred to non-golfing status).

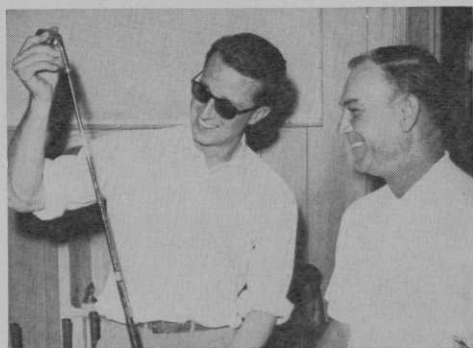
Pros Keep Profits

In section two, various charges made for green fees and locker rentals for the 20 reporting clubs are listed. Average salaries paid to pros are in excess of \$3,200 annually and at all clubs, the pro retains the profits made from the shop. This includes revenue from storage and club cleaning charges. About half of the clubs handle the pro's billing. Four clubs pay salaries to assistant pros, with these ranging from \$85 to \$300 monthly.

All but two clubs permit the use of golf cars. Car ownership is predominantly by members although at several clubs, cars are owned and leased by dealers. Cars are owned by the clubs in three instances, and by pros in seven. 18-hole rental charges generally range between \$6 and \$7. For member owners, the initial fees for a car stall range from \$50 to \$250. Monthly maintenance charges average around \$7.50, but in four instances there is an annual charge made by the club. These run from \$40 to \$100.

Food, Beverage Revenue

Income from dues at the 20 clubs ranges from \$27,000 a year to \$186,000.



King Baudouin of the Belgians and Ben Hogan discussed club construction before the two started out on a friendly round at Ft. Worth's Shady Oaks CC a few weeks back. Scores weren't kept, but Hogan later reported that the 28-year old monarch hits the ball well.

Combined net income of the dining room and beverage department average about \$11,000 with three clubs showing a loss for this department. The average cost of maintaining courses and grounds is shown to be \$34,400 in the Pacific Northwest report. Average clubhouse expenses are \$27,500 and include salaries, employee meals, fuel, power and water, laundry and supplies, repairs and replacements.

Net income before depreciation of the beverage operation at the 20 clubs averages more than \$14,000 with only one club showing a very small loss in this department. Three clubs had net incomes over \$30,000 from beverage sales.

Manager Salaries

Annual salaries of club managers are shown as follows: Eight clubs pay less than \$7,000; three clubs pay from \$7,000 to \$9,000; six clubs pay from \$9,000 to \$11,000; and three clubs pay from \$11,000 to \$15,000. The majority of clubs provide meals for the manager, only one gives him lodging and six pay him a bonus in addition to his salary. Fourteen clubs give the manager a car allowance and one provides him with a car owned by the club. Four clubs have assistant managers whose salaries range from \$180 to \$500 a month.

The sixth and final section of the survey is devoted chiefly to availability of club services. Practically all of the Pacific Northwest clubhouses are open the year around and in most cases they are available to the members either six or seven days a week. Luncheons and dinners are served on practically all days when clubhouses are open. None of the clubs reporting has a minimum house account.



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Observe the Commandments of Pro Shop Retailing

By HERB GRAFFIS

THE liveliest talk on salesmanship I ever heard at a pro meeting was made by a used car dealer at the PGA business conference of the annual meeting held at Long Beach, Calif.

That talk probably greatly helped pros at some public and daily fee courses but the high-powered selling recommendations if applied by a pro at a first class private club would have got the pro fired soon. Too much pressure in pro shop selling has cost pros their jobs at some very good clubs. The policy at such clubs is to get the members to buy instead of selling to them.

The most practical sales talks I have heard at any pro meetings are one on display that a big store window trimming and store display specialist put on at an Indiana PGA spring meeting, and the talks that Ernie Sabayrac and Kip Bowen have made at several pro meetings. They tell about what can be done on anyone's pro job — from the top type of a job to a little 9-hole job where the pro sells, teaches, runs the course and clubhouse and takes a turn at tending bar.

Pros, club officials, pro salesmen and manufacturers often are puzzled about what selling methods and policies will score at the various types of clubs. And there seem to be almost as many types of clubs as there are clubs; even the public course shops of the same park system differ a lot in the attitude and response of the players.

What Sells At Pro Shops?

After a pro meeting not long ago I sat around with a few pros and salesmen talking about what draws buyers to pro shops and makes money for pros. We agreed that some shops that look great don't do exceptionally good business but that other shops that seem to have simply a neat and adequate display of properly chosen merchandise and where the pro and assistants have a cheerful spirit, do a large volume.

As usual at those informal business sessions where room service is slow the dis-

cussions weren't organized but they did bring out a lot of practices that the top business pros have in common. I made many notes and in checking them over I found that what the most successful pros had found by trial and error of experience the National Cash Register had put in a booklet titled "The Ten Commandments of Mass Retailing." John M. Wilson, vp, Sales, NCR wrote the book. If there are any copies left you might be able to get one by writing Leigh Metcalfe of National Cash Register's ad dept., Dayton, O.

You ought to read that little book.

Commandments of Retailing

The First Commandment is to use the power of pre-sold merchandise — merchandise that is wanted due to advertising and display.

A pro often can make or break a line in his shop but he's a chump if he doesn't go along with consumer preference established by well-aimed advertising instead of trying to force his own choice on the customer.

Golfdom's publishers have been through that matter with hundreds of successful professionals. That's why we started *Golfing* in 1933 as a player magazine that would have sharp focus on pro shop potential customers and distribution. We have turned down many thousands of dollars in advertising that conflicts with the pro merchandising set-up.

Better than Average

The pro is expected to have something known as better than the average. The factor of "pro only" isn't enough. The merchandise has to be identified as that superior and in favor with the pro and his most important customers. Then the other customers will follow the leader.

The Second Commandment is to "Speed up the Flow of Goods to Your Selling Shelves." If all pros could hear what salesmen and the top businessmen pros have to say about the deficiencies in the ordering, inventorying and reordering of pro shop stocks they'd learn how a great many pro shops lose from \$500 to \$1200 a year.

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The new Flame Ceramic line—in MacGregor Tourney, Tommy Armour and Louise Suggs models—is another example of MacGregor's constant search to give golfers of the world the finest in equipment. New materials and manufacturing methods are under day-in, day-out study at MacGregor. It's the reason why most major improvements turn up in MacGregor equipment first. This, in turn, gives every golf professional the opportunity to display and sell improved, more playable, more appealing clubs every year . . . an important factor in keeping pro shop profits up.

Sales of the new MacGregor models are at an all-time high—a sure sign of wide acceptance by golf professionals and golfers. If your spring order isn't in, or if you want to boost it, we suggest you get in touch with your MacGregor salesman, branch office or Cincinnati NOW.

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The Cameron Eddy trophy, named for the hard working Western Golf Association official who has officiated at scores of WGA tournaments in the last 22 years, was unveiled recently at a dinner in his honor. Eddy is shown second from right. Others in the photo, from left, are: Charles N. Eckstein, Chicago Dist. GA pres., Harold A. Moore, WGA pres., and Charles (Chick) Evans, founder of the Evans Scholar Foundation. Eddy trophy will be annually awarded to medalist in 72-hole Western Amateur qualifying play.

The Third Commandment is to "Use the Drawing Power of Reduced Prices." That's a delicate one for the pro, especially the pro with the smaller private club market, to handle. If his members get into the habit of thinking that prices will be cut if they wait long enough he won't make the early season sales he's got to make, or else. But if a pro finds that he has overbought — or bought something that he likes but which doesn't sell — he'd better get his money out by moving the goods at cut price without destroying any part of his market. Any buyer, pro or other retailer, is bound to get stuck with some of his purchases. If he finally can convert his bum guess into cash that can be used in his business and, perhaps, to attract additional buyers to his shop, he is a wise businessman.

Make It Easy to Get In

The Fourth Commandment in the NCR book is to "Make it Easy for Your Customer to Get to Your Store." The pro often is out of luck on this one. The club building committee and the architect may not have the correct idea of the pro shop as a valuable convenience and service for members.

The easiest place for the customers to get into the pro shop usually is when the

pro shop is in the club building, convenient to men and women's lockerrooms and to the first tee. We've seen quite a few new pro shops in separate buildings that don't do the volume done by the old shop in the clubhouse.

Commandment Five is to "Make It Easy for Your Customer to Get Through Your Store."

This is a point that came up for considerable talk during the evening when those pros and salesmen were exchanging observations.

The NCR book says "Once he has the customer in the store, the mass retailer will do everything possible, through fixture arrangement, lighting, color schemes, and even floor designs, to lead that customer throughout every area of his store. *** The mass retail store uses a minimum of showcases and service counters, turning over the largest possible floor area to customer flow and customer self-selection."

According to salesmen who are pretty good judges of pro retailing methods the NCR man's recommendations for "mass retailing" also apply to the pro shop with its comparatively small and select retailing.

One salesman told how a change in the
(Continued on page 73)