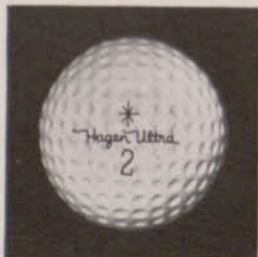


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Haig  Ultra
WALTER HAGEN GOLF GRAND RAPIDS, MICHIGAN

John Polakovic has pretty effectively solved the excess labor or excess time problem. He has simply capitalized on it in the 13 years he has owned the club by using this labor or time in constantly re-modelling his layout.

Didn't Look Too Promising

When he took over the course in 1947, Midwest was a down-at-the-heels, 27-hole affair with inadequate clubhouse facilities. Polakovic, onetime owner of a suburban Chicago newspaper, had just a sample of retirement but found that a man and his wife can only find so many places to travel to. So, it was back to some kind of work. A golfer all his life, he decided that he could find much less profitable investments for his retirement fund than a golf course, so he took the plunge. At first glance, Midwest didn't look too promising. But it had great potential, the former newspaper executive decided, if a fellow were willing to put back some of the profits. In addition, it was located in the midst of several expanding communities and, of course, the game was already showing strong promise of its unprecedented postwar boom.

After his first profit and loss statement was drawn up and the new Midwest owner was convinced that he had a going operation, he started plowing money back into the club. The clubhouse was expanded, section by section, until now it is more than three times the size it was when Polakovic inherited it. To give an idea of what a sound investment this has been, Midwest has become a kind of mecca for Chicago area business and industrial firms which wait in line to hold golf outings and sales meetings there. Possibly 25 per cent of Midwest's institutional reservations are already booked for 1952.

Expands to 36

Meanwhile, Polakovic kept putting money into the 27 original holes in an attempt to bring them up to what he considers to be true country club standards. In 1957, incidentally, he bought land adjoining the course and had Robert Bruce Harris design another 9 to bring the entire layout to 36 holes.

Face lifting of the course has gone on for at least 12 years and Polakovic estimates it will be 1963 before the job is completed. Tees on practically every one of the original 27 have been rebuilt, water hazards have been added, there has been much recontouring of holes to put in traps — but the big job has been the rebuilding

of the greens. Twenty-one putting surfaces have been reworked with six to go. Midwest's greens now range from 7,000 to 8,500 sq. ft. where the range used to be from 5,000 to 7,000 sq. ft. In all cases the new green has been built back of an old one so as not to interfere with play. Traps have been added in numerous cases because the Midwest owner sampled enough of his patrons' opinions to become convinced that the majority of semi-private players want a course that fairly tests their skills and not one that offers only few obstacles.

Renovation Costs Absorbed

Something like 75 or 80 per cent of the cost of making these various renovations have been absorbed through so called "dead time" labor expense. It is charged against current income, of course, and naturally reduces the annual net profit. But, at the same time, it adds to Midwest's net worth. If Polakovic were to sell Midwest tomorrow he would, of course, take this "dead time" construction into consideration in fixing the value of his property.

Midwest has a year-around crew of seven men who work under Marv Gruening, a capable and conscientious supt. From April through October, a dozen work for the maintenance department. When play is at its heaviest from June through August, there are 20 men employed. Several semi-private operators in and around Chicago have argued that Midwest is overstaffed. But John Polakovic has a convincing counter argument. "We have enough manpower to quickly get the course into shape for each day's play," he says. "It isn't often that we have to hold up players to complete a mowing operation or take care of some other chore. It costs money to hire the so-called extra help to be able to keep the players moving, but the volume of play at Midwest justifies this. We advertise that there is less waiting at Midwest than at most semi-private courses and we're willing to spend money to prove it. Quicker play is one of the commodities we're selling."

No Sweeping and Re-Sweeping

Continuing, Polakovic says: "If we didn't have a constant remodeling program that is adding value to our property going on, we probably couldn't employ as many persons as we do. We'd have to cut back to 15 men in the summer because figuring on the basis of 1½ hours per man "dead time," a crew of 20 undoubtedly

(Continued on page 106)

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Book Reviews

Golf Is My Game, by Robert Tyre (Bobby) Jones, Jr. (Pub date: Nov. 4, 1960) Doubleday & Co., Inc., New York.

For one man to dominate a sport for over 30 years is nearly impossible, but when the man in question has been out of competition for the same 30 years, it's incredible. And "incredible" is the word to describe the life and career of Robert Tyre Jones, Jr.

On Nov. 4, Doubleday will publish "Golf Is My Game," written by Bob Jones, the only man who could have authored it. A complete golf library in one volume, "Golf Is My Game" describes all of Jones' major tournaments, plus a stroke-by-stroke account of the events that led to the one and only Grand Slam. Also included is a section on improving one's game. In it, Jones maintains that golf is a sport that is learned rather than taught. He describes himself as "a fairly successful learner" and shows that the only way to play better is to go out and do it.

The final part of the book, devoted to events since he quit competition, describes Jones' decision to quit the tournament scene and give a penetrating analysis of golf then and now. "Golf Is My Game" is illustrated with photos of Jones during his career; with diagrams of the Augusta course, hole by hole; and with sequence photos of his unbeatable swing.

Senior Golf by Romeyn B. Scribner. Edited by Frank Matey. Published by Evans Scholars Foundation. Golf, III.

This interesting history of Senior golf assns. was sponsored by 42 prominent Senior golfers. The first edition of 1,000 copies was virtually exhausted when distributed at Chick Evans' 70th birthday dinner. That distinguished elder of the golfing congregation, Scribner, has told the story of the Senior organizations beginning with the initial tournament Oct. 12, 1905 at Apawamis and taken it through a multitude of organizations and personalities, male and female.

The Seniors' GA. organized in 1917, is the first of a long list which includes the Canadian Seniors (1918) U.S. Seniors (1920), N. J. Seniors (1922) Illinois Seniors (1923), British Senior Golf Society (1926), Southern Seniors, PGA Seniors, Western Seniors, American Seniors, Kenya Seniors, Bermuda Seniors and others.

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Selling Those Extra-Budget Projects

Assessment conscious members won't erect any monuments to you for suggesting them . . . but that doesn't mean they won't approve them if you can show how the club will benefit

By **ED STEWART**

Supt., River Forest GC,
Elmhurst, Ill.

If I were a member of a country club committee that was hiring a superintendent, my first inclination wouldn't be to ask the applicants how much they know about turf and how to take care of it. Rather, I think I would say, "How good a salesman are you?" and then base my selection on the answers they gave to this question. I'm not sure that this attitude is 100 per cent in keeping with the policy of many clubs that may lean to the Milquetoast type fellow for their greenmaster, but after working for nearly 10 years as a supt. and four more as an assistant, I'm convinced that the fellows who are successful in our line of work are as much salesmen as they are turf and soil experts.

At most clubs, it isn't too much of a task to get the board to act favorably on the regular or routine budget. Members of the board usually are well enough acquainted with economic conditions to agree to say a five per cent increase over the previous year's budget because the annual cost of living index tells them that labor, material and equipment costs for the coming year will, in all probability, go up that much. You don't always have to be a salesman to sell these rather routine figures unless, of course, other departments in the club are making a spirited pitch for more money, some of which may come out of your annual al-



Ed Stewart

. . . competing against other departments.

lotment. Then you have to get in and outsell them.

Over and Beyond Necessities

But where salesmanship really counts is when you're going after something over and beyond the routine necessities. It may be the addition of or improvement in your irrigation system, the purchase of a piece of equipment, the cost of which may stagger persons who aren't familiar with equipment prices, or similar items. If you think for a moment that board or committee members are going to rally around and pat you on the back for thinking big when you suggest such things, you're going to be disappointed. One or two may appreciate the need, but not the majority. It is this bloc that you have to crack and it may take a year or two or even three to do it.

I'm not offering anything new when I state that the first law of salesmanship



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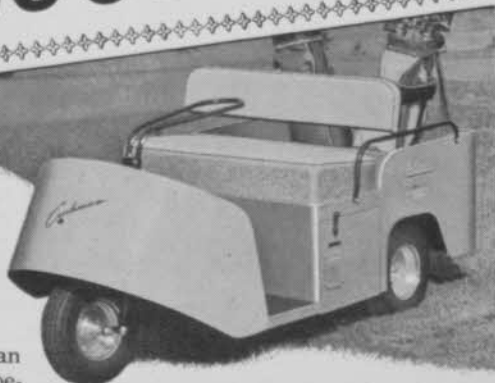


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Cushman Electric Golfster fleets are now delivering outstanding service at hundreds of golf courses across the nation. Their net return to the club is excellent because of their extreme economy. And they're in big demand by the players because of their ease of operation, dependable performance, and comfortable ride. The roomy all-steel body is "cushioned" by airplane type shock absorbers front and rear with the rear wheels suspended in rubber. A steering dampener adds extra stability. **Up to 36 holes and more on a charge; choice of 24 volt or 36 volt systems**

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Noer Turf Research at Wisconsin Gets \$1000



Oscar Borgmeier, treas., O. J. Noer Turf Research Foundation, presents \$1000 check from Foundation to Dr. L. Engelbert, chmn., soils dept., University of Wisconsin. The money is to be used in financing research into the growth and deficiency symptoms of each of major mineral nutrient elements of turfgrass. Dr. James Love is in charge of this project. At presentation were (l. to r.): James Love, C. G. Wilson, Borgmeier, Engelbert, O. J. Noer and O. O. Clapper, a director of the Noer Foundation.

is selling yourself. All successful supts. that I know have done this. I've been at River Forest for seven years and I have made it a point to become acquainted with as many golfers as possible. I know at least 90 per cent of them at our club. I don't know if this actually constitutes selling myself, but at least when I attend a monthly business meeting, the members don't look blankly at me and wonder who I am. This is a point in my favor.

The logical thing to sell after you have sold yourself is the benefit that will come from the club's buying your suggestion. In the last two years I have been able to persuade our members to make outlays amounting to nearly \$15,000 to improve two greens and several traps and to buy some large pieces of equipment that I knew would greatly ease our maintenance work.

Take Second Look

At the same time, other departments were putting in bids to make capital improvements that would run the total two-year bill to around \$50,000. For the

past decade River Forest has operated on a pay-as-you-go basis by making special assessments rather than assume any long-time mortgages, such as it did in the late '40s. So, it is natural that the members are going to take a second look at proposals for improvements or expensive new equipment before consenting to ante up anything beyond their regular dues to pay for these things. You can be sure they have to be sold before they are going to spend their money.

To put over the course project, I tried to figure down to the last cent just what it would cost to rebuild the greens and traps. But more important, I concentrated on marshalling all the advantages that would come from making the course improvements, jotting them down as they occurred to me. As for the equipment, I didn't go out and get bids from seven or eight suppliers, as is customary, because when you do this and submit the figures, you know in advance what pieces of machinery you are going to get, providing your request is approved. What

(Continued on page 78)

Prestige

is the priceless reward for a product well made. Everyone associated with a name so honored, buyer, maker and user alike – share benefits that are valuable beyond compare. That is why you see more and more EZ-Go's, the nation's finest electric cars, cruising the world's finest golf courses.

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One Dark Cloud on Otherwise Cheerful Horizon

Manufacturers who responded to Golfdom's queries concerning playing equipment and accessory sales, pointed to another record year as the golf market continued to boom. But one executive of a large distributing firm painted some gloom over the encouraging picture, at least so far as the pro is concerned, by suggesting that sporting goods and other outside merchants are making serious inroads into his business. Here is what the manufacturers had to say:

Golf's Growth Continues with Tougher Competition for Pros

By W. D. Schaffner

Pres., National PGA Distributors

Every post war year has brought an acceleration of golfing interest and player purchases of equipment. This gives assurance that the years to follow will, in turn, bring new highs. Credit for this upsurge goes largely to the home professional whose "grass roots" encouragement to millions of beginners has attracted their regular participation.

This effort has been helped immeasurably by The National Golf Foundation, financed by many suppliers, which has encouraged and aided the establishment of hundreds of new courses. Something new and gigantic has come into being. Perhaps the most significant development of 1960 is the proved popularity of televised golf. Still in its infancy, this type of programming will expand rapidly to influence and popularize golf even more.

It appears that 1961 will top all past years. It is difficult to focus attention on any matters of unusual significance insofar as the industry itself is concerned. Every individual golf professional should diligently analyze his particular situation. He may be less secure than careless thought could lead him to believe. Growth carries no automatic guarantee the professional will equitably share the harvest. The gain in golf has gathered an army of commercial followers.

Over 10,000 sporting goods stores now compete. This figure does not include additional thousands of department, hardware, drug, grocery, gasoline, variety, auto, sundry and other establishments which have entered the golf field. Many of these are using a tool not readily available to the professional — advertising. Much of it is phony, exaggerated or even false. Some of these come-ons appear illegal, and the government has promised to investigate. But relief will be slow to come. Meanwhile, the professionals will continue to lose sales. Although the exact information is not published, available data indicates to many observers that there are now more clubs sold outside pro shops than within. This trend seems to have started at least three or four years ago.

The home professional who genuinely desires his personal economic growth to keep pace with that of the industry must make full use of his natural advantage and talent. One method is to use his prestige constructively and combine it with the equipment he sells and the methods he employs to sell. This includes offering merchandise which is available only to pro shops and providing careful instructions concerning each article's proper use. Coupled with an ability to make sensible trades, this is his greatest competitive advantage, and should be fully exploited.

It is certainly true that the game cannot grow without the services only a professional can provide. More job opportunities are offered as a result of the increased number of courses. But the quality of these opportunities cannot improve unless the full merchandise potential of each can be captured and held.

Scored Better on Courses and in Pro Shop Sales in 1960

By Edward G. Dowling

Vp, Marketing, A. G. Spalding & Bros., Inc.

The contribution that fine equipment makes to the game and business never was more obvious than in 1960. In performances and sales of Spalding woods, irons and balls our pro staff consultants and pro customers have recorded better figures than ever before.

Every year we have built our equipment to more precise standards. Our investments in research and development personnel and facilities have resulted in startling innovations and improvements. The Spalding Distance Dot, a new concept