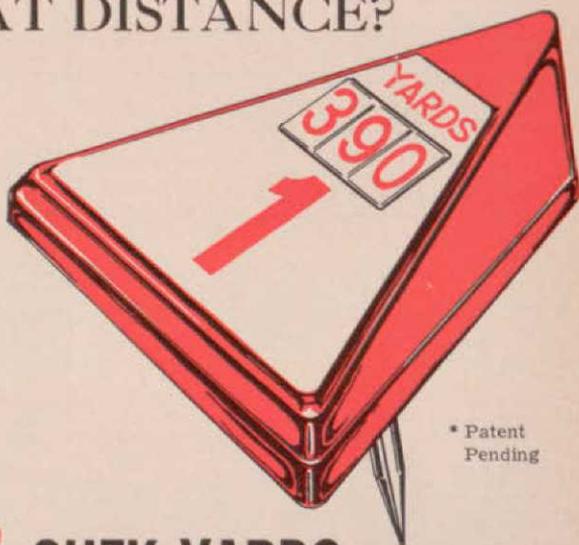




WHICH HOLE?  
WHAT DISTANCE?



\* Patent  
Pending

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Available in championship blue, men's white and women's red—all specially manufactured, showing your exact course distance. Made of enduring high fire, high impact ceramic. Impervious to nature's drives, they keep bright and clean looking always. They never need painting.

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plug-in type sprinkler heads, designed to be used 10 at a time. The piping system was engineered to operate at pressures of approximately 120 psi, depending upon the number of sprinklers being used.

To insure a permanent, trouble-free piping installation, Farm & Golf Course Supply Co. specified the use of K & M asbestos-cement irrigation pipe. This pipe is said to be tough, lightweight and immune to corrosion and electrolysis. A total of 14,000 ft. of asbestos-cement irrigation pipe, in 3, 4, 6 and 8-in. sizes, was installed under the fairways.

#### Pumping Equipment

The installation also included appropriate valving and pumping equipment. The piping was divided into a three-zone system. To accomplish this, a master valve at the pump and three zone valves, one for each of the three separate piping zones, were specified. To provide the necessary rate of discharge, a 75-hp electrically operated pumping unit was called for. The problem of water supply was eliminated by taking the water from a stream that flows through the club as well as from the two original wells.

#### Permanent Tight Seal

Pipe sections were joined by means of Fluid-Tite couplings which provide a permanent tight seal immediately upon assembly. Because of their unique, patented design, these couplings seal even tighter as the water pressure in the lines



Ed Hennessy of K & M looks over a pre-tapped coupling, which simplifies installation of risers and snap valves.

increases. They also assemble easily and allow deflections up to five degrees at each joint. The couplings installed for lateral and riser connections were equipped with the recently introduced pre-tapped threaded brass inserts which eliminate the need for time-consuming field tapping operations.

#### Pleads with Course Builders to Protect Native Vegetation

Ray Hills of Los Angeles, a noted landscape artist, at a recent Southern California GCSA meeting at Bel-Air CC, Los Angeles, gave expert testimony to back up one of GOLFDOM's campaigns in calling attention to the immense damage done by destroying native vegetation during golf course construction. There have been hundreds of cases in which trees and other native growth alongside fairways that have been uprooted would have added tremendously to the golf value and distinctive beauty of the course. After the bulldozers have finished, thousands of dollars are spent in a vain effort to grow golf architecture and scenery that, at best, is inferior to that that already has been eliminated.





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## Safe mowing on steep going!

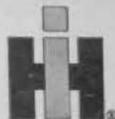
Low silhouette and proper weight distribution give the 47 hp\* International 404 Lo-Boy unusual stability. Operator can work safely on slopes as great as 40 degrees, allowing mowing in areas too steep for conventional tractors and equipment.

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Protect your operators . . . lick tough mowing jobs at low cost. Test the International 404 Lo-Boy at your IH dealer, soon.



**INTERNATIONAL HARVESTER**

*Remember the Big Idea!*

# Your Shop Is For Selling

BY AL BONK

Every year the professional has the same problems of freshening the appeal of his shop. Appeal means selling power.

A pro shop is for selling; other areas of the clubhouse are for entertaining. The pro cannot put it just that bluntly to his members or players at a fee course but selling had better be the primary purpose of the pro shop if the pro is going to make a satisfactory income.

Getting rid of the old look in a shop is not a matter of the pro getting tired of the way the shop looks. Nor does it come from being inconvenienced by some poor features of its layout. It is a matter of renewing the buying invitation to old members, of creating magnetism that pulls in business from old members who are not buying enough to pay their way at the club.

There has been a great deal in GOLF-DOM over the years about the member whose house account is so low that other members practically have to pay for carrying him on the club roster. But I

haven't seen or heard much about the member whose pro shop buying isn't enough to pay his share of the cost of pro department service.

## Pro Pays Himself

The point does not seem to have been put across in the golf business that pro service actually costs a club little or nothing; that the professional department's service attracts profitable business to the club and that the pro, in the last analysis, must pay himself for working for the club. Therefore, the wisely run club gives its professional encouragement and opportunity to make money. In no other way can a first class club attract the sort of first class man it needs.

The same incentive and reward elements that enable a man to make enough to play golf apply to the player's pro.

The member or pay-play player who isn't buying at the pro shop is an important reason for changing the looks or layout of the shop. If a poor customer, man or woman, isn't buying from the pro it is, in most cases, the pro's fault. Somebody is selling the player what isn't being bought in the pro's shop.

Getting traffic into the shop is part of the pro's selling problem, but equally difficult to solve is getting the shop to sell all it should to the potential buyer who enters.

Experiments in increasing the shop's selling power must be conducted ceaselessly. Keep changing the displays — locations, merchandise, general appearance — often enough to keep the sight of the shop from getting tired and stale to those who come in.

## Scares Away Sales

There is a tendency toward giving pro shops a too-sophisticated look. That trend sometimes is carried to an extreme. The customer in the fancy atmosphere of a place that seems to be trying to look like a salon rather than a pro shop isn't persuaded that the Big Idea is to spend

---

## Sales Teasers

- Get rid of the old look — ring in the new.
  - Somebody's selling the player who doesn't buy from you.
  - Experiment in increasing your shop's selling power.
  - Price tags show that the price is fully warranted.
  - Golf merchandise has prestige value that you should capitalize on.
  - Use your imagination to keep the sales pot boiling through the season.
  - For the women, try to show smart styles that can't be bought elsewhere.
-

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## **LOWER OPERATING COST**

Water losses are minimized when you install SOUTHWESTERN Plastic underground sprinkler pipe. Power requirements are generally lessened, due to lower friction loss.

## **LOW MAINTENANCE COST**

Resistance to most chemical and soil elements protect SOUTHWESTERN Plastic Pipe against the damaging attacks of corrosive elements that sometime rust and destroy other piping materials. Shifting soil has little effect on semi-rigid or flexible plastic pipe.

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money for useful golf equipment and supplies.

No pro ever lost a job, lost a sale or lowered himself in his members' esteem by putting price tags on merchandise in the shop.

Again, I want to remind you that the Big Idea in the shop is to sell. How are you going to sell if the potential customer doesn't know the price?

There are very few things that somebody can't make in lower quality and sell for less money. Does the professional have to be afraid or ashamed of selling quality for the price that quality justifies?

### Prices Are Justified

Neat and bold price tags on pro merchandise give the customer confidence that the price is fully warranted.

Some professionals seem to think that the sophisticated look of a shop is lost when price tags appear. These fellows do not realize that the genuinely sophisticated rich are frankly interested in money. That's how they got rich.

A certain elegance, in keeping with the country club atmosphere, must be present. The pro shop is not merely a display room but a retail store that is a convenient service. It provides expert buying advice, distinctly personalized in the case of the private club members.

Another trend noticed in pro shops, in private clubs, particularly, and in all sections of the country, is the trend to accent apparel merchandising at the expense of golf playing equipment and accessories. Apparel selling has its place in the pros' policy and at some shops amounts to more than 60 per cent of the entire retail volume.

### Watch Clothing Balance

If I were a pro I'd watch that division between golf playing equipment and apparel sales. A high apparel percentage may be a healthy sign at resort courses where the guest's home club pro probably has sold him new clubs, a bag and balls before he went touring. But if the apparel sales percentage is high at a shop where the bags in storage show a high percentage of irons that are older than six or seven years, or woods older than eight years, or irons and woods that were bought elsewhere, the situation had better be studied.

The pro should bear in mind that he is hired as a golf expert, not as an



Paul Runyan (l), LaJolla, Calif., two time winner of the PGA Senior tourney, gets check for \$2,000 and trophy from Ronald M. Teacher, chairman of the board of Wm. Teacher & Sons, Ltd., Glasgow, Scotland, Senior tournament co-sponsor, for his 1962 victory. Paul will travel to England next month to meet the British Senior champ.

expert in pushing merchandise. The pro, originally located at a club to give lessons and supply clubs, balls and bags, grew into his present merchandising position because of the strategic location of his shop, and for no other reason.

The professional wisely capitalized on his shop's location and on buyers who, as private club members, were considered a "captive" market.

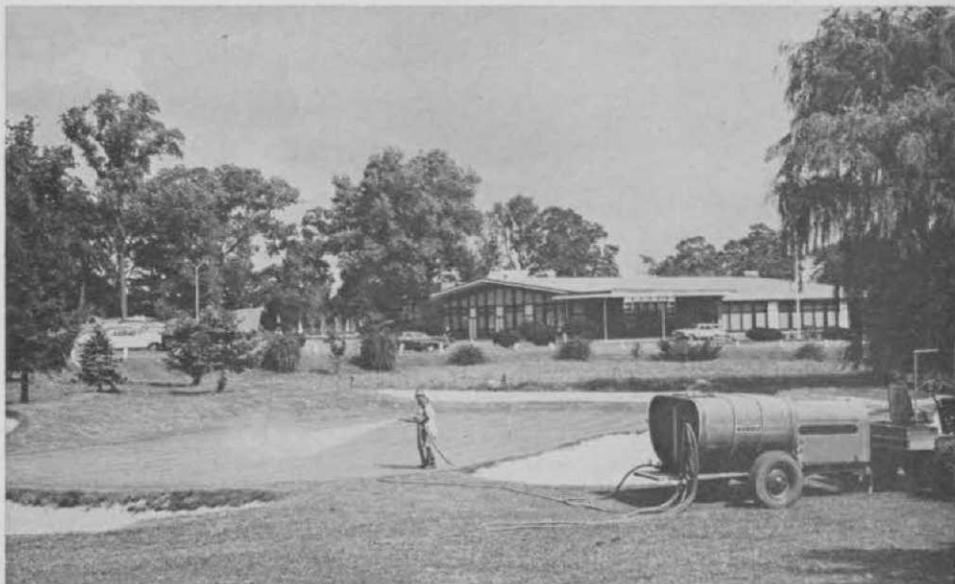
### Don't Have to Buy

Golfers at the public and fee courses are not a "captive" market. They buy any place, often primarily for price. What the public course pro has done to retain and extend command of his market is one of the most interesting demonstrations of merchandising brains in golf business. These pros have to operate as a public utility. They make money for themselves and serve their players and the community in general by making the pro shop pay.

The private club pro can make use of the prestige factor as well as of his own position as an authority as he sells golf equipment. Association with the social prestige of his club often is the selling point for apparel bought at a first class private club. It means something to a manufacturer to have his clothing or shoes sold at exclusive private clubs, as well as at other "prestige" retailing establishments. To what extent a manufacturer recognizes this factor is some-

*(Continued on page 102)*

# THE TREND IS TO HARDIE\*



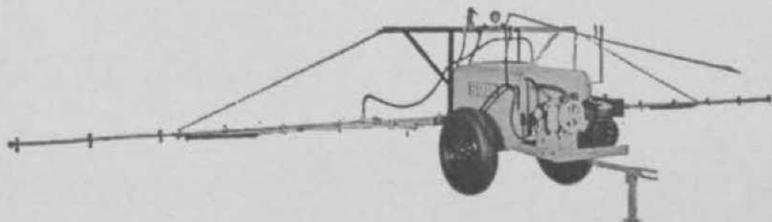
Ashbourne Country Club, Cheltenham, Pennsylvania

## THE FINEST IN GOLF COURSE SPRAYING EQUIPMENT

Yes . . . the trend is to Hardie . . . because with a Hardie, the beauty of your fairways, greens and club house grounds can be preserved with dependable ease . . . Hardie Hi-Pressure sprayers are available in sizes from 3 to 60 gallons per minute. Pressure is adjustable from 50 lbs. for weed spraying to 800 lbs. for hand spraying greens, shrubs, etc. The Hardie Hi-Lo pressure regulator weed boom is considered by many Golf

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# The Country Club \$

## Where Does It Go?

By CARL JEHLLEN

The profit and loss statement should be of interest since it reports the net operating results of the club departments, and the net amount of club dollars that each department contributes to or requires from the operation. For example, every club anticipates that its bar operation will result in a profit. By the same token, every private club realizes that the greens and grounds or golf course operation will have a greater expense requirement than the amount of direct income received from fees regardless of the volume of play or the amount of fees. Through examination of the profit and loss statement, you can determine generally the areas that require club dollars, to what extent they require club dollars, and how this requirement is met.

The club balance sheet is not pertinent to this discussion. The balance sheet basically represents the state of the club's health, whether its assets and liabilities are in proper balance and how it stands financially after the club dollar has been distributed and all current expenses have been paid.

Of course, the most pertinent analysis of the distribution of expense within your own operating department is the monthly departmental operating report. In my estimation it is essential that all department heads receive the monthly report so that they may know how they are faring as compared with last year's operation and this year's budget. The minimum essential information that this report should carry is a complete breakdown of income and expenses for the month under consideration, a comparison with the same month last year, a cumulative report for the year to date, and the current previous year to date, and the current annual budget. I believe that bringing this information into proper focus for this discussion can best be undertaken by using data contained in studies and surveys that combine the combined expenditures of a large number of clubs. These are published annually by two of the leading firms specializing in club accounting. I suggest we examine one of these recent annual studies to provide us with the average ratio of club dollars spent.

### Distribution of Dollar

The one I have selected states that the distribution of the revenue dollar of 50 clubs for the 1960-1961 annual fiscal period was as follows: Out of each dollar — 40 cents was spent for payroll, with an additional 6 cents going for fringe benefits for a total of 46 cents; 23 cents was spent for the cost of goods sold in the various service departments such as restaurant, bar and tobacco, and of that 13 cents was for food, 8 cents was for beverages and 2 cents for other items; 22 cents was expended for all other operating expenses; and 6 cents for



Carl Jehlen

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rent, taxes and insurance. This left a balance of 3 cents out of each dollar to take care of debt service and capital improvements.

I am sure that we find these figures very interesting. It is significant to realize that of every available club dollar, 40 cents is directed toward cash payroll and that additionally an amount equal to 15 per cent of payroll is required to meet the cost of direct fringe benefits. It is well for us to keep this in mind. When increased wages or additional personnel are up for consideration in your department, remember that the cost to the club is not only in the payroll( but the payroll plus 15 per cent.

This 15 per cent doesn't represent an increased expense in the operating department, for it is ultimately carried under administrative and general expenses. However, club dollars must be found to pay for the fringes as well as for increased payrolls. In this connection let me digress momentarily to call your attention to what may well be termed a hidden cost and at the same time, emphasize the need for increased increments, so club management will be on a comparable level with industry whenever we enter the highly competitive labor market seeking employees.

#### Competent Use of Personnel

When we compare the 46 cent cost of payroll with a cost of 22 cents for all other operating expense, and a cost of 23 cents for the cost of all goods sold, it is not difficult to visualize the extent to which the successful operation of our club depends upon competent and economical use of personnel. It is not difficult to visualize the extent to which available club dollars depend upon remaining funds after payrolls have been met.

In the area of all other operating expenses, we find our department items of heat, light & power, materials for maintenance, replacement supplies, and outside contractor expenses. I believe that we are all keenly sensitive to costs and cost controls in this area.

*This article is condensed from a speech given by Carl Jehlen at the annual USGA green section meeting held in New York last January. Jehlen is the club manager at Baltusrol in Springfield, N.J.*

The second part of this article will appear in July Golfdom.