

# GOLF ECONOMICS

- There's a limit to what members can pay for club services
- The big money is spent in pro shops, not on tournaments
- Luckily, two of three golfers are pro-quality conscious

By **HERB GRAFFIS\***

**A**n accurate view of the economics of golf can't be taken from the viewpoint of the professional, supt. or club manager, or the fee course owner or club manufacturer. It must be taken from the viewpoint of the golfer.

The golf customer can't be expected to do much figuring as to what the game costs him. It's desirable that he doesn't. If, all of a sudden, he decides golf is costing him too much or that some other game gives him more pleasure, socially and physically, for his money, he will be a lost customer.

The switch in sports markets sometimes happens before anyone realizes what's going on. If you don't think this can be true, consider that baseball is losing its fans to football; that baseball's minor league system has virtually disappeared; that pro football has established a farm system in the colleges.

*\*This article is condensed from a speech made by Graffis at the PGA's annual business meeting which was held in Palm Beach Gardens, Fla. in November.*

In 1938, would anyone in golf have guessed that golf playing equipment would some day exceed in sales value the volume of all other sports items except hunting and fishing equipment? Yet, signs of golf's inevitable growth were present. The effects of golf on suburban real estate values, rural and suburban roads, automobile sales, sportswear, social objectives and even Scotch whiskey, were evident 25 years ago. But who considered them in pondering the economics of golf?

Who in this huge and influential business of golf considers the economic picture of the game today?

An alert professional knows pretty well what the game costs the golfer.

But are these things taken into account by very many people? . . . A member of a metropolitan private club pays from \$3 to \$5 for course maintenance every time he plays a round at his club. Interest on the club debt and other fixed charges cost many private club members \$2 a round.

## Where Help Is Needed

Heavy traffic at public courses, which operate tax free, makes them one of sports' biggest bargains and, at the same time, such tough competition for privately owned fee courses that the latter need all

---

**You're impressed by the fact that 10,000,000 golf clubs are produced annually . . . but each golfer buys only two a year**

---

the business judgment and other help they can possibly get. What is more, they need it from their pro.

There is a practical limit to what clubs can pay for professional services and for other management costs. A pro who is a businessman knows that.

He knows, too, that there are hundreds of clubs that can provide good jobs for a combination pro-supt., or pro-manager-supt., but the same clubs would be poor paying propositions for two or three men handling these jobs. There are 867 pros in the U.S. who are handling combination jobs. Many of them are netting more than many professionals at some of our finer metropolitan clubs.

#### **Have Helped Superintendent**

The economics of golf have changed and improved the status of the supt. When there are pro vacancies at fine clubs, there may be from 35 to 90 applicants for a single job. When there are supt. vacancies, the clubs are lucky to get applications from ten good men. To woo the supt. away from his present spot, the hiring club, in many instances, has to offer him a good deal more than originally planned.

We talk about the college men in professional golf. The maintenance department has them, too. Every one of the CCSA's national officials is a college man. And, just about every supt. in the country gets some useful education in the economics of golf in studying the maintenance budget with his green chairman, and then trying to fit course expenses into the overall plan.

#### **All-Around Knowledge**

We have been asked quite often why we try to balance pro and maintenance articles in *Golfdom* and, at the same time, use material that is of interest to the club manager as well as club officials. Let me emphasize, though, that successful pro businessmen don't ask why we do this. They realize that they must understand course maintenance problems and also be familiar with what is going on in the front office to work efficiently with the supt. and the manager.

The fact that Bruce Herd has been selected golf-professional-of-the-year by the PGA fits in perfectly with a discussion

of golf economics. Bruce is representative of the hundreds of smart professionals who are broadly informed about the golf business. He knows there is more to his job than teaching and selling merchandising. He is living in the midst of another boom. He remembers a previous boom that blew out and caused much financial misery among hundreds of clubs and their members. It's a good thing we have veteran pros like Bruce around. If they see any danger signs in the present boom, we can depend on them to flash the warning signals. It has often occurred to me that men with big financial interests in golf would be wise to consult veterans such as Bruce Herd more often. Many of these oldtimers know a lot of the answers. They know what the score is in golf.

#### **Wild Guessing**

Speaking of the score reminds me that there is a tremendous amount of wild guessing and faking in golf business statistics. Sometimes you wonder if this isn't a game in which at least every other man is an expert. But what I think should be stressed is something that most people overlook — and that is a comparison between what is spent for equipment, apparel and accessories in pro shops and the prize money that is offered in tournaments, TV golf and exhibitions. Around \$100,000,000 is spent each year with the home professional. Prize money amounts to about three per cent of that total.

There is another picture that may bring the vision of golf as a business into clearer focus. In 1963, Arnold Palmer was hailed as the first playing pro to earn more than \$100,000 in prize money. That was indeed a remarkable thing, but think of this: The bar business at the club where Bruce Herd works grosses that amount year in and year out. And, by comparison with other clubs in Chicago and other districts throughout the country, Bruce's members are a temperate lot.

#### **Not So Vicious Circle**

Getting back to Palmer and the fantastic amount of money he has made — all of us should be rooting for him to make more. The more Arnie makes, the more you and I make. It doesn't end there. Arnie is dependent on you because the

*(Continued on page 98)*



# Wilson Staff

**The only tournament-quality golf clubs with Strata-Bloc® wood construction, Dynapower® iron design and perfectly-matched shafts**

Wilson Staff woods and irons are the golf clubs used by Sam Snead, Billy Casper, Julius Boros and many other great champions. Only Wilson Staff golf clubs provide three exclusive features—Strata-Bloc wood construction, Dynapower iron design and shafts individually matched in flex-action to the weight

of each club head. These great Wilson clubs help you get more power, greater accuracy and superior “feel” on every shot. Wilson Staff golf clubs and the great Wilson Staff ball are available only through golf professional shops. Wilson Sporting Goods Co., Chicago. (A subsidiary of Wilson & Co., Inc.)

PLAY TO WIN WITH

**Wilson**



A PROGRESSIVE PAST - A GOLDEN FUTURE

# UNDERSTANDING Your Pupil's Four BASIC MOTIVES

*Play, Fight, Ego and Status compel people to play golf . . . Here's how the pro can learn to play up to each*

By **THOMAS G. ANDREWS**

Department of Psychology, University of Maryland



Thomas G. Andrews

**N**ow what do you suppose a psychologist has to say about golf? True, you often hear such remarks as, "There's a lot of psychology in golf," and, "What's the psychology behind that shot?", but these are mis-uses of the term.

Very little has been written about the psychology of golf, how to make it more enjoyable for the player, and how to increase his proficiency. I'd like to examine what we do know about it and offer some principles and practices which should prove of value to the teaching golf professional.

A man tackles the much-praised, oft-cursed game of golf for a complex set of reasons. Club professionals owe it to their members and to themselves to understand these motivations and use them in setting goals to be reached by their pupils and themselves.

Golf is a highly complex, crazy-quilt form of behavior. It requires considerable skill which must be learned and practiced. It is evident that it's a very com-

*This article is condensed from a speech made by Andrews at a recent meeting of the Mid-Atlantic PGA. Other articles on teaching will appear in future issues of Golfdom.*

elling activity because of the time and money lavished upon it, the awesome lengths some people will go to play it and the trappings and gear they feverishly acquire to be identified with it. A complex social organization surrounds the sport. It has considerable status value. It is highly competitive but, nevertheless, cooperative. Instructors should be aware of the consequences of the game's characteristics and use this understanding when dealing with golfers.

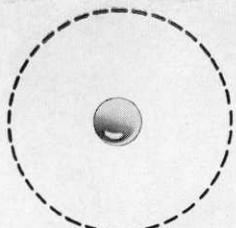
## Trapped by the Game

First, we should ask why people play golf. People seek a competitive, healthful and prestigious way of engaging in playful activity and taking up leisure time. Indulgence in golf starts this way, but often the means becomes the end and they are trapped by the game.

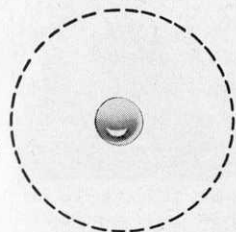
Play is important to men and animals alike. The play drive, very strong in children, later is subjected to increased social control and is considered less becoming, thus losing its spontaneity. In the adult, the play drive is channeled into various forms of sport and recreation. Golf is one of the many available socially acceptable outlets for this drive.

A golf course sometimes becomes a substitute battlefield by providing an out-





**= Distance**

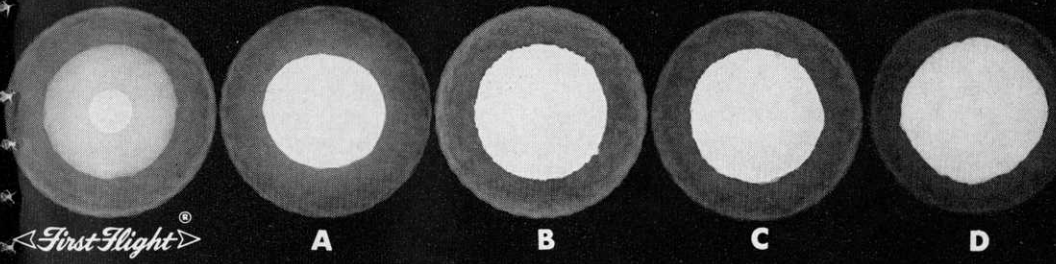


**= Accuracy**



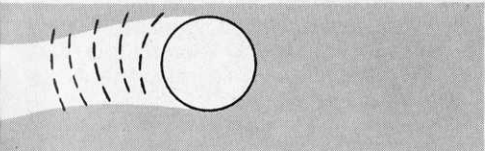
*First Flight*®

U. S. PATENT NO. RE. 25,427

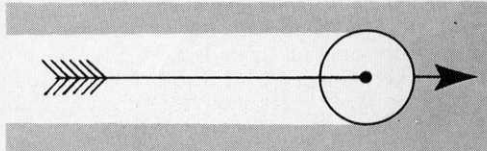


A golf ball must be round **throughout** if it is to give you maximum distance and greatest accuracy. Every First Flight ball has a patented steel center which is perfectly round and positioned exactly in the center of the First Flight ball.

This un-retouched X-ray of the five top-selling \$1.25 retail golf balls shows the superiority of the First Flight ball because it proves that it is round **throughout**. That's why it has been called "the greatest success in golf ball history!"



A golf ball spins in flight. If the center is not perfectly round or is not exactly in the center of the ball, the ball can wobble, fade or drift.



First Flight has a perfectly round steel center exactly in the center of the ball to act as a stabilizer for greater distance and accuracy.

SOLD ONLY IN GOLF PROFESSIONAL SHOPS

*First Flight* Company

CHATTANOOGA, TENNESSEE 37405

let for competitive behavior and draining off the aggressiveness that normally would result in fighting, if such behavior were socially acceptable.

Most people desire a means of showing themselves superior to their environment, superior to some segment of the population and superior to themselves of yesterday. This striving for individual self-realization is very strong. Many people choose a hobby or sport in which they can demonstrate personal achievement to satisfy their ego. Golf serves admirably for these purposes.

### Clothing, Equipment, Pageantry

Another reason for taking up divot digging is a desire for social status or prestige. Some people are particularly susceptible to this need and gravitate toward activities which have a great deal of pageantry, special clothing and equipment, symbolism and even a special vocabulary which sets them apart. Golf satisfies these needs to a greater degree than do most other sports.

These are some of the reasons why a person appears on a golf course to play a round, receive instruction, or just wander through the pro shop, soaking up the game's atmosphere and lore. The pro will be much more skilled in his relations with his golfing public if he understands these basic motives.

Each golfer has a definite mixture of *play*, *fight*, *ego* and *status* motives, but in different amounts. It may be the pro's job to teach a man, or to sell him something in the pro shop, or to otherwise attend to his desires. Whatever the duty, its purpose is to help satisfy a complex set of motives. The pro will do a better job by understanding this relationship to the golfer as the man attempts to satisfy his drives.

### What Is Strongest Motive?

• Psychological factors come most directly into play during instruction. At the outset of the first lesson, the pro should talk to his client for a while about his interests and previous experience in the game, and about other members of his family and his friends who play in order to get a picture of the relative strength of the four basic motives. When he knows this he can determine the best way to handle the client by catering to his strongest motive. For example, if play is the dominant drive, the pupil should get a good workout and use plenty of muscle. He should leave the lesson tee tired but glowing. Golf's tricky problems and deci-



Julius Boros (r), who made such a grand comeback in 1963 to win the PGA "playing-pro-of-the-year" award, received Ft. Lauderdale's "gold tee to the city" last fall from Mayor M. R. Young. Boros is the Florida city's leading citizen.

sions should be emphasized. The pupil should be shown how much fun the game can be. Impress him with the fact that it's a "game".

• If the strongest motive is fight, the pro will have more trouble with the pupil, who is likely to be argumentative and demanding. With that tipoff, the pro should concentrate on diverting aggressiveness into the game, thus satisfying the motive. Golf skill should be stressed. The pro should help the student drain off his aggressiveness and frustrations by getting him to see his practice tee activity as a release and escape.

### Help His Ego

• If the client's main reason for playing is ego, the improvement in his game should be emphasized. The pro should praise the player and make rewarding comparisons between his game and others at the same stage, however fictitious the comparisons may be.

• If the pupil mainly is seeking status, it helps to congratulate him on his attractive apparel and elegant equipment. The pro should talk golf and explain the sport's vocabulary. Let him get "inside the game"; that's where he wants to be. This fellow also needs ethical guidance in the pro shop to see that he doesn't get carried away, making unnecessary purchases he will regret later.

The pro will, of course, find other strong motives among his pupils. The point is that he should recognize that individual differences do exist and treat them individually. He should try to satisfy his client's motives for, if he doesn't, the client

(Continued on page 106)

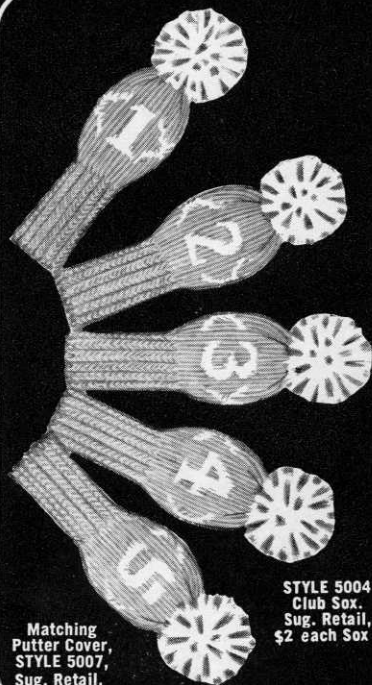
# PROFIT WITH THE PRODUCTS GOLFERS WANT

## Knitted Club Sox

for Nos. 1, 2, 3, 4, 5 Woods and Putter

Drive in a handsome profit with these great new head covers that slip on and off club heads quickly, tuck into pocket during play. STYLE 5004 features a knit orlon lining and has the actual numerals worked right in. STYLE 5002 has narrow stripes to indicate club number. All are washable, high bulk orlon acrylic — won't stretch, shrink or fade.

Order your Club Sox now . . . in Red, Black, Gold, Gray, White, Green, Beige, Brown, Sapphire Blue, Sky Blue, Red/Black, Black/Red — with peppered pom. DELIVERY ANY TIME YOU SPECIFY . . . packed bulk any assortment, or GIFT BAGGED IN SETS.



STYLE 5004  
Club Sox.  
Sug. Retail,  
\$2 each Sox

Matching  
Putter Cover,  
STYLE 5007,  
Sug. Retail,  
\$1.25



## Sports-Mate Tote Bags

Ladies love this smart, compact "hold-all" that's just 4" W. x 7½" H. Zipper closing. Leather-looking vinyl in fashion colors. About \$2.



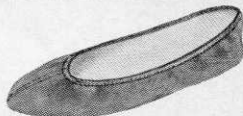
## Pom Tam Knit Sports Caps

Flatter every hair-do, fit every head. Orlon acrylic or wool. Individually bagged. Bright or light colors. Sug. Ret. \$2 ea.



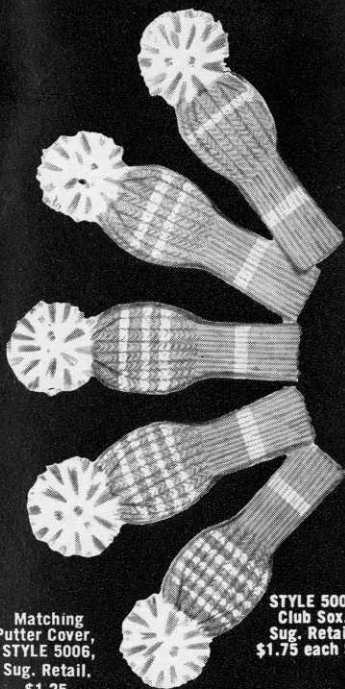
## Stretch Bands

Knit circlets are the fashion, and the fastest way to make a sales hit. 1 size fits all. Gay or pastel colors. Individually bagged.



## Foot-Lights

For after the game relaxing. Leather-looking vinyl, durable sueded outsoles. Ladies' sizes S., M., L. Fashion colors. Sug. Retail, \$2 pair.



Matching  
Putter Cover,  
STYLE 5006,  
Sug. Retail,  
\$1.25

STYLE 5002  
Club Sox.  
Sug. Retail,  
\$1.75 each Sox

**RELIABLE**  
Knitting Works  
Milwaukee, Wis. 53205

WRITE FOR COLORFUL, DETAILED LITERATURE

# Look what Edmont is breaking in Sports Illustrated

To help you sell today's only new golf glove



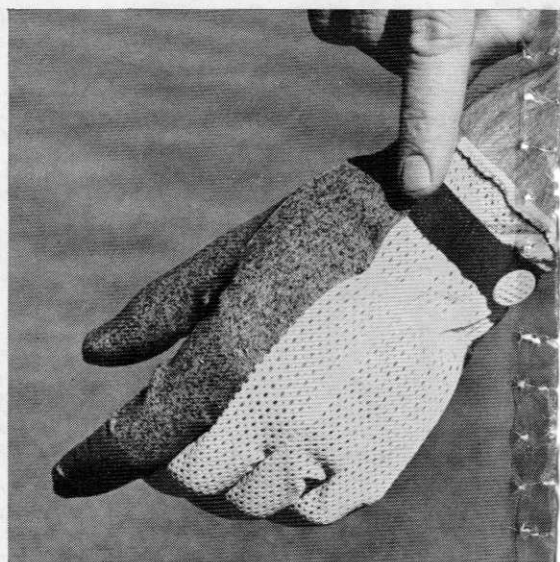
This is the new Edmont Super Grip Golf Glove. Sold only through Pro Shops. Retail for about \$3. Gives you as much as 50% profit.

## BUT HERE'S THE REALLY BIG NEWS:

This year, before every major tournament and throughout the height of the golf-playing season, Edmont advertisements will pre-sell Super Grips to more than 7 million enthusiastic readers of Sports Illustrated.

Also to help you sell, Edmont will supply free a "customer-reminder" counter display of the first full page Sports Illustrated ad. This, plus a new eye-catching merchandiser and attractive new see-thru packaging assure you profitable "buy-on-sight" sales.

So, don't miss out. See your Super Grip distributor or send for full details today. There's no obligation. Just opportunity.



**NEW EDMONT SUPER GRIP.** Fits snug. Stretches for easy on and off. Even wet, the grip won't slip. Hundreds of tiny stretch-open pores keep palm cool. No stiffening from perspiration dry-out. Stays soft and comfortable always. Adjustable lifetime Velcro® wrist strap fastens securely. Can't jam, stretch or snap loose. There's even a handy ball marker that snaps on the wrist strap. Super Grip is washable, too. Assorted colors, all with nylon mesh back. Men's and women's sizes.



## SPECIAL DISPLAY MERCHANDISER OFFER

Two dozen Super Grip golf gloves cost only \$36. For \$1.50 more you get this self-service merchandiser. (And you get an extra glove free, which more than pays for the merchandiser.)



The new **Super Grip** glove that will improve your game!



(READING TIME: 88 SECONDS)



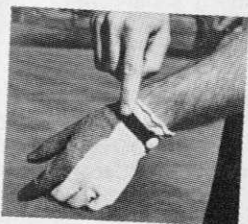
**1. NEW CONFIDENCE** when you address the ball. Now, you can relax. The club can't slip in your hand when you're wearing Edmont's new Super Grip Golf Glove. Its special vinyl-treated palm grips tight to give you that "long ball" feeling.



**2. BETTER CONTROL.** Hitting that narrow fairway or punching an iron dead on the pin, Super Grip helps you keep the firmness you want, helps you keep your shot on target. Won't slip. Can't slip... even when wet... even in a downpour.



**3. ADDED COMFORT.** No more sticky, sweaty palms. Normal hand movements pump cooling air through hundreds of tiny stretch-open pores. No perspiration dry-out as with leather. Your Super Grip stays soft and comfortable.



**4. SNUG FITTING.** Super Grip's nylon mesh back and special knit liner stretch for easy on and off, yet assure snug fit while you're playing. Unique lifetime Velcro® wrist strap is adjustable, fits perfectly. Can't jam, stretch or snap loose.



**5. LONG WEARING.** Vinyl-treated palm lasts and lasts. Resists perspiration and club-handle friction. Stress areas triple stitched for added life. And your new Edmont Super Grip is machine washable, too. Won't shrink, fade or lose its grip.



**6. HANDY BALL MARKER** snaps on wrist strap. Convenient, always ready to use, saves digging in pockets. Look for the new Edmont Super Grip Golf Glove at your pro shop. Choice of colors. Sizes for men and women. About \$3.



Hundreds of tiny stretch-open pores keep palm cool.

**Super Grip Golf Glove** by **Edmont**

AT YOUR PRO SHOP. ABOUT \$3 • Made by the makers of Green Thumb garden gloves

**Edmont** inc. COSHOCTON, OHIO

I want to make more money this year. Send me all the facts on your new Super Grip Golf Gloves. No obligation, of course.

Name \_\_\_\_\_

Club Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_



Director Stan Leonard (1) is shown with his British Columbia Junior teaching staff: Lyle Crawford, Langara GC; Bill Colk, Richmond GC; Joe Pryke, Gorge Vale; Fred Wood, Shaughnessy GC; Roy Heisler, McCleery GC; Len Collett, Marine Drive GC; Al Nelson, Vancouver GC; Ron Fitch, Glen-eagles; Jock McKinnon, Capilano G & CC; and Brian Copp, Point Grey GC.

## Canadian Pros Hold A Five-Day Junior School

What may have been the best Junior golf course conducted in the western hemisphere last summer was staged by the British Columbia PGA. The Canadian pros, under the direction of Stan Leonard who needs no introduction to U.S. golf fans, ran a five-day clinic in Chilliwack, 60 miles north of Vancouver, that attracted more than 100 youngsters. The site of the classes was Meadowlands GC which is owned and operated by Dunc Sutherland, one of Canada's oldest and best known professionals.

The students were transported to Meadowlands in three chartered busses and were housed in the 55-room Empress Hotel. The Junior golf college expenses were underwritten through a tuition charge, funds raised by the BCPGA and by members of various private clubs. Twenty-five boys were given full scholarships to the school. Teaching materials were partly supplied by the U.S. PGA and the National Golf Foundation. Canadian pros who taught at the clinic donated their services.

### Amateur Helps Out

Assisting Leonard in getting the school organized and in conducting it was Harold M. Kerr of Marine Drive GC, Vancouver, a devoted amateur who has done much to promote Junior golf in Canada.

Five other members of Marine Drive served as supervisors while the school was in session.

### Teaching Schedule

The group of students was divided into five classes. Each professional taught that part of the game in which he is most proficient. Thus, there were five teaching teams of two members and overall instruction was broken down into five phases. Instruction periods lasted 1½ hours as the students were rotated among the different teaching teams. The youngsters were exposed to each instructor at least three times during the course.

Classes were interrupted in the afternoon of the third day so that Leonard, winner of the 1958 Tournament of Champions and 1960 Western Open, could play an exhibition with Fred Wood as a partner against Lyle Crawford and Brian Copp. More than 600 persons, many of them parents of the boys who attended the BCPGA school, saw the exhibition.

### Bob Jones Award Nominees

Six persons have been nominated for the Bob Jones Award, which will be presented on Jan. 25 at the USGA's annual meeting in New York. They are: Charles Boswell, Birmingham, Ala.; Charles R. Coe, Oklahoma City; Dwight D. Eisenhower, Gettysburg, Pa.; Mrs. Edith Q. Flippin, Douglassville, Pa.; William J. Patton, Morgantown, N.C.; and Mrs. Edwin H. Vare, Jr., Bryn Mawr, Pa.