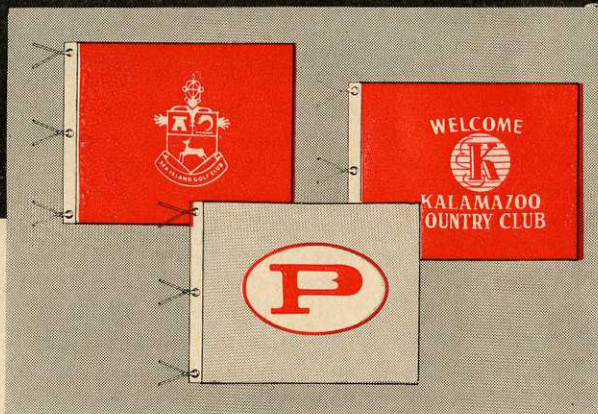


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Accent on management

By **KEN EMERSON**

Executive Director, National Club Association

The high point of CMAA's conferences is always its educational program, and 1967 was no exception . . . The seminars were outstanding as usual (covered everything from a demonstration of German cooking to "How to Motivate a Committee") . . . Its "Perfect Club Manager" panel discussion presented members with the unusual opportunity of being able to ask searching questions of club officers in order to determine just what the clubs thought their managers should be doing.

Some of the questions, and their revealing answers were:

Q: Should a manager use the club's facilities for personal and family entertaining?

A: (Consensus) Only if he does so within the bounds of good taste.

Q: Is the manager an executive in the strict business sense of the word?

A: Presently, only in some clubs . . . but he will rapidly become one through continuing education and CMAA's certification program.

Q: Should the manager participate in the club's future planning program?

A: Definitely! He is the only real continuity in the club's administrative body.

Q: Should a club have a general manager who is in charge of all operating departments, including the professional's shop?

A: Yes, though club policy may make the pro a concessionaire and if so, he would not be under the general manager. (One panelist remarked that a manager who permitted himself to become involved in golf course maintenance would live to regret it; another urged the managers to become conversant with all departments.)

Q: Should a club manager have a business on the side?

A: No!

Q: Should a club post delinquent accounts?

A: The panel was divided on posting, but unanimous in the belief that a member who was delinquent should be disciplined promptly—publicly or privately.

Q: Should the manager attend Board meetings?

A: Unanimous yes, though some thought he might be excused from portions concerned with membership matters.

Q: How can managers prepare for the future?

A: By keeping abreast of the field through attendance of CMAA summer workshops, graduate seminars and, in the future, studying such things as computerization.

Panelists who were introduced by moderator Hall at the end of the program were Wallace O. Leonard, past president, Valley Hunt Club, Pasadena; J. Stanley Mullin, past president, Beach Club; Byron O. Smith, president, Annandale Golf Club; Frank G. Hathaway, president, Los Angeles Athletic Club and Riviera Country Club; I. H. Prinzmetal, vice president, Hillcrest Country Club; Edward K. Zuckermann, president emeritus, Brentwood Country Club; Paul E. Iverson, director, Los Angeles Country Club; and Charles J. Watts, past president, Bel-Air Country Club, all of L. A. •

Verbatim copies of the complete conference transcript may be obtained from CMAA, 1030 15th Street, N.W., Washington, D.C. 20005. Price \$9.00 to non-members, \$6.00 to members.

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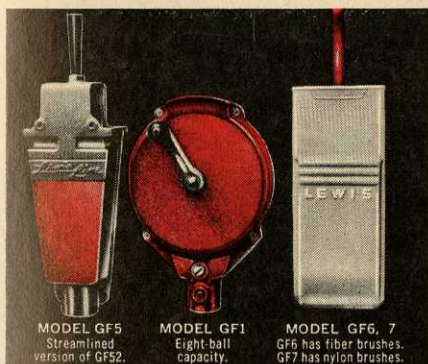
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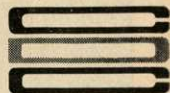
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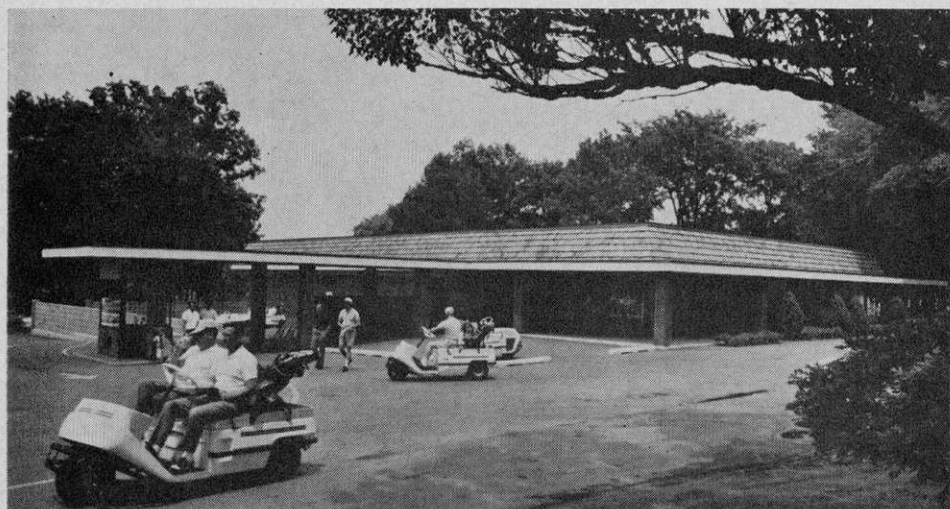
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A see-through pro shop



Here's a look into a modern, glass-enclosed shop that offers club members a complete "golf" service center.

By JOE DOAN

The handsome new pro shop at the Medinah (Ill.) C.C. is something of an innovation. So much so that Medinah members prefer to call it the Golf Service Center. The prime movers among the members for the building of the Center—and other extensive clubhouse remodel-

elling—were George Hoban, and Cliff Domin, current and former club presidents, respectively, and George Dument, the current vice president.

The 70' x 100' steel, brick and glass structure sits atop a golf car storage basement. The front of the building, distinguished by an overhanging semi-mansard roof, houses a beautifully appointed shop which is glassed on three sides. The back of the building is used to store 850 golf bags and 350 carts.

The service center has influenced each member of the sales force to outdo himself in efforts to please the customer. Of course, this is paying off.

However, the new center is not the only innovation. Jack Bell, the club's pro,



Jack Bell, seated, with his staff. L. to R., D. Hill, G. Nackel, A. Palmer, M. Schmalz.

has introduced so many during the last two years that he is unable to single out any particular one that has caused sales to skyrocket.

Take, for example, the club and bag reconditioning program. Imagine that you are a golfer taking your clubs out for the first time in the spring and find that they have been refurbished from grip to sole; and that your bag has been saddle-soaped, its broken zippers repaired and a new bag tag put on to replace one that was discolored and frayed. If you found these things had been done without your requesting them, and at no extra assessment to the regular cleaning and storing charge, of course you'd be happy and somewhat inclined to increase your service center patronage.

Sometimes, dressing up a piece of merchandise in what may appear to be an inconspicuous way has a startling effect on sales. For example: About three years ago

Bell had the Medinah Club crest imprinted on umbrellas. So many golfers were impressed by this simple decoration that "bumbershoot" sales doubled for the year.

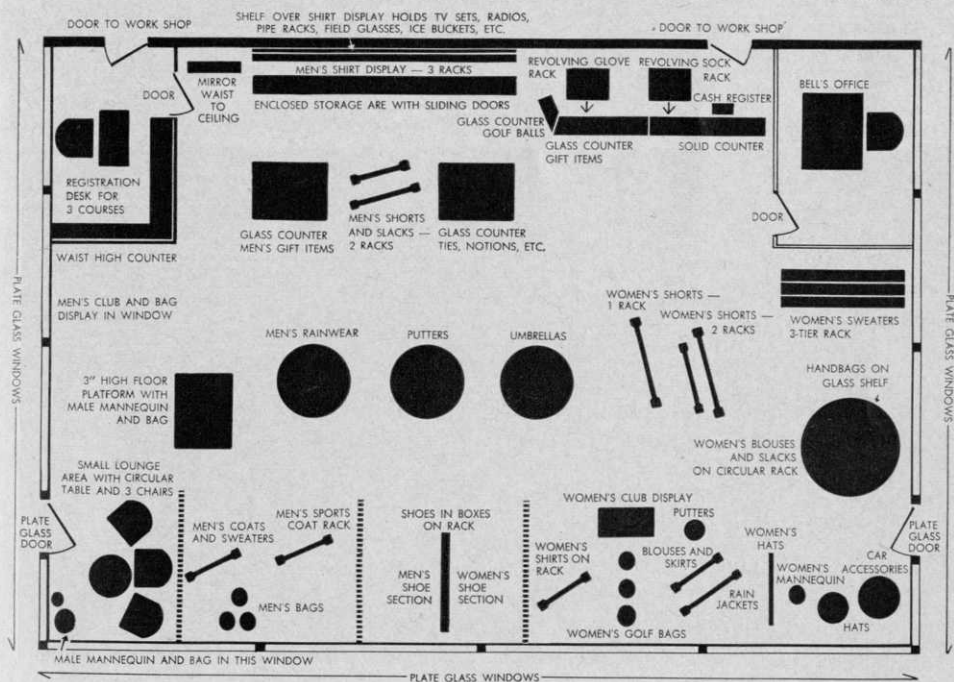
The only thing to do then was to put the crest on gloves, shirts, sweaters, jackets, shoes, golf bags and even golf clubs. Sales of these articles may not have doubled, but they certainly picked up.

Another innovation is a revolving rack that seems to have such a fascination for customers that it is like wiring money into the cash box. The rack, made up of four sections, is 16" wide and about two feet high, and was made up for Bell by Fred Haas Jr. of the New Orleans Haases. Actually, there are two of these racks, one holding 32 dozen gloves, and the other about 150 pairs of socks. Both are located on a counter near the cash register.

Golfers can't resist spinning the racks when they come to the counter to buy golf balls or pay their bills. It isn't known

continued on next page

Schematic drawing of Jack Bell's Golf Service Center at Medinah CC, Ill., below. Plate glass windows on three sides of the shop are set on two-foot brick bulkheads.





Revolving rack holding 32 dozen gloves has proved most successful "silent salesman."

SEE-THROUGH SHOP

continued from preceding page

how many spins are necessary to produce a sale, but the ratio must be high. (Jack has since added a larger, revolving floor rack for wood covers.)

Finally—and this may be the smartest thing that Jack Bell has done in his six years as Medinah's pro—a young lady was brought into the service center to specialize in women's business.

Medinah is the only club in the U.S.

with a course exclusively for women, an 18-hole, 6,100-yard affair, and more than 350 ladies play it regularly. They account for perhaps 40 per cent of sales and practically half of the 2,200 square feet of display space in the center is set aside for women's golf equipment and fashions.

Bell was lucky as well as smart when he hired Mildred Schmalz to run the women's salon. Before coming to Medinah she was employed for several years in one of Chicago's largest department stores. She also completed a modeling course and attended a merchandising school. Besides selling, she handles the purchasing of women's wear, does most of the shop's bookwork and in the spring, runs the Medinah style show.

It takes innovations, ideas and all the know-how a pro and his staff pick up in the daily routine to turn over an \$80,000 inventory twice a year. Bell's three male assistants, Don Hill, Henry Nash and George Nackel, who have come up through the cleaning and storage stage, teach, fit clubs and work on the floor. In the six years he has been at Medinah,

Over-all view of women's department at Medinah. Mannequin's attire is changed every week.



Bell has graduated five assistants to head professional jobs.

Jack Bell doesn't doubt that personnel can make or break a professional. That is why he is quite fussy in selecting the people he hires. Every male applicant is told, emphatically, that he has to do a year's stint in the back room cleaning and repairing clubs and bags. If the applicant accepts it willingly he isn't necessarily assured of success, but the Medinah pro will do everything possible to help him.

When he is promoted to the front side of the center, Bell devotes as much time as he can spare to instructing him in teaching, club fitting and sales. The assistant pros also assist in the new employee's education.

"Our training program is as thorough as we can make it," says Bell, "because we want our members to recognize that they aren't dealing with a kid who merely worked in the storage room, but with a person who is qualified to help them buy sportswear and playing equipment and teach them golf." Attendance at the PGA's annual business school has been included in training some of his aides.

When the new man is promoted, he is given six expensive sports jackets—one

for each working day of the week. He and other staff members wear jackets at all times—perhaps gold ones on Tuesdays, and then maroon, raspberry, green, red and blue on the following days of the week. The men also wear white shirts and ties at all times, even while giving lessons, another Bell innovation.

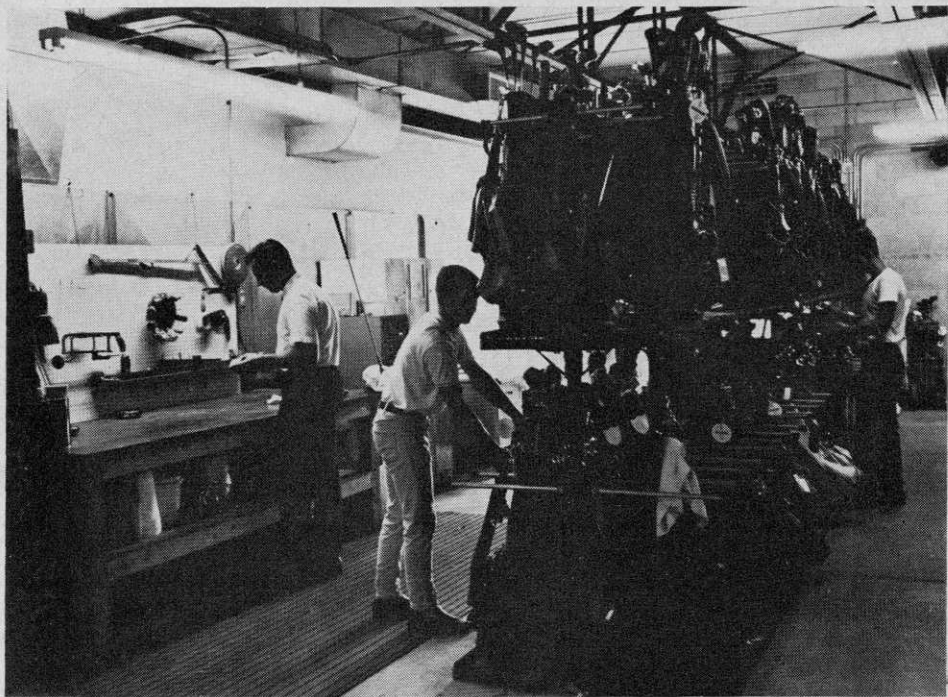
The purpose of the jackets is to lend color as well as dignity to the pro shop environment. And speaking of dignity, Bell doesn't allow signs of any kind in the golf center ("they would detract from the decor"). He refuses to put ad leaflets in billing envelopes ("no point in trying to alienate a captive audience"). And he doesn't advertise either in the club magazine or by mailing out sales letters, pamphlets, or folders.

The reason for this subtlety is that sales pressure or ballyhoo of any kind isn't necessary. "The club," says Bell, "has given us one of the most beautiful and roomy service centers in the country. We have all the fixtures to be able to display to the limit of our imagination. Our employees are trained to give helpful and courteous service. Traffic in our shop from 500 men and 350 women is almost continuous throughout the day. There is

continued on next page

Male mannequin highlights variety of men's attire offered by Bell. Note the use of golf bags.





The 7,000 square foot cleaning and storage area contains 850 bags and 350 pullcarts. Two driving nets are installed here in winter. Medinah golf center is kept open year round.

SEE-THROUGH SHOP

continued from page 27

really, therefore, no need to advertise."

The only thing of this nature he uses is GOLFDOM's "Christmas Shopping at Your Pro Shop."

"December has become a great month for sales in Chicago," says Jack, "for those pro shops that are open. The majority of the pros still close shop at the first whiff of winter and go down to Florida or play the Winter Tour. So, for those of us that stay open there's a wonderful market in Christmas sales.

"My business has become a twelve-month operation. I keep on three key members of my staff through the winter. After Christmas, there's a host of things they do which are impossible to get to during the season, such as club repair, bag reconditioning, painting, remodeling and changing displays."

Sportswear accounts for 65 per cent of Medinah's volume. With annual service center sales running well over the \$150,000 mark, a reasonable amount of the customer's dollar is left for buying clubs.

Bell is a strong advocate of offering golfers new sets to try out. Perhaps four or five of these are damaged enough each year due to the trial method of selling. They are downgraded and sold at or near cost, but Bell feels that the loss of the markup is well offset by regular sales.

The Medinah pro has several outlets for trade-ins. An important one is customers who, in many instances, arrange for him to sell their old clubs to their employees. Bell has never sold used clubs to members, even beginners. He has had a little success in selling second sets to players who take golf seriously. He recommends that they use clubs with soft shafts early in the season before their

continued on page 70

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A question of management

*Superintendents should not be shy about their ability,
but show their clubs what they can do.*

By KAYEM OVIAN

The Woodmere Club, Inc., Woodmere, L. I., N. Y.

Yes, there are opportunities for young, intelligent and ambitious superintendents to become superintendent-managers and, later, general managers. More and more clubs are favoring superintendents as managers because of the many advantages for this type of move.

Superintendents become qualified more readily because of their knowledge of turf management, and by applying good management practices into the clubhouse area, adjust quickly. They have a better knowledge of the mechanics of a clubhouse, because of their training with course equipment. Most managers lack this type of training.

Therefore, from our experience for approximately seven years, we have a split management system at Woodmere. The maitre'd was promoted to food manager, and the superintendent of the golf course was promoted to superintendent-

manager of this Long Island club.

There were several factors that influenced the Woodmere Board of Governors' thinking at the time:

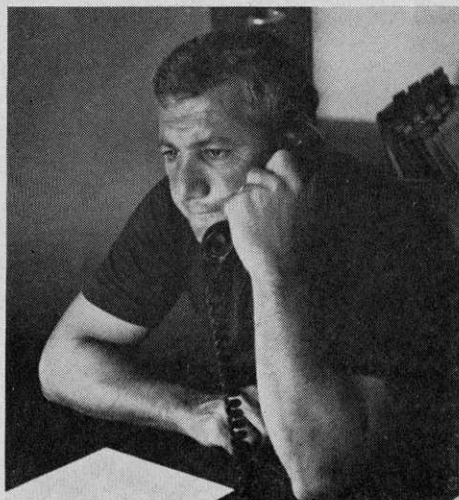
- There had been a large turnover of managers.

- The superintendent was establishing himself with the club by his management of the greens budget, and showing progress with the golf course.

- The superintendent is in a better position to coordinate help from the various departments when needed rather than hire additional help which becomes costly.

- The superintendent is on the job seven days a week and the club supplies a home with the job. Therefore, if the superintendent is qualified and the club has given him a home, hoping that he will stay for many years, why not give him the opportunity to better himself.

continued on page 32



ABOUT THE AUTHOR

He was first introduced to golf at age 8 to 9, shagging balls at Whitinsville Golf Course, Whitinsville, Mass. At a later age he caddied and then became caddy-master until he was called into the Marine Corps. During the summer of 1946, he worked on the golf course. Later attended Stockbridge School at the University of Massachusetts, in fine turf maintenance. His placement training in 1948 was at Baltusrol CC under Edward Casey. He graduated in 1949 and was placed at Wampanoag CC in West Hartford. He was superintendent there for six years before moving to Woodmere in October of 1954.