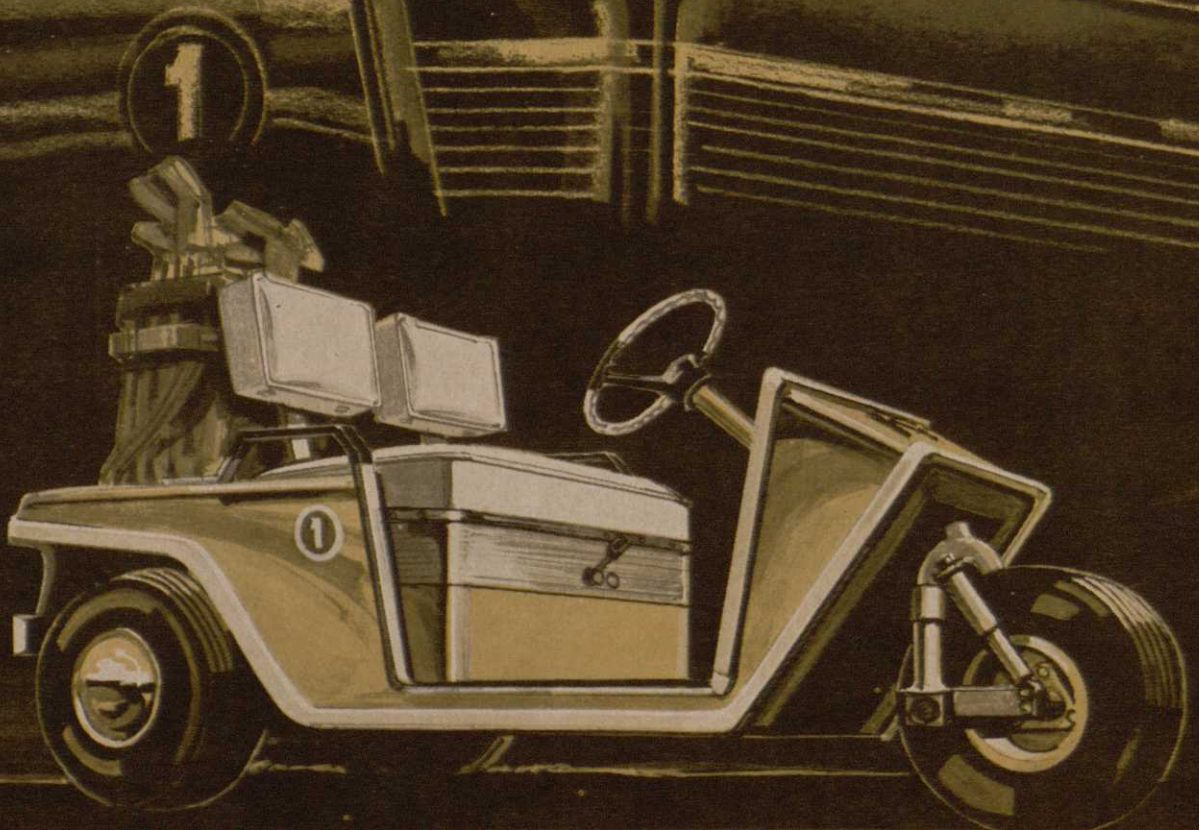


The Finest Expression of Quality

There is no finer expression of quality in the world of golf than the new E-Z-GO x-440. Never were superb engineering and traditional craftsmanship more evident than in this car so thoroughly tested and proven under modern fleet conditions. The new x-440—with a life expectancy of five to seven years—is today's success story with tomorrow's greatest promise. More and more people who pay for the ride can enjoy going First Class.

E-Z-GO CAR, TEXTRON INC. / AUGUSTA, GEORGIA 30903





A superintendent at a private club has one of the best jobs connected with golf—I ought to know, I'm one! And 90 per cent of the time I love it. The other 10 per cent of the time I wish I were one of the crew with just mowing the rough or raking traps to think about.

A super usually has just one "boss", the chairman of the green committee, but this boss is traded in every two years or so, and knowing human beings, you can usually look forward to a real stinker about every third time around. Counting my present chairman, I have worked with 13 since 1948. One actually caused me to give my notice, but the club accepted his resignation as chairman instead. I guess chairmen are easier to get than superintendents.

If this sounds as if I have a chairman complex, I hasten to add that most of my officials in the past have been gentlemen and a pleasure to work with; I just wanted to point out that clashes between super and chairman can cause problems of which the member of the club is never aware. Personally, I produce for any chairman; it's just that life is much sweeter when there is cooperation both ways.

My definition of a good chairman would be one who passes on to me the

Confessions of a superintendent

Having read the Confessions of a Club Pro in a previous issue of Golfdom, the author has asked for equal time for the superintendent.

Anonymous

reasonable member requests, backs me up in my requests to the board and leaves me alone to manage the golf course.

In the matter of salary, I would be the first to admit that any super with a fairly good job could no doubt find another job (say milk truck driver) and make more money. We are behind many other responsible positions, especially in industry, in this respect. However, our freedom of movement and the atmosphere of our work more than compensate for this. As proof, few superintendents leave the field once they become established. Every super knows doctors and lawyers who can't wait to get out of the office and out on the golf course, and any superintendent who says he has no time to play golf really means that he prefers to do something else in his spare time. Frankly, I don't enjoy golf on my own course; I can't get my mind out of gear.

One of the most delightful and relaxing days I had this season was a round of golf with three other supers at another local course. Incidentally, this was with the full knowledge and blessing of my chairman, it being on a work day.

In regard to long hours, years ago my wife and I would mow fairways in

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the evening (20 years ago evening play on private courses was nil) and we enjoyed it, it was no hardship. But later on, when I found myself scheduling such work for myself after supper, I took the advice of an old-timer who told me, "Never do what your men can do, it's a waste. You are a \$4-an-hour man doing the work of a \$1.50-an-hour man. If you feel you must do something, do only what you can do. Check on the day's work and plan tomorrow's."

Along the same line, I can't feel too sorry for the pro who comes in weak and weary after nine or ten lessons. I come in sweaty at the end of the day, too, but I don't have \$60 or \$70 to fan my fevered brow with—and I'm not counting his salary or shop profits. I have only respect and admiration for club pros. I only wish my golf were good enough to have to put up with all their problems. Some pros would try to deceive the poor superintendent, and their relationship suffers—such as the one who swore to me that the soda machine (in the pro shop) was all that kept him in groceries. Unknown to him at that time, his \$100 a week salary was included in my budget, and that was \$10 more a week than my salary.

Basically, the root of the poor relationship between pro and super at many



clubs is that the pro takes for granted something the super feels very personal about—the course. I have been associated with five professionals and each one constantly violated rules made for the benefit of all golfers such as practicing pitch shots to greens, giving lessons just anywhere, instead of the designated area, and so on.

If you call the pro's attention to the violation it will likely lead to ill feeling, but if you ignore it he will continue to abuse the course, as will his assistant and some members, who feel "If the pro does it, I can get away with it, too." The one time this can be handled is when a "new" pro comes in. As some of my fellow supers put it, "You can break him in right."

One of the most troublesome aspects of the superintendent's craft is his public relations, or, more properly, his member relations.

I know that most clubs would have the super post information on the course operations, offer lawn clinics, greet the members on the first tee on a Saturday morning, and so on. But I suggest that all this will be for nothing until turfmen ask themselves one basic question: "Is what I am doing best for my members?" Now, I don't mean "Is what I am doing best for my

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If I were a pro...

The pro has so many plusses going for him that this merchandiser wishes he had even just the 'locked-in' loyal clientele

by Jimmy Brown

Co-partner in Steven Brown Sports, Salt Lake City

If I weren't co-partner in a sporting goods store, there is no profession that I would more gladly follow than that of club professional. For one thing, I would be near to playing scratch golf—instead of playing to a fluctuating, frustrated 7-11 handicap! For another, I would enjoy capitalizing on the historic advantages of running a golf shop next to the playing area.

The pro has so many plusses working for him that I, as a merchandiser, would love to have even just the "pro-only" line and the "locked-in" loyal clientele. Also, he is able to select and advise equipment for players he teaches, and has a definite advantage in the area of charges to members. There is no accounts receivable problem where the club collects all members' charges. This should allow the pro to operate without any credit restrictions if the member is in good standing.

Of course, there is the other side to the coin. Advertising aimed at the consumer (golfer) motivates him into expecting a greater variety of goods than the golf pro shop can economically carry. And a superficial display of many different items with no depth is like *having no merchandise at all*. A club clientele can also grow "old" and become more difficult to motivate into the new and changing ideas in merchandise. However, both these problems can be overcome by sound merchandising methods.

CREDIT AND INVENTORY

In order to properly set up your program of equipment and soft goods, it is imperative that you put your financial house in order. You cannot ask the manufacturer to carry your inventory without a sound payment schedule.

Inventory, carefully selected and sold at a consistent profit, is the center of your entire operation. Should you neglect the payment of your accounts, you lose the inherent advantage of the best lines and most widely accepted merchandise.

All manufacturers are enthusiastic if you buy, sell and pay. But lose the continuity by dragging your (payment) spikes across their green and they justly become more irate than a golf course superintendent. Your credit line should be backed either by a working agreement with the financial institution of your choice or by some other means, either personal or private.

MERCHANDISE AND DISPLAY

To move the merchandise, you must now coor-

dinate the "dollar bills" you have bought and display them to their best advantage.

Yes, it is a pet theory of mine in the business that you sharpen your senses if, instead of thinking in terms of how to display a pair of slacks worth \$25, you imagine to yourself, "How do I best display a twenty-five dollar bill?" Create in your mind a visual "dollar bill" theory wherein everything that is stacked, sorted, exchanged and negotiated by you, the pro businessman, is a dollar bill with which you hope to entice the member to give you his dollar bills in return.

Not one of us would throw slacks carelessly into a dingy corner if they were *actually* dollar bills. We would look to hang them in a suitable and eye-catching manner, so that they would be admired—and bought. Another example would be an attractive display of golf caps on a convenient rack instead of hiding one cap from another by piling one on top of another.

Golf clubs, blended with the richness of bag display, combine to be the focal theme of the hard goods. Here again, the temptation to stock a little bit of everybody's merchandise, instead of relying on fewer manufacturers and having a solid presentation in depth is a malady we have to resist.

There are many fine people making equipment, but playing with thin merchandise, and having no particular program to put your salesmanship behind, could be contributing to a buildup of inventory.

I'll go further. How can you convince a member that he should buy the new "Titanic-shaft" woods, when you are stocking woods made by scads of other manufacturers. You, as a pro, are in a unique position. You can select what you think is the best club and push it. Then you have to make sales!

Naturally, I can't cover *all* the fine points of display here, but there are three things I consider vital to success—cleanliness, comfort and coordination.

There is no finer display than a clean, orderly-maintained shop. Fancy fixtures and expensive appointments mean *nothing* if cleanliness and neatness are ignored. With these principles in mind, I would also carpet my shop in the vital areas, if not all the areas.

I strongly believe that carpeting not only enhances the quality of the "dollar bills" you are selling, but is most practical in upkeep and appropriate in theme for the quality goods of the shop. The customer is warmed and more comfortable, as is the pro and his staff.

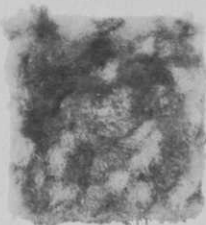
Coordination is a story all by itself, but I will say

Continued on page 38

**Our New
Spiketuft Carpet
made of 100% continuous
filament A.C.E. nylon**



**is so tough,
we guarantee
every square inch**



**against every
golfer
who walks over it.
For Three Full Years.**



Monarch Carpet Mills
Chamblee, Georgia

For more information circle number 149 on card

If I were a pro Continued from page 36

this. Too many shops have various isolated articles displayed throughout the shop without having a theme—an idea that makes the whole shop hang together.

**"Above all, don't become
set in your
ways. Last year's
'in' color speedily becomes
this year's yawn."**

Basically, this means you must have related merchandise displayed together—not scattered all over the shop. Clubs, bags, and club covers should be displayed in the same section. The same goes for the clothing, from hats through shirts, sweaters, slacks and socks to shoes. The displays then implant in the customer the idea of buying "something else" as well as the item he had originally in mind.

Coordination of color is also vital. This is where a lot of us men find ourselves initially a little "at sea." However, this skill can be learned. Look at the displays in the better stores, study manufacturers' catalogs, read the fashion articles in magazines, and, if in doubt, ask a woman. (Practically all women have a consuming interest in fashion.) Above all, don't become set in your ways. Last year's "in" color speedily becomes this year's yawn.

THE "CAPTIVE" CUSTOMER

Assuming you have a membership-type club, sales can be achieved by using imagination in promotion.

If I were a pro, I would definitely have a membership identification file. I would tastefully ask all members, including their wives and teenage children, to assist me in filling out their cards. These would list not only name, address and standard golf club information, but also their sizes in shoes, shirts, slacks, skirts, etc., in color preferences.

Request this on the basis that it helps you to develop a statistical program of sizes when you go to buy the merchandise. It would certainly help the member identify with your shop. For example, when a husband is buying a present for his wife, it serves as a great sales tool to have a card on the wife stating her size or color preference.

THE PROFESSIONAL IMAGE

To be a pro, dress like one. You are not an accountant, a lawyer, or a doctor, so don't play your

customer's life. Create an image that will excite your member by dressing in taste, but dressing with the idea that *you are your own best model*.

How are you going to sell bright, colorful clothing if you yourself don't appreciate it? I would select at least a dozen outfits and see to it that I followed a pattern of interchange throughout the season.

As for my employees in the shop, I would insist that they, within their means, have at least four or five basic outfits. Better still, I would subsidize them in this so that I could control the final "look." Even the caddies would have some sort of clothing theme, even if only a distinctive T-shirt or other suitable clothes. This would, of course, help create my particular professional image.

Don't ever forget that image is what separates comparable products. And if industry goes to expensive ad agencies to work up a theme, why can't you, the pro, do the same to sell yourself and your shop with its colorful program of first class equipment and colorful clothing?

DEFENSIVE BUYING

I have spent a great deal of time visiting pro shops to enhance my own viewpoint. The one glaring error that stands out is that most pro shops either don't have sufficient merchandise or seem to adopt an attitude that "we don't want to stock much because we hate sales."

Who doesn't? I don't, in my store, and Macy's chain of retail stores doesn't, but this is part of the game.

To properly motivate your clientele, don't make the mistake of being the "perfect buyer" and have on hand only the "goods that sell." *It can't and won't happen.* Too many lost sales, and driving the customer out the door due to weak stock, is by far, worse than having to hold an end-of-season close-out sale.

The only way you make profit in business is by selling at full markup. You lose this and you lose your initiative as a businessman.

With each new season you must present a new and complete picture or the customer will not be motivated into buying. Let him know that you had an aggressive and bona fide clean-up sale—and you psychologically set him up for your spring sales pitch.

If you think sales of a close-out nature are detrimental to your shop, how come we city sporting goods stores are able to operate 12 months successfully, having the same buying and selling problems, but without the advantages you have inherent in your operation?

Here is a sales formula that we exercise every year. Besides a very attractive and aggressive golf department, we are very dominant in the ski selling

Continued on page 66



This year, half the fun of golf is the new Westinghouse electric car.

Every game's a joyride, because this beauty is all car. Big tires that smooth out the rough spots. Foam-cushioned seat that adjusts to every rider's comfort. Four wheels for ground-hugging stability. Automotive differential. Powerful 4½-hp Westinghouse motor that purrs over the slopes without slowing down. And motor efficiency stretches battery life.

The new Westinghouse four-wheeler is as easy to maintain as it is fun on the fairway. It takes no more space than ordinary three-wheelers. Bolt-on steel body panels make maintenance or replacement a snap.

Send for details today. Write Westinghouse Electric Corporation, Electric Vehicles Dept. 7824, Box 868, Pittsburgh, Pa. 15230.

J-95020

You can be sure...if it's Westinghouse



For more information circle number 273 on card

15	PAR 3	4	5	3
16	PAR 3	4	4	4
17	PAR 3	4	4	4
18	PAR 4	4	4	5
TOTAL		80	78	81

El Conquistador

Continued from page 30

weeks thereafter, for the growing period of three months, they used a blend of ammonium sulphate and ammonium nitrate.

During the first ten days, the greens and the fairways were watered lightly and frequently to keep the surface moist. (The roughs are never watered.) Now, after the growing period, the greens get watered 1/4 inch every day and the fairways get watered 1/2 inch every two days.

Some higher areas of the course, more exposed to the sun and wind, and not getting the benefit of any runoff, get additional water.

The course has a center line, fully automated system with pop-up sprinklers. The controllers are housed in the maintenance building.

Fairway mowers are set at 1/2 inch, aprons at 3/8 inch and greens at 1/4 inch. Greens and aprons are cut daily, while fairways are cut every other day.

In talking about the frenzied activity during the construction



George Buck, (l) hotel's pro, and Felix Paguaga, course superintendent, hold one of their informal breakfast sessions.

phase, Felix is quick to point out how much the close association with von Hagge paid off.

Knowing what he had to work with as to site conditions, and anticipating problems that might arise when the course was completed, Felix could make his plans accordingly and be in a good position to meet these problems.

It would not be necessary to tear out finished greens or fairways to handle unexpected drainage problems, or to lift and re-plant a

palm tree. All this was dealt with in the construction phase.

Drainage ditches and culverts were placed at the base of hills, so that the runoff would be carried away from low spots in the fairways, or around greens and bunkers. Palm trees were painstakingly charted, and the fast proliferating native foliage was retained only in areas where the growth could be handled with a minimum amount of supervision.

In keeping the course in shape, Paguaga makes use of 25 full time course workers, and two assistants. His mechanical equipment includes 10 greens mowers, two hydraulic fairway cutters, two rough mowers, four spikers and aerators, four thin cutters, and two sub-cutters.

As we talked and watched the last phases of the clean-up, Felix kept looking toward an adjoining hill.

When asked what was drawing his attention, he said: "Our next course. It's going to be over there. Another 18 holes, and we expect to have it ready next season." □

Come see the difference

There are 66 manufacturers of better tailored men's slacks in the United States (give or take a few) producing some 547,650 garments a week.

Of these manufacturers about twelve are really good, and among the 12, two are exceptional.

Of these two, one is the best. Now that you know, you can ask your favorite pro shop for a Hugger Slack.

"All over the world . . . the most comfortable slack you can wear."

finely tailored
HUGGER
SLACKS

The label to ask for
Hugger Slacks seeking representatives or
distributors for Pro Shops. Write us in confidence
at 915 Broadway New York, N.Y. 10010

For more information circle number 259 on card

SOLD

Once a golfer
tries on a
Champion Golf Glove
he's 99.9% sold!

Write Champion Glove Co., 2200 E. Ovid, Des Moines, Iowa 50313

For more information circle number 193 on card