

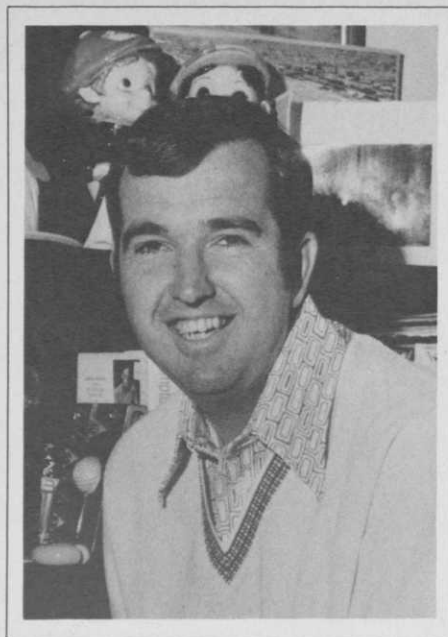
PRO ON THE WAY UP

Roger Maxwell, Camelback's young pro with big ideas, proves that his formula for success works. Considering the record of his sister, Susie Maxwell Berning, on the tour side of golf, winning apparently runs in the family

"With an average of 160 built-in customers a day and no overhead, the golf professional has a substantial head start on any businessman in town." An astute observation from a young golf professional who has learned the techniques of capturing and converting this captive clientele into a respectable profit.

Roger Maxwell, the professional at Camelback CC in Scottsdale, Ariz., believes that by stocking a wide variety of colorful merchandise in a full range of sizes with a complete selection of complementary accessories, it's only a matter of time before the shop attracts customers.

"Develop a feel for the items that appeal to your particular clientele, then dare to invest heavily in quality merchandise. Give them more than they expect to find in a pro shop," says Maxwell.



Roger Maxwell's (left) spacious pro shop overflows with a multiplicity of colors, styles and patterns of golf clothing (center photos).





With sister Susie Maxwell Berning and niece Robin (above); at work with assistant Gregg Linquist (bottom left).



PHOTOS BY BOWERMAN

The Camelback shop is the proof of the success of Maxwell's formula. Since his appointment as professional last April, sales in the shop have soared to an all-time high. This success in part is due to the continuing support of the club membership and towns people. Equally important to the shop's success has been the patronage of guests of Marriott's Camelback Inn Resort Hotel Condominium. They have toted away "tons" of clothing, accessories and equipment from this desert oasis. "Our tourists are looking for merchandise they can't find back home," observes Maxwell, "items that differ from the run-of-the-mill stock they've seen on their own club's shelves and hangers."

Camelback CC opened last Febru-

ary and was built to accommodate the increasing golf-playing clientele of the Camelback Inn. The elevated, glass-walled clubhouse and pro shop were completed a year and a half ago, rounding out the development of the championship, Robert F. Lawrence designed, 6,687-yard golf course.

Another factor contributing heavily to the success of this pro shop operation has been Maxwell's exceptional ability to select qualified personnel to staff the facility. "I look for the youthful, clean-cut types who enjoy dealing with the golfing public," Maxwell states, "top quality men and women who want to pursue a career in golf and the merchandising of its related products."

Maxwell subscribes to a "learn-by-

observing" training program for his staff, keeping a close eye on the shop's operation while tallying up record-setting profits. Weekly staff meetings are held to iron out any problems and to discuss ways of providing better service to customers.

"Service is as important a commodity as the goods we offer," Maxwell feels. "We try to offer and maintain the type service where no customer finds it necessary to ask a question—to anticipate every need of each individual before he becomes aware of it."

Maxwell believes in equipping his assistants with a well-rounded knowledge of all phases of shop operation so that any staffer can answer any question. He visits annually the finest pro shops in the country to try to learn how

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his own operation can be improved. Assistant pros are invited to accompany him on these "observation and comparison endeavors."

"We visit the top clubs in the country," Maxwell states, "to see what they're offering and how they merchandise it." Maxwell feels his operation is at least equal to any pro shop he's seen, in the selection of stock offered, in the way it's displayed and in the service given.

Before accepting the Camelback pro spot last year, Maxwell boosted shop sales and instigated his service theories at Pinetop CC, an exclusive resort in Arizona's White Mountains, where he served as club pro. A major activity there, which drew wide interest, was the scheduling of theme tournaments, such as the "Christmas in September" and "Firecracker Fourth of July" competitions, complete with appropriate food and decorations. When Maxwell opted to move to Camelback after wintering there at the invitation of the inn's General Manager Adam Byrd, the Pinetop membership unanimously asked Maxwell to name a successor who would carry on the policies and standards he had established.

Maxwell's career in golf began in 1955 when he caddied at Lincoln Park GC in his home town of Oklahoma City. This link strengthened during his high school years, culminating in his appointment as assistant club pro in 1967. During this interim he was retained by Golf, Inc., to organize and supervise a program for junior golfers in Oklahoma City. His outstanding efforts produced national recognition for this program, and a \$2,500 grant from the Greater Oklahoma Links Federation.

"Over the years I have observed many young men in the golf business, but, without exception, Roger is the most outstanding young man I have known," says U.C. Ferguson Jr., pro-manager of Lincoln Park. "He has always scheduled his time to produce maximum results, is a good organizer, knows how to handle people, is an excellent promoter and has a creative mind. If I were building a new operation, I would consult with Roger to get his ideas."

Maxwell's sister, current and three-time title holder of the U.S. Women's Open, Susie Maxwell Berning, recalls when, as teenagers, she and Roger

were "all wound up over golf" and planted tin cans in their parents' front lawn, devising their own links."

A frequent visitor to Camelback, Susie "talks golf" with the clientele and complies with requests to demonstrate the hefty swing that has made her one of the world's best golfers.

In 1968 Maxwell accepted an offer from Dunlop Tire & Rubber Corp.'s Sports Division to act as its territory manager for Arizona and Nevada. Through the associations formed during this period, he determined that his future would be spent dealing with the golfing public. In 1967 he became assistant pro and shop manager at the Bel Air CC in Los Angeles, returning to Arizona a year later as the Pinetop pro.

"Playing the game well is only one aspect of being a top club pro," Maxwell expounds. "His primary job is the successful operation of his business—to show a profit and give the best service available. It's my contention that every golf pro in this business is capable of making \$20,000 a year if he'll just clean up his back door," states Maxwell.

When asked about his future in the world of golf, Maxwell visualized making a substantial contribution to

the upgrading of the business end of golf. "There's room for vast improvement," he observed, "and I know I can be responsible for implementing part of it." As a means to this end, he talked about the phenomenal growth of the Marriott Corp., owners of Camelback Inn and Country Club. "With the rapid expansion underway and planned by this company (now operating resorts in Scottsdale, Acapulco and Barbados with additional resort facilities under construction and on the boards for Newport Beach, Calif., Lincolnshire, Ill., Corfu in the Greek Islands and Cancun on Mexico's Yucatan peninsula), golf is going to be a major business within this corporate structure. I'd like to organize and direct the over-all development and operation of the pro shops at these properties; you might say I'd like to be Marriott's golf director, setting up and maintaining the finest pro shops in the world and proving that it can be done better than it's ever been done in the past." If Maxwell's success at Camelback is used as the standard for developing company golf policies, there can be little doubt of the success of the program or of the success of Roger Maxwell. □

One more detail to check out, one more . . . so goes the life of a pro.

