

NOTABLE QUOTES

Some of the voices heard in the pages of GCN over the past 10 years.

On the boom in 1989: "It's just sensational, what's happening in golf, and the kinds of golf courses and products being done. The competition level in golf is so high. The desire for quality, dramatics, sensational, tremendous golf is out there and it's an exciting time." — **Tom Fazio**

On the rise of the upscale golf course in 1991: "I don't believe in the type of golf courses many are building today. After playing some of the courses out there today, they have to go back to the office for a vacation." — **Gary Player**

On wetlands in 1991: "It's been ridiculous. We've had a 10-by 30-foot piece of land in the middle of a fairway on top of a hill declared a wetland." — **Bill Kubly**

On environmental regulations in 1991: "Getting a permit [in Calif.] is like climbing Mt. Everest with tennis shoes." — **Robert Trent Jones, Jr.**

On design in 1992: "Ten years from now we'll look back on a lot of courses built in the 1970s and 1980s and we'll view them like we do Nehru jackets, big-fin Cadillacs and art deco. I like to build the golf course that's more like the traditional home in the old neighborhood with the steep roof and classic crown molding." — **Mark McCumber**

Speed kills: "The crash dummies in the automobile safety ads on television ought to hire out on golf greens. When Tour pros preparing for the Masters at Augusta National practice putting on their cement garage floors, perhaps we've gone too far." — **Jack Nicklaus**

Profit, Products and Pie: A Decade of Change

By **ROGER MAXWELL**
• President, In Celebration of Golf

Three years ago, I had the privilege to help establish the Golf Industry Association (GIA) in Arizona. This is a group of golf course owners, managers and associate businesses who make their living in the golf business. The mere existence of this group is a demonstration of the changes we've seen in golf in the past decade.

While the game of golf has been popular for quite some time, golf as an industry is a relatively new concept. The proliferation of management and development groups has increased the competition, spurred the need for more efficient operational practices and placed the focus on profitability of golf facilities. Additionally, Wall Street has entered the fray with real estate investment trusts (REITs), manufacturers and management companies finding the public eager to invest in everything from golf gadgets to golf resorts.

As healthy competition always does, this activity has generally increased the

service levels and product quality for the consumer. At In Celebration of Golf Management, we follow a clustering model where we manage facilities that are close in geographic and economic proximity. By doing so, we can take advantage of certain economies of scale, decrease redundant layers of management, and provide a better product and a better value for the golfer.

We have also seen a dramatic change in the area of golf retail. The casual atmosphere in today's society has essentially erased the line between golf clothes and business dress. Consequently, golf apparel manufacturers have spread into department stores and traditional retail apparel companies — such as Polo, Tommy Hilfiger and Eddie Bauer — have invested heavily in the golf business. Golf shops have become retail shops and vice versa. Specialty golf shops like In Celebration of Golf and PGA Tour shops thrive in non-traditional golf locations. Again, the increased competition offers the consumer more choices and better



Roger Maxwell

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