



Located between an inland waterway and the ocean and with a highway running down the center is the Palm Beach (Fla.) Par 3 GC. Designed by Dick Wilson, the course extends to 2,688 yards, covers 27 acres and can be played in approximately 2½ hours. Twelve of the holes are on the ocean side of the highway where the clubhouse and a practice range and green are located. The clubhouse contains a pro shop, club storage area, lounge and restaurant. George McCampbell is pro, manager and supt. The owners of Palm Beach say that the course probably has more oceanside holes than any other in the U. S. Extra large greens are planted in Tifgreen and overall excellent condition of the course has excited much comment since it was opened. Four lakes and 55 traps dot the Palm Beach landscape.

operation with him. "He had been doing a better job of running the shop than we had been doing in running the club," the club head stated. "There wasn't any sense in taking away his profit for doing what we haven't been able to."

The professional in question is a good businessman except for one point. He had neglected to inform and educate his members (particularly the club officials) about his general policies and practices in conducting an important department of the club's operations. The directors were thinking of "pro only" as an operation being run solely for the profit of the pro instead of as an essential element of the entire club business. Obviously, it was mainly luck that kept the professional in a job that he was handling well except for neglecting his information and goodwill program.

Time after time club officials have told us that after considering from 50 to 100 candidates for a pro job the man who has been selected is more than a pro—he is a golf businessman.

Golf business is peculiar in the wide differences of character that exist among private clubs and even in the types of semi-private and public courses. But all of them have one point in common: the men in command understand what money

says. When the club department head speaks in terms of money, as all businessmen do in presenting their reports or recommendations, his message identifies him as a business executive communicating with another executive.

The club manager who has been with a hotel chain knows something about businesslike attitudes and methods. He knows it isn't the fact that a fine dinner at the club might cost 110 per cent of what it is billed that gets the manager in trouble. Failure to present that data and the story behind it promptly and clearly to club officials is a mistake that is not overlooked by businessmen who are officers of the club even though they may expect money to be lost in house operations.

Often you see men who own expensive and highly profitable daily fee courses who started in golf as caddies, course laborers, lockerroom men or waiters. These fellows didn't develop into top men solely by their work as professionals, course superintendents or club managers. They were fundamentally good businessmen who made it a point to thoroughly learn the golf business. They are the ex-pros, the former supts. and the ex-managers whose bankers know them as rich and solid businessmen.