



## Palmer's Pilot Model at Miami

*Strive for distinctive starting place to launch golfer on shopping tour*

The view above is of the center of the CC of Miami pro shop. In the racks adjacent to the posts are displays of both men's and women's sport shirts and caps and hats. "Fairway Furnishings" section features mainly shirts with some caps, rainwear, head covers, etc. also included. To right of this, slacks and jackets are displayed in the "Men's Casual Clothing" section. (Below) Resident pro staff includes Doug Higgins (seated) surrounded by Carl Ross, Peter Hyde and Roger Pedigo.



A few days after Christmas last year, four golfers about whom at least as many libraries of copy have been written in the last decade or two, officially broke the playing seal on the first of four courses that eventually will be located at the CC of Miami. They were Arnold Palmer, Gary Player, Sam Snead and Jack Nicklaus, the latter making his debut as a professional. Coverage of the exhibition by the newspapers, radio and TV, especially in the Miami area, was about as extensive as a dozen publicity agents, pooling their wildest fancies, would have had it.

Palmer, like anyone else, treasures the excitement that surrounds any well publicized golf match, exhibition or otherwise. But possibly that day he was more preoccupied with wondering how things were going at the shop. The shop, in this case, means the one housed in the lower

level of the \$450,000 CC of Miami clubhouse.

As you probably know, Arnold is in so many business ventures, that he no longer is composed of a mere 100 per cent. There has to be at least 1,000 per cent of him to take care of his many sidelines. The Arnold Palmer Pro Shops constitute just one in a series of undertakings that make up what, in industrial circles, would be called the widespread Palmer complex. The shop at Miami is the pilot model for golf equipment and apparel installations that the young man from Latrobe, Pa., hopes to have in other clubs, both inside and outside the U. S., in the future.

Apparently just as much preliminary work went into the layout and design of the pilot shop as Arnold puts into his preparation for a major tournament. Dozens of plans were studied and rejected before Palmer and his advisers agreed on what they think is a model shop. Studying with Arnold the many blueprints and drawings that were submitted were Joe Benner, Jr., who made his mark as a merchandiser at Miami Shores (Golfdom, May, 1960); Doug Higgins, resident pro; Carl Ross, who was imported from La-



Here's the shoe department at CC of Miami. Rack can be swung around to give customer selection from four sides. Arnold Palmer's office is in the background.

Here is the shop as seen from the golf course entranceway. Putter display fronts all-purpose counter where members sign for guests and cash register is located.





(Above) Architect's drawing of the clubhouse at the CC of Miami. (Top right) Pro shop has a receptionist, too. She's Lynda Southworth and she handles the phones, does some bookwork for the shop and models when a fashion show is staged. (Lower right) Guy Bailey, club president, is flanked by Arnold Palmer and Joseph A. Benner, vice presidents. Benner is club's general manager



trobe as the merchandise manager; and William Basa, of Pittsburgh, designer for the Gateway Woodwork Co., which built the shop fixtures at CC of Miami.

#### Emphasis on Space

The word "spaciousness" is one that was repeated quite frequently when Palmer and his advisers were discussing plans for the shop. It wasn't lost sight of thereafter. The dimensions of the room set aside for the pro operation were adequate if not as great as those at many other clubs. It had to be kept in mind that in years to come the shop would serve not one but as many as four courses.

To create the illusion of spaciousness, it was agreed that there would have to be wide open display of every item of merchandise and avoidance of anything that hints of overcrowding. To realize this, it was decided to display playing equipment, sportswear and miscellaneous stock in three rows or islands covering the length of the room. Two of these, of course, are built into the walls and the third is located in the center of the salesroom. More space is devoted to the aisles in the CC of the Miami shop than is customary in most pro installations. The



temptation to add more display racks or tables to the open area of the shop has been and will continue to be resisted so that the space illusion is not destroyed.

#### Leisurely Buying Pace

What is the reasoning behind this arrangement? Palmer and his staff don't want the shopping golfer to get the impression that he has to move in and out of the shop in a hurry because he has the idea that he may be getting in the way. They want him to feel that there is no premium on space, that there is plenty of time to look around. That leaves him with a disposition to buy.

The right side of the shop, as it is seen from the clubhouse entranceway, probably first beckons the golfer. Specifically, his eye may be attracted to the section in which men's and women's sports-

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Golf car fleet, managed by Jack Koval, was especially designed for CC of Miami. Cars have power steering, extra springs and are painted turquoise and gold, the club's colors.

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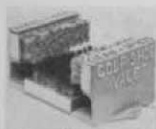
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## **Palmer's Pilot Model**

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wear is displayed. The legend, "Fairway Fashions", cut out of wood, stands in relief against a panelled white background. It is just a little more distinctive than anything else in the shop. The purpose of this is not to overwhelm the other display areas, but to provide a starting place for the customer's tour of the shop.

Adjacent to the "Fairway Fashions" department is a canopied section, also done in wood and featuring a kind of four-poster effect, in which women's blouses and shorts are displayed. On the other side of it is the "Men's Casual Clothing" section in which sports coats, slacks, and Bermudas are to be found. It is possible, incidentally, to buy men's suits in the CC of Miami shop.

### **Playing Equipment Section**

The opposite side of the room is devoted to the display of playing equipment. Ten sets of woods and ten sets of irons occupy an unbroken expanse of wall space which leads, at one end, to the golf shoe department. Shoes, club-head covers, gloves and bags are interspersed among the clubs. The panels on which the club rest, incidentally, were devised by Joe Benner. Although Joe played an important role in designing the shop, he is not connected with the pro operation but serves as the Miami club's general manager.

Palmer's shop offers a complete club repair service along with its cleaning and storage operation. At the moment there is room in the back of the shop for 500 sets of clubs with space set aside for expansion to a 1,000 set capacity when all four courses are in play. The upright storage racks also have the Joe Benner design imprint on them.

Selection of merchandise for the Miami shop is made in the Cleveland, Ohio offices of the Arnold Palmer Pro Shops, Inc., and it is here that operating policies are decided for what it is hoped will develop into a chain of such shops.

### **Plenty of Housing**

One course has been in play for about 10 months at the CC of Miami. The second was activated only a few weeks ago. Plans call for the addition of two more 18-hole layouts at some time in the future. All will be surrounded by homesites in the \$30,000 to \$70,000 class. Construction of the first of the eventual 3,500

dwelling places was started late this summer. It also is planned to build a three-story, 60-unit lodge at the club in addition to 40 cottages for non-resident members and golfing guests. Altogether, CC of Miami has 2,300 acres which, it is hoped, eventually will be developed.

Greens on the two courses already completed average close to 10,000 square feet and the tees generally are about 80 yards long. The club's practice range, presided over by Roger Steimle, an apprentice pro, is said to be the largest in the South. It is so long, in fact, that Arnold Palmer himself hasn't yet been able to bat a ball beyond its length. It has two traps, four target greens and a seeming endless expanse of tee area. Located nearby is a huge practice green.

If a person occasionally becomes weary of golf (something this publication doesn't recognize) he will have a huge pool in which to cavort in the future. Besides this, tennis and handball courts, a skeet shooting range and riding stables also will be available to keep him diverted.

## Club Costs Up 43 Per Cent

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charges, was \$149,000, or 36.4 per cent lower than last year. Ninety-nine cents of each dollar of total revenue and the dues had to be set aside during the current year to meet payroll and other operating costs and expenses of country clubs.

The 1961-62 course maintenance cost is placed at \$3,307 per hole, up \$125 over that for the preceding year. During the past 10 years there has been an uninterrupted increase in course maintenance costs. The 1961-62 average of \$3,307 per hole exceeded the 1952-53 cost of \$2,278 by 45 per cent.

Based on the sampling of the 50 city clubs, the accounting firm computed the average spending (excluding dues) per member at \$392 during 1961-62. Of this, \$195 was for food, \$99 for beverages, \$45 for room rentals, and \$53 for incidentals. Annual dues in city clubs averaged \$200 for regular members.

Revenue and dues income for the 50 city clubs totaled \$52.1 million during the year just ended. This proved to be \$177,000 less than last year's total. Operating costs and expenses of 50.3 million dollars were \$259,000 higher and the balance of 1.8 million dollars available for interest, depreciation and amortization, was down by \$436,000, or 19.2 per cent.



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