



First class reasons for stocking AVC golf gloves

For a number of reasons, Acushnet's AVC golf gloves are in a class by themselves. One great reason is the service behind the Acushnet name with eight warehouse points and salesmen's in-car inventories. Another reason? AVC gloves come in the wildest assortment of matching and contrasting colors imaginable. We defy anyone to be stymied trying to match up any AVC with any outfit they might be wearing.

The gloves themselves are tops on tour for equally as great reasons. Super-thin Cabretta leather that fits like a second skin. Its one-piece thumb construction keeps the seam snug to the side of the thumb, assuring a comfortable grip at all times. And an adjustable Velcro backing which assures the tightest, snugest fit for the life of the glove.

All in all, Acushnet AVC gloves have a lot going for them. So there's a lot going for you, too.



ACUSHNET SALES COMPANY

Sold thru golf course pro shops only

Circle No. 192 on Reader Service Card



vious approval of members. Play in 1973 topped 31,000 rounds.

Other services that Smith and his staff routinely perform include:

- Arranging games between new and old members or calling out-of-town clubs to introduce a member who will be traveling;
- Taking trade-ins on merchandise won at out-of-town tournaments;
- Picking up and returning to the rack room, bags left at the club's entrance (there are 750 bags stored in the rack room) after a trip or at the practice range;
- Always speaking first and calling a member by his or her name when he or she enters the shop;
- Managing strong junior golf and caddie programs.

Cherry Hills is one of the rare clubs where caddies get as much work as they did 10 years ago. The balance of use between caddies and golf cars has hardly changed, says Smith. There are 65 electric cars for rent, but 45 caddies worked full-time last year.

"Many golfers would still rather walk, if a good caddie is available," says Smith. "We try to get and keep good boys. We want quality boys, those we can train and keep until they are 18 or 19. In winter we stay in touch by sending them Christmas cards with a letter asking them to come back next season."

Despite a busy course, junior play is encouraged. Smith and his staff oversee a popular lesson program for beginners, twice-weekly competition on the par three nine, two teams in the

metropolitan clubs' junior league, an annual three-day team invitational hosting 20 clubs and the annual season-ending father-son or -daughter tournament. Casual junior play is allowed Monday through Friday mornings or after 3:30 p.m. Youngsters with a 12 or less handicap may play anytime except Saturday mornings.

MERCHANDISING PROGRAM

Smith's pro shop operation is managed in an intelligent, business-like manner. The goal is to offer Cherry Hills members the best and to make a profit—no discount store methods or gift shop gimmicks, just good service, in the Smith manner.

What changes has he seen in merchandising in recent years? New styles, more and better choices, of course. But sales records indicate that buying habits have changed at Cherry Hills. The chart below shows three-year interval comparisons in the ratio of major category sales:

	1966	1969	1972
Golf equipment	63%	54%	46%
Men's soft goods	29%	37%	43%
Women's soft goods	8%	9%	11%

All categories have increased in volume, with men's wear showing the largest. Part of the reason for the increase in all categories, besides a change in buying habits, is that shop space was expanded in 1969, which gave him the opportunity to buy and display more merchandise.

"We're probably not getting as much ladies' business as we should or

as some shops do," admits Smith. "We've just done a better job of buying and sell men's wear. We have to, to serve 550 male golfers."

Here are some other Smith answers to key merchandising problems:

Buying: We depend a lot on salesmen and company recommendations, plus our experience. Our biggest problem is getting deliveries on time, so we stick with companies that give us the best service."

Number of lines: "Except in clubs, we stock only a few lines in depth. In shoes and slacks, for example, we carry one line heavy, then show a few in one or two others."

Non-golfing items: "This is supposed to be a golf shop. We don't want to make it a gift shop or compete with discount stores. We only stock a little golf jewelry, like tie tacs."

Displays: "During the main season, we change key displays once a week. We also move the mannequins and tables around to achieve a 'new look.'"

Sales: "We always have something on sale, featuring one item at a time. This encourages members to stop in and look more often."

Promotion: "Our best advertising is the sale ads we run in the club newsletter. An assistant also has a column of golf instruction. For Christmas, we send a letter and return order card to the members promoting personalized golf balls as gifts."

Keeping records: "Unlike many clubs, we don't keep detailed sales records on each member. Building and updating a file on everyone is difficult. Sizes and needs change. If someone from a family asks for a gift recommendation, we just check the bag in the rack room or look in the locker."

Doesn't running a busy, demanding golf program and attending to a busy pro shop at a large club such as Cherry Hills have its headaches?

"Keeping up is probably our main worry," admits Smith. "There is bookwork, mail, phone calls, scheduling—these use up tremendous amounts of time. If you get behind, it's hard to catch up."

The visitor to his office overlooking No. 9 green immediately notices, however, that Smith never seems hurried and keeps an immaculate desk.

"Having a good staff makes the job much easier," he smiles. "Like any successful football coach will tell you, you can't win without a good staff." □






Why Acushnet's Titleist is the best selling iron in America.

Our iron is Number 1 because golfers have tried it and found out it's not a gimmick—but a real improvement that makes an impressive difference in their game.

The precisely positioned tungsten inserts build Corrective Action* into the Titleist iron—and give it the biggest sweet spot in golf.

That's why the Titleist iron was hot last year. And why it's hot this year. And why it'll be hot 5 years from now. **ACUSHNET SALES COMPANY** 

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*Patent pending.



PATRICK D. WILLIAMS

THE PROFESSIONAL APPROACH

NEW BREED OF GOLF PROFESSIONAL

A new breed of golf professional has emerged since the late 1960s—a phenomenon that has coincided with the land development explosion. Most golf courses being built today are intergral parts of large land developments. The reason for this marriage is the enormous cost of golf. The only way to justify that cost is to assign part of it to land development as an inducement for people to buy lots.

The golf professional at one of these developments is expected to be a miracle worker, but at the same time, he has an opportunity to become more financially independent than he could under “normal” working conditions.

We have stated before that a good golf professional must be very diversified, if he is to perform well. The “land development” professional must be even more diversified, because the spectrum of his activity has literally exploded into something quite large and different, at least in the initial stages. He has to be a special breed and he has to be the kind of man who is looking for entirely different challenges.

In the past, this guy has been somewhat snubbed by the rank and file, because they felt he (as a golf director or whatever) was not necessarily performing those specific duties traditional to the golf profession. I expect, however, that in the next 20 years, this will become the epitome of the profession.

Coincidentally, I am the operating officer of a land development company that is presently developing a community of homes centered around golf, tennis, swimming and other activities. In my opinion, the golf professional we have is without question one of the key men on the management team. He isn't a golf director in the traditional

sense. He is a corporate officer and a fine golf professional. I would like to think of him as a corporate professional, and in this case, he is a major stockholder in the company, which broadens his involvement even more.

Now, why is this man so important? As I have said, golf is an expensive undertaking. A first-class golf operation requires a \$2.5 to \$3 million investment in a course, clubhouse, land, maintenance center and equipment. That's a lot of money to spend just to go “into a business.” Once the investment is made, then one is faced with operating costs that might soar up to \$500,000 a year or more. With that kind of money at stake, would you trust the judgment of land developers, engineers or planners who don't have a close association with golf? Certainly not. You find the right golf professional who can adjust to the needs of the times. This man must understand what has to be done and understand the complexities of land development and golf. Remember, the cost of golf precludes a disassociation from land developments; that's the thrust of the future.

A brief outline of what we expect from our corporate professional follows:

1. He is responsible for the design, construction and completion of the golf course within budget and time frameworks;
2. He must develop a membership package which yields sufficient profits based on the investment;
3. He must then sell those 300, 400 or 600 memberships;
4. He controls the design function of the clubhouse, maintenance center, and other recreational areas;
5. He has the responsibility of staffing all golf and recreational facilities;
6. When the doors are opened, he is responsible for everything outside of

the land development proper;

7. He is responsible to a corporate board of directors, who are profit-oriented—quite a change from a country club board;

8. He is not just a golf professional in the literal sense; he is a vital factor in the success of a multi-million dollar business.

What I've just summarized is a mouthful. The most logical man to fill these shoes is a golf professional who has varied talents. These talents must have a great deal of depth. Of course, some will glance over the list and say that he's no golf professional. I say that he is a golf professional of the first order. Through his energy and talent, he is helping to provide another golf facility that will provide jobs and positions for golf professionals for many years to come.

And with the good must come the bad. Even though the corporate professional has an opportunity to be financially successful, he will encounter problems unique to his position. He is up to his ears in budgets, cost controls and profits. Everything he does is related to a total picture, not just to golf. He can affect land sales in a good, mediocre or bad way.

Conversely, the success of the land development directly affects his own success. He must be on the job 365 days a year for the first eight to 10 years, if he is going to spend his later winters in the South of France. He is a risk taker, gambling his future, with no guarantees. It's risky, but if he wins, he wins big.

In summary, let me say that the new kind of professional—the corporate professional—is not a man who should be looked down on by his peers. If he accomplishes what he has set out to do, he may be creating a good job in the future for one of your assistants or maybe even for you. Think about it. □

WINGS OF GOLF



Photographed by Jerry Abramowitz

The wing tip with its variations—wing-saddle, shield tip, saddle-shield—continue to be a best-seller in golf shoes. The reason for this popularity is that the “tip” treatment lends itself especially well to the two-color, two-tone look and permits striking color combinations and high fashion styling. The wing tip has taken on even more significance now because it is a natural with the current “classic look” in apparel.

by Dick Farley
Fashion Director



Turn to next page
for information on
shoes shown here.

You can cover up the name but not the Power-Bilt experience.



Reports come to us all the time that a lot of pros put the punch of Power-Bilt woods behind their annual tour winnings. Even golfers who aren't on the H&B Advisory Staff. We're proud of that kind of acceptance. It proves there's a special feel about the Power-Bilt experience. Ask your pro about Power-Bilts, the Master-Matched woods with brass behind every shot.

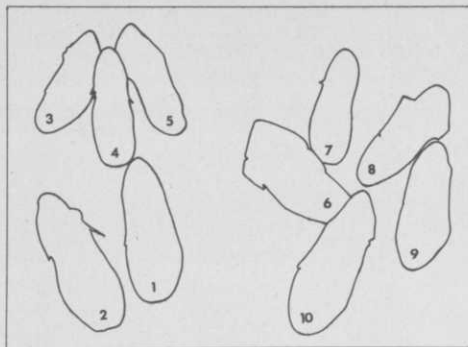
The POWER-BILT experience

HILLERICH & BRADSBY CO.
Louisville, Kentucky

Sold in Golf Professional Shops only.

WINGS *continued*

1. PRO-SHU Brown, tan and white; guaranteed waterproof; wingtip; \$27.50.
2. BEN HOGAN Black and brown poromeric; wingtip saddle; \$36.
3. JOHNSTON & MURPHY Brown pandora patent with white grain poromeric; \$57.50.
4. ROYAL PLUS Brown, beige and white; square toe wingtip; \$24.95.
5. STYLIST White and brown leather wingtip; \$39.95.
6. STYLO Black grain, one piece injection-molded; waterproof chukka boot in classic wingtip; \$22.95.
7. DEXTER Black, white and burgundy saddle wingtip; \$30.
8. ETONIC Brown simulated tortoise and white poromeric wingtip; \$54.95.
9. DUNLOP Red, white and blue; 100 per cent waterproof; saddle wingtip; \$19.50.
10. FOOT-JOY Tan calf; wingtip saddle; \$55.



Materials in golf shoes for 1974 generally fall into three generic categories: leather, polymeric and poromeric. Because most people are familiar with leather and its characteristics, let's look at the other two categories.

Polymeric is a vinyl material that conforms to the foot. Because it is impervious to water, this material is used in most waterproof shoes.

Poromeric is not a vinyl, although it is a man-made material very similar to vinyl. This material can "breathe."

Shoes constructed of these two man-made materials are easier to maintain than leather.

Color trends for 1974. All-white is still the top selling color in golf shoes. Also very popular are combinations with white. Brown seems to be coming back and will supplant black.

Styles for 1974 continue to focus on the "tip" look, with stripes gaining interest, along with classic finishes and textures, such as patent, tortoise, alligator, snake and lizard.

When buying shoes for the pro shop, limit your stock to at least a minimum size run in any one style. A minimum size run in men's shoes would be 12 pairs. Nine to 11C and eight to 11D is a good run.

One shoe manufacturer suggests that professionals stock a maximum size run in one basic style rather than stock a sampling of 12 different styles. With the basic shoe the professional can custom fit the shoe to his customer, has a better chance of selling the shoes on the spot and has the additional option of ordering another pair from the catalogue.

It's better to stock more than 12 pairs, of course, if you are serious

about selling shoes.

The approach to selling shoes in the pro shop is basically no different than the techniques in any shoe store.

First, find out the customer's size. This is an important first step because if the professional shows his customer the shoe styles first, the professional may inadvertently be leading the customer away from the inventory. The idea is to capture the customer's interest in the shoes in the shop that are right for him. Only then it is possible to sell him a pair of shoes.

Take time out to learn the shoe line. Understand the different parts of the shoe, its qualities and advantages of the materials from which it's made. This kind of professionalism can frequently make the sale.

Outline to the customer the advantages of owning a second and third pair of shoes: It's hard on the feet to wear the same pair of shoes two days in a row and it's hard on the shoes. Shoes, like clothing, will last much longer if they are allowed to rest and air out.

Display is important. Shoes must be displayed to be sold. Because golf shoes are a fairly high ticket item and are worn by virtually every golfer, they should be displayed in a prominent place in the pro shop.

A bonus sale for the professional's shoe department can be shoe trees. Shoe trees for golf shoes should be wooden, preferably unfinished. They will absorb moisture and will greatly increase the life of a shoe.

The golf shop is the most practical place to sell golf shoes because it serves only the golfer. You can gain extra profits by selling golf shoes in a professional way. □

INCREASE YOUR PROFITS NOW WITH THE NEW INFLATION BUSTER FROM TOURING PRO:®

We've done it. We've created a golf sweater that's got everything the expensive sweaters have plus one thing more: a price nobody can refuse.

Here's what your customers will get with the Touring Pro Carefree II: a lightweight, wash 'n dry kool-knit, fashioned for today in virgin Orlon,* available in men's sizes in fresh natural

colors; including, bone, brown, burgundy, light blue, black, navy.

Here's what you'll get: a golf sweater that practically sells itself. Pro shops across the country are already acclaiming the Touring Pro Carefree II, the sweater sensation of the seventies.

Write, wire or call us immediately. Stock Carefree II and

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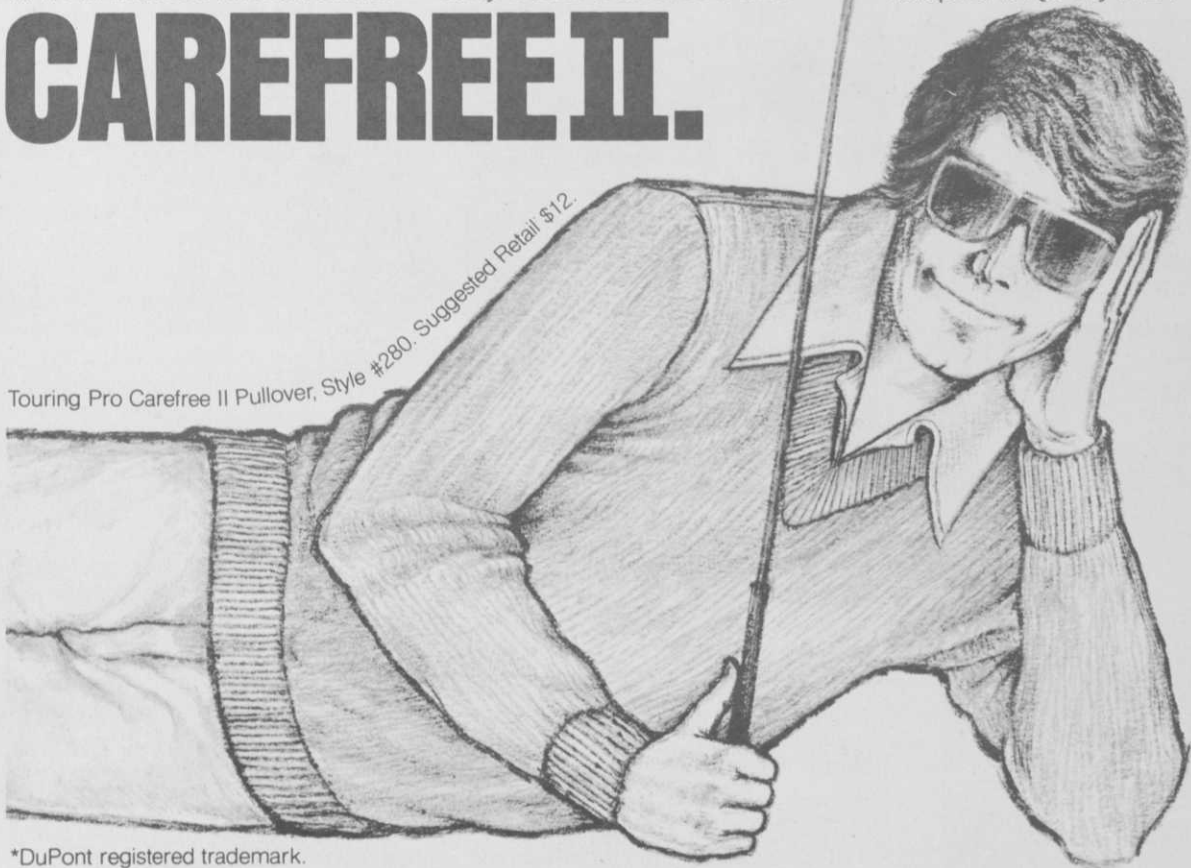
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CAREFREE II.

Touring Pro Carefree II Pullover, Style #280. Suggested Retail \$12.



*DuPont registered trademark.

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DICK FARLEY

MERCHANDISE AND MARKET TRENDS

A nice idea for neckwear comes from **Wm. Chelsea Ltd.**, Scarsdale, New York. Perhaps your club has been looking for a distinctive emblem? Chelsea will design neckties with your insignia or logo in a variety of colors. An order may be placed for as few as 150 ties, and the professional can be assured that these items will be competitively priced. The ties are available in pure silk or in polyester. Carefully detailed and fully lined, the Chelsea ties rival more expensive neckwear. Chelsea will also work your motif into a blazer emblem. Not to ignore the ladies, insignia scarves are also available.

A soft plaid slack of brown and blue topped off with a camel turtleneck is one of the latest fashion entries from the **Lee Company's Pro-Line** division. The fabric in the golf slacks has the look of wool, but it's a doubleknit made of 80 per cent Dacron polyester and 20 per cent Orlon acrylic. The leg is gently flared. Pro shop retail for these Lee Montigo slacks is around \$20. The 100 per cent Orlon acrylic turtleneck is moderately priced at about \$15 retail.

Countess Mara has been making "distinguished ties for gentlemen" since 1930. Her first tie with a sports motif was created for a tennis champion, her husband, Markham D. Whitman. It was an instant success, and friends encouraged her to market her product. Since 1935, fine stores everywhere have been selling the Countess Mara sport ties. Each year she produces a new set of designs in limited editions. This year's golf tie has the attractive repeat motif of a golfer teeing off on silk and is available in an extensive array of specially dyed colors. It bears, of course, the prestigious Countess Mara coronet insignia. The tie retails for about \$12.50.

their Classic G-9 Baracuta golf jacket has been a very big seller. It is a blend of 65 per cent polyester and 35 per cent cotton. The cuffs, collar and waistband are knit for close fit and comfort. The jacket is lined in the familiar Baracuta plaid. It comes in a variety of colors, in sizes 36 to 46 regular and 38 to 46 long. The suggested retail price: \$30 for regular, \$33 for long.



A new manufacturing technique from **Stylist Company** makes possible a medium-priced quality leather golf shoe that's guaranteed waterproof for a full year. The shoe combines the best of two worlds. It has leather's good looks, softness and breatheability, plus the easy care feature of waterproof shoes. The new process first calls for meticulously handcrafting a regular leather shoe, then making a very accurate mold of the upper, so every stitch and grain detail shows. A micro-sheet of polyurethane is placed in the mold and a blank of top quality leather is laid on top of that. The mold closed, the whole package is "zapped" with high-frequency radio waves, and the leather is molded into the exact shape of the master upper—complete in every detail. The polyurethane is invisibly bonded to the outside of the leather, and the upper is thereby waterproofed.

For shoes with color detail, color is mixed into the polyurethane before bonding. The upper is then welded to a

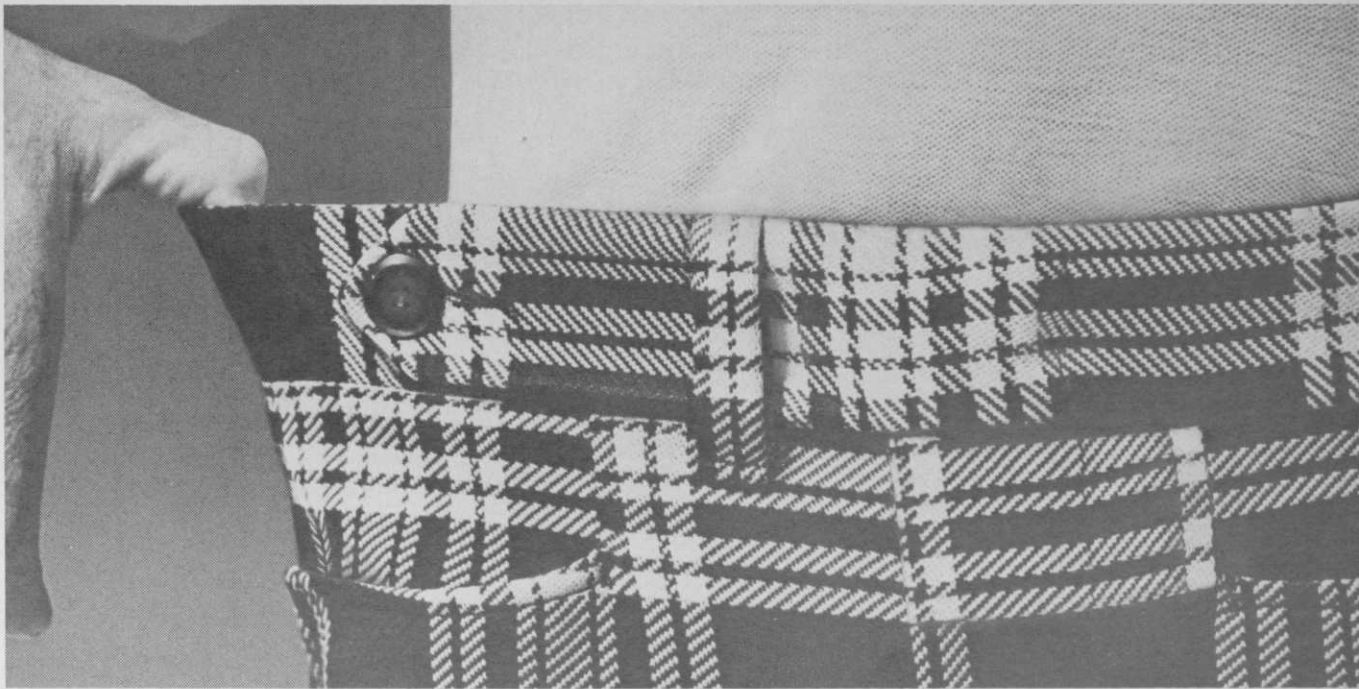


Pedersen Golf Company introduces the carbon graphite shaft by Aldila into its quality line of custom golf equipment. These shafts are available as sets or as individual clubs in the Pedersen 17-4 and Model 100 woods and irons. In both lines, the woods sell for \$140 apiece; the irons are \$125 apiece.

At the New York headquarters of **Baracuta, Inc.**, Mike Chester told us



continued on page 34H



**When it comes to flexibility and comfort in waistbands,
Lee's in stride with you.**

Lycra® in Lee's exclusive elastic waistband gives you tee-to-green comfort. For a neater look with all the give-and-take a golfer needs for putts, chips, drives, and 19th hole relaxing, it's got to be Lee doubleknits.

For more information about Lee's exciting doubleknit slacks of Dacron® polyester with their elastic waistbands of Lycra, just drop a line to:

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Lee A company of **V** corporation.



Bending waist size 35



Standing waist size 34

Stretching waist size 33



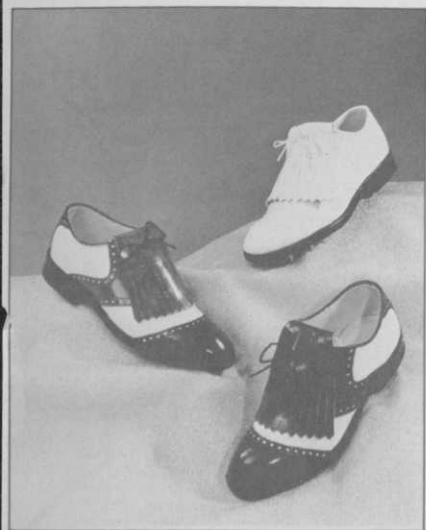
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FARLEY from 34F

PVC sole and heel with removable spikes. An additional quarter-lining of soft leather goes into the heel area.

Clay Jandro, Stylist's executive vice president, says the shoe has several advantages over regular leather shoes. Because the upper is all one piece, it wears very well, having no interior seams that can chafe or come apart. Furthermore, the shoe is cheaper to make, so Stylist can sell it for less than comparable leather shoes.

Stylist is the first major golf shoe manufacturer to come out with the Zapper. Jandro says that other companies will probably come out with their own versions, but the real quality of the shoe depends on what materials are molded in the first place.



Derby Cap Mfg. Company, Inc., has a new hat, which should help to keep you cool-headed on the links this summer. Constructed of polyester and nylon knit, it is laminated with tricort to add body but still retain the breathing qualities of a comfortable lightweight hat. This means that the Derby bucket hat weighs about half as much as its popular poplin counterpart. It is available in four colors; white, light blue, tan and yellow, and the suggested retail price is \$5. □



PRO SHOP PROBLEM SOLVER

ANSWERS BY THE EXPERTS TO YOUR QUESTIONS

Q—In our pro shop operation, there is a large turnover of merchandise. As in all businesses, an accurate inventory is most important if a business is to function properly. My question is this: Is there a fool-proof, functional inventory system that would satisfy the pro shop situation? How is it started? What mechanisms keep it going? And finally, what are the guidelines to follow?

A—The subject of inventory control could take *GOLFDOM* several issues to cover thoroughly. If you are looking for a quick and simple way to begin a system that will improve your control, why don't you buy the accounting system that the Professional Golfers' Assn. of America offers its members? You might adopt a similar control accounting program. Most inventory programs require you and your staff to keep up-to-date manual records of your sales as well as inventory received. In many cases, professionals find this difficult to do, especially during the peak season. There are special cash registers that provide a daily print-out of sales in detail, but these, too, must be posted to your inventory records and analyzed to determine your existing inventory levels and turnover. Because of their sophistication, such accounting machines are costly, probably prohibitively so, unless you have an unusually large operation. You might also consider asking for help from one of your members who is an accountant. He could guide you in determining how sophisticated your inventory records have to be, as well as evaluating if any of the other methods mentioned would be applicable for your operation. In fact, if your operation is relatively small, it is very possible that you can set up a basic system that will give you enough information

without investing an excessive amount of your or your staff's time or buying costly forms or equipment.

Robert D. Rickey
Vice President

MacGregor Div. of Brunswick Corp.

Q—Replacement and repair work on shoes is at best difficult. Usually it takes 30 days, particularly for shoes with built-in spikes. What does the member do for golf shoes during that 30-day wait? Should I give him a replacement pair to wear?

A—When something goes wrong with any product an individual has bought, whether it is a \$300 TV set, a \$200 air conditioner, or a \$25 toaster—and the product needs examination and repair, the manufacturer is only responsible to repair the item. It is not standard practice for the manufacturer to supply a replacement during the time the buyer has to wait.

The individual, somehow, somewhere, must take care of himself. Maybe he has another TV set or another toaster. The golf professional, by custom then, is not obligated to give his customer a substitute pair of shoes; I certainly would not.

I would try to sell the customer another pair, because I believe every person playing any amount of golf should own at least two pairs. Remember, it's well known that alternating two pairs of golf shoes gives as much wear as three pairs worn consecutively.

All manufacturers want to improve service in their return and repair departments. Sometimes golf professionals send back merchandise in such a manner that the repairs and returns are delayed considerably.

Richard N. Tarlow
President, Brockton Footwear, Inc.

NGD Stresses Charity Theme in '74; Creates New Format

LAKE PARK, FLA.—National Golf Day, golf's largest annual charity event since 1952, takes on a new look with greater emphasis on its charities than ever before. This year's theme is "give to 74 golf charities in '74."

Because the professional is the man who creates the climate for giving at his club, his efforts are being rewarded with \$12,500 in prizes to be distributed to professionals at the 74 clubs with the largest dollar contributions.

This year's NGD Round of Champions is on June 3d at Tanglewood GC Club, Clemmons, N.C., site of the 1974 PGA tournament. PGA champion Jack Nicklaus will compete with U.S. Open champion Johnny Miller to set the target score for men. LPGA champion Mary Mills will compete with Women's U.S. Open champion Susie Berning to set the target score for women.

NGD rounds at local clubs can be played anytime between May 25 and June 16. Golfers who beat the target

scores will receive a specially stamped golf ball, "I beat Nicklaus and Miller" . . . or "Mills and Berning."

Prime sponsor of the event is Aldila, Inc., manufacturers of graphite shafts. This company is not only underwriting the cost of all promotion, literature, display material and mailings, but it is donating major prizes both nationally and sectionally.

The prize sponsors this year are Otis (electric golf cars), Etonic (golf shoes) and leading golf ball manufacturers.

Otis is donating the top national prize to the professional whose club generates the top total dollar contribution—a \$4,000 electric golf car, the El Presidente—with built-in color TV and bar.

Etonic is donating two pairs of staff grade golf shoes for the professional and his chief assistant whose club generates the top total dollar contribution in each section.

Aldila is also donating to the top national contributor, giving a full set of

graphite shaft woods and irons, plus a staff bag. A full set of irons will go to the second largest national contributor and a full set of woods to the third largest contributor.

In addition, Aldila is donating a graphite driver to pros at each of the second largest sectional contributors.

Major golf ball manufacturers contributing to National Golf Day are Acushnet, Dunlop, MacGregor, Ram, Royal, Spalding, Victor and Wilson.

NGD is a major contributor to 27 amateur golf caddie scholarship funds and to 21 USGA Green Section agricultural experimental stations; NGD is the largest contributor for the GCSAA Scholarship and Research Fund, the United Voluntary Services for golf therapy in veterans' hospitals, and the National Amputee Golf Assn.; NGD also contributes to PGA benevolent, relief and educational funds and to other individual or group golf-related charities designated by National Golf Fund Directors.

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MANUFACTURERS OF... *Graphite-100*™

HEADS



SHAFTS

GRAPHITE-100™ super-shafts are made with exclusively different fiber orientation producing maximum power and allowing minimum torque.

GRAPHITE-PLUS™ shafts are made of a graphite composite to the highest quality standards—at a greatly reduced price.

GRAPHITE-100 composite fiber heads are made to match the feel of persimmon—the consistent quality of Fiberwood and the magic of Graphite.

Made with or without sole plates—in blank form or custom made to your specifications. Driver heads now available—all other "wood" heads to follow soon.

CLUBS

This entirely new GRAPHITE-100 driver with Graphite-100 shafts and Graphite-100 heads is a sensational product which provides the player with the ultimate in golfing pleasure and performance. Made in standard lengths and swing weights—complete sets of woods available soon.

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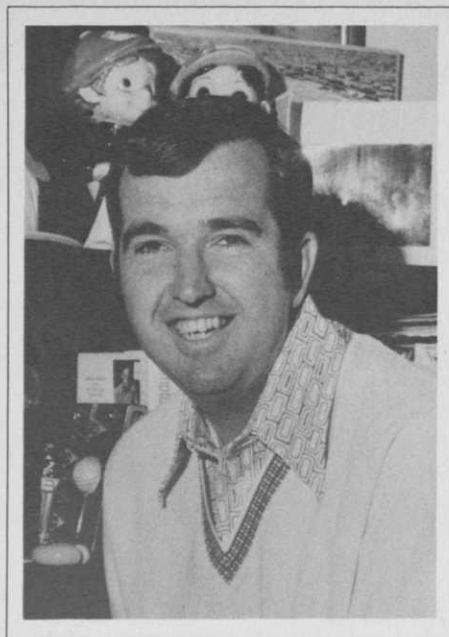
PRO ON THE WAY UP

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

continued

PRO UP continued

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.

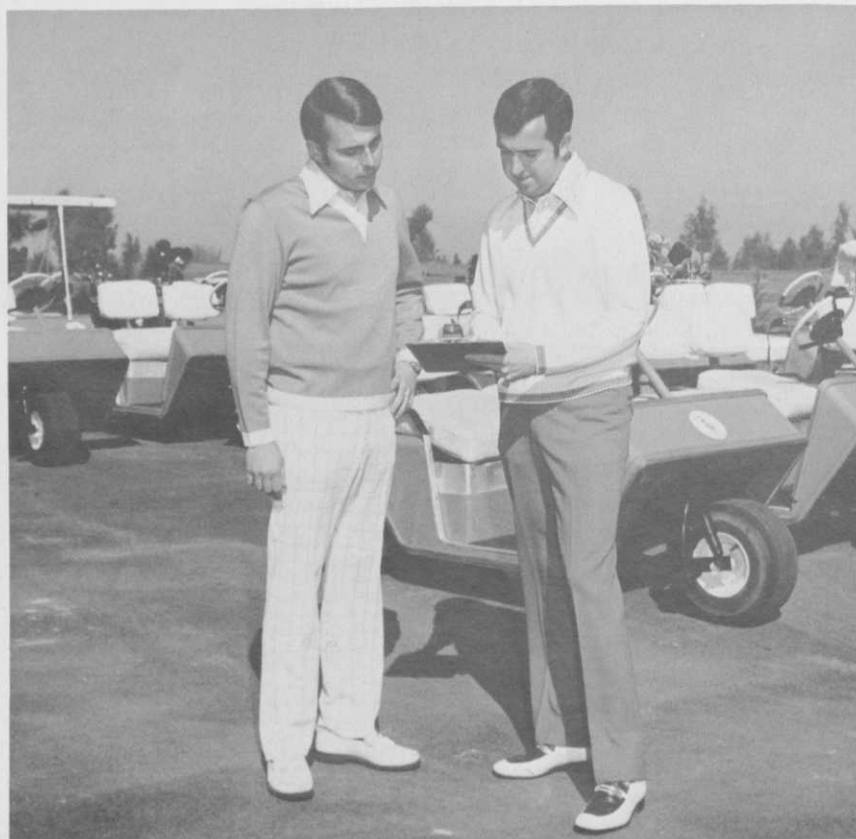
In 1968 Maxwell accepted an offer from Dunlop Tire & Rubber Corp.'s Sports Division to act as its territory manager for Arizona and Nevada. Through the associations formed during this period, he determined that his future would be spent dealing with the golfing public. In 1967 he became assistant pro 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.





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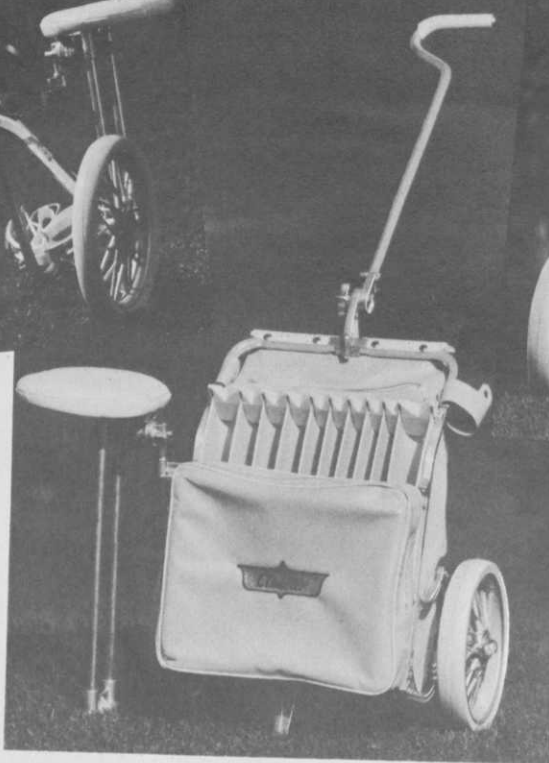
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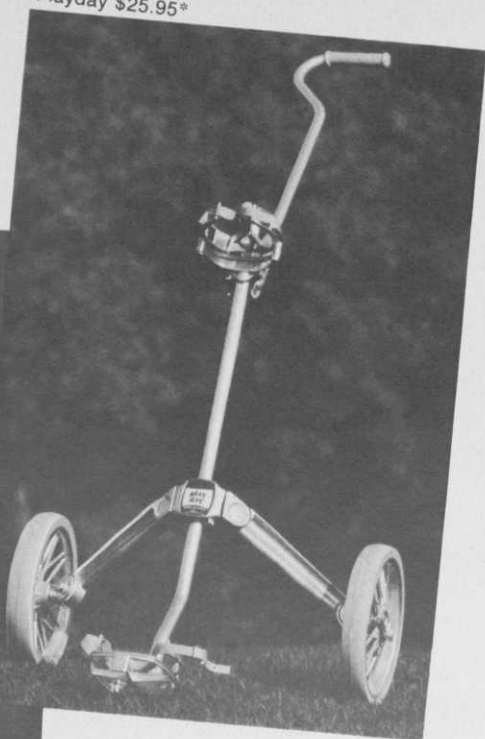
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1947

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