CLUBCORP REALIGNS TO TAKE ADVANTAGE OF INTERNATIONAL MGT. OPPORTUNITIES

By Peter Blais

DALLAS — Club Corporation International has instituted a major reorganization reportedly designed to better serve customers at its 240 facilities and take advantage of worldwide business development opportunities.

According to a statement from the $1.2 billion, privately held company, "ClubCorp 2000" took effect Jan. 1 to focus on rapid international and national opportunities through its three primary subsidiaries: Club Corporation America, which operates private clubs; Club Resorts Inc., which owns and operates golf and conference resorts; and GolfCorp, which owns and operates daily-fee and semiprivate golf courses.

CCA also streamlined its field operations from four to three main geographic regions. Within the three regions it created, smaller mini-regions headed by 13 regional vice presidents. The idea is to bring operational decision making closer to CCA's 400,000 members.

Streamlining in the 1990s often means cutting back because of financial problems. Is that the case at ClubCorp?

"[ClubCorp President] Bob Dedman is such a conservative guy, I can't see ClubCorp ever being in trouble. They are in a real strong financial position with excellent cash flows," said Joe Black, president of Western Golf Properties and a ClubCorp executive for 20 years before opening his own management firm.

"ClubCorp restructured a little while ago to get into the public golf market. They restructured while I was there to get into the city club business. Management companies always try to eliminate...

MARKETING IDEA OF THE MONTH

LOCAL COURSES PLAY THEIR ACE IN HOLE

By Peter Blais

GREENVILLE, S.C. — Remember a jubilant Lee Trevino jumping into the arms of caddie Herman Mitchell after nailing his first hole-in-one? What do you imagine would be a reaction from a once-a-week duffer who stroked a hole-in-one, and the event was captured on tape and he won $50,000?

Pretty much the same reaction, wouldn't you think? Wouldn't it make that fortunate 20-handicapper want to do it again, and the event was captured on tape? And, more important, wouldn't that mean more rounds and additional pro shop sales for the course owner?

That's what developers of Tee One Up are pitching to public course operators. "We've signed up 20 courses in eight states since May," said Marketing Director Peter Elliman. "We're hoping to be at 100 courses in 50 states by the end of next year [1995]. Ultimately we'd like to think we could penetrate 5 percent of the market."

Tee One Up is a video hole-in-one system installed, at no charge, on a par 3 hole at any public golf course. It consists of four small video cameras that record the golfer's tee shot, the green and a close-up of the hole. The system is activated by depositing a token into a 3-foot-high console housing the recording and communication equipment.

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CMAA CONFERENCE SET FOR LATE JANUARY

NEW ORLEANS — The Club Managers Association of America will hold its Annual Conference and Exposition here from Jan. 30-Feb. 2.

The two-day exposition will feature products displayed at a record 450 exhibits booths. The conference lists more than 80 seminars, workshops, clinics, panels and roundtables.

Full-day pre- and post-conference workshops will also be available on a variety of topics. For more information contact CMAA at 703-739-9500.
Melrose/ClubCorp Co. acquires Aspen Glen site

Colorado golf community is the first joint venture for the newly formed partnership

CARBONDALE, Colo. — A subsidiary of Club Corporation International and The Melrose Company has purchased Aspen Glen, a private country club community approximately 30 miles from the resort town of Aspen. Aspen Glen currently is under development and is the first joint acquisition for Dallas-based Club Corporation and Hilton Head, S.C.-based Melrose Co.

In January 1994, the two companies formed a new national real estate company — unofficially named "Melrose/ClubCorp Company" — to pursue national and international golf-related real estate opportunities. Aspen Glen Golf Co. — a Colorado limited partnership which will own the community — is the newly formed and wholly owned subsidiary of ClubCorp and The Melrose Company. Aspen Glen will offer its members golf, private Gold Medal fly fishing, horseback riding, swimming, tennis and a clubhouse with dining and health and spa facilities. The Aspen Glen project is 938 acres, with 500 acres of undeveloped land including 180 acres for the golf course and 320 acres of natural wildlife parks. Robert T. Kolb, The Melrose Company's president, said the goal is to have all 18 holes of the Tom Weiskopf/Jay Morrish-designed championship course playable in 1996. Construction on the front nine should start this spring. Aspen Glen has 100 homesites, many with river and course frontage. Individual home construction could begin this summer.

Additionally, CCA Executive Vice President Randy Williams will have an expanded role directing both national and international business development. Williams has been with the firm since 1975.

The new program is designed to reduce duplication of effort within the company itself and to take advantage of the firm's size, marketing and purchasing power. Along with the ClubCorp 2000 program comes a new corporate philosophy titled "Seven Star Service." Seven Star is designed to enhance customer service and empower all employees to make decisions at the local level involving customers.

In the past year, ClubCorp has invested $90 million in golf and recreational properties including Mission Hills, Desert Hills and Indian Wells country clubs in Palm Springs, Calif.; The Homestead in Hot Springs, Va.; The Gold Club at Fossil Creek in Fort Worth, Texas; and The Royal Golf Course at Queen's Harbour Yacht & Country Club in Jacksonville, Fla.

The company plans to aggressively pursue international facilities having recently opened its first city club in Beijing, ClubCorp also oversees 10 clubs and resorts in Mexico, Canada, China and Japan.

The consolidation of CCA's main regions from four down to three puts CCA West in San Ramon, Calif.; CCA Central in Dallas, following its move from Houston; and CCA East, which formerly consisted of CCA Northeast and Southeast regions, in Washington, D.C.

For Most Lenders, Golf Financing Is Alien Turf.

Talking to most lenders about golf financing is like talking to someone from a different planet.

Textron Financial Corporation on the other hand, knows the golf course industry, and has funded over $200 million in first mortgage loans on golf courses throughout the U.S. Expertise in golf course financing enables us to meet specialized needs — that may include refinancing or renovation of your existing courses, acquisition loans, providing takeout commitments for newly built or to-be-built courses, or even financing quality equipment, such as E-Z-GO golf cars, Jacobsen turf equipment, or Rainbird computerized irrigation systems. We offer genuine assistance in helping you obtain the proper financing. And, we have a variety of financial products, at extremely competitive rates.

If you're looking for down to earth recommendations, contact the nation's largest golf course financing lender. It's no wonder that for so many, TFC remains...The First Choice.

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