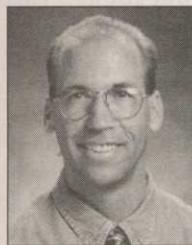


BRIEFS



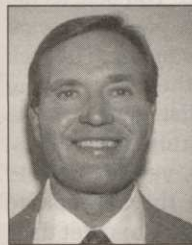
TRON PROMOTES PAIR

SCOTTSDALE, Ariz. — Scott Heideman has been named director of golf and facility manager at Talking Stick Golf Club, located on the Salt River Pima-Maricopa Indian Community near here. Talking Stick is Troon Golf's newest Arizona golf project and features 36 holes of Bill Coore/Ben Crenshaw-designed golf that will open Nov. 1.



Scott Heideman

Jack Elliott has been named director of golf and facility manager for Troon North Golf Club. Elliott most recently served in the same capacity for Legend Trail Golf Club in Scottsdale, another Troon Golf facility.



Jack Elliott

NGCOA ELECTS BOARD

TARPON SPRINGS, Fla. — The National Golf Course Owners Association recently elected its board of directors for 1997 at its 15th annual conference here. Three new board members were Ray Finch III of Emerald Dunes in West Palm Beach, Fla., Frank Romano of Scenic View Country Club in Slinger, Wis., and Mike Protos of Chestnut Hill Country Club in Darien, N.Y. Re-elected president was Cliff Rampy of Treeline Golf Club, Inc., in Tomball, Texas, and Dan Clark of Willow Creek Golf Course in Des Moines, Iowa, as vice-president. Other officers re-elected were Bill Stine, Kissimmee (Fla.) Bay Golf Club, Kissimmee, Fla., secretary, and Jerry Hollingsworth, Singing Hills Golf Club, El Cajon, Calif., treasurer.

NO. CALIF TRACK NAMES MANAGER

BURLINGAME, Calif. — Tom Sullivan has been named operations manager here at Crystal Springs Golf Course. He will oversee golf operations and food & beverage services, while working with course superintendent Raymond Davies to "super-visualize the physical rejuvenation of Crystal Springs and establish a first-class operation across the board," Sullivan said. CourseCo, a Northern California-based management and development firm, operates Crystal Springs and four other courses.

Legacy seeks to keep owner involved in management

By J. BARRY MOTHE

WELLINGTON, Fla. — Originally, Steven Braley thought he wanted to start a golf management company for the newest phase of a successful golf industry career that has spanned more than 20 years.

He quickly decided, however, that that idea was too simplistic and restricting. Braley — who worked for Landmark Land Co. for nearly 20 years alongside some of the most active, visionary and successful golf management executives and became vice president himself — did want to manage golf courses. But he wanted to do it in a way that directly involved owners and operators in a hands-on, give-and-take, learning relationship. And so, the Legacy Golf Group, a golf management consulting firm offering everything from nuts-and-bolts, day-to-day management plans and construction supervision to clubhouse and golf course business plans and financial evaluations, was born.

"We're not a typical management company," Braley said. "We're an alternative to the stereotypical management-type company. I'm not really pursuing long-term management contracts, that's not what I set out to do. My services diminish the longer I'm involved with a project and the more the owner becomes comfortable and understands the business."

Braley, who is also a former professional golfer, launched the Legacy Golf Group in 1994. His first project was the Virginia Oaks golf course outside Manassas, Va., which opened in the spring of 1995.

"I got a call one day from P.B. Dye and Brian Bowles and they were looking for professional management

Continued on page 49



The Oasis Golf Club (above) recently signed OB Sports to manage the 45-hole complex.

OB Sports strengthens itself in Vegas

MESQUITE, Nevada — OB Sports' recent agreement to manage the 45-hole Oasis Golf Club has solidified the Portland, Ore.-based firm's position as one of the leading, if not the leading management company, in the Las Vegas market.

WSR Inc., the parent company for Si Redd's Oasis Resort Hotel and Casino and the Mesquite Vistas planned residential community, selected OB to manage the project's golf operations. OB Sports already owns and manages two upscale public golf properties, The Legacy and Angel Park in Las Vegas with several similar properties on the West Coast.

The Oasis Golf Club has received national attention for its Arnold Palmer-designed course, which was named in the top five new resort courses in 1995 by *Golf Digest* magazine. The Oasis Resort has 1,000 hotel rooms and a 300-room golf village, which OB plans to use to help promote stay-and-play golf programs.

"We felt their [OB Sports] expertise in high-end, resort-style operations and their extensive network in Las Vegas made them a perfect fit for our management needs," said WSR Inc. President Alan Green.

OB named Van Batchelder project manager for The Oasis. For the past nine years, Batchelder served as director of golf for Los Callaberos Golf Club in Wickenburg, Ariz.

"We view The Oasis as a very prestigious project deserving of a golf professional familiar with the Southwest market, and one who will produce the premium level of services and conditions desired by The Oasis and OB Sports," said OB Vice President of Southwest Operations Phil Green.

Green and Bob Marshall were recently named to their vice president of operations posts. Marshall will oversee the development and operations of all Pacific Northwest facilities while Green will assume a parallel role for all properties in the Southwest.

Marshall was an original co-founder of OB Sports along with current president Orrin Vincent (Orrin and Bob = OB), and has managed all operations for Teton Pines Golf Club in Jackson, Wyo., for the past 11 years.

"Bob and I remained best friends even though he stayed with Teton Pines under the new ownership," remarked Vincent. "Now that we have two operations in Portland, and are

Continued on page 47



MANAGEMENT FIRMS LISTED

LinksCorp, a golf course acquisition and management company based in Northfield, Ill., recently opened The Country Club of Arkansas, a daily-fee layout in Little Rock, Ark., and one of the courses found in our updated list of management company-operated facilities on pages 50-51.

Intrawest Co. takes golf to new heights

By PETER BLAIS

COPPER MOUNTAIN, Colo. — The folks at Intrawest have reached the literal pinnacle of North American golf with the recent purchase of Copper Creek Golf Club, reputed to be the highest golf course on the continent.

The Pete Dye-designed layout at the Copper Mountain ski resort plus January's acquisition of the Tom McBroom-crafted Mont Ste. Marie ski resort and golf course near Ottawa, Canada, brings the number of Intrawest golf properties to five.

The British Columbia-based "mountain resort company" as it likes to be called, plans to open a Doug Carrick-designed 18 at Panorama ski resort in

Continued on page 46

Cornesky

Continued from previous page known to be superior.

In our study we did not or could not identify when a facility adopted one or more of the items, but probably should have. We don't contend that all 77 items are useful to all clubs. Even clubs that competed aggressively for members or customers were no better in adopting these TQM procedures

than clubs that had virtually no competition. One might think the stress in clubs with declining memberships or small revenue reserves would induce innovation quicker. This was not true.

One might think innovations that required significant capital would be adopted more slowly than those that did not. Again, this was untrue. We could not find any correlation, but then again, our sample size is rather small.

One might think that clubs where either the managers had a higher education, or the members had a higher education, and/or both the manager and members had advanced degrees would be most likely to implement TQM procedures. Again, no correlation.

Why is the pace of innovation in golf so slow? Perhaps they are insulated from competitive pressures that would force them to stay on the cutting edge of good

management in attempts to please the stakeholders. Each facility differs from all others. Some are more convenient for a certain group of stakeholders. Others have a more prestigious atmosphere and some degree of market power that enable them to resist the competition. They can draw from a larger market area. Some have their markets assured, so they are not particularly responsive to innovation.

It appears, therefore, that golf and country clubs are indeed insulated from many competitive pressures. But when either the supply of clubs begins to meet and exceed the demand — and this will happen within the next five years — or when the facility in an area begins to take a TQM approach like the Japanese automobile industry did in the 1960s, the playing field will be changed.

No longer will facility managers operate reactively. Their agendas will not be molded by who screams the loudest. Short-term problems will not be as important as the large picture.

A TV ad for an oil filter says, "Pay me now, or pay me later." I say, "Innovate and use TQM principles now, or suffer later."

OB Sports

Continued from page 43

pursuing several possibilities in Seattle and other prominent Western markets, we both knew it was the right time for him to rejoin the company."

Green, who has managed OB's Angel Park Golf Club in Las Vegas for the past 18 months, is a former president of the Southwest Section PGA. In 1994, he was named the section's Golf Professional of the Year while serving as director of golf at Club Terravita in Scottsdale, Ariz.

In other OB Sports Golf Management news, Bill Campbell has been named vice president of construction and agronomy, and Stacey Little has been promoted to director of merchandise.



Phil Green

Campbell was instrumental in the redesign and construction of Edgewood Tahoe along with Vincent back in the late 1970s and has worked in various capacities for OB Sports since that time. He also served as superintendent for Sahalee Country Club, host of next year's PGA Championship, from 1979-1988.

Little has coordinated the buying and golf shop presentation for The Legacy Golf Club since 1990 and now oversees the long-term direction and philosophy for all OB golf shops.

At John Fought Design, the golf course design division of OB Sports, Todd Schroeder has been hired as a design associate. Schroeder's background includes three years of experience with Wadsworth Golf Construction, where he supervised key areas of construction including Rush Creek Golf Club in Maple Grove, Minn., a course Fought co-designed along with Bob Cupp.

No,
It Won't Solve All
Of Your Turf Problems.

the same high levels of protection against Rhizoctonia and Pythium you've come to expect from CHIPCO ALIETTE, plus cost-effectiveness that no other turf stress management option can offer. And, CHIPCO ALIETTE SIGNATURE not only helps your turf stay more vigorous and healthy, but it actually enhances its appearance, too. This year, let new CHIPCO ALIETTE SIGNATURE fungicide take some of the stress out of your life. Because, goodness knows, you've got enough problems to worry about.



C O N T A I N S P A T E N T E D T E C H N O L O G Y

Daconil Ultrex is a registered trademark of ISK Biosciences. As with any chemical, always read and follow instructions on the label before using. For additional product information, please call 1-800-334-9745. © 1997 Rhône-Poulenc Ag Company