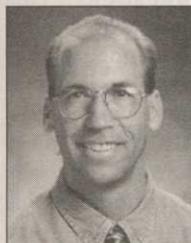


BRIEFS



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 MOTHES

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

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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

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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

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COMMENTARY

Golf said to lag behind in management innovation

By ANDREW CORNESKY

Despite the need to prepare for the new customer by becoming more flexible and responsive to change, managers of many golf and country clubs still live in the past. They resist innovation. In fact, most industries adopt new management practices at least twice as fast as golf.

Golf and country clubs are probably in the same position as our automobile industry in the 1950s: They believe they are the only supplier of the desired product, so they do not have to be so concerned about change.

In our travels we had the chance to study many golf clubs. We made a list of 77 Total Quality

Management (TQM) items that have been adopted by our best industries, i.e., Ford Motor Co., Xerox, Proctor & Gamble, IBM, Apple, etc., and compared them to 136 golf and/or country clubs. For example, the list included:

1. Your facility has posted a clear mission statement for all to see.
2. Your facility has a quality

manual that encourages employee initiative, self-directed responsibility, quality teams, and continuous improvement.

3. Your standard operating procedure includes methods to communicate clearly and regularly the expectation that all processes and procedures exist to help all stakeholders (employees and customers) develop to their full potential.

4. The manager conducts research and gathers data to do sys-

temic planning to anticipate problems associated with meeting the club's objectives and to correct the problems before they occur.

5. You compare your performance to the club's where the performance of employees is

Continued on next page

Andrew Cornesky is vice president of research and development of Cornesky & Associates and a total quality management expert.

Intrawest

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British Columbia and a Cal Olsen layout at Mammoth Mountain, California by July of 1998.

"Golf will likely be a part of each resort and real-estate project we undertake," said Vice President of Marketing for Resort Operations Michael Davis, who oversees the company's golf operations. "Intrawest is committed to golf. We're looking to acquire more resorts. If there isn't a course already there when we acquire a property, then we'll build one if it's possible."

Intrawest entered the golf business in 1995 with its purchase of West Virginia's Snowshoe ski resort and its Hawthorn Valley Golf Course. The Gary Player-designed layout was rated the second-best course in the state by *Golf Digest* magazine, Davis said.

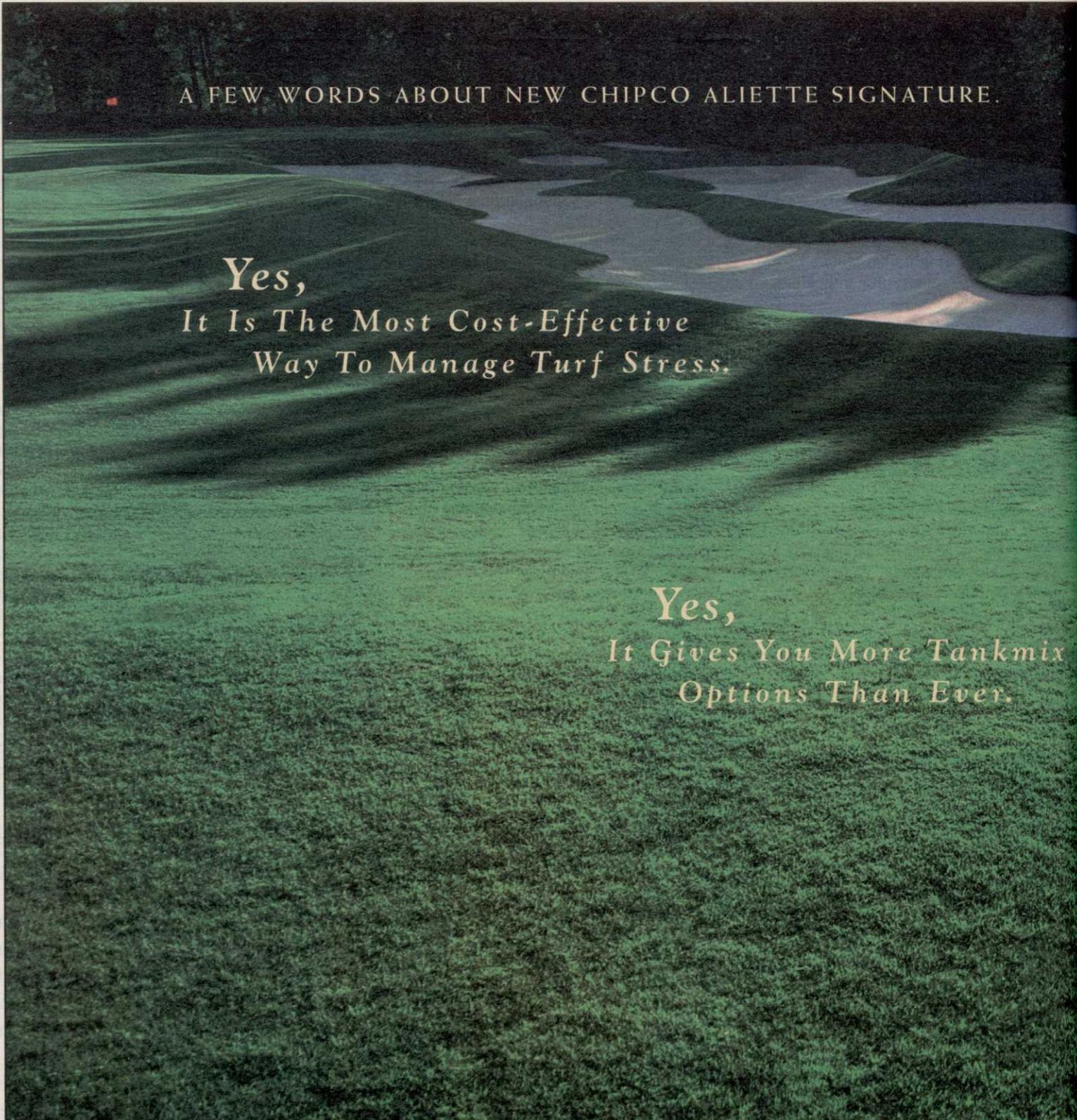
Last year Intrawest purchased Stratton Mountain in Vermont and opened Le Geant at Mt. Tremblant 90 minutes from Montreal. Stratton has a 27-hole, Geoffrey Cornish-designed course that is the former site of the LPGA McCall's Classic. Le Geant is a Tom McBride 18 that placed second among *Golf Digest's* best new Canadian courses in 1996, Davis said.

"Golf helps with the seasonality of the mountain resort environment," Davis said. "We like to think we're in the mountain resort business, not the ski business. Golf is an important amenity for the summer resort and real estate developments."

Golf accounts for five to 10 percent of Intrawest's total revenues, Davis said. But it also helps fill resort rooms that would otherwise go empty in summer; increases spending in ancillary businesses like restaurants and shops; and helps provide year-round employment for the company's key employees.

Intrawest manages all its courses. It is just beginning to market its courses as a group, placing an ad for Snowshoe, Stratton and Mt. Tremblant in April's *Golf Digest*. Davis is negotiating group buying agreements with course maintenance and pro shop suppliers.

"Operating a number of courses definitely gives us some operational flexibility," he said.



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