The changing environment for golf course management

By ROBERT H. DEDMAN JR.
• President and Chief Executive Officer
ClubCorp

The golf industry has changed greatly in the past decade, particularly in terms of member service. The trend toward consolidation has especially impacted talent resources, an issue we have met by formalizing our company's service-oriented operations into a culture called "Star Service." The recruitment of skilled human resources is of such concern that I have charged all our employee partners with the responsibility. We have a goal to be 100 percent staffed by employees recommended by other employees. Emphasis on the employment process has been critical to our success in selecting the best available talent and our attempts to become the employer of choice in the markets we serve.

To keep good hourly wage personnel, we have cross-training programs so many employees learn to do more than one job. At the same time, we strive to instill employees with a passion for delivering personalized service and exceeding expectations. Continued on page 29

Golf Industry Statistic

Growth in Leisure Time Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>1997</th>
<th>1987</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>Bowling</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>Fishing</td>
<td>20</td>
<td>15</td>
</tr>
<tr>
<td>Downhill Skiing</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>Tennis</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Sailing</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: National Sporting Goods Association

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Palmer/Seay
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excited and encouraged about the potential for the next 10 years.

Seay: This isn’t by happenstance. Most of the design work in the 1990s by a lot of golf course architects has been a return to the more traditional-style design. Which, in most cases, resulted in really difficult courses to play, rather than difficult for the next six to 10 years.

golf course architects has been a return excited and encouraged about the potential for the next 10 years. Especially in the design, construction and development arena. We made great strides in the transition from the ’80s into the ’90s, and we all feel golf course development will continue to grow with particular emphasis in daily-fee and resort facilities.

Palmer: I agree with Ed and support and encourage everyone in golf to expose, provide and improve all of the elements of the game. And with more interest and more people coming into golf every day, all of us in the game need to promote, by example, the basic strengths of the game.

We must guard and protect these very elements that keep the game so great and be standard-bearers, if you will. This is one of the hallmark messages for the future from all of the Palmer companies.

The game is in very good shape.

Witteveen
Continued from page 24

just that. I haven’t missed an issue since. Just like Ken Wright, I easily part with a subscription. I should add that the PCDC design team will continue to stay with the same traditional design philosophies.

Along that same line, our course designs have always considered what effect the new equipment has had on the game. The U.S. Golf Association is constantly looking at this and now is concentrating on the area of primary importance: the stabilization of the ball.

Another major aspect of golf course design, construction and development that began slowly in the 1960s and has moved to the forefront in the ’90s is the preservation, enhancement, and reclamation of our existing environmentally sensitive lands. This will continue to be the strongest area of consideration. As it should be.

Seay: The industry as a whole is also promoting and exposing golf to more and more segments of the population, not only domestically, but internationally as well. The PGA Tour’s First Tee program, The Executive Women’s Golf League, golf academies, and family golf learning centers are gaining momentum and getting stronger and better every year.

PCDC is now promoting golf on a relatively new front in that, whenever we can, we are recommending to all levels of development to provide golf in any structure. It may be six holes, three holes, 12 holes, 14 holes, practice facilities, etc. Not every golfing experience needs to be 18 or nine holes, or an Augusta National or a Pine Valley.

I really feel the next 10 years are going to be exciting for the whole industry, especially in the design, construction and development arena. We made great strides in the transition from the ’80s into the ’90s, and we all feel golf course development will continue to grow with particular emphasis in daily-fee and resort facilities.

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