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, particu-
larly in terms of member service.
The trend toward consoli-
dation has especially im-
 pact ed talent resources, an
issue we have met by formal-
izing our company's service-
oriented operations into a cul-
ture 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 employ-
ment 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 em-
ployees with a passion for delivering
personalized service and exceeding ex-
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the other superdwarfs, it's very forgiving when subjected to aggressive
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10 satisfying years for golf

By L.T. WALDEN
• President, E-Z-GO Textron

The last ten years have been exciting
for both E-Z-GO and the golf industry.
Thousands of new courses opened, new
companies came into the industry, some
left the industry, and countless rounds
were played.
One of the biggest changes
in the golf industry is the
emergence of multi-course
owner/operators. They are
now significant players in the
golf industry, which is now a
multi-billion dollar business.
The emergence of these com-
panies is a reflection of the
growth and success of the
golf business.
While individually owned courses
are still the majority, there is no denying
that the influence of multi-course opera-
ators will continue to grow in the next ten
years.
A lot is written about new golf course
construction and the number of new
courses that open each year. Ten years
ago, many new courses were private
clubs built as part of a large residential
subdivision. Today, most new courses
are high-quality daily-fee facilities. I be-
lieve that the total number of golf courses
will continue to grow slowly and steadily.
The number of people playing golf is
flat and it has not grown in the last five
years. The challenge for the future is
how to entice more people to
come out and play. We also
have to strengthen the player
base for the future. That's why
there is such a focus on junior
players and bringing young
people into the game.
The golf industry has seen
tremendous ups and downs in
the last 10 years. While the golf
car business is not recession proof, the
revenue generating potential of golf cars
has helped us overcome most of the
downs. Golf cars are a tremendous source
of revenue at most courses. That fact has
helped us smooth out the business cycles
golf.
For E-Z-GO, the last ten years were
very satisfying. We introduced the TXT
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