

BRIEFS



WHITE JOINS DPC

ORLANDO, Fla.— Douglas White has been named vice president of operations and business development by Diamond Players Club (DPC). The Orlando-based company operates Sweetwater Country Club and Diamond Players Club Wekiva, both in Longwood, and has just opened Diamond Players Club Clermont. All are in greater Orlando. White, a former Granite Golf, Inc. vice president, will direct the operations of the company's existing courses, and integrate the planning for additional courses around the country with other business opportunities, such as a golf and travel club and DPC brand-name merchandise. At Granite, White opened more than two dozen new courses and clubhouses over the past five years. White is a graduate of the University of South Carolina with a bachelor's of science degree in hotel, restaurant and tourism.



Douglas White

CLUBCORP, CYPRESS FINALIZE DEAL

DALLAS— ClubCorp, Inc. (ClubCorp) and the Cypress Group LLC (Cypress), a New York-based private equity firm, have closed on a \$300 million investment commitment to ClubCorp. In conjunction with this transaction, two representatives from Cypress, James L. Singleton and Bahram Shirazi, have joined the board of directors of ClubCorp.



HONOURS MAKES ALA. PURCHASE

BIRMINGHAM, Ala.— Honours Golf, a company specializing in the development, acquisition and management of upscale golf courses throughout the Southeastern United States, has purchased Peninsula Golf & Racquet Club in Gulf Shores, Ala. This marks the second Honours acquisition in recent months along Alabama's Gulf Coast, coming on the heels of the purchase of Rock Creek in Fairhope. "Our goal at Honours Golf is to create a strong brand identity among golfers at every level," said Honours Chief Executive Officer Bob Barrett.

ClubCorp, Golden Bear launch Bear's Best concept

Joint-venture partnership to develop unique golf courses in Atlanta and Las Vegas

DALLAS— ClubCorp and Golden Bear International will develop two new properties under the signature name "Bear's Best." The first Bear's Best courses will be located northeast of Atlanta and in the western Las Vegas valley.

The new public-access courses will feature replications of golf course designer Jack Nicklaus' favorite hole designs, such as Elk River No. 6, Castle Pines No. 18, and Muirfield Village Nos. 11 and 12.

"Over the past 30 years, I have had the opportunity to design nearly 200 courses and in just about every corner of the world," said Nicklaus, chairman of Golden Bear International. "There are certain holes that I have enjoyed designing and ones we hope have given golfers a lasting memory."

The Bear's Best courses will be designed for group play. "These courses will meet a significant need for corporate entertainment and events," said ClubCorp Chief Operating Officer Jim Hinckley.

Sections of the practice facilities will



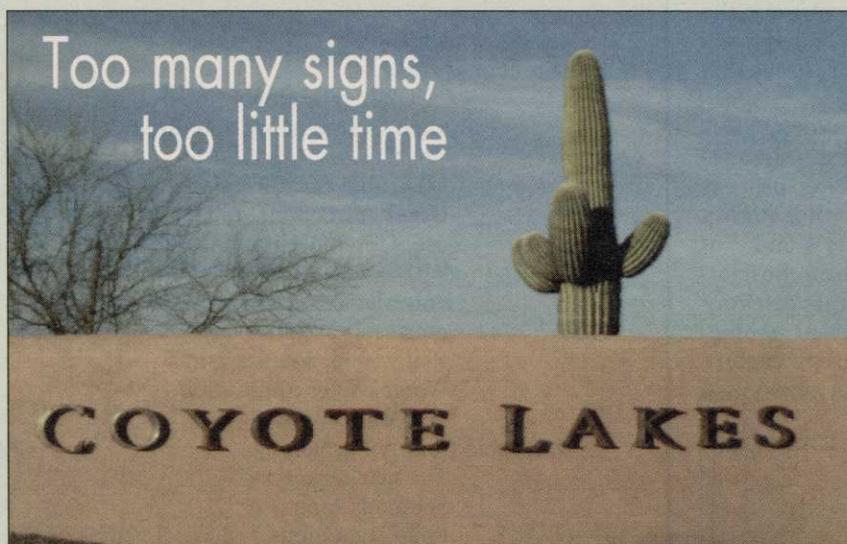
The 18th hole at Nicklaus-designed Castle Rock will likely be one of the replicas to show up at Bear's Best.

be reserved for each group. Electronic signage will direct individuals to their group's location. A catering staff will attend to the players' food and beverage needs immediately before and after play. Multiple bag drop-off points and parking will facili-

tate larger groups. Each location will feature a golf learning center for clinics.

ClubCorp and Golden Bear International launched the joint venture partnership in July 1998 to develop new proper-

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Coyote Lakes Golf Club in Surprise, Ariz.

Editor's note: This is the final installment of a three-part series on managing the process of creating and nurturing a golf course's visual image, signage course details and printed graphics.

By FORREST RICHARDSON

In the first two installments, the topics were image and the arrival statement. These two areas are the most critical to creating a solid and memorable experience in terms of course image.

In the golf business, positive first impressions are essential. As we build more courses, the choices golfers have with regard to where to spend their dollars also grow.

The golfer can already choose from several types of daily-fee courses, ranging from pseudo-municipal to high-end resort. It is almost impossible to accurately classify courses the way we have come to know them: private, daily-fee, resort, municipal, etc.

The lines between types of courses are becoming blurry. Some resort courses are being built on adjacent public land and hence are part municipal to satisfy development agreements.

Indian communities are building courses that are often resort, daily-fee, municipal and private all at once. All this translates into a need for managers and owners to make sure that first impressions are well above par. It makes good business sense to build a positive and lasting image. Course names, visual image and the arrival statement at the clubhouse drive, and approach to the first tee, all need to be much more than adequate. They need to be crafted and thought out every bit as much as the detailing of bunkers and putting surfaces.

INDIVIDUAL ELEMENTS

We have developed a classification system in which course image and graphic

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KemperSports to manage four New Orleans golf courses

NEW ORLEANS — The City Park Improvement Association (CPIA) here has signed KemperSports Management to operate Bayou Oaks, a 72-hole public golf facility.

"City Park chose KemperSports because of its outstanding national reputation for excellence in managing multiple course municipal operations," said CPIA President Judge C. Hearn Taylor. "We have heard great reports about the work KemperSports has done in Chicago and Cincinnati to revitalize their golf programs."

Located 10 minutes from downtown, Bayou Oaks attracts a high volume of golfers. Each course features oak and cypress tree-lined fairways, bunkers and plenty of water.



Layouts include the Championship Course, a par-72, 7061-yard course consistently rated one of top 10 "Best Public Courses" in Louisiana by *Golf Digest* and current home of the New Orleans Metro Championships and former host of the USGA Public Links Qualifier; The Wisner Course, a par-72 measuring 6,968 yards and also ranked among the "Best Public Courses" in the state by *Golf Digest*; the Lakeside Course, a par-70 measuring 6,054 yards; and the Little Course, a par-71 measuring 4,948 yards.

Bayou Oaks also features a teaching academy, a two-tiered, lighted driving range, clubhouse, full-service restaurant,

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Signage

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elements are outlined into six primary areas. They are:

1. Up-front work — Names, logos, colors, etc.

2. Course Signage and Furnishings — This covers all of the three-dimensional elements, including flag sticks, hazard markers and yardage, that physically need to be on the course itself.

3. Other signage — Signage required for the site (entry road, parking, etc.) and clubhouse.

4. Printed graphics and promotional efforts — All two-dimensional materials, marketing materials, web sites, etc.

5. Merchandise imprinting — The type, logo(s), colors, texture and style that are emblazoned onto anything and everything offered for sale.

6. Miscellaneous — Items such as employee shirts, cart graphics, give-a-way bag tags, menus, etc.

To help with planning and budgeting, a comprehensive checklist can be an essential tool. It helps the course operator remember items while pointing out those that are unnecessary or unjustifiable based on type of play or operations.

We have re-printed this master Image and Graphics Checklist so it can be cut out and copied for future use. You'll notice each category is broken down into minute detail. Add other items to the list as needed.



To go along with the list, here are my thoughts on each corresponding category, the basics on how to approach needs and avoid pitfalls that often crop up.

1. Up-front Work.

The image-building process was thoroughly covered in parts 1 and 2 of this series. Perhaps most forgotten among this category is the all-important photography of a course to capture

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Golf Course Image & Graphics Checklist

1. The Up-front Work

- Identify Consultants (designers, writers, etc.)
- Script the Experience
- Determine Names
 - Overall facility/development
 - Course/nines
 - Individual holes
 - Prominent features/hazards (lakes, hills, bunkers, etc.)
 - Restaurant/grill/bar
 - Protect names via trademark/service mark
- Develop Logos
 - Main course logo
 - Members crest/seal
- Variations of logo (horizontal, vertical, extremely small use, etc.)
 - Type style guidelines
 - Color guidelines (black only version)
- Other spin-offs (restaurant, grill, bar, clubs, etc.)
 - Protect designs via trademark/service mark
- Commission Photography
 - Review portfolios/capabilities
 - Determine locations to shoot
 - Provide Direction (for style, needs, specifics, etc.)
- Determine Scope of Needs (for all signs, graphics, etc.)

2. Course Signage and Furnishings

- Directional signs
 - Cart path directional (fixed signs such as stop, slow, and directional)
 - Moveable cart directional
 - Other (directional to tees, drop areas, comfort stations, etc.)
- Tee stations
 - Hole plaque (diagram, yardages, etc.)
 - Ball washer integration
 - Water cooler integration
 - Waste receptacles
- Moveable Course Furnishings
 - Tee markers
 - Seed mix bins
 - Rope stanchions
 - Area indicators (drop area, ground under repair, area closed, etc.)
 - Hazard posts/markers
 - Aiming flags/poles
 - Flagsticks
 - Pin position indicators
 - Flags
 - Practice green stanchions (pins and tops)
- Putting course needs
 - Practice area targets
 - Benches
- Yardage
 - At-tee hole yardage plaques
 - At-fairway yardage plaques (250, 200, 150 and 100)
 - 150 markers/posts
 - Sprinkler head markings
- Driving range needs
- Fixed Course Signs
 - Restroom/comfort stations
 - Course regulations/limits of liability
 - Warnings (reclaimed water use, environmentally sensitive, etc.)
 - Interpretative (educational signs about flora, fauna, etc.)

3. Other Signage

- Entry feature
- Vehicle directional and regulatory (stop, yield, speed limit, etc.)
- Parking (disabled, reserved, etc.)
- Clubhouse exterior
- Clubhouse interior
- Lockers and area
- Scoreboard
- Snack bar
- Restaurant/grill
- Maintenance facility exterior
- Maintenance facility interior

4. Printed Graphics and Promotional Efforts

- Staple items
 - Score cards
 - Yardage books
 - Daily pin position and/or course conditions sheet
 - Blank sheets for tournament rules formatting
 - Stationery
 - Calling cards
 - Pocket folder
 - Computer formatted forms (faxes, memos, etc.)
- Promotional Items
 - Postcards
 - Bag tags
 - Other give-a-ways
- Marketing Components
 - Brochures
 - Rack cards
 - Black only print advertising for mat
 - Color print advertising format
 - Staff profiles/capabilities
 - Group and outing rates/facilities
 - Media packet (photos, basic information, etc.)
 - Web site
 - Promotional video
 - On-hold recorded information
- Inaugural items (for opening, invitations, etc.)

5. Merchandise Imprinting

- Kit-of-parts (logos, colors, and formats on reproducible sheets)
- Kit-of-parts (logos, colors, and formats on CD ROM diskette)
- Embroidery tape master
- Computer formatted versions (black only and color)

6. Miscellaneous

- Bag drop area (limits of liability, etc.)
- Tournament items
- Longest-, closets to-, etc. stanchions/cards
 - Format for sponsorship indication (at tee, etc.)
- Temporary banner format
 - Cart assignment cards
- Cart markings
- Rental club bag markings
- Refreshment cart markings/menu
- Employee dress
 - Shirts
 - Name badges
- Food/beverage
 - Menus
 - Tent cards
 - Cup imprinting
 - To-go containers
 - Napkins
 - Swizzle sticks
 - Coasters
 - 9th tee order phone

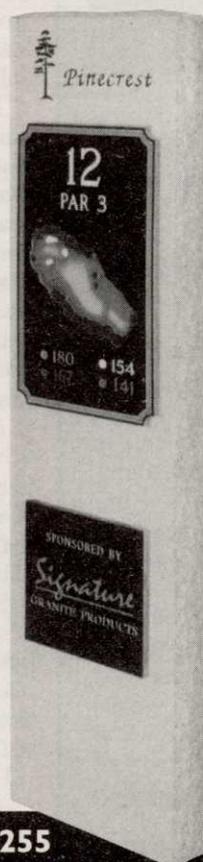
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Signage

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and then portray the essence of a golf course to future members or guests. Most course photography is boring, poorly directed or just plain awful. I recently visited a course in Utah that was, without question, built amidst some of the most beautiful natural terrain I have ever seen for a golf setting. But there, on the scorecard and brochure, was a terrible and embarrassing photo that made the course look no more distinctive than a run-of-the-mill operation that could easily have been located almost anywhere.

What would a professional photograph cost? Even at \$4,000 (a reasonable cost for two days of photography and nominal film and processing charges) such an investment would work out to a mere fraction of a cent each time the photo would be put to use over several years.

Confucius said, "A picture is worth 10,000 words". Somehow, popular culture has reduced the worth of a picture to what we now value at only 1,000 words. Perhaps this explains why some people do not place much importance on photography.

A decent and memorable picture is worth its weight in gold. Fight with conviction anyone who tells you there is no budget for good photography. This includes the person whose nephew knows someone who goes to school with someone who runs a camera store. Avoid this individual at all cost.

2. Course Signage and Furnishings.

The best advice is to remember that "less" is truly "more." Golf courses have existed for hundreds of years with few signs and yardage markings. Why, all of a sudden, must the modern course have scores of yardage indicators on every hole and signs directing every which way? Partially, to be sure, for speed of play and because the modern golfer now expects the luxury of knowing exactly how far they are away from the target. But, when well planned, the minimal course signs and markings will always function better. Less is more.

A growing trend is toward functionality. The days of soft, mellow colors on the course are fading.

Remember, targets and yardage plaques are not much use if people cannot find them. Don't be too cute. I'm all for creative colors on tee markers, but there is a quintessential pecking order that is very hard to beat. Black or blue usually mean "back tees." White is almost always "regular." And red is generally "forward." Red, white and blue are also standard indicator colors for 100, 150 and

200 yardages, respectfully.

Just as they stand well for rotating flags to signal up front (red), middle (white), and back (blue), on hole flags.

Bright lime green is the most visible color to the human eye. Over the next few decades U.S. cities and states will systematically go about replacing all of our "old" yellow road signs with this new and improved

colorization. Yellow still works well, especially on golf courses. Test out colors and then decide what works best for flag sticks, flags, markers, etc. If it's hot pink, well, don't necessarily count it out. Functional decisions should be afforded every opportunity to be implemented.



3. Other Signage.

Other signage re-

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Signage at Coyote Lakes Golf Club in Surprise, Ariz.

The smartest lenders in the golf business have hatched a new name.



NationsCredit is now Bank of America Commercial Finance. The smartest lenders in the golf business, our Golf and Recreation group, have hatched a new name. We're the same knowledgeable experts, now able to serve you better, thanks to the power and the resources of Bank of America. Sure, our name might be a bit longer these days, but so is the list of services we can offer.

Mid-Atlantic/Northeast, Rick Nekoroski 978-777-8560 • Arizona/Pacific Coast, John Seeburger 949-442-4356.

Texas/Mountain States, Steve Sparks 775-832-4447 • Southeast/Midwest, Debbie Suppa 770-643-7788.



Signage

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fers to signs at the entrance, clubhouse, and throughout the property. These efforts should tie in with that of the golf course and be in harmony with the style and feel of the overall image.

Separating these signs from those actually on the course is done because, on many occasions, they are completed during different phases and under separate budgets. Besides, these two sign categories have different functions. The nuances of course signage and furnishings are very unique.

4. Printed Graphics and Promotional Efforts.



Try, if possible, to have the same professional graphic designer working on all your needs. This is difficult, as not all graphic design firms are adept at signage. It's a shame when the image of a course is watered down as a result of the golf director handling printed materials (score cards, yardage books, brochures, etc.) while off in another direction is the superintendent handling signage, tee stations, course flags, etc.

The best scenario is to locate an individual or firm that can assist with all things related to image and design. If you can't find such a resource, at least demand that multiple consultants come together to find out who is doing what. Communication is key here. And that includes communication between management.

Have you ever been to a course where the logo is differently handled on merchandise, flags, entry signs and carts? I have. And while it may not seem too damaging, consider the positive feeling that comes from the consistent articulation and well-planned roll-out of an image. When it's been done right in every detail, the customer is more apt to remember the experience. And, if that's not enough of a reason, consider that an orchestrated effort almost always costs less than if things are done differently between here and there. Effectiveness is the result of making sure printed materials and promotional efforts are considered along with your other needs.



5. Merchandise Imprinting.

I recommend approaching this, at least initially, as a "kit of parts." By putting together a computer disk and color palette of logos and logo variations, it becomes possible for vendors to create merchandise that fits within the look and feel of the course, while still being distinctive and, to a degree, unique.

Most courses find it difficult

The best scenario is to locate an individual or firm that can assist with all things related to image and design.

to justify on-going consultation. This is why an initial kit of parts can make such good sense. It is always there to refer to and can prevent merchandise markings from drifting away from the origi-

nal intent and spirit of a course's image.

6. Miscellaneous.



Forgetting some of these elements is very easy. If you op-

erate a refreshment cart, make it stand out and fit within the course image. Make it functional and fun, if appropriate.

Remember employees are excellent first-impression opportunities. Put your course emblem/logo sensibly on their uniforms or shirts. Name badges, hats and shoes are all part of their wardrobe. Don't count these details out.

Forrest Richardson is a golf course architect based in Phoenix and president of Golf Group Ltd. Since 1985 he has worked in close association with Arthur Jack Snyder, consulting and designing projects throughout North America. Golf Group Ltd. provides graphic consulting for courses apart from their architectural work. You may reach Richardson at 602-266-6782.

