

Mgt. firms say S'east Asia will be future hot spot

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Added Sighu: "In this (Singapore) area, there is more flexibility. In Thailand or Indonesia, there are a lot of socially higher-level people," and visitors' expectations vary from country to country.

Smith agrees lack of experience is a problem.

"The local people have a lack of construction experience...in building golf courses. The future big industry here will be the restoration and renovation of golf courses," he said.

"Different strokes for different folks," added Settle. "You have to expect major problems when you are dealing with different cultures and protocols. In fairness, we have to remember this when working in this part of the world."

Kennedy said the Palmer Co., "went through a period of time when people were leery of starting projects from the ground up. It's changing now. But we have to remember we are dealing with different equipment, different time frames, different cultures and protocols."

Settle feels time will rectify the problems as local contractors and managers gain experience.

"It's more of a training process than in the United States," he said. "(In Southeast Asia) They are slower to implement procedures, systems and programs, but it is more of a learning curve."

According to Smith, one way to avoid problems between owner and architect is by insisting a coordinator be on the job to oversee construction. Smith told of a course that did not have a coordinator. The

designer returned and found his specifications were not being followed. One green, in particular, was nowhere near the specifications in the profile. The two could not reach an accommodation and the designer walked off the job.

The designer said the owner had a master plan drawn up. On that basis, he sold memberships. Once the club was sold out, he "cut corners," even to the point of refusing to use clean sand for the greens.

Memberships are the most important consideration for many

properties, Sighu said. Paradise Bay has advertised locally, but not in Japan. The resort will open nine holes this summer and the remaining nine by year's end. Membership sales are a major part of his responsibilities.

In a prepared document, Settle noted: "While there is no 'winning formula' in resort or club development, inspired developers and their talented teams can plan carefully to build successful facilities. The strongest support and best friends to developers in such endeavors

are their economic consultants, master planners and on-site management."

Management companies are involved in a variety of Asian properties. Their problems are similar. Solutions, experts say, will come from experience and good management practices.

For Western designers, consultants, managers and contractors, patience is key. Managers agreed there can be no ethnocentricity involved when dealing with different cultures.

Greg Smith found it most difficult to work in Indonesia and most enjoyable in Singapore. Echoing the thoughts of his fellow managers, he said being patient and not expecting business to be conducted as in the United States are necessary to survive.

"Golf is very elite and prestigious here," he said. "Memberships are the rage and sell for \$130,000 to \$400,000."

To attract that kind of investment, he added, a quality product is absolutely necessary.

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Turtle Creek GC names new GM

ROCKLEDGE, Fla. — David Scull has been appointed the new director of golf and general manager of Turtle Creek Golf Club here.

Robert Holzman, Arnold Palmer Golf Management Co.'s chief operating officer, announced the appointment. Turtle Creek is managed by Palmer. The public facility has a championship 18-hole golf course and award-winning restaurant, The Fairways.

Scull is a Class "A" member of the PGA of America and has been in the golf club industry for 10 years. His most recent position was as golf professional and manager for River's Edge Golf Club in Atlanta, where he directed daily operations, membership sales and marketing. Prior to that, he worked with Summer Beach Resort in Amelia Island, Fla. as a golf professional with management responsibilities.

Scull was awarded a bachelor's degree in economics from the University of Texas and has attended PGA business schools over the years.