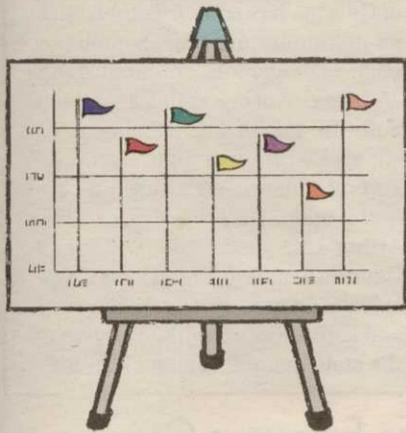


BRIEFS


**RTC NAMES MATRIX INTERIM
MANAGER AT JUMPING BROOK**

CRANBURY, N.J. — The Resolution Trust Corp. has named Matrix Hospitality to manage Jumping Brook Golf Club until the government can sell the property. Jumping Brook is a daily-fee facility designed in 1925 by former A.W. Tillinghast associate Willard Wilkinson. Matrix is a major New Jersey investment development company and manages two other golf courses — Forsgate Country Club in Jamesburg, N.J., and Commonwealth National Country Club in Horsham, Pa.

ROSENBERG TO RUN HOMESTEAD

HOT SPRINGS, Va. — Hospitality industry veteran Gary Rosenberg has been named president and chief operating officer of The Homestead, a historic 102-year-old resort recently taken over by Club Corporation International subsidiary Club Resorts Inc. Rosenberg has been with Club Resorts for three years, most recently at Pinehurst (N.C.) Resort and Country Club, where he spent a year assessing the company's special projects and business development opportunities worldwide. The Homestead also named Wayne Nooe director of golf operations.


Gary Rosenberg
NEW MONIKER FOR GENEVA RESORT

LAKE GENEVA, Wis. — Reflecting the extensive renovations underway, Marcus Hotels Inc. is changing the name of Americana Lake Geneva Resort to The Grand Geneva Resort and Spa. Work is scheduled for completion next spring at the facility, located roughly midway between Chicago and Milwaukee. The two courses will be upgraded and a new clubhouse added.

OECHSLE TAKES OVER BAYOU CLUB

LARGO, Fla. — Theresa L. Oechsle has been appointed vice president and general manager of Bardmoor/Bayou Club, Ltd., according to an announcement by Henry Crown and Co., majority owner of the Bayou Club. A native of the Washington, D. C. area, Oechsle for the past 10 years has held management positions with several of the country's leading real-estate development firms. For the past three years, Oechsle has served as general manager of the Country Club of Mount Dora, a 780-unit residential golf course community north of Orlando.

Fairways Group acquires clout, capital following KSL purchase

By PETER BLAIS

Lost in the hype surrounding KSL Recreation Ltd.'s Bastille Day purchases of high-profile PGA West and LaQuinta Hotel Golf Course was a potentially more important acquisition the company made eight days earlier.

On July 6, KSL (an affiliate of international merchant banking firm giant Kohlberg Kravis Roberts & Co.) took over The Fairways Group. The Manassas, Va.-based firm manages a dozen courses in five Eastern states.

But that is just the beginning. Through Fairways, KSL expects to become one of the largest owners and operators of "affordable" golf courses in the country.

"We want to grow from 12 to something in the 30 to 50 range over the next several years," said Eric Affeldt, Fairways' vice president of business development.

"We'll focus on the 4,000 or so golf courses that might be available east of the Mississippi. There are many properties for sale and we are one of the best capitalized companies in the industry."

What Fairways is willing to spend on a property will be determined on cash-flow potential, rather than some standard financial ratio such as cap rate or a multiplier of gross revenues, Affeldt said.

Despite the economic slowdown in the early 1990s, "a lot of people put too much money into their courses and want more than they are worth back," the acquisitions specialist said.

Affeldt said Fairways will concentrate its purchasing efforts on hub cities of 250,000 or more people. The firm will seek several courses in each market, allowing it to establish "managerial efficiencies" permitting the sharing of management expertise and equipment among neighboring prop-

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A ranger at Otter Creek explains the PaceSetter program to a pair of patrons.

Marketing Idea of the Month

PaceSetter program moves golfers 'round the course faster, with a smile

By PETER BLAIS

COLUMBUS, Ind. — Many courses pay lip service to speed of play. But Otter Creek Golf Course here is actually doing something about it.

Gleaning the best from similar programs while throwing in a few wrinkles of its own, Otter Creek's PaceSetter program has shaved 60 to 90 minutes off the time it takes many golfers to play 18 holes. That's made for happier golfers.

Meanwhile, rounds played have jumped 6 percent the past two years, from 25,000 in 1991 to 26,500 this year. That increase came despite 1993's wet weather.

Happier customers and more \$65 green fees. Nice combination.

"The difference between other programs and ours is that we've tried to make it people friendly," said General Manager Michael Hatten. A long-time food and beverage manager before taking over Otter Creek, Hatten brought skills honed in that customer-service-oriented industry to Otter Creek's table.

"Speed of play programs have always had kind of a police mentality. It seems to be that way across the country. Here we promise to help golfers get around the course in no more than 4-1/2 hours. They really seem to appreciate it."

The golf industry is notorious for assuming people know what to do and how to speed play, Hatten said. But that isn't necessarily so. In fact, by asking

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Palmer Management, Pacific Golf join forces

California-based Pacific Golf has teamed with Orlando, Fla.-based Arnold Palmer Golf Management Company (APGMC) with an eye toward expansion.

Pacific Golf, with the backing of Apex Investment Partners, a Chicago-based venture capital firm, has made a substantial investment in APGMC. The transaction is the first step in a plan to acquire and lease over 50 million dollars of golf facilities, according to Apex principal John Regan.

Peter Nanula and Blake Sonne, the co-founders of Pacific Golf, have assumed leadership of the recapitalized company. Nanula will be responsible for pursuing and evaluating all new business opportunities. Blake Sonne is APGMC's new chief operating officer, heading the company's day-to-day operations and the development of marketing strategies.

Mergers & Acquisitions

NGP snaps up second property: Southwyck

HOUSTON — National Golf Properties (NGP) has acquired Southwyck Golf Club in Pearland. The property, which is NGP's second acquisition since its initial public offering in August, was acquired from Realty Advisory Group Inc. for \$4.2 million.

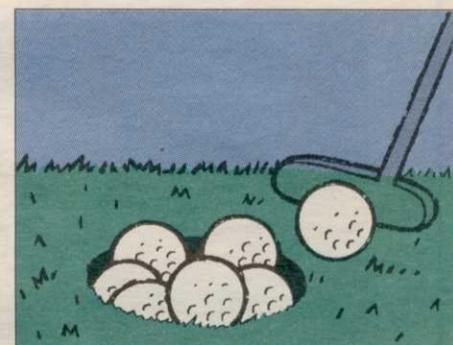
A self-administered real estate investment trust based in Santa Monica, Calif., NGP owns 25 daily-fee courses, 13 private country-club courses and 11 resort courses in 17 states.

Located south of Houston, the 7,015-yard public course, which has won three consecutive National Golf Foundation Achievement Awards (1990, 1991 and 1992), is the home course of the University of Houston golf team and has hosted numerous local Professional Golf Association events.

The management contract for Southwyck Golf Club has been awarded to American Golf Corp.

...

NGP announced a \$0.164 per share dividend on its common stock for the quarter ending Sept. 30, the company's first dividend since its initial public offering in August.


**KEYSTONE, INTRAWEST LOOK
TO BOLSTER YEAR-AROUND RESORT**

KEYSTONE, Colo. — Officials of Keystone Resort and Intrawest Corp. of Vancouver have formed a joint venture as a prelude to added development at the ski and golf resort. Intrawest reportedly is Canada's largest developer of mountain resort real estate, and Keystone is a popular ski and golf resort, with its Keystone Ranch Golf Course. Intrawest Chief Executive Joe Houssian said his company will explore development to strengthen the resort's year-round amenities.

Neyrey, Marr join Desert Mountain

SCOTTSDALE, Ariz. — R.R. "Dick" Neyrey has been appointed president of Desert Mountain Properties, the organization responsible for developing Desert Mountain's 8,000-acre residential and recreational community in Scottsdale.

Neyrey reports to the executive committee of the joint venture, which includes Bill Deihl, Lyle Anderson and others. Desert Mountain is a joint

venture between DM Land Corp., a subsidiary of Mobil Land Development, and Sonora Partners Limited Partnership, a local development company owned by Anderson.

Meanwhile, David Marr III has been appointed vice president, The Tradition, for Desert Mountain Properties. Marr will be responsible for marketing of major sponsorships, business planning and overall tournament management.

Marketing Idea

Continued from page 31

questions, Otter Creek discovered many golfers didn't know it was acceptable for recreational players to bend the games formal rules. Doing so, they soon discovered, made the game more enjoyable for them and trailing foursomes they may have been delaying. Communication, specifically letting customers know about the program and inviting questions, are the keys to its success, Hatten said.

A sign announcing PaceSetter hangs outside the entrance to the

pro shop making golfers immediately aware of the program. Reminders are posted at the snack bar, in the rest room, on score cards and at various points along the course.

Pamphlets are available explaining practical ways to speed play — everything from placing clubs on the side of the green nearest to the next hole to playing your ball first before helping others locate lost balls. While collecting greens fees, cashiers explain the program and inform golfers the ranger and starter will discuss the 15-minute-per-hole time limit.

Ranger and starter introduce

themselves and review PaceSetter at the first tee. A foursome captain is appointed and held responsible for keeping the group on time. An orange tag is placed on his bag, designating him the leader. Groups are sent off at 10-minute intervals.

The ranger checks with the captain at the 4th and 9th holes. If the group is on time at the first checkpoint, the ranger thanks the captain for doing his job. If not, he asks the captain to try to pick things up. If the group is back on schedule at the turn, the ranger rewards the foursome by giving each golfer a \$1 token redeemable at the snack bar.

"Positive reinforcement is very important," Hatten explained.

Eighty percent of golfers follow Otter Creek's rules, Hatten estimated. The other 20 percent may have problems keeping pace. But most make every effort to do so. Hatten said that only four out of every 100 golfers are likely to squawk about the program.

Formal training sessions, which include role playing, help rangers deal with those people, Hatten explained.

Say someone complains he's paid his money, a lot of money in his estimation, and isn't about to hurry around the course. The ranger is trained to explain how one person can hold up everyone behind him. If the group is playing from the championship tees and obviously finding them difficult, he might suggest moving to one of the forward tees. If all else fails, he is free to offer the group a full refund.

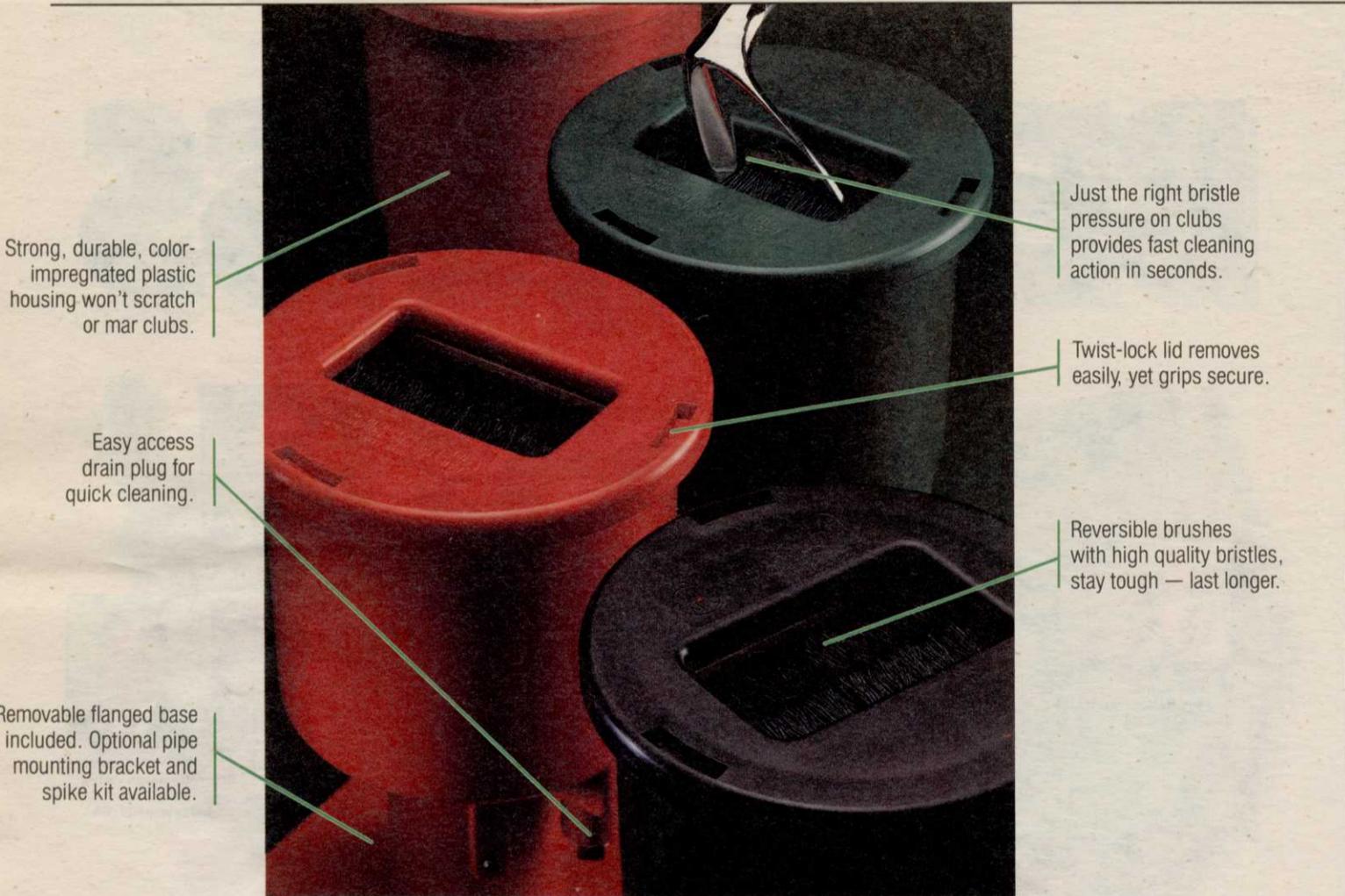
But sometimes, even that doesn't work, Hatten said. The ranger is trained not to confront the obstinate golfer. Instead, he is told to contact the head pro, 11-year veteran Greg Bishop, who personally reinforces everything the ranger has explained. If the group still can't keep pace, they are again offered a full refund and encouraged to return at a less busy time.

"We've never had to kick anyone off the course," Hatten said.

While confrontations between golfers and rangers occasionally occur, cooperation is more common. "For example, say a ranger comes on a foursome with a lost ball," Hatten explained. "First he makes sure that everyone else hits while he helps search for the lost ball. After the others have hit, they can join the hunt.

"If they can't find it within five minutes, the ranger has two options. Eighty percent of golfers aren't playing a formal match. So the ranger offers the golfer a new ball with the Otter Creek logo, encourages him to take the penalty and hit from the fairway. If the golfer wants to tee up again, the ranger drives him back to the tee, explains the situation to the following group, stays while the golfer tees off again, and then helps him catch up with his group.

"Normally, people are willing to take liberties with the rules of golf if someone gives them permission. We tell them it's okay and it helps speed play."



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