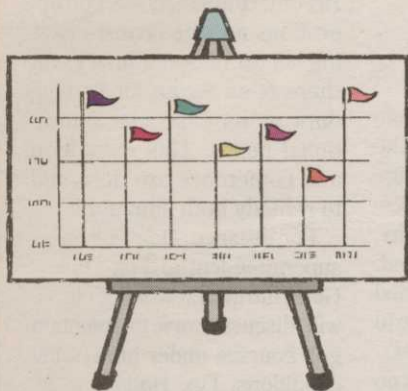


BRIEFS



MARRIOTT PROMOTES ATCHESON

WASHINGTON, D.C. — Claye Atcheson has been named vice president-operations of Marriott Golf. The 17-year Marriott veteran will be responsible for daily operations of Marriott Golf's 17 facilities and the development of additional management contracts. Marriott Golf has also moved its corporate headquarters to Orlando, Fla. A temporary office is located at Marriott's Cypress Harbor Resort with the permanent office moving to Sand Lake Drive this fall.



Claye Atcheson

CLUBCORP TO EXPAND WALNUT CREEK

MANSFIELD, Texas — Club Corporation of America will oversee construction of a new nine holes and renovations to the existing layout at the CCA-managed Walnut Creek Country Club. TimberChase Development Co. and Lincoln, Neb.-based Krueger Development of Texas Inc. purchased 120 acres of adjacent land that will allow for the \$2.5 million course expansion and renovations as well as construction of 100 new homes. Brooks-Baine Golf Inc. of Fort Worth will design the course addition and changes. Construction could begin this fall and be completed within a year.

CMAA HOSTS CONFERENCE

ALEXANDRIA, Va. — The Club Managers Association of America will host its Leadership/Legislative Conference in Pentagon City, Va., on Sept. 10-13. Aimed at the association's volunteer chapter leaders, the conference will cover leadership and legislative information pertaining to the private club industry.

ARIZ. EXEMPTS GOLF CARS

PHOENIX — Gov. Fife Symington has signed legislation exempting golf carts and other vehicles used primarily on golf courses from the requirement to register under the motor vehicle registration statute. Courses renting carts are also exempt from state auto rental regulation laws and the requirement to obtain public liability insurance.

GOVERNORS CLUB TABS CMC

CHAPEL HILL, N.C. — Club Management of the Carolinas, an East West Partners Group, has been awarded a management contract for the Governor's Club in Chatham County. The Chapel Hill-based firm also manages The Old North state Club at Uwharrie Point near Asheboro.

Miss. coast becoming major golf destination

Myrtle Beach marketing firm helping area attract major course developers

By PETER BLAIS

GULFPORT, Miss. — A Myrtle Beach, S.C.-based marketing company plans to turn this fast-growing coastal region into a major golf destination that will supplement Harrison County's burgeoning gaming industry. International Golf Resources' President Donald Wizeman has inspected 30 potential golf course sites and expects to announce plans for six or more projects by year's end. The first new course could be on line by early 1996, he estimated.

"The casinos are packed evenings and the players want something to do during the day. Golf makes a lot of sense," said Wizeman, who is reportedly receiving a \$3,000-a-month retainer, incentives and expenses from local and state sources to attract golf developers to the area.

Wizeman's fee is being paid one-third each by the county Tourism Commission, Development Commission and state tourism office.

In the past two years, 14 floating casinos have opened in Harrison County. Government officials have welcomed the revenue into the area's formerly depressed economy. But they have also feared the area becoming overly dependent on gambling.

Earlier this year, a Harrison County delegation traveled to Myrtle Beach to discover what made that city's golf business tick, and whether the concept might work back home. While in South Carolina they met Wizeman, who has helped bring together landowners and golf developers in Myrtle Beach, Florida and Williamsburg, Va.

Wizeman was hired in late June. He quickly identified potential golf sites. Most sit well above inland rivers and streams, and in the 300- to 400-acre range.

He then contacted landowners, asking whether they would

Continued on page 28



The Mississippi coast could become a major golf destination and gambling resort if a golf marketing firm is successful in attracting course developers.



The 18th hole at Pine Tree Country Club in Birmingham, Ala. Pine Tree is one of the most recent management contracts signed by Martty Golf Management.

Martty takes offensive in Southeast U.S.

By PETER BLAIS

F AIRHOPE, Ala. — Defense may win championships, but offense makes money, according to Thomas Martty.

"Golf clubs generally operate in a defensive mode," said the president of Martty Golf Management Inc. "They try to cut costs to increase profits. But you can only be so efficient.

"We can get down to that low operating number. But we're much more offensive minded. We're a marketing and management company. We try to drive the revenue side."

Birmingham, Ala.'s Pine Tree Country Club — the 11th management contract the company has inked since its founding 10 months ago — is a prime example, Martty said.

Martty and leasee Jon Kimerling agreed to invest \$1 million to update the 26-year-old George Cobb-designed course. With

that financial commitment in hand, Martty said the company sold 70 new memberships in six weeks.

Martty's offensive mindset was apparent at Billy Casper Golf Management Inc. He helped found the Washington, D.C.-based firm, which grew into one of the country's major management firms during his 4-1/2-year tenure as senior vice president of operations.

Seeking to return to his native Southeast, Martty recruited Casper Vice President of Operations William Ochsenhirt and former Arnold Palmer Golf Management executive William Fitzpatrick. Together they formed their own management company 20 miles east of Mobile.

Martty likens the threesome to a football coaching staff.

"I'm the offensive coordinator, Bill [Ochsenhirt] is the defensive coordinator

Continued on page 29

MARKETING IDEA OF THE MONTH

Developing repeat customers key to successful course

By JOE GLASSER

Developing loyal, repeat customers is the way to build a successful golf operation. How to cultivate them is the challenge.

There are three management keys for creating a loyal customer — consistency, commitment and communication.

Consistency relates to following established policies of operation, and attending to the details of providing quality service and a quality product.

How do we define quality? The best definition I have read says "Qual-

Continued on page 30

Glasser

Continued from page 27

ity is when we receive something that exceeds our expectations on a regular basis."

For example, our expectations at McDonald's are different from those at Steak and Ale. But each business provides predictable efficiency, a reliable product and service.

The same can be said in comparing a municipal golf operation with a resort. Each can provide a quality experience, each can perform to our expectations, and each can exceed our expectations on a consistent basis.

You don't want your customers to have a great first impression of your facility and return a month later to find:

- Trash in the parking lot
- Employee apathy
- Unclean golf cars
- Weeds in flower beds
- No water in several ball washers, missing towels, full trash receptacles
- Stopped-up toilets in on-course restrooms
- Excessive wear on tee boxes and driving range
- Cart-traffic erosion.

How does a course operator avoid this?

Have the management team prepare a checklist covering specific areas including the front entrance, parking lot, driving range, clubhouse grounds, and golf course. Then assign the assistant superintendent the responsibility of inspecting each area every Monday.

Have the first assistant professional or head professional accompany the assistant superintendent during the inspection tour. This weekly exercise not only identifies areas requiring immediate attention but also fosters better communication and understanding between golf and maintenance operations.

It will also encourage the free exchange of ideas to improve, and serve as a learning experience for everyone involved.

Commitment is the setting of goals by ownership/management; the supervision and motivation for achieving excellence, and the resolve to continually improve. For instance, the management team cannot simply supply information to employees regarding their duties and facility goals, then retire to their offices. All management must get into the trenches from time to time to provide a good example and demonstrate commitment that it takes teamwork to excel.

This devotion to commitment must be embraced by ownership/management regarding capital expenditures as well.

Substantial capital is required to replace maintenance equipment. Course operators must know far in advance what expenses to anticipate.

Prepare an inventory list of all maintenance equipment including the date purchased, cost, and estimated life span. Include columns for anticipated year to replace and cost to replace. Then prepare and submit a seven-year capital expenditure list.

This same process should be initiated for clubhouse needs and should be updated every year. Ownership/management must recognize the necessity of putting money back into the facility to assure quality standards are maintained. Avoid the problem many municipal golf facilities face: when profits never make it back to the source, facility and staff morale deteriorates, leading loyal customers to find somewhere else to play.

Communication occurs internally among staff and externally with customers.

All employees must be aware of upcoming activities, policies, and possible projects causing any inconvenience to the customers.

Customers must be informed or made aware of pertinent conditions and upcoming activities.

For instance, a loyal customer should not find out when he arrives with his important guests that his tee time follows a shotgun start of 60 players, or that the back nine is closed due to a planned maintenance project.

The starter or staff person assigning tee times must be aware and inform customers immediately of unusual conditions they might experience. Probably the best means of advance communication is a monthly newsletter that identifies upcoming maintenance projects and unusually busy days due to group activity.

Communication also involves customer feedback. Customers should be encouraged to inform management of their desires, requests, suggestions and criticisms.

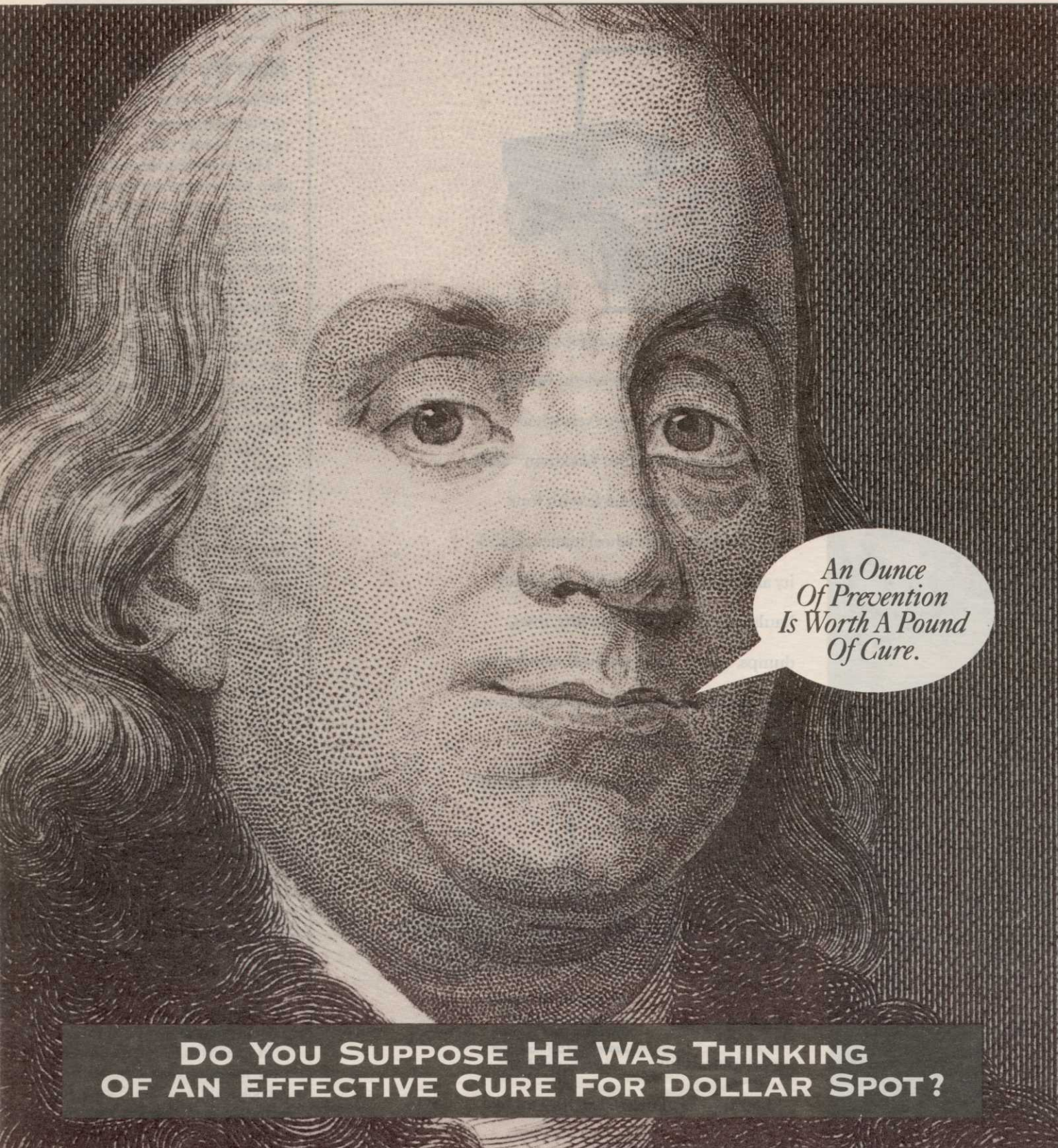
They must know the operator cares about their feelings.

Marriott Golf, for instance, seeks customer input by providing property evaluation forms. These address hospitality and property-quality conditions.

The feedback not only helps identify problems, but also positive impressions and employee performances, which can be motivating factors for all employees.

Consistency, commitment and communication. If these keys are incorporated in the course's philosophy it is easier to gain customer loyalty.

Joe Glasser is president of ACE Consultants, a development and management consultant business in Colorado Springs, Colo. Glasser previously spent 14 years as a golf professional and executive with Marriott Hotels and Resorts.



An Ounce
Of Prevention
Is Worth A Pound
Of Cure.

DO YOU SUPPOSE HE WAS THINKING OF AN EFFECTIVE CURE FOR DOLLAR SPOT?

In turf, as in life, once a disease has set in it becomes harder and more costly to cure.

So it's no wonder that in the constant war against dollar spot, turf specialists everywhere are turning to Banner® as a weapon of unparalleled efficiency.

For a start, it's the best product available. Not only is it superior in prevention than any



fungicide, it also provides longer residual than any other systemic. While giving added protection against eleven other major diseases.

Which means turf stays healthier longer, and you get consistently beautiful results.

And should anyone want to know how you did it, just tell them you took the advice of an expert.