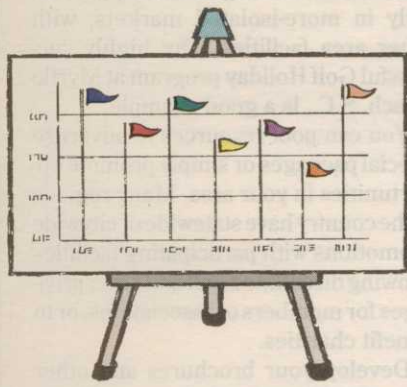


BRIEFS



DOWNIE TO HEAD SALES AT MID-PINES

SOUTHERN PINES, N.C. — Helen Downie has been named resort manager of the Mid-Pines Golf Club here. Downie has been director of sales and marketing at the resort since 1988. Mid-Pines was acquired by the Pine Needles Resort and a trio of North Carolina business executives. The inn and golf course will be operated by Pine Needles. Mid-Pines opened in 1921, and features a Donald Ross-designed golf course to complement 118 guest rooms.

GRAYHAWK TABS CURRY

SCOTTSDALE, Ariz. — Catherine Curry has been named special projects manager of Grayhawk Golf Club, a new 36-hole golf project scheduled to open in September. Curry will act as construction liaison and be responsible for supervising all pre-opening activities. Before joining Grayhawk, Curry was marketing director for the David Leadbetter Golf Academy. David Graham and Gary Panks designed the Talon 18, scheduled to open in December. The Tom Fazio-designed Raptor course is still in the design stage.



Catherine Curry

PERDUE TO HEAD CMAA EDUCATION

ALEXANDRIA, Va. — Joe Perdue has been named director of education and professional development for the Club Managers Association of America. Perdue has been a faculty member in the Cecil B. Day School of Hospitality Administration at Georgia State University since 1986. He has also served as director of CMAA's Business Management Institute programs since that time.

HAYNIE NAMED TIMARRON DIRECTOR

SOUTHLAKE, Texas — Ladies Professional Golf Association Hall of Famer Sandra Haynie has been named director of golf at Timarron Country Club. Haynie won 42 tour events, including the 1974 U.S. Women's Open. The 18-hole Byron Nelson design, located in a Mobil Land community in Southlake and Colleyville, is scheduled to open in September.

SIGNATURE, ISS TEAM UP

ORLANDO, Fla. — Signature Golf International recently selected ISS Golf Services to handle course maintenance at Harbor Hills Country Club in nearby Lady Lake. The April 18 acquisition of Harbor Hills was the first purchase for Signature, a newly formed management company. ISS has maintenance-only contracts on 225 golf holes around the country.

Ocean Course sale delayed by environmental concerns

By PETER BLAIS

CHARLESTON, S.C. — Just how much wetlands restoration work will have to be done and just who will pay for it is holding up the final sale of The Ocean Course at Kiawah Island to the New York Audubon Society.

The South Carolina Coastal Council, U.S. Army Corps of Engineers, Resolution Trust Corp., Virginia Investment Trust (VIT) and New York Audubon are trying to determine the extent of unpermitted damage done to wetlands during construction and whether the placement of certain bridges violates environmental permits, according to New York Audubon Executive Director and Counsel John Santacrose.

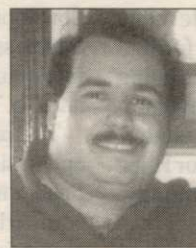
Santacrose said he had expected the

deal — which would make New York Audubon and investor VIT the property owners — to have originally been completed by this spring. Now he doubts the issue will be resolved before late summer or early fall.

"It's such a unique transaction that it's been fairly difficult," Santacrose said.

Technically, the Resolution Trust Corp. still controls the environmentally sensitive course built by the now-defunct Landmark Land Co.

"It's the RTC's problems to correct," explained VIT Vice Chairman Beverly Armstrong. "We have no involvement in that whatsoever."



John Santacrose

"It hasn't affected our financial commitment to the purchase at all. It's just taking longer to get it done than we'd expected."

New York Audubon was the winning bidder for the RTC property at last summer's bankruptcy auction of Landmark holdings.

Under the purchase agreement, VIT subsidiary AMF Inc.

was to eventually take over management and financial ownership of the property in exchange for certain conservation easements that would allow New York Audubon to stipulate how further development would proceed.

But the Coastal Council and U.S. Army

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The 7th hole at Settler's Hill Golf Course in Geneva, Ill., one of 16 facilities managed by GreenVisions.

GreenVisions becoming major player in Midwest management

By PETER BLAIS

NORTHBROOK, Ill. — The steady growth in golf course development in the Midwest has helped a Northbrook firm become one of the leading management companies in the region, if not the United States.

GreenVisions currently operates 10 golf facilities in Illinois, Wisconsin and Iowa. In early May the Northbrook firm took over the management contract at New Berlin (Wis.) Hills Municipal Golf Course. It plans to spend \$500,000 on capital improvements there over the next

five years. It is building Sand Creek Country Club in Chesterton, Ind., and remodeling Emerald Hills Golf Club in Sterling Hills, Ill. Plans are to add two to four courses annually.

"We'd like to be in the 15 to 25 range within five years," President and Chief Operating Officer Tim Miles said. "We don't have an ownership interest in a course, yet. But it will happen."

GreenVisions leases and manages golf clubs for a variety of clients, ranging from banks to municipalities to forest preserve districts.

"The Midwest has been strong, particularly for municipal work," Miles said. "The Midwest, especially Illinois, is helped by government agencies like park districts. There are between 300 and 500 in Illinois alone. Each one has taxing and bonding capacity. That's a big help in getting courses built."

GreenVisions offers full management services including marketing, budgeting, accounting and personnel management functions. One of its specialties is turning around ailing operations, such as Highland Park (Ill.) Country Club.

The former private club filed for bankruptcy in the early 1990s, according to GreenVisions Chief Financial Officer Allan Swaringen. LaSalle National Bank hired GreenVisions as a consultant in 1991. The company assisted with the foreclosure, ap-

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Marketing Idea of the Month

Getting word out called key to success

By JOE GLASSER

Getting the word out on the benefits of your facility is the greatest challenge facing course operators.

Whether you are starting a new facility or want to improve business at an existing one, your solicitation plan should start with establishing a relationship with the media.

Invite editors and reporters to see what you are developing during construction. Get to know them on a first-name basis. Invite them to lunch. Keep them posted on the development's progress.

Feature articles during development can create interest in your target markets and give you a head start promoting what you plan to offer the golfing public.

Prepare a master list of media representatives from local, regional and national publications and broadcast outlets. Plan a

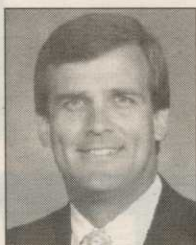
media day celebration including complimentary golf before the official opening to introduce your facility.

While I was with Marriott, we held a media day at Marriott's Grand Hotel at Point Clear (Ala.) to introduce a nine-hole addition. It is a fairly isolated facility and needed an aggressive marketing approach. The event resulted in

numerous stories at the local, regional and even national level.

The media can also be helpful at an existing facility. Whether you have remodeling plans, management changes, or sim-

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Joe Glasser

Textron donation pushes CMAA closer to goal

ALEXANDRIA, Va. — Textron Group has made a pledge of \$100,000 to The Club Foundation's Campaign for Excellence, a Club Managers Association of America fund-raiser.

The Textron Group consists of Jacobsen, Textron Financial Corporation, Textron Specialty Materials and E-Z-Go.

The Campaign for Excellence was launched in 1992. In April, 1993, the Club Foundation announced the successful completion of the first phase of the Campaign for Excellence, with \$1 million, or one-third of the total

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GreenVisions

Continued from page 33

peared as an expert witness during the bankruptcy proceedings and assumed management in June 1992.

GreenVisions assisted in the sale of the course from LaSalle to the city for \$10 million. The city retained GreenVisions to manage the facility. Between 1992 and 1994, membership grew from 190 to 350. The course is expected to show a profit this year for the first time in five years.

"We'll take on assignments that many others won't," Swaringen said. "We've even done short-term deals, working with year-to-year contracts until an operation is turned around. We make the client's problems our problems."

Miles heads the management team. He has 20 years experience in golf management, specializing in project development and administration, operational programming, financial forecasting and policy management. He is also a certified golf course superintendent (CGCS) and PGA professional.

Rounding out the management staff is Swaringen, who has 10 years experience in the real-estate development industry; Vice President of Operations Warren Litavsky, with 25 years financial and personnel experience at a Fortune

500 company; and Vice President of Construction Tom Jauch, CGCS, with 20 years experience supervising course construction.

"Tom's been with us 10 years," Miles said. "He's the one who interfaces with the on-site superintendents and developed our maintenance tapes and manuals."

Another executive worth noting is Chief Executive Officer Ram Thukkaram. Thukkaram earned an engineering degree in India and a master's degree in business administration in the United States. He purchased a small die-casting business in the mid-1970s, which has evolved into Ganton

Industries, with 800 employees and annual sales of \$100 million. In 1992, President Bush honored him as one of eight outstanding Asian Americans.

While not involved with the day-to-day operations, Miles said, "Ram is an entrepreneur who provides us with tremendous insight and direction."

It was Thukkaram's idea that GreenVisions institute Kaizen, a program of continuous improvement that utilizes employees' suggestions. Toyota developed the program in Japan. The car maker undertook 95 percent of the 1.9 million suggestions employees

made in 1989. Kaizen is recognized as one of the keys to Toyota's success.

With 22 courses in the construction/planning stage in the Chicagoland area, supply is quickly catching up with demand, Swaringen said. Consequently, course operators are being more aggressive in attracting golfers.

"Even park districts are running ads and selling discount coupon books," he noted. "I've never seen that before."

GreenVisions has also weighed in, offering a \$25 discount card potentially worth \$375 in savings at five GreenVisions courses.

DESERT MOUNTAIN APPOINTED MOTT VICE PRESIDENT

SCOTTSDALE, Ariz. — Desert Mountain Properties has named Robert S. Mott as vice president of club operations. Mott will oversee all the operations of The Desert Mountain Club.

Mott, a 25-year club industry veteran, joins Desert Mountain from the PGA National Resort in West Palm Beach, Fla., where he was director of operations.

Textron pledge

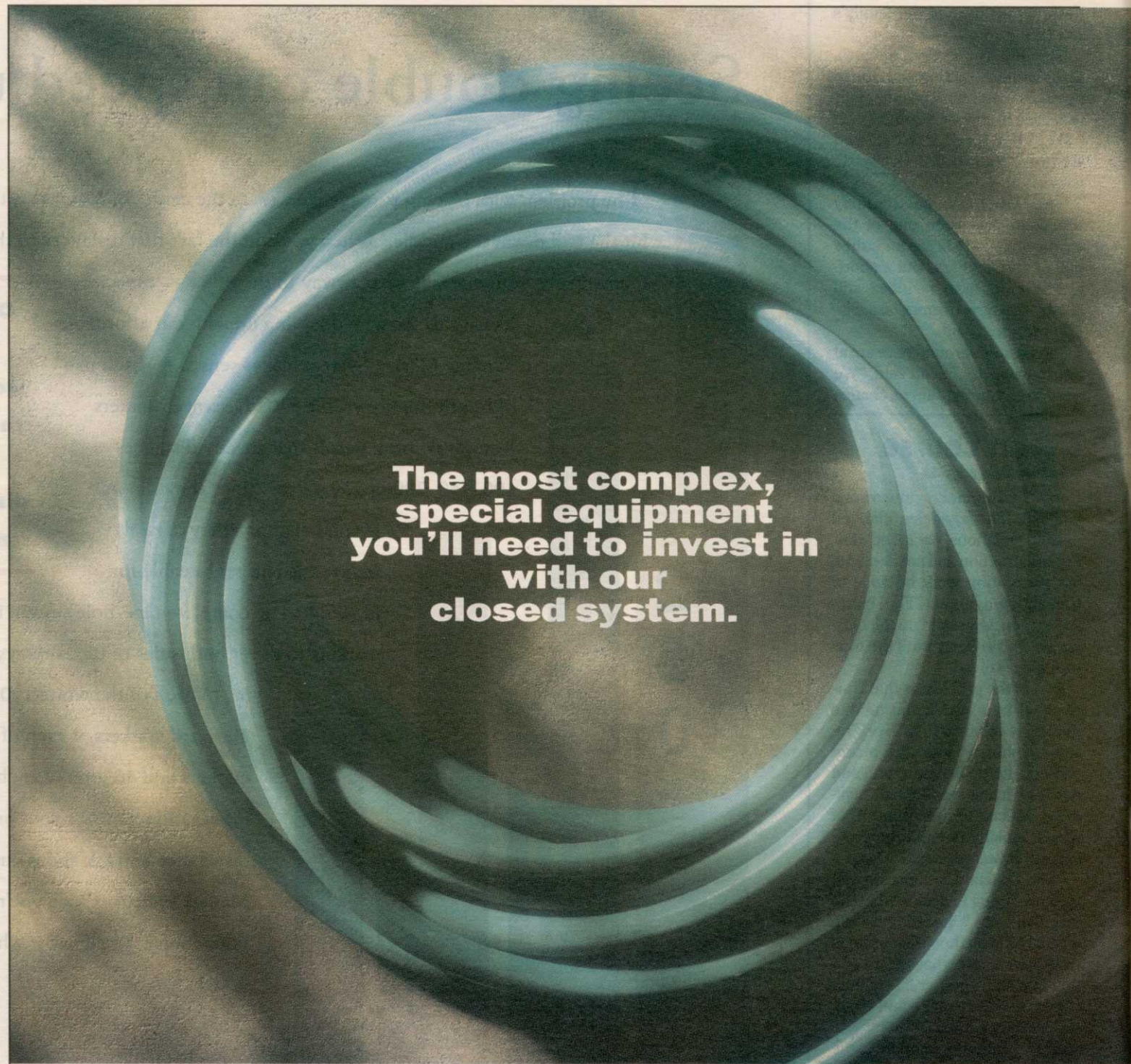
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goal, pledged by CMAA members and chapters. The second phase of the Campaign, or the corporate phase, was then launched by George Gasser, CEO of The Gasser Chair Company, with a corporate pledge of \$50,000.

"I'm delighted to report that, as a result of these major pledges, and now with the most significant support of The Textron Group, The Campaign for Excellence is proceeding on schedule and we have nearly reached the pivotal \$2,000,000 mark," reported Club Foundation President James B. Singerling. The organization's goal is to secure pledges totaling \$3 million to create a permanent endowment to fund educational and research opportunities for the club management industry.

Created in 1988, the Foundation is a separate entity and is a 501(c)(3) tax-exempt, publicly-supported organization formed for educational and research purposes. Through the Campaign for Excellence, the Foundation will:

- Provide funds to create and expand continuing education and professional development programs;
- Establish courses of study in colleges and universities specifically geared to the club industry;
- Provide grants for underwriting research on topics of mutual interest to clubs, hotels, restaurants and sectors of both the golf and hospitality industries; and
- Award scholarships and educational grants to practicing professionals seeking to enhance their abilities and to students pursuing careers in the club industry.



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