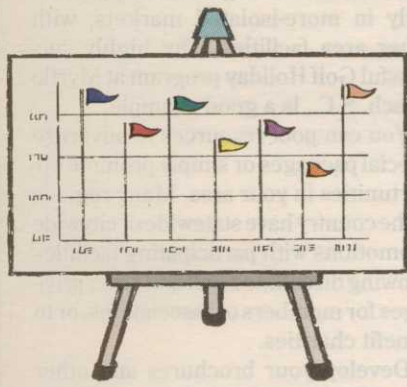


BRIEFS



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.

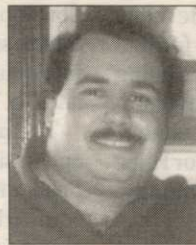
Santacrose said he had expected the

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

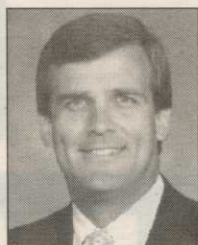
media day celebration including complimentary golf before the official opening to introduce your facility.

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-

Continued on page 34



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

Continued on page 36

Signature International enters golf market

ORLANDO, Fla. — Real estate developers and golf industry executives formed Signature International LP, which is being backed by the Yale University Endowment Fund, to acquire and develop real estate.

The new company acquired Harbor Hills, a 2500-acre master-planned community, north of Orlando, Fla.

Signature International LP is a limited partnership with Yale University, Dev-Con (a Toronto, Canada-based development company) and three managing principals. The three managing principals are President and Chief Executive Officer F. Christopher Ansley, who is also CEO of Dev-Con, which during the last 15 years completed almost \$1 billion of real estate

development; Peter C. Ansley, a Canadian businessman; and Adam Solomon, formerly managing director at E.M. Warburg, Pincus and Co. The principals are also SI partners.

The partners already own several resort and residential properties, including Starr Pass, a master-planned community in Tucson, Ariz., St. James Place, a time-share resort in Beaver Creek, Colo. and Hans Lollick Island in the U.S. Virgin Islands.

Harbor Hills is being developed as a master-planned community and destination resort. It includes an 18-hole golf course designed by Lloyd Clifton, an upscale country club with formal restaurant and grill, a complete tennis facility and a fitness center.

"The indigenous wildlife is a most distinctive aspect of the property. We are already working with the World Wildlife organization to enhance and protect our "Harbor Hills bird sanctuary," said Christopher Ansley.

Don Vance was appointed general manager of Harbor Hills Country Club. Vance has 24 years of experience in the golf industry and was most recently director of management services at Arnold Palmer Golf Management Company. Vance also serves as a director of operations for the Signature Golf International subsidiary.

Signature International, L.P. has offices in Toronto and Orlando.

AGC takes control at historic Hershey CC

American Golf Country Clubs (AGCC), a division of American Golf Corp. (AGC), has taken over management of The Hershey Country Club. National Golf Properties recently purchased the property and turned management over to AGCC. AGCC operates 32 private country clubs in the United States and United Kingdom.

Hershey CC includes the award-winning East and West courses as well as Hershey Parkview Golf Course. The West Course is hosted its 20th Ladies Professional Golf Association Keystone Open in mid-May. It also hosted the 1940 PGA Championship.

Glasser on media

Continued from page 33

ply want to announce upcoming activities, let the media know. Invite them out for complimentary golf. Meet them in person and introduce them to your staff. Actively pursue their support.

Group business should be vigorously pursued since it has the greatest potential for dollars spent per golfer. Groups of hotel conventioners, corporate managers, employee association members, civic organizations, charitable institutions and other organizations can be a boon to your operation.

You can promote meeting facilities, catering functions, golf clinics and award ceremonies to complement a day of golf. Ideally, you can hold a group function where the participants spend a full day enjoying all the profit centers at your facility.

Many facilities will designate a staff person whose sole responsibility is soliciting group business. At Marriott's Camelback Golf Club in Scottsdale, Ariz., we made an assistant pro the group meeting coordinator and isolated him from the rest of the business, leaving him to concentrate on coordinating group functions and tournaments.

He met with hotel managers and solicited golf business from their operations. We even provided bus transportation. Not only resorts, but regular daily-fee operations should also consider designating a group business coordinator.

At Camelback, we rotated the position every year among the assistant pros. Many of them went on to very successful careers. Chuck Eade is now director of golf at Springhouse Golf Club at the Opryland Hotel in Nashville, Tenn. Tony Austin is golf director at Marriott's Orlando World Center and was recently named the PGA's National Merchandiser of the Year. Claye Atcheson is national director of golf operations and business development for Marriott Golf.

Consider forming alliances, particularly in more-isolated markets, with other area facilities. The highly successful Golf Holiday program at Myrtle Beach, S.C., is a good example.

You can pool resources to advertise special packages or simply promote opportunities in your area. Many regions of the country have statewide or citywide promotions with participating facilities allowing discounted golf and other privileges for members of associations, or to benefit charities.

Develop your brochures and other promotional materials — such as scorecards, yardage guides, golf school programs — as early as possible in the construction process. During construction, your representatives should be knocking on doors, meeting corporate officers, hotel managers and tourist bureaus. Speak at civic group meetings to communicate what you are developing and how you can cater to the golfing public.

Repeat business depends on the experience you provide. If it exceeds the golfer's expectations, you have taken a giant step toward developing a regular customer. You must duplicate this experience at every future visit.

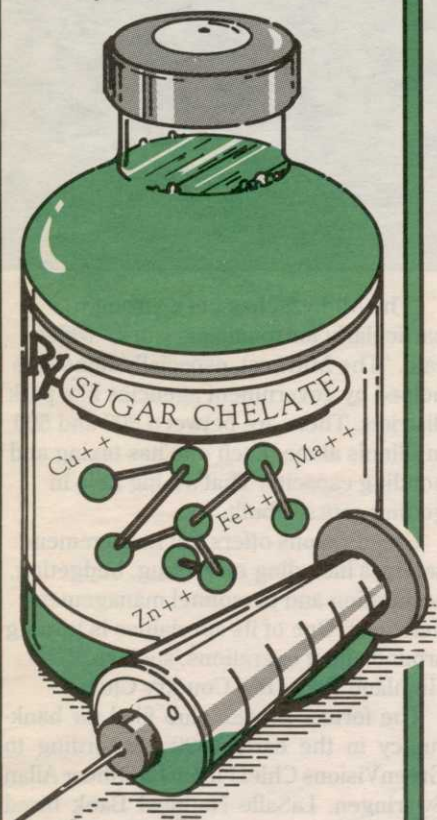
To encourage repeat business, develop a customer mailing list. Use it to target direct mail or newsletters to announce special promotions and upcoming events. Send out special invitations for functions, tournaments and announcements.

The success of any daily-fee golf facility depends on aggressive marketing. Getting the word out to potential customers means using the media, implementing a group solicitation strategy and cultivating repeat business.

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.

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