

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

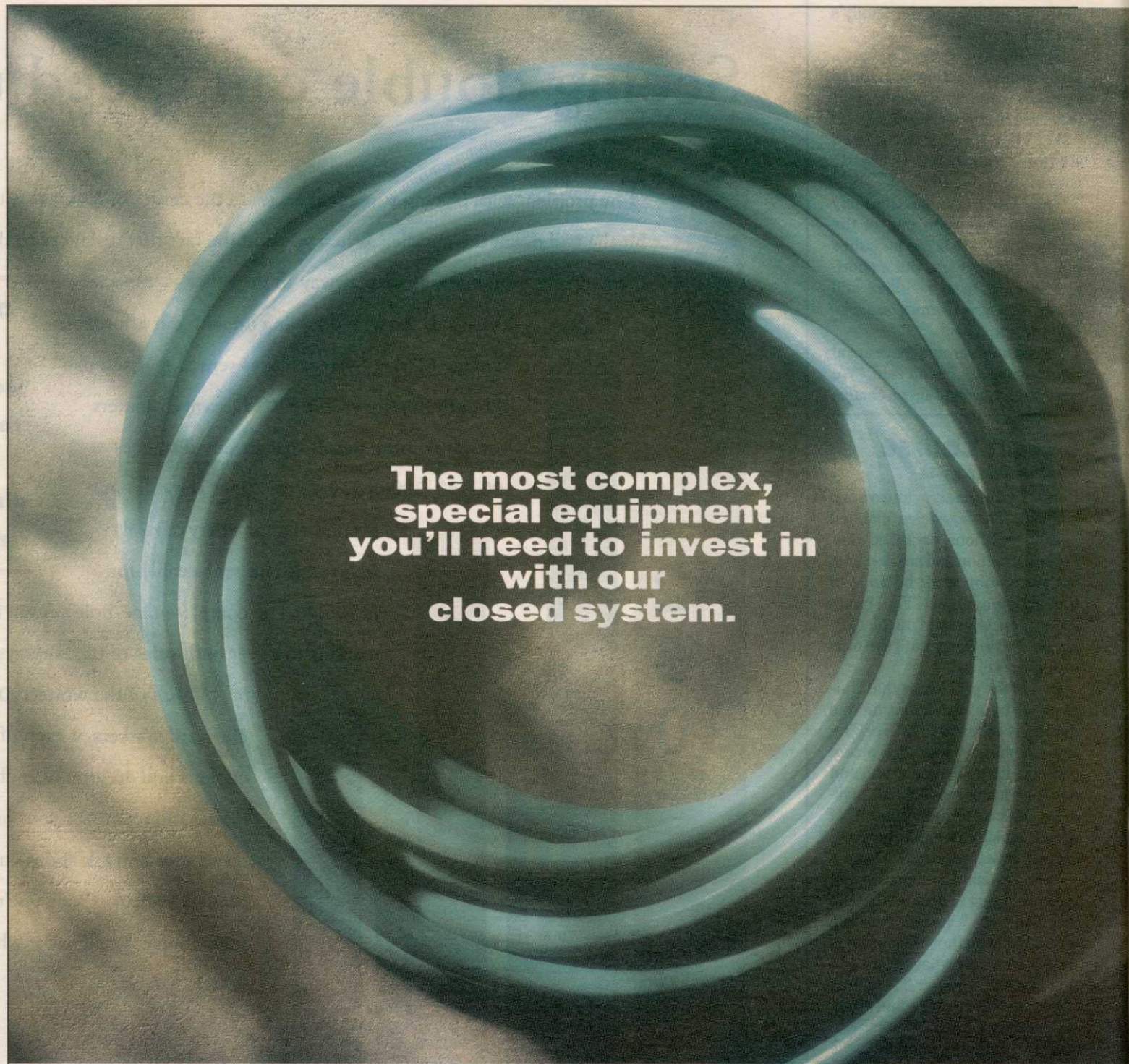
Continued from page 33

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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