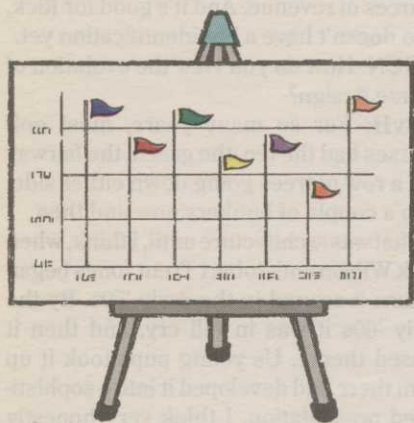


BRIEFS



NATIONAL GOLF COURSE OWNERS ASSOCIATION MOVES OFFICE

CHARLESTON, S.C. — To accommodate its recent growth, the National Golf Course Owners Association has moved its national office across the bridge to Mt. Pleasant. The new NGCOA address is 1461 Center Street Ext., Suite B1, Mt. Pleasant, SC 29464. The new phone number is 803-881-9956; fax 803-881-9958. The toll-free number remains 800-933-4262.

CASPER TO BIG APPLE

NEW YORK CITY — New York Health & Racquet Club's HRC Indoor Golf & Country Club has hired Billy Casper Golf Management Inc. to provide management services. BCGM will provide daily club operations, marketing, public relations, programming and membership development services. The club has five golf simulators, 800-square-foot raised putting green, computerized swing analyzers and practice driving nets. New York Health & Racquet Club owns 10 Manhattan health centers with 30,000 members.

CLUB FOUNDATION NAMES BERNHARDT

ALEXANDRIA, Va. — Lawrence Bernhardt was recently elected to the Club Managers Association of America's Club Foundation. Bernhardt is chairman of Boca West Country Club in Boca Raton, Fla. and was instrumental in the Boca West community's recently announced \$22 million expansion and renovation program. The Foundation sponsors programs for continuing education and professional development, establishes college courses geared to the club industry, provides research grants for studies dealing with the club industry and awards scholarships to practitioners and students.

PALMER TAKES OVER LA COURSES

ORLANDO, Fla. — Arnold Palmer Golf Management Company has been selected by the Los Angeles County Department of Parks and Recreation, among the largest municipal owner of golf courses in the United States, to operate the Whittier Narrows and Victoria golf courses. The acquisition of the long-term leases are early steps in Palmer Golf's plan to acquire and lease \$50 million of golf facilities.

SCGA RENAMES COURSE

MURRIETA, Calif. — The Southern California Golf Association has renamed the Rancho California Golf Course it purchased this winter from the SCGA Members Club at Rancho California.



Future site of Oak Valley Golf Club, an Arnold Palmer design to be managed by the Carolinas Golf Group

Carolinas Golf Group expands reach in focus area: Southeast

By PETER BLAIS

RALEIGH, N.C. — If you evaluate a young firm's growth by the company it keeps, you'd have to say Carolinas Golf Group (CGG) is a success in the making.

Oak Valley Golf Partners recently signed on CGG to oversee construction and eventually operate a new Arnold Palmer-designed course scheduled to begin construction this fall.

Oak Valley Golf Club will be Palmer's first course in the Winston-Salem area and the fifth project (all located in North Carolina) in CGG's growing stable of upscale, daily-fee golf facilities.

In addition to Oak Valley, CGG owns and/or operates Devils Ridge Golf Club in Holly Springs, The Neuse GC in Clayton, Lochmere GC in Cary and Nags Head Golf Links on the Outer Banks.

A regionally focused company, CGG's goal is to have acquired or leased 10 to 12 golf clubs throughout the Southeast over the next three to five years. The company has no interest in management-only arrangements because of the smaller return on investment than is available with ownership/lease situations, according to company President Stuart Frantz.

"We have a very tight business and geographic focus. And we aren't afraid to take the economic risks associated with ownership," Frantz said.

"Courses we'll look at must have the

potential financial strength to return a reasonable profit. And they must fall within the Washington, D.C.-to-Atlanta area."

Course owners from other parts of the country have approached CGG, Frantz said. But the company is intent on limiting itself to the Southeast.

"Going outside that area would simply stretch us too thin," he explained. "As one of our principals likes to say, 'One of the best fertilizers is the owner's footprints.'"

The ideal situation is to develop

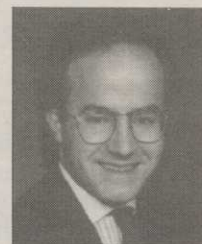
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MARKETING IDEA OF THE MONTH

Find a niche and stick with it, marketer advises

By TIMOTHY GRAYSON

Last week I was having lunch with a friend. He had been the marketing director at a nearby golf course since it opened three years ago. We got to talking about how he had enjoyed creating a new, upscale course from scratch.



Timothy Grayson

"It was a great experience," he said, "but toward the end I was having trouble with some golfers."

Considering they were almost matching the annual number of rounds of the most established courses in the area, I was curious to hear more.

He explained that he had put their message to the market through advertising and promotion. Maybe too well, he thought. They had initially described it as the most challenging championship course in the state. Their television ads showed their wicked eighth hole: A par four that demands an accu-

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LinksCorp purchases Miss. layout

NORTHFIELD, Ill. — LinksCorp has purchased Castlewoods Country Club in Jackson, Miss., the company's third acquisition in less than a month and seventh overall.

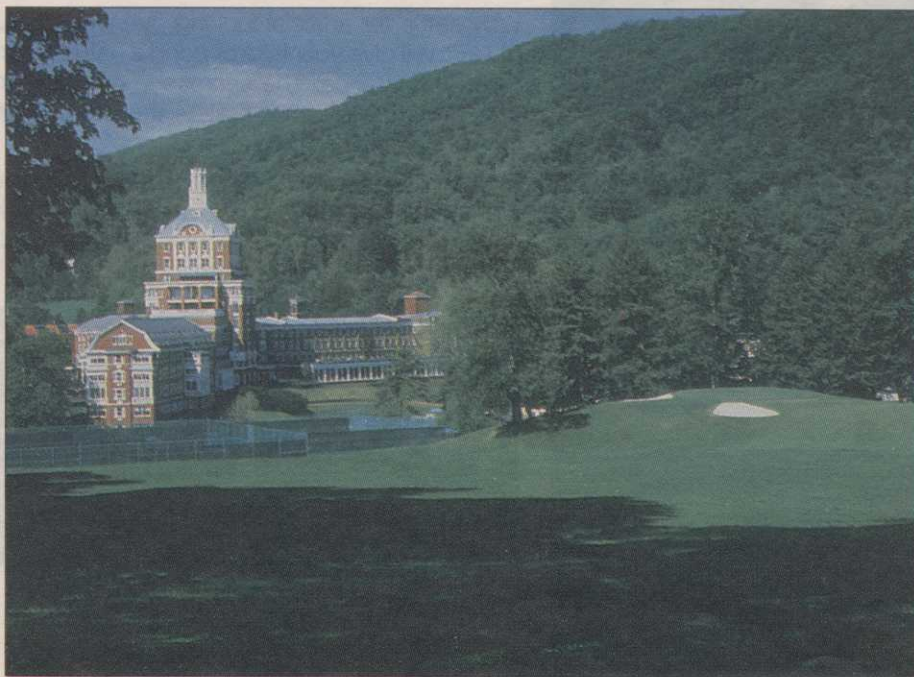
"We are very excited about buying a quality facility like Castlewoods, especially with the new nine holes and course renovations recently completed by Golden Bear designs," said Ben Blake, the company's president and chief executive officer.

The new nine brings Castlewoods to 27 holes. The existing 18 will remain open this summer while the new holes

mature. The new nine will open later this summer. Clubhouse renovations are also planned.

Other LinksCorp facilities include Tamarack Golf Club in suburban Chicago, Temple Hills GC in Nashville, Tenn., Rockwood GC near Kansas City, Mo., Glenlakes GC near Gulf Shores, Ala., and Hickory Hill GC in Biloxi, Miss.

LinksCorp is owned by management and three venture capital firms — Batterson, Johnson & Wang; William Blair Venture Partners; and Northwest Venture Capital.



Club Resorts is undertaking extensive renovations at The Homestead

Club Resorts Inc. celebrates its 10th anniversary

Club Resorts Inc., among the nation's largest conference resort owner/operators, is celebrating its 10th anniversary.

"These past 10 years have been incredibly good ones for us compared to the volatile situation in the industry as a whole," said James Hinckley, president of Club Resorts Inc.

The company recently purchased The Homestead in Hot Springs, Va., 10 years after it acquired Pinehurst Resort & Country Club, one of the nation's oldest and best-known golf resorts.

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Marketing idea

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rate tee shot angling across a river to a small landing area; then another long iron over still water to a big rolling green.

The pre-opening promotions worked well, and every John Daly wanna-be was ready to try this course that's 45 miles from the city anchoring the market area. Sure enough, the eighth hole is a mean one. But the other seventeen holes are nothing extraordinary.

"So what's the problem?" I asked.

Last summer they found a lot of people were not playing the course because they thought it was too tough. Even though they had never been there, what they had seen or heard about it indicated the course was beyond them.

My friend was put out by this problem. "The course really isn't

Timothy Grayson has a marketing consultancy called Timothy R. Grayson Services, based in Winnipeg, Manitoba, Canada.

Club Resorts

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In addition to The Homestead and Pinehurst, Club Resorts owns and operates Barton Creek (Austin, Texas), Quail Hollow Resort & Country Club (near Cleveland), Shangri-La Resort & Conference Center (near Tulsa, Okla.), and Shanty Creek Resort (Traverse City, Mich.).

The company also has consulting agreements with the Ocean Reef Club (Key Largo, Fla.) and Cranberry Village Resort (Collingwood, Ontario, Canada), which was added last year and is the company's first foray into the Canadian resort market.

"Through discriminating acquisitions and occasional management or consulting contracts, we've increased our revenues more than 20-fold and our 193 operating profits were up 26 percent," Hinckley said.

The company president said Club Resorts, a subsidiary of Club Corporation International, will continue to seek new resort properties.

"We will continue to focus our growth strategy primarily on acquiring resorts of the same caliber as those already belonging to our family," Hinckley said.

"While we are not a chain, but a collection of unique properties, there are preferred similarities at each Club Resort, such as championship golf courses combined with other recreational amenities, good meeting facilities, a four-star status or the ability to achieve that status, surrounding real estate options, proximity to Club Corporation of America clubs, and destination appeal to CCA members."

Specifically, Club Resorts is interested in entering markets such as Colorado, Arizona, California, Florida, the Caribbean and Mexico, Hinckley said.

that difficult," he lamented.

I felt like smacking him on the head, but laughed instead. "Do you realize how stupid you sound?" I asked. Intentionally or unintentionally, his course had positioned itself to successfully capture an obviously large niche of golfers. Its reputation enticed many more than it scared. Yet he was complaining.

Many golf courses never manage to become so well ingrained in golfers' minds. This course became synonymous with upscale (i.e., as close as "local Joe and Joanne" would get to a tour-level course at an affordable price).

They needed to advertise only as a reminder; tournaments flocked to it; and the good tee times were always booked.

Just like a normal person would rather everyone liked him/her, they wanted every golfer on their course. But as we marketers have seen time and again, it is almost impossible to succeed at pleasing everyone. This course had become successful by focusing on "challenge" and "championship" status. That eliminated a lot of golfers.

The best thing they could do would be to forget those golfers who wouldn't come because they thought the course was too tough.

They are simply not this course's market. One of two things will happen with these golfers: Either they will golf the course and realize it isn't so bad, or they will never come out at all. In either case, it may not be worth pursuing.

Much time, effort, and money were expended to develop an image. That image is ingrained in the market's collective psyche, and a huge niche of golfers flock to the course because they perceive it will satisfy their needs.

The cost and damage that could be done undoing this image could be disastrous. What if Cadillac decided to tell everyone, "A

Cadillac is for everyone; you really haven't arrived just because you drive a Caddy."

As we were leaving, my friend asked me to tell him what I seriously thought.

"Double the message intensity. Make every golfer think they've survived an ascent of Everest and have accomplished something. They'll feel like heroes and keep coming back. Forget the rest, it doesn't matter what you tell them now, they're going to feel as wrong as a three-armed sweater. As long as the round count keeps going up, ride with it.

"Take your pro's advice: Keep your eye on the ball." Really, we should all have these problems.

Replaceable, free-turning "knob" handles.

Patented agitator design rotates ball for complete cleaning. Hands and gloves stay dry.

Large opening in spiral agitator accommodates new, oversized balls.

Easily accessible, tamper-resistant drain plug.

Only two non-seizing, stainless steel set-screws for easy access.

Long-wearing brush completely surrounds ball in one-piece, flow-thru housing.

Consistently flawless, cast aluminum body never leaks.

New design prevents towel clips from damaging hand finished baked enamel paint.



Compare the Rest. You're Looking at the Best.

Wherever golf is played, Superintendents and golfers alike recognize the quality, pride and craftsmanship that goes into every Par Aide ball washer.

So it's no surprise that more than a few imitators have come and gone over the years.

But, despite all of their "me too" claims, absolutely no one has yet equaled the unique advantages and rugged

durability of Par Aide's cast aluminum original.

It was true in 1955. It's still true today. When it comes to ball washers, and the name of the company that stands behind them, Par Aide has no peers.

Ask your Dealer today about the best long-term investment value in golf course accessories — ask to see all of Par Aide's "Classic" ball washers.



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