

BRIEFS



LESNIK JOINS KEMPER

NORTHBROOK, Ill. — Kemper Sports Management has announced that Joshua W. Lesnik has joined the firm as an associate responsible for new business development. Lesnik will develop new opportunities in the firm's growing municipal golf course management and leasing division.

FOUR SEASONS NEVIS NAMES MANAGER

NEVIS, West Indies — Mark Hellrung has been named general manager and Brian Parmelee resort manager of the Four Seasons Resort Nevis, the Caribbean's first and only AAA Five-Diamond property. Opened in February 1991, the resort is located on a 2,000-foot stretch of sand on the leeward side of the island.

PGR TO MANAGE ORCAS ISLAND

MOUNT VERNON, Wash. — Orcas Island Golf Club, a destination resort in the San Juan Islands of Washington, has hired Professional Golf Resources, Inc. to supervise management of the course. Also, Professional Golf Resources have combined with Johnson Design to help Starbird Golf Club of Conway, Wash., with the permitting and construction stages and will oversee management and operations of that course once it opens.

ZMETROVICH JOINS LANDAUER

BOSTON — Landauer Realty Advisors, Inc. is expanding its efforts in golf course, club and recreational real estate consulting. Michael Zmetrovich, formerly a national specialist in golf and club-related real estate for Kenneth Leventhal & Company in Los Angeles, has been hired to lead the move into the golf and recreation market. Zmetrovich has worked in consulting and operations for Leventhal & Howarth's Golf and Club Services Group in West Palm Beach, Fla., and for Marriott Golf in Orlando.

PALMER OPENS SILVERTHORN

ORLANDO, Fla. — Silverthorn Country Club, an Arnold Palmer-managed private club in Brooksville near Tampa, opened for play to members in late November and will allow limited outside play until memberships are sold out, according to Palmer Management President



Peter Nanula

Peter Nanula. Silverthorn features a Joe Lee-designed course and an 11,000-square foot clubhouse.

# Del Webb Corp. expanding its Sun City plans throughout U.S.

By PETER BLAIS

PHOENIX, Ariz. — Recent announcements involving new golf projects in South Carolina, Texas, California, Nevada and Arizona brings to 32 the number of Del Webb courses operating or planned in its Sun City communities and firmly establishes the Phoenix-based company as one of the major owner/operators of golf courses in the country.

Terravita Golf Course in north Scottsdale, Ariz., is the most recent Del Webb layout to open for play. The Greg Nash/Billy Casper design is the first major project to open under restrictions imposed by the city of Scottsdale's Environmentally Sensitive Lands Ordinance intended to govern desert development. Interestingly, it is not affiliated with any of the Sun City projects, but was developed by Terravita Corp., a Del Webb subsidiary.

"Terravita was a unique opportunity for Del Webb," said company spokes-



Deer Valley Golf Course, above, is a Sun City West layout that opened last February.

woman Martha Moyer. "It is not age-restricted, like most Sun City projects that require residents to be 55 or older. And the houses will be in a different price range than Sun City [which rarely exceed \$300,000]. Homes at Terravita go from the high \$100,000s to more than \$1 million."

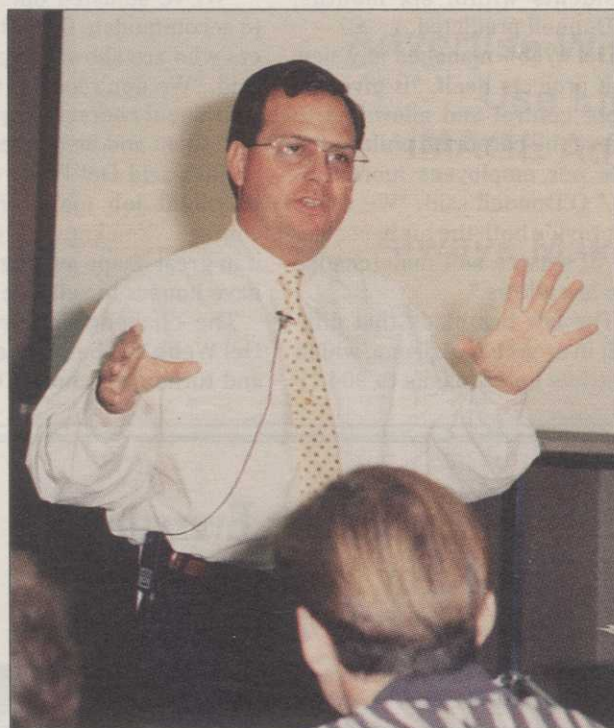
Construction began recently on the first course at Sun City Hilton Head in South Carolina. The Mark McCumber design is the first of three or possibly four courses

that will be built over 20 years. Lot sales at Del Webb's first East Coast project began in November and "are off to a great start," said Director of Community Association Affairs Steve O'Donnell.

Across Highway 60 from the original Sun City and Sun City West projects in suburban Phoenix, construction of the first golf course will begin in the next two months in another massive development currently referred to as Grand Avenue.

Continued on page 76

## Filling down times key to successful golf operation



Greg Gagliardi discusses marketing strategy at Golf Course Expo, held Nov. 11-12 in Orlando, Fla.

### Gregg Gagliardi provides the Marketing Ideas of the Month

By PETER BLAIS

PALM HARBOR, Fla. — Maximizing the tee sheet by creatively filling down times is the key to running any successful daily-fee operation, according to Gregg Gagliardi, general manager of Lansbrook Golf Course in suburban Tampa.

"Tee times are a commodity," Gagliardi explained during the recent Golf Course Expo, sponsored by *Golf Course News* in Orlando, Fla. Left unsold, tee times can never be recovered, just like empty hotel rooms.

"You must be tireless in your efforts to fill every spot on your tee sheet in one way or another," Gagliardi said.

Prime slots are relatively easy to fill, Gagliardi said. In western Florida, golfers line up to get early-to-mid-morning tee times from mid-December through late April. It's Gagliardi's success at finding

Continued on page 78

GOLF COURSE

EXPO

ORANGE COUNTY CONVENTION CENTER  
ORLANDO, FLORIDA  
NOVEMBER 11-12, 1994

A NATIONAL EXHIBITION AND CONFERENCE FOR OWNERS, SUPERINTENDENTS, MANAGERS, AND DEVELOPERS OF PUBLIC-ACCESS GOLF FACILITIES

Sponsored by **GOLF COURSE NEWS** Conference co-sponsored with **NGF**  
NATIONAL GOLF FOUNDATION

## Golf Enterprises buys five layouts

DALLAS — Golf Enterprises Inc. has purchased five private golf clubs from Great American Clubs Inc. and Affiliate Clubs for \$26 million.

Four of the clubs are located in Texas — Great Southwest Golf Club (GC) in Arlington, Diamond Oaks Country Club (CC) and Woodhaven CC in Fort Worth, and Oakridge CC in Garland. The fifth is Pinery CC in Denver.

The recent additions are the first GEI-owned facilities in Texas and Colorado. The company owns, leases or manages 36 courses in 16 states.

GEI financed the purchase from its \$45 million revolving credit facility estab-

lished in conjunction with the company's successful public offering.

According to GEI President and Chief Executive Officer Robert Williams, these acquisitions "represent a significant advance in GEI's strategy to be a leading consolidator in the golf course industry."

"Including the five courses acquired through this transaction," he added, "we purchased or leased nine golf courses in 1994.

"We currently are involved in active discussions with a number of other attractive acquisition candidates. We plan to selectively acquire and improve 30 to 50 courses over the next five years."

## ClubCorp adds four Palm Coast facilities

PALM COAST, Fla. — Club Corporation International (ClubCorp) will soon add four championship golf courses in the Palm Coast community to its Florida portfolio.

The 18-hole semiprivate courses are Matanzas Woods Golf Club, Pine Lakes Country Club, Cypress Knoll GC and Palm Harbor GC.

ClubCorp's affiliate GolfCorp is looking to buy the courses from the locally-based ITT Community Development Corporation.

## Gagliardi

Continued from page 75

players the rest of the time that has allowed Lansbrook to increase play from 42,000 annual rounds up to 62,000 over the past five years.

Constantly studying the tee sheet is definitely the best way to figure out exactly when the busy and slow hours are, Gagliardi said. Once that is accomplished, the course operator can figure out when to reduce rates and provide other incentives to fill down times.

Gagliardi related to the Golf

Course Expo audience the following methods he has used to deal with down times during his five years at 18-hole Lansbrook:

- Allowing golfers to tee off on the 1st and 10th tees for the first 90 minutes of play, the time it takes for golfers beginning on hole No. 1 to reach No. 10. Those teeing off the back side play just nine holes. The cost is 60 percent of the 18-hole rate. This is enticing to those wanting to play just nine holes and save money. It also generates additional revenue for the course it might not otherwise obtain. The 60-percent

rate is also available after 3 p.m., another slow time when it would be difficult for most golfers to play a full 18, anyway.

- Selling international memberships abroad and associate memberships domestically.

International memberships are sold for \$40 apiece through an international travel agency which markets the memberships and provides Lansbrook free advertising in the agency's literature. Memberships entitle golfers to one free round and preferred tee times. They have been particularly popular with German tourists, who have to be

certified at a certain skill level before being allowed on a course in their native land.

Gagliardi anticipates many Germans will also enroll in Lansbrook's golf school allowing them to be certified back in their home country. "So far, we've sold 300 international memberships," he said. "That's \$12,000 in additional income and I've yet to have a German play the course."

Associate memberships sell for \$109 apiece and entitle holders to one free round of golf, a 10-percent discount on peak and 15-percent discount on off-peak

rounds. "It helps develop a loyalty among your customers," Gagliardi said. "Associate members play an average of two times a week starting around 11 a.m. And the benefits touch all your profit centers — range, food and beverage, pro shop."

- Advertising with the purpose of filling down times and engaging in barter. Gagliardi found a radio station that targeted listeners with the demographics he was after — males aged 25-54. He befriended the 2-6 p.m. drive-time radio personality and invited him out to play for free on Thursdays, traditionally Lansbrook's slowest day. The DJ often opened that afternoon's show talking about what a wonderful round he had just played at Lansbrook. "You can't buy that kind of advertising," Gagliardi said. Gagliardi bartered his way to most of the advertising he did buy, trading rounds the radio station could give to staff and customers in exchange for commercial spots promoting Lansbrook. "We traded rounds for 70 percent of our advertising. We ended up with \$50,000 in advertising for about \$12,000 in cash," Gagliardi said.

- Scheduling tournaments and outings in the afternoon and other off-peak periods rather than Saturday mornings and other easy-to-fill times. Gagliardi obtained weekend getaway packages from local hotels that he used for tournament prizes in exchange for including the hotels' names in advertising promoting the tournament.

- Forbidding staff from telling a caller that tee times are unavailable because of a golf outing. Outings scare daily-fee golfers away, Gagliardi said. Instead, Gagliardi has his staff explain the course is booked solid and that tee times can be reserved in advance. If nothing else, this creates pent-up demand that can be relieved on those days when an outing isn't scheduled, he added.

- Providing scorecard advertisers free rounds. The advertisers often use the free golf to provide an outing for customers and staff during the course's off-peak hours.

In addition to playing golf, the outing's sponsors may rent the course conference room or have guests eat in the clubhouse, generating additional revenue for the course operator.

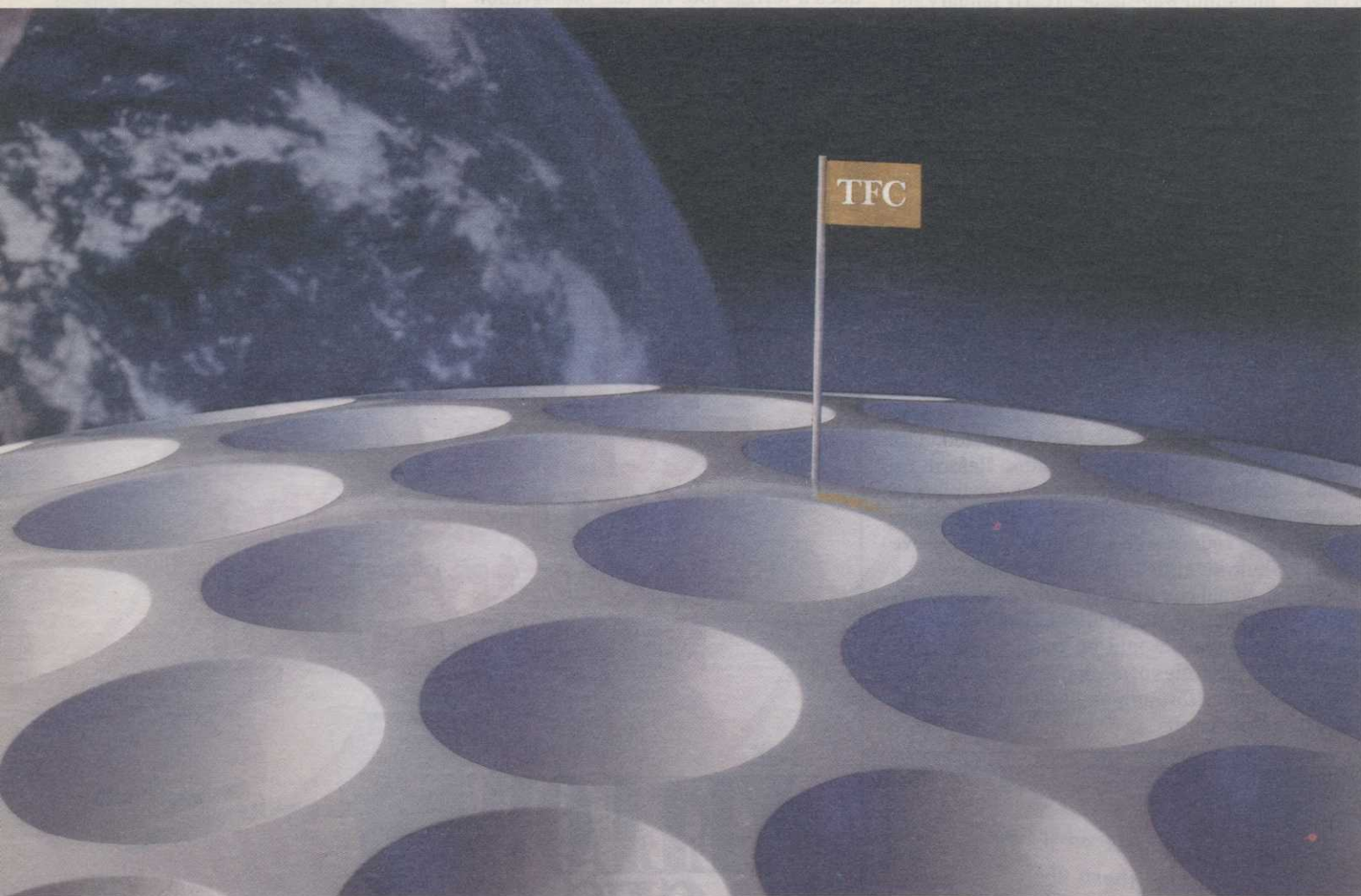
- Seeking trade-outs with tradesmen who can use the facility during off-peak times.

"We put a 570-square-foot addition on the pro shop last fall and it cost us just \$8,000," Gagliardi said.

"We traded out most of the work for free rounds. The tradesmen brought prospective customers out for a round of golf. Most trades people work in the early morning.

"So if they used the rounds themselves, they played in the afternoon, our slow time."

## For Most Lenders, Golf Financing Is Alien Turf.



Talking to most lenders about golf financing is like talking to someone from a different planet.

Textron Financial Corporation on the other hand, knows the golf course industry, and has funded over \$200 million in first mortgage loans on golf courses throughout the U.S. Expertise in golf course financing enables us to meet specialized needs - that may include refinancing or renovation of your existing courses, acquisition loans, providing takeout commitments for newly built or to-be-built

courses, or even financing quality equipment, such as E-Z-GO golf cars, Jacobsen turf equipment, or Rainbird computerized irrigation systems. We offer genuine assistance in helping you obtain the proper financing. And, we have a variety of financial products, at extremely competitive rates.

If you're looking for down to earth recommendations, contact the nation's largest golf course financing lender.

It's no wonder that for so many, TFC remains... *The First Choice.*



Golf Course Financing



E-Z-GO Golf Cars



Jacobsen Turf Equipment

**TFC** **TEXTRON**  
Textron Financial Corporation,  
Subsidiary of Textron Inc.

5901-A Peachtree Dunwoody Road  
Suite 300  
Atlanta, Georgia 30328  
(404) 395-9533 / 1-(800) 342-1687