

BRIEFS



**KSL FAIRWAYS ADDS 2 COURSES**

KSL Fairways has acquired two Wisconsin courses, Mequon Country Club and Lake Windsor Golf Club, bringing the Manassas, Va.-based firm's total ownership to 25, 18-hole courses at 22 sites. Mequon is a private, 27-hole club located 13 miles north of Milwaukee. The company plans \$1 million in improvements to the facility. Lake Windsor is a 27-hole, daily-fee facility located eight miles northeast of Madison.

**LEGG MASON PROMOTES WELLS**

BALTIMORE — Legg Mason Realty Group has promoted David Wells to vice president. Wells leads LMRG's recreational consulting practice, specializing in golf course properties. He performs market and financial analysis, development consulting and management/operational audits, brokers properties and works with other Legg Mason subsidiaries in raising debt and equity for recreational real-estate projects.



David Wells

**SMITH TO HEAD BIGHORN**

PALM DESERT, Calif. — Warren Smith was recently named general manager of Bighorn, an exclusive golf club and community in south Palm Desert. Smith will oversee all daily operations at the club as well as sales and marketing activities for the master-planned community. Smith formerly served as senior vice president of country club operations at Palm Desert-based Sunrise Company where he was involved in the development and management of Indian Ridge, Palm Valley and Monterey Country Club. He also consulted for KSL Recreation at PGA West and LaQuinta Resort and Club.



Warren Smith

**HIRSH ELECTED INTO CRE**

HARRISBURG, Pa. — Laurence Hirsh, president of Golf Property Analysts, was elected to membership in the Counselors of Real Estate (CRE). Holders of the CRE designation are recognized for superior real-estate, problem-solving ability in specialized areas. Hirsh specializes in the valuation, litigation support, feasibility analysis, ad valorem tax-assessment analysis and general analysis with a unique expertise in golf courses and recreational and leisure properties.

MARKETING IDEA OF THE MONTH

**Llamas enhance the walk and the pocketbook**

By MARK LESLIE

CANNON FALLS, Minn. — Welcome to Elmdale Hills Golf Course. Meet Hank and Pueblo, your caddies for the day. A gimmick? Perhaps. But a true drawing card, and that is the important factor here.

You see, Hank and Pueblo are llamas. And, in addition to carrying golf bags, their gifts are their ability to grab media attention and attract golfers to this new course trying to establish itself some 40 miles south of Minneapolis.

"We've gotten a lot of media attention," said Diane Brage, who with husband Bruce opened Elmdale Hills last July 1. "It got our name out there. Quite a few from the city have read about them, or seen them on TV and come out."

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Talamore Golf Club (left) in Southern Pines, N.C., is one of a growing number of courses using llamas to carry bags and attract golfers. In photo below, a handler leads a llama around a green at Elmdale Hills Golf Course in Cannon Falls, Minn.

MAN(AGER) ON THE STREET

**Personal service called key to survival**

*This marks the first in what we plan as a regular man-on-the-street type question-and-answer feature with the heads of some of the country's leading course management companies. This month's question is: "Assuming that rounds and participation levels will remain relatively flat over the next 10 years, how will you compete for market share in your areas of business?"*

**Joe Guerra, executive vice president of American Golf Corporation**

... Through virtual marketing or one-on-one marketing. AGC is developing marketing programs that will allow us to treat customers less generically. We are finding substantial opportunity for growth

by tailoring our marketing to each customer's playing habits, whereas in the past we have been guilty of offering these unique and separate customer groups a generic menu of products and services. For instance, the needs and wants of the avid core golfer are very different from those of the casual golfer and we are now able to develop and market a wider variety of products and services to each customer type.

... By leveraging to the benefit of AGC's portfolio of golf courses the technology and other marketing and sales tools which have proved successful in other service organizations. This is already occurring at AGC. As AGC looks to the next century, we

are positioning ourselves to provide the ultimate playing experience for the customer while at the same time maximizing revenue on behalf of our landlords and clients. Some examples include AGC's proprietary central reservation system, yield management systems and exclusive service excellence training programs.

**Joe Black, president of Western Golf Properties**

We will compete in the future, just as we do today, with superior conditioned golf courses and extremely high levels of service. We will simply try to create a better golf experience than our competitors.

**Bob Husband, president of Cobblestone Golf Group**

First I do not agree that rounds and participation levels will remain flat over

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LEGAL CORNER

**Employer's right to trade secrets examined**

By NANCY SMITH

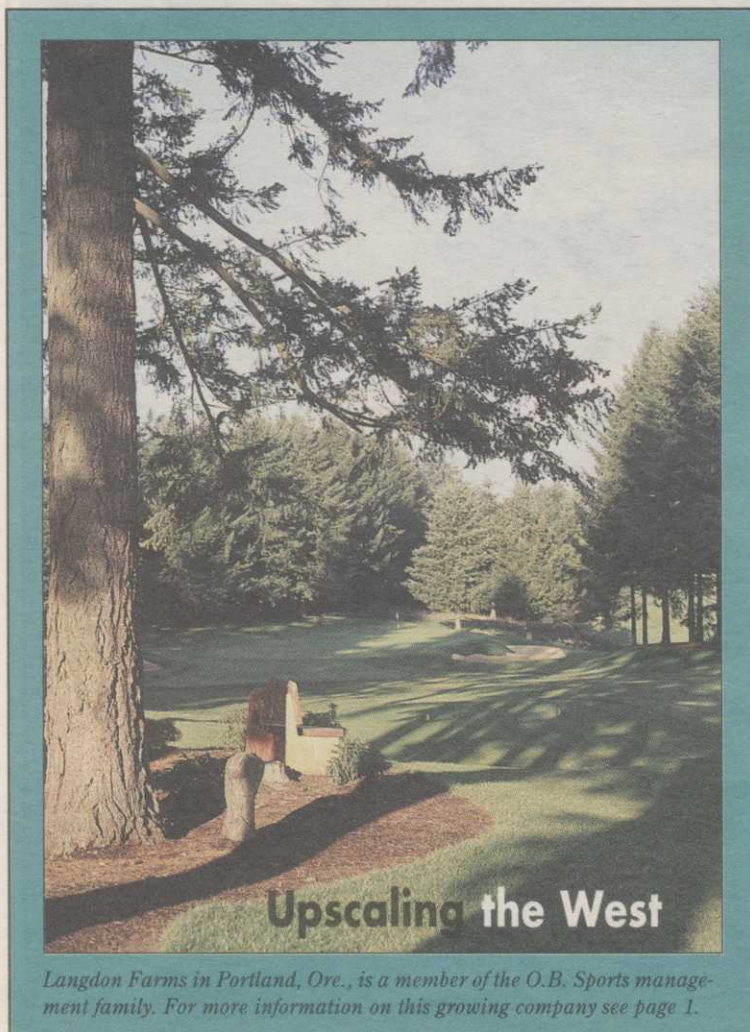
If a country club manager left to join the cross-town club, board members and co-workers might give "good-luck" wishes for the new post. But if that manager took a copy of the list of members, could that be unfair competition or just good ol' American enterprise.

Unauthorized use of a list of members and potential draws questions of trade secrets — and just how far a business can limit the acts of a former employee in a free country.

Some cautious employers ask employees agreements regarding information learned on the job. Some such agreements even make employees promise not to compete with the employer after other employment is obtained. But such agreements may not be worth the paper they are written on if they violate the basic tenets of fundamental individual freedoms and the right to openly compete in the marketplace.

Whether an employee can be kept from using information learned on the job turns largely on the nature of the information. Client or member lists may

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**Upscaling the West**

Langdon Farms in Portland, Ore., is a member of the O.B. Sports management family. For more information on this growing company see page 1.

Nancy Smith is an attorney working in Pasadena, Calif., and a regular contributor to Golf Course News. She can be reached at 818-585-9907.