

BRIEFS



PALMER APPOINTS PAIR

ORLANDO, Fla. — Arnold Palmer Golf Management Co. has named Jay Bastian vice president of business development and Natalie Sellers corporate development marketing director. Bastian is responsible for course acquisition activity focused primarily within real estate development communities. Sellers will write, design and lay out sales proposals and related support collateral, plus assist in lead tracking and generation efforts, database management and a variety of additional activities.

STUART NAMED BELLE TERRE MANAGER

LA PLACE, La. — Belle Terre Country Club here has named James Stuart its new manager. Stuart will be responsible for overall golf, club and member operations at the Club Corporation of America-operated facility. Prior to joining Pete Dye-designed Belle Terre, Stuart was manager of CCA's Cooks Creek Golf Club in Ashville, Ohio.



James Stuart

NGP ACQUIRES SEACLIFF

HUNTINGTON BEACH, Calif. — National Golf Properties has acquired SeaCliff Country Club here for \$10.15 million. SeaCliff will be leased to American Golf Corp. Located 25 miles south of Los Angeles, the private facility includes an 18-hole course, practice area, clubhouse, tennis and swimming facilities.

LIGHTNING W TABS EIGUREN

WASHOE VALLEY, Nevada — The Golf Club at Lightning W Ranch has named W.L. "Lou" Eiguren director of club development. Eiguren, a 25-year PGA member, will focus on club membership development and growth with an emphasis on promoting the golf facilities. Prior to Lightning W, Eiguren was director of golf at Edgewood Tahoe Resort in Stateline.



Lou Eiguren

CASPER COMES TO TENNESSEE

OAK RIDGE, Tenn. — Billy Casper Golf Management will provide management consulting services to the city and a developer during the planning and construction phases for an as-yet-unnamed course. The Gary Roger Baird-designed course is scheduled to open this fall.

Masters Golf Corp. readies to expand northward

Florida firm adds Orlando facility, bringing portfolio to 8

By PETER BLAIS

ORLANDO, Fla. — Masters Golf Corp. plans to venture out of Florida this year as it attempts to become a major East Coast golf management company, according to President Tary Kettle.

Formed in 1992 with a single management contract, Masters has grown into a full-service, turnkey company with management contracts at eight Florida courses. Six belong to the Raymond Floyd Group.

The Orlando-based firm, which recently signed on at Rosemont Country Club here, expects to announce management contracts in either Georgia or South Carolina by year's end, Kettle said.

"We're planning to take on about three courses a year for the next few years," Kettle added. "We'd like to move up the Eastern Seaboard and eventually maybe affiliate or merge with someone to become a national company."



Rosemont Country Club is the latest addition to the Masters Golf Corp. list of courses.

Kettle and Floyd first met while Kettle was in the investment banking industry. He helped Floyd find and buy a course. The relationship continued when Kettle opted to open his own

management firm a short time later.

Masters' Floyd properties include Oak Hills Golf Club in Spring Hill, Rotonda Golf & Country Club (G&CC)

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MARKETING IDEA OF THE MONTH

Breakfast meetings help attract business

The following article appeared in the March 1996 issue of *The Club Marketing Report*, a monthly newsletter for club professionals. For more information contact Robert or Denise Bodman at 800-267-6758.

If your marketing objective is to expand the number of prospective members being introduced to your club, to increase member usage and involvement in the club, to add to the number of guests

your members are bringing to the club, or simply to enhance your club's image in the community, you may want to consider developing a program called the "Breakfast Speaker Series."

This program is a regularly scheduled, monthly series of notable speakers and presentations, addressing a group of members, invited guests, and other individuals from the community. Breakfast is chosen because it is typically a non-active

period of the day for clubs, and is usually not in conflict with other community events. Initially, this concept became popular when the "Power Breakfast" was the rage in the business world.

Breakfast occurs at a time of the day that can be effectively used for networking. Networking is one of the underlying reasons why a member joins a club. More importantly, networking opportunities provide members with a rationale for maintaining their membership. This program provides the club with a method to meet the networking needs of its members, and en-

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Heritage Golf Management recently purchased Hoosier National Golf Club in Bloomington, Ind., and renamed the 27-hole facility Whitetail Golf Club. The 538-acre property has a regulation-length, 18-hole course and a nine-hole executive track. The facility has been closed while going through bankruptcy proceedings the past two years. A local farmer even hayed the acreage on a couple of occasions, according to company President Tom Rodems. The course is undergoing a major renovation, mainly to the putting surfaces, through the remainder of this year and will reopen as a daily-fee layout in the spring of 1997. Heritage manages three other Indiana courses — Bear Slide in Cicero, Iron Horse Golf Club in Logansport and Twin Bridges Golf Club in Danville.

LEGAL CORNER

Avoiding employee suits a matter of attending to details

By NANCY SMITH

Lawsuits by disgruntled employees can be more than just an Excedrin headache for club managers. They can also be money pits for judgments and attorneys' fees.

Insurance can protect against lawsuits for personal injuries. But it generally doesn't protect against claims by fired workers.

Recent court rulings have endorsed methods some companies have used to protect themselves from wrongful termination claims. They have shown that attention to detail in employee agreements can prevail against suits.

In *Haggard v. Kimberly Quality Care, Inc.*, the California Court of Appeal ruled in favor of an employer who carefully worded both an employment agreement and employee handbook. When stated clearly the relationship could be terminated by the employee or employer at either's "will," the court found no implied agreement the employee would keep her job as long as she performed properly.

Many states consider employment to be "at-will," at the pleasure of either the

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Breakfast series

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courages members to remain loyal to the club. At the same time, it elevates the club's image, which helps stimulate more interest by prospective members.

The format focuses on providing quality speakers, addressing timely, important, and sometimes controversial topics. The program should have a regular schedule and a line-up of well known speakers. This schedule gives the program more credibility, thus making it easier to attract more quality speakers, in the future. To be

highly successful, the format must be interactive, providing a time for the audience to ask questions of the speaker.

It is also important to establish a policy of not paying for speakers. Hiring speakers changes the tone, increases ticket prices, and creates an imbalance in the structure, as there will be more speakers who will not be paid (e.g., the mayor, a congressman, or the president of a large corporation) than those who will only speak if they get paid (e.g., sports figures, motivational speakers). Regardless, the program will probably not be

financially viable if it must pay for speakers. Once the program gains momentum, and books a line-up of speakers, it will become a powerful platform that speakers will want to participate in, voluntarily. Likewise, momentum and an appealing schedule will encourage advance reservations. With a reservation book that fills up early, the program can develop even more clout in attracting speakers, as they will feel more confident in the quality and quantity of the audience.

The effectiveness of the Breakfast Speaker Series lies in the packaging and promotion of the event.

To expose the program (and the club) to as many people (member prospects) as possible, for the least amount of money and staff time, the club will need to attract influential media coverage, in addition to a line-up of quality speakers. This can best be accomplished through co-sponsorship.

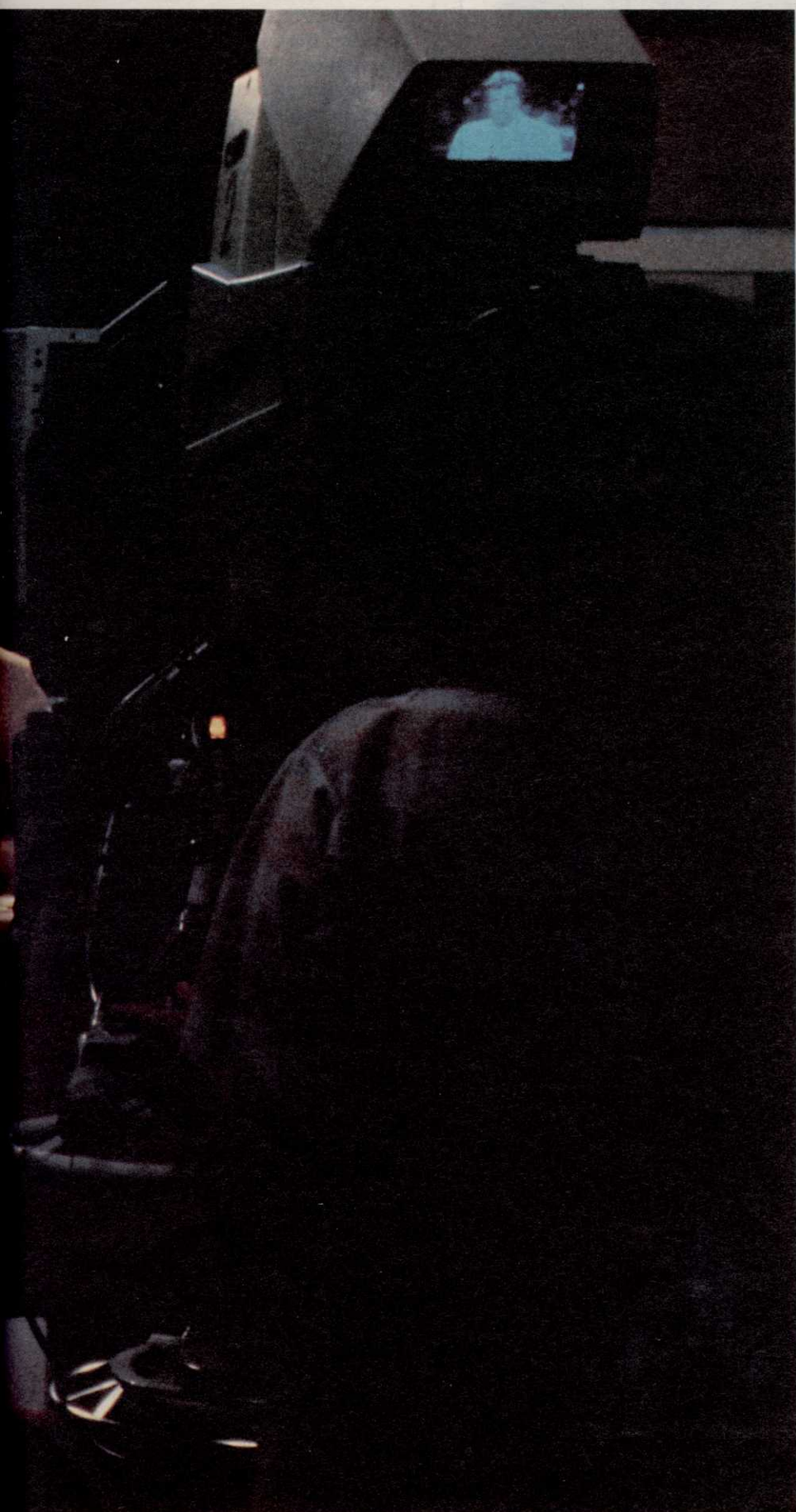
The Breakfast Speaker Series program is a form of "Image Advertising." Co-sponsorship is an effective type of "Image Advertising"—indirect advertising by association. In the case of the Breakfast Speaker Series, the best type of co-sponsor might be the local business journal, newspaper, ra-

dio or television station, or the Chamber of Commerce. To create an effective co-sponsorship, a win-win relationship must be established. The media is always looking for valuable content, interesting subjects, and more readers, listeners, or viewers. Likewise, the Chamber is always seeking to increase its membership, as well as to offer its existing members valuable resources as part of their services. The club can provide the co-sponsor with exclusive exposure to its own membership. In return, the club can obtain free media coverage—and be cast as a key player in the community (credibility). Additionally, member pride and loyalty can be elevated, as members notice their club on the front page of the business journal, on television, or hear the club mentioned in conversation around town.

Promotion of the program is critical and each of the partners has an important role to play. The club's role is to schedule the event, plan the menu, determine the program fee, take reservations, staff the event, organize the room, set up the proper equipment (e.g., riser, podium, microphone, etc.), and to promote the program to its membership through newsletters and direct mail invitations. These are all functions the club is already set up to do well. The partner's job is to assist in lining up speakers, provide promotional materials, design and run advertisements, write the promotional copy, highlight feature stories, and generally raise interest in the program. The Chamber of Commerce should also be able to provide the club with its mailing list, so the club can send out its own invitations and introduction letter from the club's Membership Director. In this regard, each speaker event provides the Membership Director, Membership Committee, and Board of Governors with an excellent vehicle for meeting prospective members.

Organization and maintenance of the entire program can be done by the club. Some clubs have run these types of programs using a combination of management, staff, and member committees. However, to increase the probability of success, a local public relations firm should be considered to oversee, organize, and coordinate the program. Public relations specialists can bring a level of consistency, organization, and credibility to the effort. Typically, a good public relations firm will be able to connect the club with the right co-sponsors, help structure the most appropriate format, arrange the scheduling, line up quality speakers, steer the club away from potential political problems, make introductions, arrange V.I.P. tables, provide the all-important follow-up (e.g., thank you notes, obtaining mailing lists, etc.), write promotional copy for the club's newsletter and mailings, and alert the club of other opportunities that might come from the high level exposure of the program.

becoming a victim of air pollution.



Ahh, television news in the 90s.

Tabloid journalism has sneaked its way onto the airwaves. And the pursuit of facts seems to have been replaced by the pursuit of ratings.

So the specialty pesticide industry needs a media watchdog that not only watches. But that also takes action.

Fortunately, we have one.

RISE. Responsible Industry for a Sound Environment.

RISE is a coalition of manufacturers, formulators and distributors from all areas of the specialty pesticide business.

In addition to promoting environmental stewardship, RISE makes sure the media doesn't report misinformation as fact.

We also hold editorial meetings with media decision-makers. And respond to negative articles or broadcasts that are incorrect. We've been very successful so far. Not surprising considering what our most powerful weapon is.

The truth.

Of course, there's still a lot more work to do. But rest assured, RISE is up to the task.

Because we know if we eliminate air pollution, the pesticide industry can breathe a lot easier.



Responsible Industry for a Sound Environment

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