

## Masters Golf

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in Fort Myers, St. Augustine Shores Golf Club and Whispering Oaks G&CC near Tampa. Rosemont and Marco Shores on Marco Island are the only non-Floyd properties.

Masters operates primarily on performance-based agreements, according to Executive Vice President Steve Sanford, who recently joined Masters from ISS Golf Services, a major golf course maintenance contracting firm.

"We work with the owner to come up with quantifiable expectations, such as green speeds," Sanford explained. "Then we develop a program to deliver those expectations. We agree to a certain timetable and then ask the customer [course owner] to grade us. If we don't meet the specified grade, we don't get paid."

Sanford, a University of Florida graduate and director of the Florida Turfgrass Association, is responsible for developing course management and maintenance programs and manages the day-to-day operation of the Masters Services Group (MSG). He works closely with Director of Golf Course Maintenance Operations Gary Alex, a former superintendent at public and private clubs and a University of Massachusetts turfgrass school graduate.

MSG provides complete agronomic and horticultural maintenance services, including:

- ✓ Developing an annual cultural program to meet customer goals, including correct pesticide application.
- ✓ Providing a professional staff, including a superintendent.
- ✓ Purchasing materials from fertilizers to flag sticks.
- ✓ Managing the maintenance equipment inventory.
- ✓ Maintaining the irrigation system.
- ✓ Developing capital budgets.

Sanford said Masters will make a major push in the municipal golf market. "We see a need for government to get out of the course management and maintenance business," he said. "Government systems are not equipped to supply golf to the marketplace and will continue to outsource their golf operations."

Kettle, who is also a certified public accountant, works closely with Golf Operations Managers John Gravely, Christina Leinheiser and William Turner to provide playing-side management services.

Kettle predicted management companies will continue to consolidate through mergers and/or buyouts. Asked if

his company's size and portfolio made it a likely takeover target, he said, "We're not thinking about acquiring or being acquired, but we'd consider different things, if approached."

As for the courses it operates, Masters Golf Corporation will continue to emphasize management arrangements rather than trying to acquire courses.

"We've looked into an investor group for acquiring courses," Kettle said. "But we prefer third-party management deals."

## Ohio clubs turn to new computerized marketing scheme

AKRON, Ohio — WorldWide Sports Marketing (WSM), a division of Interactive MultiMedia Publishers Inc. (IMP), has begun installation of multimedia kiosks in 30 northern Ohio golf clubs.

The kiosks, located in the clubs' pro shops, are sponsored by the Northern Ohio Golf Association (NOGA), a U.S. Golf Association (USGA) regional organization. The WSM kiosks with AST Pentium PCs feature the USGA's computerized golf handicap system, GHIN, and also will provide club news, golf tips, NOGA/USGA news and advertising. The program has been developed as a "proof-of-

concept" for the 1996 season which runs from April through October.

According to NOGA Executive Director Robert A. Wharton, "This is the first program in the country to offer the GHIN system along with state-of-the-art multimedia equipment. We believe that this will provide several new benefits to our member clubs and other participating clubs using the GHIN system."

IMP is a competitor in the international marketplace for the development and sale of interactive multimedia software, kiosks and CD-ROMs. WSM is selling advertising space on the kiosks. For more information, contact 800-462-5483.

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