

The changing environment for golf course management

By ROBERT H. DEDMAN JR.
• President and Chief Executive Officer
ClubCorp

The golf industry has changed greatly in the past decade, particularly in terms of member service.

The trend toward consolidation has especially impacted talent resources, an issue we have met by formalizing our company's service-oriented operations into a culture called "Star Service."

The recruitment of skilled human resources is of such concern that I have charged all our employee partners with the responsibility. We

have a goal to be 100 percent staffed by employees recommended by other employees. Emphasis on the employment process has been critical to our success in selecting the best available talent and our attempts to become the employer of choice in the markets we serve.



Robert Dedman Jr.

To keep good hourly wage personnel, we have cross-training programs so many employees learn to do more than one job. At the same time, we strive to instill employees with a passion for delivering personalized service and exceeding expectations.

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10 satisfying years for golf

By L.T. WALDEN
• President, E-Z-GO Textron

The last ten years have been exciting for both E-Z-GO and the golf industry. Thousands of new courses opened, new companies came into the industry, some left the industry, and countless rounds were played.

One of the biggest changes in the golf industry is the emergence of multi-course owner/operators. They are now significant players in the golf industry, which is now a multi-billion dollar business. The emergence of these companies is a reflection of the growth and success of the golf business.

While individually owned courses are still the majority, there is no denying that the influence of multi-course operators will continue to grow in the next ten years.

A lot is written about new golf course construction and the number of new courses that open each year. Ten years ago, many new courses were private

clubs built as part of a large residential subdivision. Today, most new courses are high-quality daily-fee facilities. I believe that the total number of golf courses will continue to grow slowly and steadily.

The number of people playing golf is flat and it has not grown in the last five years. The challenge for the future is

how to entice more people to come out and play. We also have to strengthen the player base for the future. That's why there is such a focus on junior players and bringing young people into the game.

The golf industry has seen tremendous ups and downs in the last 10 years. While the golf

car business is not recession proof, the revenue generating potential of golf cars has helped us overcome most of the downs. Golf cars are a tremendous source of revenue at most courses. That fact has helped us smooth out the business cycles in golf.

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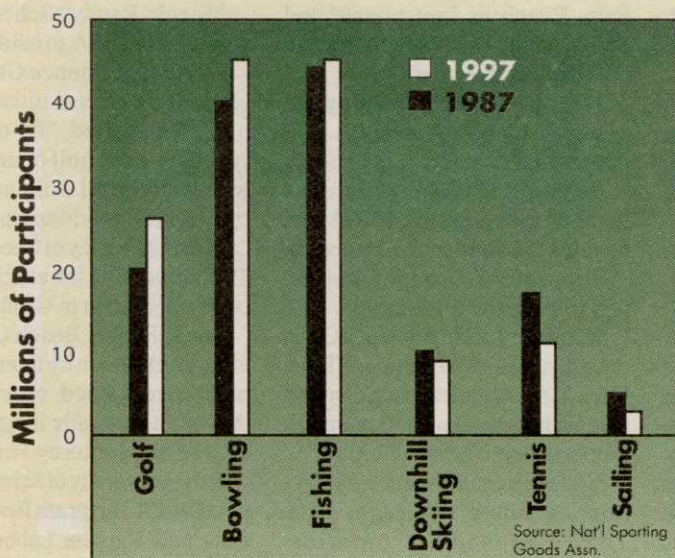
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L.T. Walden

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