

BRIEFS

PALMER GOLF NAMES WISHART GM AT STONE RIDGE

ORLANDO, Fla. — Arnold Palmer Golf Management has promoted Peter Wishart to general manager at Stone Ridge Golf Club, located in Bowling Green, Ohio. Prior to his promotion, Wishart served as food and beverage manager at the Capstone Club in Alabama.

PEBBLE BEACH CO. NAMES PLOTT PRESIDENT, COO

PEBBLE BEACH, Calif. — Pebble Beach Co. has appointed Robert "Cody" Plott as the company's president and chief operating officer. Plott will oversee operations of The Inn at Spanish Bay, The Lodge at Pebble Beach, Casa Palmero and The Spa at Pebble Beach, as well as the Beach and Tennis and Spanish Bay Clubs. Plott fills the position recently vacated by the death of John Chadwell. Prior to joining Pebble Beach, Plott was president of Collier Selley, a Los Angeles-based real estate brokerage firm.

HERNANDEZ TO HEAD MARKETING EFFORTS FOR BRANTON WOODS

HOPEWELL JUNCTION, N.Y. — Phil Hernandez has been named director of marketing for Branton Woods Golf Club, the public course that opened here last fall. Hernandez spent the last four years as regional director of marketing for Back Creek LLC and KL Golf Inc., where he directed marketing efforts for Back Creek Golf Course and Frog Hollow Golf Course, both located in Middletown, Del.

KEMPERSPORTS TO MANAGE CC OF WISCONSIN

NORTHBROOK, Ill. — Kemper Sports Management has been signed to manage the Country Club of Wisconsin, a semi-private facility located just north of Milwaukee. Kemper Golf president Steve Skinner said Wisconsin's growth as a golf destination was behind the company's desire to manage the facility. The CC of Wisconsin, which opened in 1994, features more than 200 acres of rolling hillside, and has been certified as an Audubon Cooperative Golf Course.

Living a million-dollar dream

By JERRY POLING

ST. JAMES, Minn. — In 1992 at age 55, Bob Lewis Jr. had planned to retire early on disability from his job as corporate meeting planner with Minnesota Mutual Life Insurance in St. Paul.

He had a bad back, and after flying up to 150,000 miles a year around the world, he was looking forward to relaxing at his Apple Valley, Minn., home with his wife.

Then came that lunch break at work in April 1992

when he remembered to check his lottery ticket. One by one, all his Powerball numbers matched. He had won \$12.5 million, payable in 20 annual installments of \$625,000 (\$455,000 after taxes). Suddenly he was a millionaire on paper and could laugh at the world: "I tell people I'm on a fixed income: I only get one check a year," Lewis said.

Contrary to what many people might have done, Lewis didn't act like a kid who had just found a \$100 bill at an amusement park. He kept working for another year, as planned. Three years later in 1996, after pondering his options he made an informed decision on how to use some of his windfall: He decided to buy a golf course.

Lewis previously did not have visions of owning a course, unlike many golfers. He

loved the game and was an average player by his own admission, but had quit years earlier because of his back. Except for organizing corporate golf events, the game had slipped out of his life.



Bob Lewis Jr. and Mike Luckcraft, head golf pro at St. James CC.

So why did he choose a highly competitive and sometimes frustrating business? Lewis said he made a sound business decision and a good investment — and for the second time — had a little "Luck" on his side.

A close family friend, Mike Luckcraft, had become a golf pro in the Minneapolis-St. Paul area and suggested that Lewis look into buying a course. Lewis had been hoping to find a seasonal business that would allow him to work part time.

With Luckcraft as an adviser, Lewis looked at several courses before hearing about a struggling 9-hole course in St. James, Minn. (pop. 5,000) about 75 miles south of the Twin Cities.

They saw many possibilities. The low-budget Watonwan Country Club in St. James wasn't much to look at, but that didn't bother Lewis. First, he saw a nice piece of land. The Watonwan River ran through the course, which had lovely

Continued on next page

Teamwork, communication key

By TED HORTON, CGCS

In my busy life as a golf course superintendent, I could seldom find enough time to accomplish half of the many tasks penciled into my daily, weekly, monthly and yearly to-do lists. How then could I be expected to take time to engineer effective relations with members of my golf course's management staff? I found myself asking, "Why should I take time from my busy schedule for this effort?"

The answer is simple: teamwork and harmonious relationships amongst leaders is an expectation of management. No single employee is more important than another at a golf course.

The golf course management team consists of individual professionals who have what Bruce Williams, superintendent at Los Angeles Country Club, refers to as "different roles for similar goals." Communication and respect for one another are their tools for accomplishing the desires of the golfers and the goals of the golf course.

While speaking to students of a class I teach at the Professional Golfers Career College in Temecula, Calif., Williams talked about relationships between the superintendent and the golf professional.



Ted Horton, CGCS

"It's all about relationships — and too often these relationships are adversarial," he said. "A relationship in harmony means putting issues aside for the common good of the organization."

Williams encouraged students to build harmonious relationships with golf course superintendents and offered the following suggestions:

- Hold regular meetings. Lunch or coffee together doesn't deal with the issues. Formalize the meetings. Rotate the site and allow both parties to develop trust and seek solutions for common problems.
- Maintain an open-door/open-mind policy. Listen to each other's perspectives.
- Coordinate a master calendar. Try to

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FGS building on first contract

By DEREK RICE

HERSHEY, Pa. — Freedom Golf Services (FGS), which was founded by former Gotham Golf Group vice president Allen Dupuy in January, has signed its first management contract. FGS will take over day-to-day operations of Crockett's Ridge Golf Club in Kingsport, Tenn. This includes a scheduled closure begun in May to allow for an extensive course renovation to improve playability and turf conditions.



The deal, Dupuy said, is the first of what could be many that FGS closes this year.

"We have an additional three to five properties with whom we are having discussions," Dupuy said. "Our goal over the next 12 months is to acquire three or four properties of any combination of management, lease or purchase."

Dupuy said the service FGS is seeing the most demand for is its golf course consulting or full-service management, which he said is understandable.

"We feel [this demand] can be directly attributed to the fluctuations in the nation's economy," Dupuy said.

That's not to say there aren't lease or purchase options out there for FGS, Dupuy said.

"We've received as well, albeit to a lesser degree, inquiries from parties seeking to lease or sell their respective courses," he said.

The economy, Dupuy said, was one of the main factors that led him to found FGS. He said he saw an opportunity to get involved with some good properties at good prices.

At Crockett's Ridge, FGS hired Chris Waller as general manager and Raymond Perez superintendent, both of whom have a long relationship with Dupuy and Dan Stonionis, FGS' executive vice president and also a former Gotham vice president.

Going forward, Dupuy said FGS has some clear objectives in mind as it grows.

"The vision for FGS is not to become the largest management firm or course operator in the nation," he said. "We simply try to operate each of our golf properties as if they were our own private venture, and therefore we never lose sight of the primary objective — driving bottom-line net cash flow while being cognizant not to injure customer service."

Troon unveils management system

SCOTTSDALE, Ariz. — Troon Golf has developed and introduced a revenue management system that allows each Troon facility to manage tee time inventory and maximize revenues.

The Troon Golf Revenue Management Program incorporates a proprietary demand-pricing process for each available tee time. The company says it expects investment in this system to translate to greater value and more opportunities for golfers at all of its facilities.

The system was developed in consul-

tation with Sherri Kimes, professor at the Cornell University School of Hotel Management. Kimes' research suggests golf facilities adopt yield-management philosophies similar to the hospitality industry. A pilot at one of Troon's daily fee facilities showed what the company called a significant increase in revenue.

Guy Sugden will serve as Troon's revenue manager and will work directly with reservation agents and operations officers at each of the company's facilities to implement the system.

Teamwork

Continued from page 15

fit golf outings around the major agronomic events. Communicate to avoid surprises.

- Tour the course together. Playing the course together while discussing course preparations is usually not enjoyable for many superintendents. Seek other opportunities to meet and discover superintendents' issues. Bring solutions to the discussions – not problems.
- Handle complaints together. Prepare

correct answers together for predictable questions. Develop responses to questions about frost delays, aerification, rain closures, marking of the course and other expected problems.

- Be honest with one another. Nothing destroys trust more readily than dishonesty.

- Be supportive. There is room for more than one player on center stage. Be a team player and share your successes

with one another.

- Educate yourselves about the other's profession. Embrace opportunities to attend professional education sessions and conferences together. Be seen as a team.

- Play golf together. Embrace the two things you have in common – golf and business.

- Enjoy time away from the course together. Reinforce the relationship by

going fishing, bowling or to another sports event together. Get away from the business for a while.

Sure, we've heard all this before. But the exciting thing about this lecture is that we were talking to men and women who will soon be employed as golf professionals. We weren't preaching to the choir. We were telling our side of the story where it will do the most good. When any superintendent gets a chance to tell their story, the entire profession benefits. ■

There is room for more than one player on center stage.

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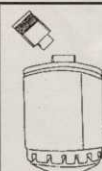
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