

asian golf™

BUSINESS

Australia & New Zealand

INSIDE STORIES:

- ASIA PACIFIC GOLF SUMMIT 2009: PETER DAWSON PRIMED TO DELIVER
- PROJECT MANAGEMENT: DEFINING THE VALUE
- CLUB MANAGEMENT: PRO SHOP – BUILDING PERCEIVED VALUE IN YOUR GOLF SHOP
- AND MUCH MORE ...

GOLF TRADE ■ GOLF COURSE ARCHITECTURE & DEVELOPMENT ■ TURF MAINTENANCE & EQUIPMENT ■ GOLF TECHNOLOGY ■ GOLF CLUBS & RESORTS



GET IT DONE

PROJECT DEVELOPMENT:

RIGHT!

ISSUE #11



pg8

DO IT RIGHT AND YOU ARE IN HEAVEN - DO IT WRONG AND YOU'LL BURN IN HELL!

Project development is a critical matter in the golf course construction phase. If a project is not undertaken in accordance to a set of rigid controls, there is every chance that things will go awry which in turn can result in long term problems that plague a golf course. To address this matter, Asian Golf Business approached Martin Moore who is the President of Flagstick Golf Course Construction Management to share his thoughts on how to get things done right the first time around.

NEWS FLASH

THE ASIAN GOLF INDUSTRY FEDERATION TAKES OFF! pg14

It has finally happened! The first-ever organisation representing the multi-million dollar golf industry in Asia has been launched. This is an exciting development and augurs well for the golf industry as it enters a new and dynamic phase in the Asian region.

ASIA PACIFIC GOLF SUMMIT 2009

PETER DAWSON PRIMED TO DELIVER pg16

R&A chief executive Peter Dawson is set to make a major impression at October's Asia Pacific Golf Summit – even though he'll be thousands of miles away from Kuala Lumpur at the time.



pg16

GOLF COURSE DEVELOPMENT



A site visit by the legendary Jack Nicklaus.

DO IT RIGHT AND YOU ARE IN HEAVEN ... DO IT WRONG AND YOU'LL BURN IN HELL!



IF YOU TRAVEL AROUND GOLF COURSES IN ASIA, YOU WILL BE TREATED TO TWO VERY DISTINCT EXPERIENCES. ONE WOULD BE VERY PLEASANT. THE OTHER, A TOTAL NIGHTMARE!

There are many courses in Asia that can stand up against some of the best in the world. These are courses that have been designed and built well from bottom up. Invariably, upon checking, you will discover that there was good management, discipline and foresight behind these sound developments. These courses smack of good teamwork and cooperation between owner/developer, designer and builder.

By the same token, the nightmare golf courses are the product of mismanagement, poor design, compromises of all kinds - a totally hellish experience.

Asia is pock-marked with these courses and we feel that the time has come to set things right. All we can do is to expose the bad practices that have resulted in these golf courses from hell. And the best way we know how is through publicity and education.

We start our campaign with a special report from a man who know how to translate great ideas from paper and build a world class golf course. He has been doing it all over the world and that man is Martin Moore, President - Flagstick GCCM. He writes about how to get things done right.

The challenges an owner faces to construct a golf course on time, on budget, and to world-class standards are daunting. The ultimate goal is to reduce the overall risks of project execution making the end product more efficient and rewarding for all entities involved. To get it right takes an incredible amount of planning, foresight and, perhaps most importantly, experience. There are a number of critical decisions to make throughout the golf course development process. Making the right ones will ensure completion in a timely and economical fashion; the wrong ones, however, will adversely impact bottom line benefits for years to come.

As a result, before sketching the 18th hole or bringing in the first excavator or bulldozer, assembling a team of top-notch professionals is paramount. While greater upfront expenses will likely result, avoiding the inevitable headaches created by inexperienced individuals and companies is well worth it.

The golf course architect and construction manager are two of the owner's key hires. When conducting interviews, make sure to perform due diligence and ask pertinent questions. For example, do they have experience in the region where the course is being built? Climates

and cultural practices can differ markedly from one place to another. Architects intimately familiar with the topography, soil chemistry and prevailing weather patterns and construction managers well connected to area contractors and suppliers are invaluable.

From a design standpoint, look for an architect who proposes to work with the native land as much as possible. This helps minimize costs; plus, golfers typically enjoy a course that naturally flows. Contrived course routings are often transparent and detrimental to loyalty. Prospective club residents must be "hooked" when playing their first sneak preview round, and then want to experience the course time and time again. This can only be accomplished with a thought-provoking, aesthetically pleasing layout.

Remember, during the design phase there's the "controlled freedom" to modify things because the project's still on paper. Make sure to take advantage of this time to thoroughly plan and adjust, if necessary. It's going to get much more costly to make changes once things get rolling on the ground.

Transferring the architect's vision from paper to reality largely falls on the shoulders of the construction management company. It will implement and monitor all project developments and milestones to make certain the construction process remains on schedule and within budget. A good construction management company is worth its weight in gold.

"From a design standpoint, look for an architect who proposes to work with the native land as much as possible. This helps minimize costs; plus, golfers typically enjoy a course that naturally flows. Contrived course routings are often transparent and detrimental to loyalty. Prospective club residents must be "hooked" when playing their first sneak preview round, and then want to experience the course time and time again. This can only be accomplished with a thought-provoking, aesthetically pleasing layout."

"Extensive pre-construction planning is of utmost importance, and enables the owner to have a precise understanding of the construction process and better forecast the costs ahead."

"The best construction managers will leverage their market experience and pre-existing network of vendors to achieve timely, optimal results for the ownership group. Central to these ends is the tireless pursuit of first-rate project quality and cost efficiency."

Extensive pre-construction planning is of utmost importance, and enables the owner to have a precise understanding of the construction process and better forecast the costs ahead. This simple, inexpensive preliminary process ensures the entire project team is working towards the same goals and objectives, and drastically minimizes any undesirable costly surprises once the construction process has begun.

The construction manager's myriad tasks include liaison between architect and owner, preparation/soliciting of contractor bid documents, contract agreement preparation, researching, interviewing and hiring key construction personnel (e.g., superintendents, rough and finish shapers, drainage/infrastructure managers, irrigation managers, feature foremen, maintenance superintendents); project scheduling and budgeting; arranging for delivery and use of heavy construction equipment; recommending and procuring turf, sands, aggregates and other construction materials; coordinating irrigation design and importation of materials; scrutinizing daily onsite quality control and more.

The best construction managers will leverage their market experience and pre-existing network of vendors to achieve timely, optimal results for the ownership group. Central to these ends is the tireless pursuit of first-rate project quality and cost efficiency.

For example, it's important not to cut corners regarding construction materials. Don't go ultra-cheap when budgeting for proper drainage, irrigation materials, sands and gravel, greens/bunker/fairway construction. Choose brand names you can trust. Did you know if a sub-par irrigation system is selected, you're putting what often amounts to 20 percent of the golf course construction at severe risk? Industry



Site Visit



Tom Weiskoph design visit.



Grassing



Amata Spring Country Club, Thailand

GOLF COURSE DEVELOPMENT

professionals often refer to the irrigation system as the “backbone” of the golf course. Your course’s reputation is too important to compromise quality within these tasks.

Escalating repair and labor costs is another hurdle to profitability. Bridges spanning creeks or wetlands are a common part of many golf course designs. If these bridges are built on the cheap, they’re subject to jury-rigging, will necessitate frequent additional labor and parts and, worst case, complete overhaul. Being pennywise and pound-foolish will doom the long-term returns of any project.

Moreover, prudent spending on turf species is essential to maximizing investment. It can offset pesky turf diseases and “bathtub” golf that can plague even the most impressive, on-paper designs. Ensure the correct species are chosen that adapt to local climates, and offer the most beneficial long-term results for the owner.

Keep in mind it costs decidedly more to do things a second time around – economies of scale are greatly diminished, materials aren’t subject to volume-purchase discounts, golfers are disrupted and residents must

view an eyesore. Elite construction management companies reduce a project’s inherent risks and maximize efficiency and project execution. They won’t need a second shot.

Bringing together well-respected architects, construction managers, agronomic consultants, shapers and materials/supplies providers will give the most “bang for the buck” and result in much less heartburn for the ownership group over the life of the development.

But as important as the foregoing is to a lucrative project, perhaps the most essential element to a successful golf course development is maintaining lines of communication among the owner, architect and construction manager. Doing so allows any issues that may arise to be quickly nipped-in-the-bud after soliciting opinions from the key power brokers.

Getting it done right from the get go mitigates the risk of a reputation buster. Courses are only new once and have but a single chance to make a first impression. Get it wrong and it’s extremely tough to recover from the resulting image knock.



Irrigation



Bunker Construction



Siam Country Club



Martin Moore is President of Flagstick Golf Course Construction Management, working closely with critically acclaimed architects like Schmidt-Curley Design, Nicklaus Design, Dye Designs, Weiskopf Designs and Nick Faldo Design on golf course projects around the world.

WEBSITE: www.flagstickgcm.com