

Golf Inc.™

APRIL 2008

Calculating construction costs **7** ◀

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Korean buyers flock to U.S. **38** ◀

MOST ADMIRED OPERATORS

From St. Andrews to Bandon Dunes, golf's best managers deliver leadership excellence and quality service **24**



€66 , \$64, \$104/AUS

ED KAGEYAMA

**Hawaii Regional Manager/
Billy Casper Golf
Management, Kaanapali
Golf Resort, Maui, Hawaii**

Kageyama has been working in golf management positions in the Islands since 1991, when he became an assistant pro at Turtle Bay on Oahu. Since 2002, he has run famed Kaanapali Golf Resort, first for a receiver and since for management company Billy Casper Golf, for whom he currently serves as regional general manager over three Hawaiian properties. During that time he oversaw Kaanapali's \$13 million renovation. A consistent award winner in the PGA's Aloha Section, Kageyama says his overriding philosophy is to find good people and put them in positions that fit. A Hawaii native, he understands the particular nature of Hawaii as a golf destination. " [Hawaii] poses some destination challenges, in that it's not a buddy trip destination, it's more family and romance. I make sure the golf facility aligns with the overall hospitality goals and objectives."



KIM WORREL

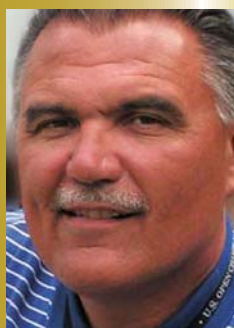
**Managing Partner/COO,
Pinnacle Golf Properties, Charlotte, N.C.**

Worrel's golf career began at 13, when he approached Ron Frantz, owner of Crestview Golf Club in Worrel's native Muncie, Ind., for a job — any job. Frantz was intrigued by Worrel's willingness to do anything. By the time he was 18, Frantz "entrusted me with every phase of his operation," Worrel said. More than 35 years later, Worrel's resume includes 10 years with Jack Nicklaus Club Management, a return engagement with Frantz to develop a golf community in Muncie, a managerial

stint with the Robert Trent Jones Trail in Alabama and another executive position with The Woodlands in Houston. He and partner David Taylor subsequently formed Pinnacle Golf Properties, which today runs eight properties. He also is serving as development consultant at Cutter Creek Golf Club in Snow Hill, N.C. "We don't want to be a national operator," Worrel said. "If we're going to be involved, we're going to be involved. Twelve to 15 properties is our ultimate goal."

BOB FARREN

**Director of Grounds and Maintenance,
Pinehurst Golf Resort, Pinehurst, N.C.**



Farren joined famed Pinehurst in 1982 and after a brief detour, returned to the resort for good in 1985, where today he presides over the sprawling resort grounds and the eight golf courses, soon to be nine. He manages a staff of 180 to 240 people, depending on the season, as well as hosting approximately 150 interns every summer. He helps maintain the resort's reputation for quality by keeping the golf courses in peak condition. Farren is equally proud of what the resort and current owner the Dedman Family Trust have done to protect, preserve and enhance the environment at the resort. The facility earned the GCSAA President's Award for Environmental Stewardship last year. "The fact I've been able to stay at the same place and do what I love to do is incredible," he said. "Some [superintendents] like to grow in new courses, some like to host championships — we're able to do it all here without having to change jobs."

ELIZABETH BARKER-PINAPFEL

General Manager, Painted Desert Golf Club, Las Vegas, Nev.

After beginning her career with American Golf Corp. in food and beverage, Barker-Pinapfel rose through the ranks to general manager positions at Las Vegas National, Desert Rose and then Painted Desert, earning General Manager of the Year for American Golf's Mountain

West Region and the company's Structured Unit Visit Award. She now runs Painted Desert for new owner EAGLE Golf, which acquired the course last fall. During the transition, she still managed to grow revenues by 8 percent, most of which she said went straight to the bottom line.

The course does approximately 51,000 rounds. "One of the most important things we focused on at Painted Desert was raising the level of service everywhere, seeing things from the customer point of view from the time they get out of their cars in the morning," she said.

