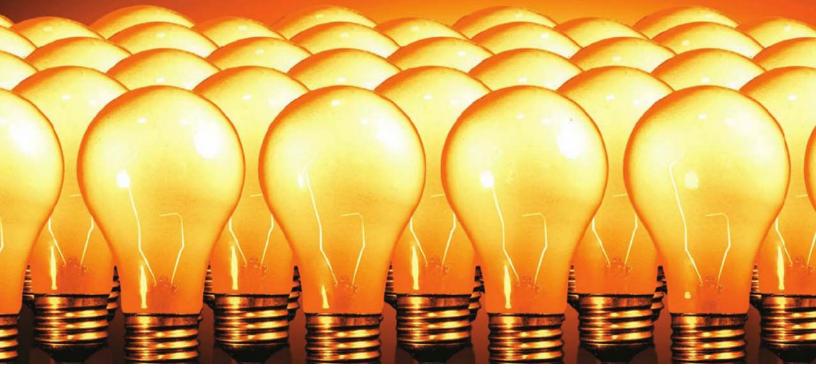
Golf Inc.



25Big Ideas

From golf bars to 12-hole courses, we share some of the boldest, most innovative ideas that can stimulate and empower the golf industry into the future



The Most Active Architects

We rank them by number of new courses opened from 2007 to 2011

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1	Nicklaus Design	58	Jack Nicklaus' company continues to be the dominant architectural firm in the world. Despite a 25 percent slowdown in new projects opened over the past two years, Nicklaus Design is still twice as large as all but one other architectural firm. And with projects in every continent, the Nicklaus brand continues to perform well globally. More than 90 percent of the firm's projects fell into the range of \$5 million to \$12 million for construction. The firm also logged 25 renovations over the past five years.
2	Harradine Golf	35	Peter Harradine, who took over the firm from his father, is one of golf's most prolific and outspoken designers. While not as well-known in the states, Harradine Golf is the most active design firm in Europe (17 projects opened over the past five years), the Middle East (10) and Africa (7). Recent projects have included the Golf Club Pravets in Bulgaria and Golf Club Hamra in the UAE. Many of its projects have been 9-hole courses, possibly due to its modest fee — \$300,000 to \$400,000.
3	Schmidt Curley Design	28	Brian Curley and Lee Schmidt have become the leading architects in Asia, thanks to their work at Mission Hills Shenzhen. The firm oversaw construction of 12 courses at that facility and then moved on to Mission Hills Hainan, which took third place in this year's Golf Inc Development of the Year competition. Twenty of their 28 projects over the past five years have been in Asia, making them the most active firm in that region.
4	Robert Trent Jones II	20	Robert Trent Jones continues to be one of the most active architects in the world, with more new courses and renovations combined over the past five years than all but two firms. Recent courses have included Onyria Plamares Beach & Golf Resort in Lagos, Portugal, Lubker Golf Resort in Djursland, Denmark and Chambers Bay in Wash.
5	IMG Golf Course Services	19	When it comes to Asia, IMG is right behind Schmidt Curley with 19 projects. The Cleveland-based agent matches its clients, including Annika Sorenstam and Colin Montgomerie, with lead designer Brit Stenson. In recent years it has worked exclusively in Asia. It charges a \$650,000 design fee.
6	Golfplan - Fream, Dale & Ramsey	18	Golfplan is the third-most active firm in Asia, despite a 33 percent slowdown over the past few years. Ron Fream, who founded the firm in 1972, has slowed down recently. But David Dale and Kevin Ramsey continue to work across the globe.
7	Greg Norman Golf Course Design	18	Greg Norman has stayed active in every continent, despite a \$1 million design fee. With five projects in the U.S. and three south of the border, he continues to be one of the busiest in the Americas. Recent courses include Stonecutters Ridge in New South Wales and Danang Golf Club in Vietnam.
8	Nelson & Haworth Golf Course Architects	14	Robin Nelson founded his firm in 1987 and opened an office in Singapore in 2000. Since then the firm has been very active in Asia, with 13 new courses over the past five years. Six of the new projects cost less than \$5 million to construct, and it has also done seven renovations. It has completed projects in 15 countries.
9	Gary Player Design	14	Gary Player Design is one of the few firms that has not seen a drop-off in completed projects over the past few years. Its projects cover every continent except Australia, with five in Europe and four in Player's home continent of Africa. The Signature Course at Thracian Cliffs Golf & Beach Resort in Bulgaria was a Development of the Year finalist this year, with Modry Las in Choszczno, Poland, the year before.
10	European Golf Design	13	A joint venture of IMG and the European Tour, it is the largest architectural firm in Europe. Working with Colin Montgomerie and other tour players, the firm is the go-to source for courses hoping to host the Ryder Cup. It designed Celtic Manor Resort in Wales, as well as The Dutch in the Netherlands and PGA National in Russia.

Market Update

"The biggest advantage with using an architect is avoiding the pitfalls in construction and the ability to integrate the improvements into an overall plan for the facility," he said.

Bob Lohman, one of the most active renovation architects, said courses are moving forward to secure a marketing buzz.

"Everybody's been holding off," he said. "The ones moving forward want to bring people back to the golf course. Something new will get people to come back."

Richardson said that does not always require a major renovation.

"When we used to tell a course they

needed a new irrigation system, they would get financing and replace it." He said. "Now they say they can't afford it. So what we can do now is replace the heads and controls. It's not perfect. It's like repainting your car. But you can almost feel like you have a new car."

Renovations over \$1 million

1. Rees Jones

Rees Jones is known as the "Open doctor," and is the most sought after architect for renovations over \$1 million. His recent work has breathed new life into Tulsa Country Club, Carmel Country Club in Charlotte, N.C., and Lambton Golf & Country Club in Toronto. All three renovations helped the clubs attract a combined 300 new members.

2. Gill Design Inc.

Garrett Gill runs the firm that his father, David, started in 1985. The firm is currently working on eight renovations, most in the Midwest, and recently had one new project open -Wedgewood Cove Golf Club on Albert Lea, Minn.

3. Kipp Schulties Golf Design

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Kipp Schulties cut his teeth with Fred Couples and Gene Bates, but has since made a name for himself, with most of his projects in Florida.

4. Forse Design

Ron Forse has handled many renovations, but specializes in restorations of classic courses.

5. Martin Design Partnership, Ltd.

Greg Martin's firm works primarily in the Midwest and was founded 20 years ago.

