

Hot
Golf Courses
And Gear

Tyco's Tricks • Mayor Mike • GM Gets It Right

FORTUNE

APRIL 1, 2002

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Oprah Inc!

Her
\$1 billion empire
Her no-numbers
management style

And why she'll
never give another
business interview
by Patricia Sellers

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Boondoggle No. 2

St. Andrews, the Old Course ... yadda, yadda, yadda. It's a pilgrimage you must make, but the reasons to stay have multiplied since Tiger Woods took that long walk in 2000. Three new seaside courses have popped up—the already renowned Kingsbarns, as well as Devlin and Torrance at St. Andrews Bay. Bunk at the St. Andrews Bay Manor Homes (011-44-1334/837-000; www.standrewsbay.com): freestanding residences with four bedrooms, opulent baths, and individual business centers. Or, for over-the-top bragging rights, rent out the fully staffed 14th-century Myres Castle (888-989-1768; www.myres.co.uk) for you and 18 others. Better yet, have PerryGolf arrange the trip—it has more tee times at St. Andrews than anybody on this side of the pond, as well as custom-made Mercedes coaches to shuttle you around. Basic five-night packages for Myres Castle start at \$2,500 a night (800-344-5257; www.perrygolf.com).

When betting, never lose sight of the stakes.

“My company was looking for financing, and talking to a big Japanese firm. They sent over the CEO and the president, and we took them to the Inn at Spanish Bay to play Spyglass Hill. We spend thousands on the hotel, then make a \$2 bet. At one point, their CEO hits his tee shot into the water. The rules are you take a stroke and try again—which he does, landing it right near the hole. ‘I have a par!’ he says. ‘No,’ says our attorney, ‘you have a four.’ Here we are trying to get a \$10 billion deal, and all our attorney can think about is the \$2 bet.”



For your back:

The **Sun Mountain Speed Cart** will make perfect sense to anyone who's ever maneuvered a baby stroller. In short, it's much easier to push than pull. Plus, the Speed Cart is lightweight (14 pounds), folds easily for trunk storage, and has three (as opposed to the usual two) heavy-duty tires—so it's sturdy as all get out. This year Sun Mountain has added a little brake for extra control. \$228; 800-227-9224; www.sunmountain.com