

SWOT Analysis and Research of Guangdong Golf Industry

Xi Dai

Author(s) Xi Dai	
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<p>Abstract</p> <p>Guangdong Province, as the birthplace of modern golf in China, has become a benchmark in the development of golf in China after 25 years of development, in terms of quantity, scale, management level and international competition. Guangdong Province, as the birthplace of modern golf in China, has become a benchmark for the development of golf in China in terms of number, scale, management level and international competition. Based on the SWOT theory of management, the development environment of the golf club industry in Guangdong Province is taken into account. The strengths, weaknesses, opportunities and threats of the golf club industry in Guangdong Province are analyzed in detail. The strengths, weaknesses, opportunities and threats of the golf club industry in Guangdong Province are analyzed in detail based on the SWOT theory, and the corresponding countermeasures are proposed in accordance with the strategic management theory to provide a reference for the further development of the golf club industry in Guangdong Province.</p> <p>The Chinese government has imposed restrictions on the sport of golf due to its high correlation with corruption. Benefiting from the boom brought by the return of golf to the Olympic Games, the golf market in China has started to recover since 2016 as China has introduced relevant policies to encourage public participation in golf and promote the development of the sport. With the increase in the number of important domestic and international golf tournaments initiated or introduced in China, the increased exposure of the game will attract more golfing consumers.</p> <p>In this study, clubs with at least one standard 18-hole golf course were used. Clubs with at least one standard 18-hole golf course were used for the study. Five golf clubs were selected in Shenzhen, Guangdong Province. The main research methods were interviews and questionnaires. Interviews were conducted with the Guangdong Golf Association and the four golf clubs, and 15 interviews were conducted with senior management. According to the organizational structure and professional characteristics of the golf clubs, questionnaires were designed for different departments, and questionnaires were administered to the management population above the department heads of the five golf clubs.</p>	
Keywords Golf ; Golf clubs ; sports industry ; Guangdong Province	

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1 Introduction

1.1 Purpose of the study

I want to take this internship opportunity to understand and analyze the present situation of golf in China's Guangdong Province. I hope to understand the market environment and market possibility as well as the development trend of golf clubs in Guangdong through the survey of the current situation, and accordingly propose countermeasures for further development of the golf fitness and relaxation industry, in addition to providing reference for the development of the golf industry in China's several provincial and city areas that are ready to go into small business.

1.2 Research schedule

This study started in beginning of August 2021 and ended in November 2021.

The purpose and research direction of the study was confirmed in middle of August in 2021.

I used the full month of August to learn about the development of golf in China during my internship.

In August, I learned about a nearby golf club through my internship and went to research to find out how it had developed in recent years. I also interviewed the managers and supervisors of the management of four golf clubs.

In September, the information and data collected were analyzed.

In October, I started to analyze our Guangdong Golf Club by SWOT. During this period of internship, students from other universities came to take golf classes and interviewed some of them face to face.

In November, I summarized and analyzed the research results of the study and propounded suggestions for the future development of Guangdong golf.

Finally, the final thesis will be completed on December 5th.

1.3 Description of the golf game conceptions

Golf, commonly known as the little white ball, is an outside sport. The sport in which players use different golf shafts to hit a small ball into the green hole. The word golf is made up of the first letters of four English words: Green, Oxy-gen, Light, and Foot or Friendship. Golf is an excellent civilized, polite, elegant and romantic sport, because when playing golf, people are clad in bright sunshine, feet on verdant grass, breathing fresh air in nature, and enjoying the leisurely life on earth in a relaxed atmosphere. This is also the charm of the game of golf. (Golf Introduction)

1.4 The origin of golf

The game of golf was born in Scotland over 700 years ago (12th century AD). At that time, Scottish shepherd boys often ran into pebbles while shepherding their sheep, holding a bent-handled staff in their hands, and then struck the stones away; anyone who held a staff in their hands while resting would inevitably strike away any scattered targets on the ground. St. Andrews was the main Christian center of Scotland at the time, and the harbour and commerce flourished, attracting ships and merchants from all over the world, and it was at this time that the game of golf began to spread far and wide across the Scottish mainland. St. Andrews Golf Course is one of the oldest golf courses in the world. It is also the rule-making body for golf, and all major tournament rules must conform to its basic requirements. (Golf Introduction)

1.5 The development of the game of golf

The sport continued in the 15th and 16th centuries, and the legends of the city of St. Andrews continued to circulate, continuing their romance with golf, and the playing of the game grew to such an unmanageable extent that some people went so far as to neglect educational activities in the name of the king in order to play the game. In 1457, James II of Scotland issued a decree in the 13th Parliament banning golf, and the subject was raised again in 1491, when another decree was issued during the reign of James IV. However, James IV himself became an energetic and interested golfer, and at that time only the royal family was allowed to play golf, so golf was known as a noble sport at that time. The right to play golf on the low hills was clearly stated in the law of 1552 after the citizens' efforts.

Around 1618, the game of golf made significant progress, as leather balls appeared in this period, which were waterproof and visible. By the 19th century, the main technology of

golf had made a breakthrough. The most expensive leather badminton balls were replaced by round balls made of dulcimer. These balls were durable and inexpensive. In the 20th century, two major events took place in the game of golf: first, the rubber core ball took the place of the dulcimer ball in the United States in 1902; second, the rules of play were improved and their popularity was expanded.

The development of history proves that the rapid development of golf in the world is closely related to the rapid economic development of countries around the world. For example, after World War II, the rapid development of the world economy largely promoted the rapid development of golf, the number of people participating in this sport in the United States, Japan and European countries increased dramatically, and the number of golf courses also increased rapidly. The United States from 1945 to 1970, the number of golf courses from the original 6,000 to 12,000, the United States now has more than 20,000 golf courses, the number of people engaged in the game of golf has reached 24 million. The United States is a well-deserved kingdom of golf, simply because it has truly popularized the game. (Baiké 2021a)

1.6 Golf in China

The first golf club in China, Zhongshan Hot Spring Golf Club, was born in 1984 in Zhongshan, Guangdong Province, and the China Golf Association was established in Beijing in May 1985. At present, there are about 600 golf courses in operation in China and about 1000 driving ranges in operation. They are mainly located in Beijing, Shanghai, Guangdong and some cities along the coast. Shandong Nanshan International Golf Course has surpassed Mission Hills Shenzhen Golf Course's 180 holes with 279 holes to become the largest golf course in the world.

Although the state ordered the ban on the construction of golf courses, but there are still many courses in various names came out of nowhere, and there is a trend of gradually developing to the mainland. With the development of China's society, the improvement of people's living standard and the change of consumption concept, golf will gradually be accepted and loved by more and more Chinese people, and the number of people participating in this sport will increase dramatically.

The China Golf Association has been organizing golf tournaments since 1986, and now more and more international tournaments are being held in China. The Golf World Cup has been held at Mission Hills Shenzhen for 12 consecutive years. China Golf Volvo Open, China HSBC Open (World Championship), the same Asian Golf Championship, Asian Tour, China Men's Professional Championship, China Women's Championship. 111 tournaments are proposed to be held by CGA in 2012, including 40 men's professional tournaments and 13 women's professional tournaments. (Baiké 2021b)

1.7 Golf terminology

Tee	The flat area where golfers tee the first ball on each hole. They must tee the ball between the two marks on the tee. This also means that golfers may only use a wooden or plastic spike for the first shot, holding the ball up so that it is a little easier to hit.
Green	A very flat area around the hole. The grass in this area is exceptional and is conducive to players putting the ball into the hole.
Fairway	Wide grass area from the tee to the green.
Rough	The grass is a little longer on the edge of the fairway, so it's not easy to hit the ball.
Hole	There are 18 holes on the golf course. They consist of tees, fairways and greens. The hole also refers to the fact that the golfer wants to hit the ball into the hole, usually with a flag inside to indicate it.
Pin	Is the fact that the hole is another way of saying that there is a flag to indicate.
Par	It is the standard or the specific number of strokes a golfer should use to get the ball into the designated hole. It is usually determined by the length and difficulty of the hole, usually 3 to 5 strokes. The total number of strokes for 18 holes should be 72. When a player uses the same number of strokes to finish a hole, then they have used the same number of strokes that set par for that hole.
Birdie	This is when a golfer finishes a hole using a number of strokes less than the set par for the hole. For example, if par is 4, but the player only uses 3 strokes to finish the hole.
Eagle	This is when a golfer plays a hole using an amount that is two strokes less than the set par for the hole.
Bogie	The number of strokes a golfer uses to set par for a hole is one more than the number of strokes a golfer uses to complete a hole.

Banker	Bunkers are set up around the course. There are some special rules that apply to how a player can hit the ball out of the bunker. It is very difficult to hit a ball out of a bunker.
Hazard	A place or thing where players can't easily play the ball. There are some special rules that apply. These include ponds, rivers and lakes, which are called water hazards. If they hit the ball into the obstacle, the player can discard the ball and then play from a special place, which can also incur a penalty.
Divot	The turf that a golfer chips off or chips off after hitting a ball.
Driver	A large wood with a round, large head used to hit long distance shots. Golfers may not have them in their own bag. A big power shot is a long distance shot hit with a No.1 wood.
Putter	To "putt" is to putt the ball with a putter.
Iron	A club made of metal with an angled head is used for medium distance shots. Golfers carry many of these clubs. The smaller the club size (for example, a 4-iron), the farther the ball will be hit.
Pitch	Chops a very short, high shot, usually near the edge of the green, or outside of a bunker or going over something.
Sand	A special iron with a greater angle at the head and a smooth back designed for very short and high shots from the bunker.
Caddy	The person responsible for carrying the golf bag for the professional on the course and advising the golfer on club selection and technique. Crew members typically receive 10-15% of the golfers they serve as an award.
Under PAR	The number of strokes a golfer hits below par. For example, 3 under par is when a golfer finishes three strokes under target for the day.
Sweet/spot	This refers to the center of gravity of the club head, with which the ball can be hit for maximum distance.
Front/Back	The 18-hole course is divided into two sets of 9 holes. The front 9 (holes 1-9) is known as the front 9 or outer 9, while the back 9 (holes 10-18) is known as the back 9, or inner 9.

Slice	Also called a banana ball, a ball hit out of the air makes a big arc to the right (right-handed players for example, if a left-handed player hits it, it is called a left curve ball).
Yard	Anglo-American unit of length. 1 yard = 0.914 m
Fore	The word is shouted when a golf ball is accidentally hit at a nother person to warn that person to hide and dodge.

(Golf Introduction)

2 China Golf Sports Industry Market Overview

2.1 Golf classification

The basic rule of golf is to hit a ball from the tee to the hole in succession. The players play in groups of 2-4, hitting their respective balls in turn with their golf clubs from the tee of the course, then walking together down the fairway to the ball's drop point and continuing to hit the ball until it is in the hole. The standard number of strokes is 72, and the winner is the one with the lowest number of strokes. There are two types of golf tournaments: stroke play and hole play, of which stroke play is the most common. Stroke play is a tournament where strokes are added up for each hole and the winner is determined by the total number of strokes played after a standard game (18 holes). A stroke play tournament is also based on strokes, but the number of strokes per hole determines the winner of that hole, and the cumulative number of holes won and lost is used to determine the score for each game. The standard length of a golf course is 6,500 to 7,000 yards, and the size of the course is generally 50 to 100 hectares. A standard golf course generally has 18 holes, with each hole having a connecting fairway, with par 3 holes measuring 250 yards or less, par 4 holes measuring 251 to 470 yards, and par 5 holes measuring 471 yards or more. There are "tee", "fairway", "long grass", "bunker", "water hazard" and "bunker" between the start and finish of each hole. "water hazards" and "hole areas". Golf courses can be classified according to the length and par of the course as well as the characteristics of the land where the course is built. Golf courses are classified according to their length and par, and can be classified as regulation courses, championship courses, executive courses and short courses. Regulation courses are usually 9 or 18 holes, with a par of 68 or higher for 18 holes, and each hole is at least 340 yards in length measured from the tee, with a total length of 6,000 yards or more. A Championship Course is a regular course used exclusively for tournament play, usually 18 holes, with a total length of 6,500 yards or more and a par of 72 or more. The Executive Course is between 3,000 and 6,500 yards in total length and has a par of 56 to 62. The Short Course has a total length of 3,000 yards or less for 18 holes and 1,500 yards or less for 9 holes, with a par of 28 to 31. (Baiké 2021b)

According to the classification of course construction site type and characteristics, courses can be classified as Links fall courses, inland courses, parkland courses, forest courses, mountain courses, hilly courses, seaside courses, desert courses, wasteland courses, highland courses and slope courses.

2.2 Market Scale of China Golf Sports Industry

From 2014 to 2016, the golf market in China declined from RMB 10.88 billion in 2014 to RMB 8.64 billion in 2016 due to the ongoing restrictions imposed by the Chinese government on the construction of golf courses and the corruption of government officials and SOE officials associated with golf as found by China's Disciplinary Inspection Commission after the 18th National Congress. With the boom brought by the return of golf to the Olympic Games, the "Thirteenth Five-Year Plan for Competitive Sports" and the "Guidance on Accelerating the Development of Fitness and Leisure Industry" promulgated by the Chinese government in 2016 included golf in the scope of competitive sports and recognized the nature of golf, the Chinese golf market began to The market size of China's golf market increased from RMB 8.64 billion in 2016 to RMB 9.24 billion in 2018, with a CAGR of -4.0% from 2014 to 2018. In the future, with the continued growth of China's economy, the increase in disposable income of Chinese residents and the popularity of golf, the size of China's golf sports market will maintain a steady growth and is expected to exceed 11 billion yuan by 2023. (China Report Network 2021a)

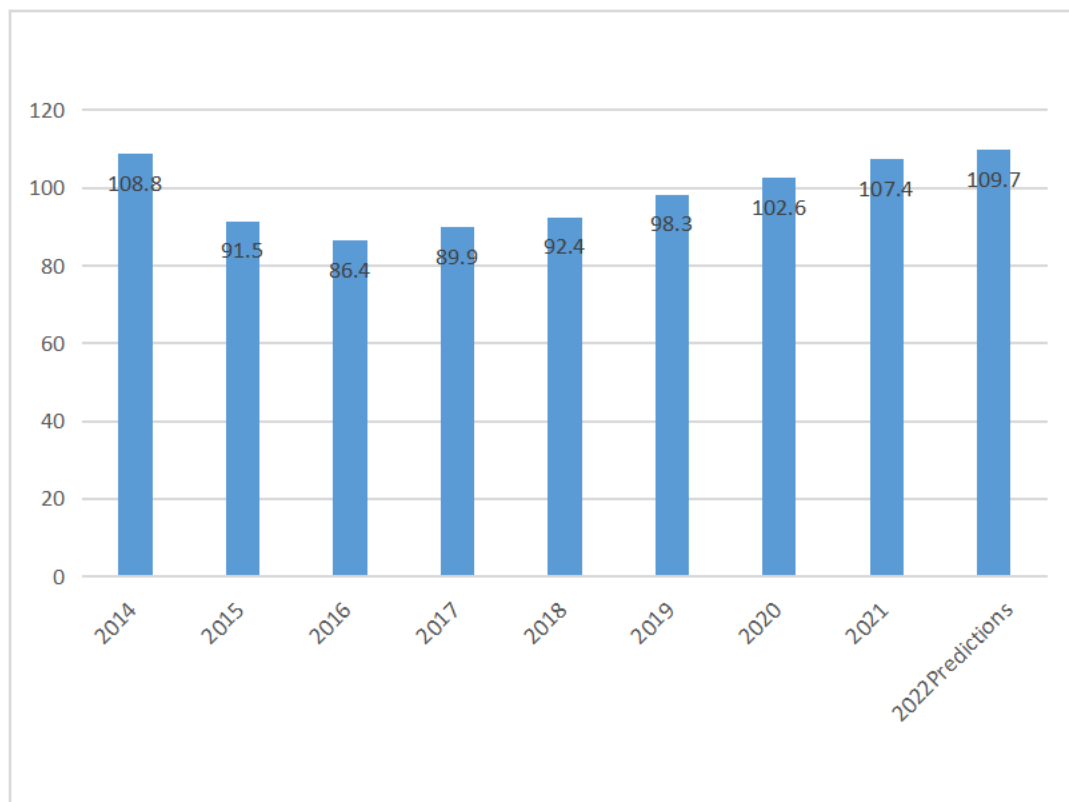


Figure 1. 2014 - 2022 China Golf Sports Industry Market Size (in terms of revenue) (unit: billion yuan) (2020 China Report Network)

2.3 The development history of China's golfing industry

China's golf industry started late and has been developing since 1984, going through a beginning stage, a shaking stage, a developing stage, a constraining stage and a supporting policy stage. (China Report Network 2021a)

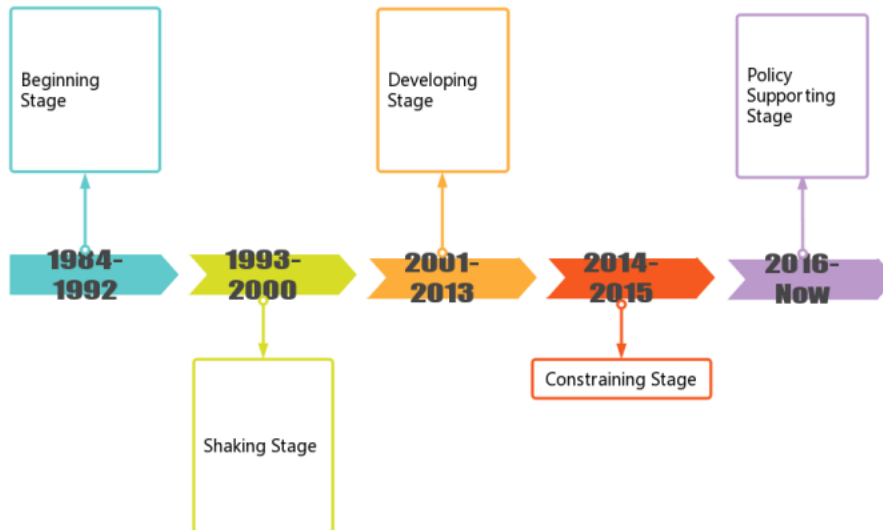


Figure 2. The development history of China's golfing industry (2020 China Report Network)

Beginning Stage (1984-1992)

In 1984, the first course in China, Zhongshan Hot Spring Golf Course in Guangdong, was opened. The first golf courses in China were then built in Guangdong, Shanghai and Beijing-Tianjin with foreign investment. At that time, foreign investment in golf courses was seen by the local government as an important investment initiative to improve the investment environment and enhance the image of the region, and the local government granted many preferential policies to help and encourage foreign investors to build golf courses. The Chinese economy was influenced by the macroeconomic industrial restructuring, the rapid economic development of the tertiary industry, and the foreign investment boom, resulting in the first investment boom in the beginning of the Chinese golf industry market. Most of the first generation of golf courses in China came from Japanese golf course designers, such as Mission Hills Ozaki Shoji Course in Shenzhen, Beijing International Golf Course and Beijing Golf Club. At this stage, Chinese golf was influenced by Japanese golf culture, and Chinese golf course management and marketing

operations followed the example of Japanese golf courses, reflecting a comfortable, luxurious and high-end design style. (Golf Introduction)

Shaking Stage (1993-2000)

In 1993, with the implementation of a new round of reform and opening up, China's social development entered a period of rapid economic growth and a nationwide boom in golf course investment and construction in China, however, due to the rapid growth of investment in China's macroeconomic field and the emergence of real estate bubbles and land speculation, the construction of golf courses and the golf consumption market in China developed abnormally, and golf membership fees were easily In the late 1990s, with the implementation of the national macro-control policy, the government imposed a strict approval system for golf course construction land, and the construction of golf courses was influenced and restricted by the Chinese government at the policy level, as well as the cooling of foreign investment caused by the Asian financial turmoil, the construction of golf courses in China slowed down. (Golf Introduction)

Developing Stage (2001-2013)

Due to the restrictions of China's land approval policy that made it difficult to build golf courses in China, the construction of golf courses gradually connected with real estate, golf courses became real estate affiliated projects, golf course builders relied on real estate investment to obtain the right to build land around real estate, build golf courses in the name of activity areas, and raise real estate prices through golf courses as a selling point, as a fast recovery The golf course relies on the high profits brought by real estate to sustain development. At this stage, golf has gradually become a social occasion for the rich in China due to the private nature of the golf club membership system. (Golf Introduction)

Constraining Stage (2014-2015)

As the illegal construction of golf courses affected the use of water and land resources in China, as well as golf courses gradually became a breeding ground for corruption, in 2014 China's National Development and Reform Commission and 11 other ministries promulgated the "Notice on Implementing Measures to Clean Up and Regulate Golf Courses" and conducted a series of retrieval and regulation actions against the construction of illegal golf courses. (Golf Introduction)

Policy Supporting Stage (2016-present)

Based on the fervor generated by Chinese athletes winning the first bronze medal in women's Olympic golf in 112 years, the China Golf Association released the draft of the "13th Five-Year Plan for the Development of Golf" for public comment in March 2017, proposing to promote the popularization of golf and achieve the goal of 30 million golfers and 20 million juniors during the "13th Five-Year Plan" period. In 2016, the CGA officially awarded 68 units in China as the first batch of recognized youth competition training bases or centers to provide teaching guidance for the majority of young people. (Golf Introduction)

2.4 Golf Industry Chain Analysis

The upstream of the golf industry chain is mainly for the acquisition of golf course land construction rights and the construction of golf venues and turf, the midstream link main body is the operation and management of golf courses, and the downstream involves consumers.

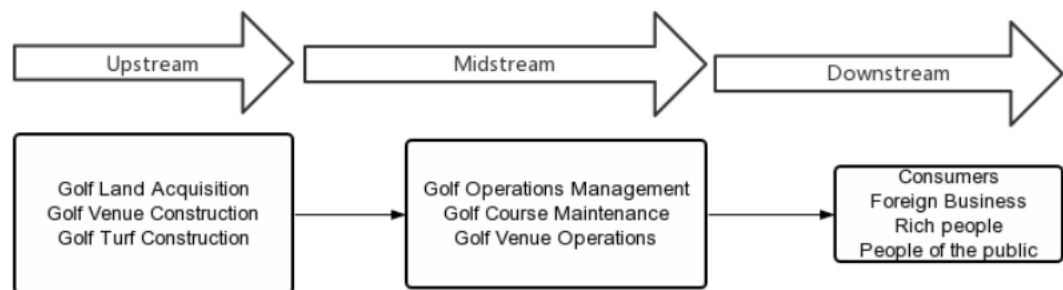


Figure 3. China Golf Sports Industry Chain (2020 China Report Network)

The upstream of the golf industry chain is mainly the acquisition of land for golf courses and the construction of golf venues and turf. Since 2004, the Chinese government has issued a series of policies stipulating that Chinese government departments are not allowed to approve new golf course projects. After 2004, Chinese golf course builders acquired land for the construction of golf courses in other ways, such as by combining golf industry and real estate projects, by acquiring residential buildings, and by building golf

courses, and real estate projects, by acquiring civil residential construction rights and converting areas of residential support facilities into golf courses. Golf courses are expensive to build, with an average investment cost of RMB 160 million for an 18-hole course in China and an average payback period of approximately 14 years, with the main cost coming from the acquisition of land for the course. Golf turf prices range from \$8 to \$28 per square meter, with 50 hectares of golf turf costing between \$4 and \$14 million. (Golf Introduction)

The main part of the midstream golf industry chain is the operation and management of golf courses, mainly involving golf turf maintenance and daily operation of golf courses. More than 90% of the machines for golf course maintenance are provided by foreign companies, including sand mulchers, cutters, hole punchers, grass cutters, etc., which are expensive. Since most of the golf course operation and maintenance equipment are imported from abroad, foreign golf equipment companies have high bargaining power. The daily operation of golf courses involves professional operation and management personnel. At present, some Chinese colleges and universities have golf course management majors to provide management talents for the golf field. The golf course management program features knowledge related to the golf industry and golf sport management, learning professional skills and knowledge in sports, economics, grass science, and management. Institutions offering golf course management programs include Hainan University, Sichuan University of Foreign Studies, Guilin College of Tourism, Shanghai Higher Institute of Tourism, Shanghai Institute of Visual Arts, Chengdu College of Sichuan University of Foreign Studies, Sichuan Tourism College, Hunan Xiangnan College, Tianjin University of Commerce, Shenzhen University Golf College, Nanyang Vocational College, Jiangnan University, South China Normal University, Zhuhai College of Jilin University Beijing Normal University Zhuhai, Sanya College, Jinan University and Xiamen University. Golf professional operation and management personnel training in addition to theoretical knowledge also needs a long time experience accumulation, professional talent is relatively scarce, midstream link golf operation and management personnel bargaining power is high. (Golf Introduction)

The downstream of the golf industry chain mainly involves consumers. The average price of a round of golf in China is about RMB 1,000, with additional charges for other services such as caddies or carts. Indoor and simulated golf can cost around 500 RMB per round. The style of golf courses in China was influenced by the Japanese golf market and was positioned as a high-end, comfortable and luxurious style in the early days, with high

prices and golf membership fees ranging from hundreds of thousands to hundreds of thousands of dollars. In the early 21st century, due to the intimate nature of the game, golf courses gradually became places of corruption for Chinese tycoons and government officials, and the main consumer groups in the early 21st century were foreign investors, Chinese tycoons and government officials. After the 18th National Congress of China, the Chinese government began to restrict the participation of government officials in the sport of golf. With the development of the golf industry, mini golf and indoor golf emerged and the number of mass consumers in the golf market increased. (Golf Introduction)

3 Drivers and constraints of China's golfing industry

3.1 Driving Factors

3.1.1 Golf star player

At the 2016 Rio Olympics, golf returned to Olympic competition after a century. Feng Shanshan, a renowned golfer from Guangdong Province, won the first bronze medal in women's Olympic golf in 112 years with a score of 274 strokes. This is China's first golf medal at the Olympics. Previously, in June 2012, Feng Shanshan won the LPGA World Professional Golf Championship, becoming China's first women's major champion. (Baike 2021c)

Other notable names in Chinese golf include Li Haotong and Wu Ashun. In 2016 and 2018, Li Haotong won the European Tour of golf twice and holds the title of the youngest champion in golf history. Wu Ashun was the first Chinese winner on the Japan Tour, having won the Japan Tour twice in 2012 and 2013, and the European Tour in 2015 and 2016. In 2016, Wu Ashun and Li Haotong represented China at the Rio Olympics golf tournament. (Baike 2021d & Baike 2021e)

Famous golfers include Li Ka-shing and Bruce Chang. Li Ka-shing is extremely passionate about golf and used to drive to the golf course every morning at 6am to play 90 minutes on the par 3, 9-hole golf course. Xiaolong Zhang, founder of WeChat, teamed up with professional golfer Li Haotong to win the Pro-Am pairing at the European Tour-Denhill Links Championship in October 2018 with a score of 35 strokes under par. The bright performance of Chinese golfers in professional tournaments and the love of golf by celebrities will bring an iconic driving effect to the industry, raise the level of public awareness of the game and promote the development of the golf industry.

3.1.2 Golf tournaments

China has been promoting the development of golf in China by actively initiating or introducing important domestic and international golf tournaments, including the VOLVO China Open, the BMW Asia Championship, the HSBC Professional Golf Challenge, the World Cup Inter-Team Championship, the European Tour and the American Tour. "HSBC Professional Golf Champions Challenge, World Cup Professional Golf Team Championship, European Tour and American Tour" The China Tour and the U.S. Tour are

also playing in China. China Golf Association cooperated with Korean Tour and Asian Tour to establish "KEB" China-Korea Professional Golf Tour, "Oriental" Women's Open and "American" China The KEB China-Korea Professional Golf Tour, the Oriental Women's Open and the Men's China Elite Pro-Am have gained good influence in the Chinese golf market. China actively promotes the organization of joint tournaments between clubs in China, such as the Buick China Golf Club League, the China Golf Ladies' Pro Tour and the China Golf Men's Pro Tour. "The tournaments, such as the Buick China Golf Club League, the China Golf Ladies Tour and the China Golf Men's Tour, have increased the exposure of the game and promoted the development of the golf industry in China.(Baike 2021f)

3.1.3 Preferential policies

Since 2016, the Chinese government has shifted its attitude toward the sport of golf from restriction to encouragement, introducing a number of policies to encourage the healthy development of the sport. In August 2016, golf was included in the 13th Five-Year Plan for Competitive Sports issued by the State General Administration of Sports and the State Council, recognizing the nature of the sport. China's competitive sports are mainly focused on the development of Olympic sports, and golf was included in the 13th Five-Year Plan, gaining the definition of competitive sports. The inclusion of golf in the 13th Five-Year Plan means that golf, like other sports, will be developed in a national system, with each province and city forming its own team. In October 2016, the General Office of the State Council issued the "Guidance on Accelerating the Development of Fitness and Leisure Industry", which clearly proposed to promote the healthy development of golf and other sports and cultivate the related professional training market. The inclusion of golf in China's fitness and leisure industry system means that golf is moving away from the label of "aristocratic sport" and towards popularization, becoming a popular sport to serve the economic construction. According to the spirit of the above two documents, the China Golf Association released the draft of the "13th Five-Year Plan for the Development of Golf" in March 2017, which clearly proposed to promote the comprehensive development of the popularization of golf, and to achieve 30 million golf participants during the 13th Five-Year Plan, and 2,000,000 youth participants during the 13th Five-Year Plan. The goal is to reach 30 million golfers and 20 million juniors during the 13th Five-Year Plan. The Chinese government has continuously issued favorable policies for the golf industry, enhancing the importance of the sport and increasing the promotion efforts, which will promote the development of the golf industry in China. (Baike 2021f)

3.2 Constraint factors

3.2.1 Golf and Corruption Connection

The Chinese government's anti-corruption campaign has had a definite impact on the golf industry. After China's 18th National Congress, officials of state-owned enterprises and government officials have been restricted from playing golf. In 2014, the Guangdong Provincial Commission for Discipline Inspection and the Provincial Supervision Department issued the Notice on the Strict Prohibition of Illegal Golfing by Party and State Employees, which sets out the "nine prohibitions" on illegal golfing by serving state employees, stipulating that state officials are not allowed to obtain or enjoy various forms of golf memberships, hold part-time positions at golf courses or golf-related social organizations, or use public funds to purchase or play golf. Golf courses or golf-related social groups, not allowed to use public funds to buy or accept golf membership cards, VIP cards, discount cards and other types of consumer cards and equipment, not allowed to use public funds and public goods or in office hours to play golf, not allowed to play golf with management and service objects and other people related to the exercise of power, not allowed to be paid by others to play golf or relatives Golfing, accepting gifts from enterprises, preferential and otherwise arranged golfing activities, participating in unauthorized golfing events and participating in golf gambling activities are not allowed. The restraint on government officials' participation in golf in China has reduced the market size of the golf industry's operating income in the short term. In 2015, the CCDI mentioned the issue of "golf corruption" 106 times, including issuing 31 cases of violations of the Eight Provisions, 29 anti-corruption commentaries, 24 reports on inspection team feedback and corporate rectification, and 17 local "anti-corruption report card". China's crackdown and restraint on government officials' golf corruption has had an impact on the golfing industry, causing consumers to associate corruption with golf and hindering the spread of golf culture. (Baiké 2021f)

3.2.2 Golf consumes a lot of natural resources

Golf courses use a lot of water and consume a lot of natural resources. By typical standards, a golf course requires 1,200 tons of water per day for irrigation in areas with adequate rainfall and 4,000 tons of water per day in arid areas. China is a country with severe water shortage, with a total freshwater resource of 2,800 billion cubic meters, accounting for 6% of the earth's water resources, and a per capita freshwater resource of 2,300 cubic meters, 25% of the world average. Excluding groundwater resources in

remote areas and flood runoff that are difficult to utilize, China's total freshwater resources are approximately 1,100 billion cubic meters, with a per capita availability of approximately 900 cubic meters. The amount of water used for golf course operations is 46 times greater than the amount of water used for the same area of cereal producing farmland, which means that the water used for golf course operations, if invested in agriculture, could cover 46 times the area of the golf course for agriculture. The construction of golf courses involves several processes such as clearing the original vegetation, terrain modification, soil improvement and turf planting, etc. Due to the large area of golf courses, the unscientific and unreasonable development and construction process is likely to cause soil erosion and eutrophication of water bodies, resulting in the destruction of the local ecological environment. In order to get high quality turf and good hitting grass plane, golf in the process of turf planting and maintenance, involving turf field maintenance, need to spray pesticides, if the amount is not appropriate, fertilizer pesticides from the course penetrate into the ground, may pollute groundwater, causing soil sludge and environmental hazards around the course. The waste of resources from the construction of golf courses and the impact brought by the surrounding environment restrict the development of the golf industry. (Baiké 2021b)

3.2.3 High operating costs

The average investment cost of an 18-hole golf course in China is RMB 160 million, of which land costs account for approximately 70%, including 18 fixed asset investments, with an average payback period of approximately 14 years. In 2001, China's State Administration of Taxation and China's Ministry of Finance issued the Notice on Adjustment of Business Tax Rate for Some Entertainment Industries, which proposed that nightclubs, opera halls, dance halls, shooting, hunting, horse racing, games, golf, bowling, billiards and other entertainment industries would be more expensive. In 2014, Beijing raised the price of water for special industries, including golf, to 160 RMB per cubic meter, including a 147 RMB water use fee. (Baiké 2021b)

Due to the absence of professional grade standards for golf course professionals in China and the lack of corresponding evaluation and management of professional qualifications for golf course construction, it is not possible to reflect the product charges in golf course design and construction according to the technical grade of professional designers and professional qualifications of construction units, resulting in the differentiation of the current corporate charges for golf course design and construction construction in China. The design fees of foreign golf course professionals, according to the 18-hole standard

course design, usually design fees in the range of \$500,000 to \$2,000,000, while the golf courses designed by golf industry celebrities are more expensive, two golf courses under the name of Beijing Tianan Holiday Golf Club redesigned by the famous golfer Edric Tiger Woods in 2015, the design fee is 1, The two golf courses under the name of Beijing Tianan Holiday Golf Club, redesigned by the famous golfer Edrick Tiger Woods in 2015, cost \$16.5 million, or approximately RMB 112.9 million. (Baiké 2021b)

The high design, construction and operating costs of golf courses and high tax rates have raised the barriers to entry into the industry, and the high costs are passed on to consumer golf consumption, resulting in high golf prices in China and constraining the development of the Chinese golf industry.

4 Regulatory Policy for Golf in China

The Chinese government has introduced a number of control policies related to the golf industry from 1997 to 2014, including banning the construction of new golf courses, regulating the construction of golf courses and inventorying the situation of existing golf courses. (Baiké 2021f)

In May 1997, China's State Council promulgated the Circular on Further Strengthening Land Management and Effective Protection of Arable Land (Zhongfa [1997] No. 11), which requires government departments to strictly control the expropriation of arable land for land use rights, and prohibits the expropriation of arable land, forest land and desolate land for land use rights for golf courses, amusement palaces, antique cities, high-class villa areas and other high-end real estate developments, as well as the construction of various churches, temples and shrines. The difficulty in obtaining government approval for the construction of new golf courses has increased. In November 2003, China's Ministry of Land and Resources issued the Notice on Further Measures to Implement the System of Strict Protection of Arable Land (Guo Tu Zifa [2003] No. 388), which proposed that projects that do not conform to the national industrial policy, unrealistic "image projects", "performance projects" projects, villa projects, golf projects, are not allowed to submit land for approval. The new golf course was labeled as "image project" and "political achievement project", and could not get the land granted by the government.

In January 2004, China's State Council promulgated the Notice on Suspension of New Golf Courses (Guo Ban Fa [2004] No. 1), proposing that local people's governments at all levels and departments of the State Council shall not approve the construction of new golf course projects. In October 2004, the State Council promulgated the Decision of the State Council on Deepening Reform and Strict Land Management (Guo Fa [2004] No. 28), which proposed to continue to stop the approval of land for high-end villa-type real estate and golf courses. In December 2006, China's Ministry of Land and Resources promulgated the Notice on Issuing and Implementing the Catalogue of Restricted Land Use Projects (2006 version) and the Catalogue of Prohibited Land Use Projects (2006 version) (Guo Tu Zi Fa [2006] No. 296), which listed golf course projects as prohibited land use projects. In March 2007, China's State Council promulgated the Notice of the State Council on the Issuance of the Main Points of Work in 2007 (Guo Fa [2007] No. 8), which required local governments to implement the regulations on prohibited and restricted project land use, particularly prohibiting land use for villa-type real estate development, golf courses, and new training centers for party and government organs and state-owned enterprises and institutions. In September 2009, China's National

Development and Reform Commission issued the Notice on the Survey of Golf Course Construction, which required local governments to map the situation of local golf courses with more than 9 holes or covering an area of 500 mu or more. In April 2011, China's National Development and Reform Commission, Ministry of Supervision, Ministry of Land and Resources, Ministry of Environmental Protection, Ministry of Housing and Urban-Rural Development, Ministry of Water Resources, Ministry of Agriculture, General Administration for Industry and Commerce, General Administration of Sports, Forestry Bureau and Tourism Bureau jointly promulgated the Notice on Comprehensive Clean-up and Rectification of Golf Courses Nationwide (Development and Reform Society [2011] No. 741), requiring each region to set up a working group to compile a list of all courses in the region and the status of clean-up and rectification of illegal courses. and a summary of the cleanup and rectification of non-compliant courses in the region. In December 2014, China's National Development and Reform Commission (NDRC), Ministry of Supervision, Ministry of Land and Resources, Ministry of Environmental Protection, Ministry of Housing and Urban-Rural Development, Ministry of Water Resources, Ministry of Agriculture, General Administration for Industry and Commerce, General Administration of Sports, Forestry Bureau and Tourism Bureau jointly promulgated the Notice on Implementing Measures to Clean Up and Regulate Golf Courses (NDRC Social [2014] No. 1496), which required the categorization and cleanup of existing golf courses. In January, the National Development and Reform Commission Press Release Center released that local governments and relevant departments of the State Council conducted cleanup work for golf courses around the country, and a total of 187 golf courses were abolished, of which 111 golf courses were banned, 18 golf courses were ordered to withdraw, 47 golf courses were withdrawn, and 11 golf courses were voluntarily closed.

Golf returned to the Olympic Games in 2016, and in August of the same year, the State General Administration of Sports and the State Council promulgated the "Thirteenth Five-Year Plan" for competitive sports, which included golf in the category of competitive sports and recognized the nature of golf. In October 2016, the State Council issued the "Guidance on Accelerating the Development of Fitness and Leisure Industry", which proposed to promote the healthy development of golf and other sports, cultivate the relevant professional training market, and promote the standardized and healthy development of the golf industry. In March 2017, the China Golf Association promulgated the "Thirteenth Five-Year Plan for the Development of Golf" (draft for comments) in accordance with the "Thirteenth Five-Year Plan for Competitive Sports" and the "Guidance on Accelerating the Development of Fitness and Leisure Industry", which proposed The "Thirteenth Five-Year Plan" was issued by the China Golf Association in accordance with the "Thirteenth Five-Year Plan for Competitive Sports" and the

"Guidance on Accelerating the Development of Fitness and Leisure Industry". (Baiké 2021f)

5 Market Trends in China's Golf Sports Industry

5.1.1 Popularization of golf

The improvement of China's economic level has laid the foundation for the development of the golf industry, and data from the National Bureau of Statistics shows that the per capita GDP of Chinese residents in 2018 was 64,644 yuan, with per capita disposable income increasing by 8.4% over the previous year. The per capita GDP of North, Guangzhou, Shenzhen and first-tier cities is about 150,000 yuan, and according to the National Bureau of Statistics, the average per capita GDP of Beijing residents in 2018 is 140,211 yuan, the per capita GDO of Shanghai is 134,982 yuan, the per capita GDP of Guangzhou is 155,491 yuan, and the per capita GDP of Shenzhen is 189,568 yuan. The per capita GDP level during the high growth period of the golf industry in South Korea was similar to the current economy of China. In 1998, the golf industry in South Korea entered a period of high growth with a per capita GDP of \$14,600, and the per capita GDP level in China has reached the economic conditions necessary for the development of golf for all. Due to the high price of golf courses as a result of national policy restrictions, indoor golf has gradually emerged. Indoor golf, also known as simulated golf, can be played indoors through software. Indoor golf breaks through the constraints of time and location, and hundreds of courses around the world can be selected for training and competition on the simulator. From March 30 to 31, 2019, the "Linglong Tire Cup" 2019 Shandong Province Youth Indoor Golf Tournament, organized by Shandong Province Small Ball Sports Federation and Shandong Province Golf Association and hosted by Shandong Gentlemen's Sports Club Co. Ltd. was held at Jinan Gentlemen's Golf Club to bring more people into contact with golf and promote the development of the golf industry to the common people. (China Report Network 2021b.)

5.1.2 Younger consumer groups

In August 2016, the General Administration of Sports of China promulgated the "Thirteenth Five-Year Plan for Competitive Sports", which proposes to build a league management system guided by the government, relying on the market and supervised by associations, and the state encourages and supports the professionalization of golf in conditions to improve the maturity and standardization of professional sports. In 2016, the China Golf Association awarded 68 units nationwide to establish the first batch of youth competition training bases or centers to provide professional and standardized golf teaching guidance for youth. The professional golf training centers will provide

professional golf training for Chinese youth, standardize the youth golf training market, and enhance the participation of Chinese youth in the sport of golf. In recent years American college golf scholarships have received a lot of attention from Chinese junior students, and more and more juniors are seeking the path to study abroad through golf scholarships. Most U.S. universities have varsity golf teams that offer tens of thousands of golf enrollment slots each year, and students who earn membership in the American Junior Golf Association (AJGA) can enroll with appropriately lower SAT/GPA scores. 70% of AJGA members receive partial or full golf scholarships, with an average of 4.5 men and 6 women sharing approximately \$50,000 in scholarships per university varsity team. Golf scholarships are driving more Chinese juniors to participate in golf training as well as junior golf tournaments, and the lowering of admissions standards for golf-specific students at U.S. universities will drive more Chinese students who wish to study in the U.S. to participate in the game of golf. (China Report Network 2021b.)

Since 2014, junior golf tournaments have boomed, growing from 6 in 2014 to 17 in 2017. The boom in junior golf tournaments in China has led to an increase in the number of juniors participating in the game, and the tournaments and high prize money will lead to more juniors participating in the game of golf.

5.1.3 Cooperative business trends

Golf course cooperative business model for a number of golf club enterprises in a certain region or cross-regional cooperation, for example, by the influence of seasonal changes, golf clubs in northern China need to close in winter to protect the golf course lawn for the winter, while the golf course in Hainan region in the summer due to the weather is too hot, facing the situation of customer reduction, golf clubs in remote areas of northwest Due to the difference in local consumption levels, customers are scarce and difficult to make a profit. Experts with ten years of experience in the field of golf sports point out that the natural ecological climate, social and humanistic and regional market differences provide a basis for cooperation among related enterprises in the Chinese golf industry to achieve complementary interests and resource sharing. For example, during the winter closure of golf clubs in northern China, caddies can be provided to clubs with higher traffic in the south. Clubs can cooperate with each other through joint consumer registrations, for example, consumers who hold a golf club membership can be used at other partner golf clubs across the country. The FGT (Forward Golf Schedule Tour) alliance initiated by Shenzhen CITIC Dynasty Golf Management Group, members of golf clubs within the FGT alliance organization can enjoy the same membership consumption rights at each golf

club of the alliance organization. The number of golf clubs joining the FGT alliance has reached 41, including 28 Chinese affiliated clubs, 9 U.S. affiliated courses, and 4 other overseas affiliated courses. The cooperative operation maximizes the use of golf enterprise resources, has a positive market promotion effect, pulls the golf consumption, and expands the scale of golf consumer group.(China Report Network 2021c.)

6 China Golf Industry Competition

6.1 Competitive landscape analysis

Since 2014, local governments and relevant departments of the State Council have targeted golf courses around the country for cleanup work, and in January 2017, national ministries and commissions jointly announced the results of golf course cleanup and regulation, with 187 of China's 683 golf courses cancelled and government restrictions on land grants and construction of new golf courses in the future. Due to the Chinese government's restrictions on the development of the golf market, the number of golf courses in China is currently low. Golf courses are scattered and concentrated in economically developed and natural resource-rich areas. There are currently 496 golf courses in China, and the top 10 regions in terms of number of golf courses are Guangdong 77, Beijing 54, Hainan 45, Yunnan 35, Shandong 35, Jiangsu 34, Hebei 24, Shanghai 19, Guangxi 18, Liaoning 17, and Hunan 17. (Baiké 2021b.)

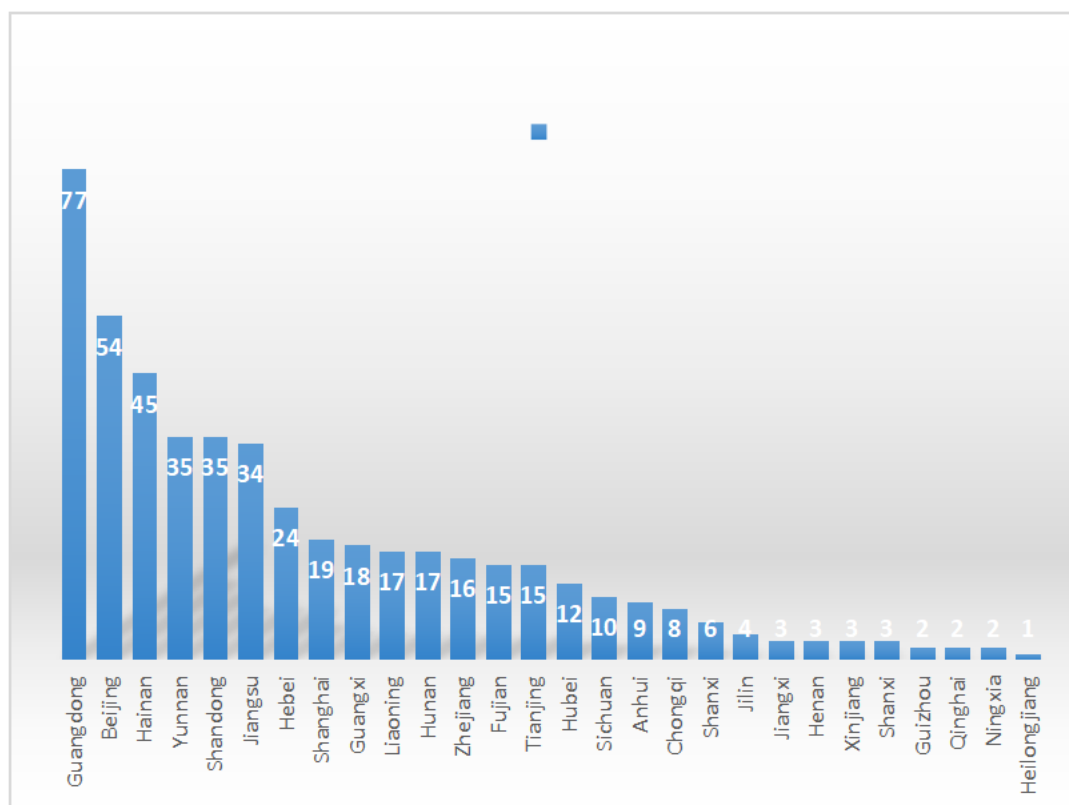


Figure 4. 2019 China Golf Course Locations (2019 China Report)

So far, of the 168 clubs in the country, Guangdong Province accounts for 53, with 69 courses (including 12 in Shenzhen, 6 with 18 holes, 4 with 27 holes, 1 with 36 holes, and Mission Hills Golf Club with 180 holes, a total of 10 courses). Beijing has 23 clubs and 28 courses; Shanghai has 13 clubs and 15 courses; Shandong has 10 clubs and 16 courses; Hainan has 11 clubs and 12 courses; Fujian has 8 clubs and 9 courses; Jiangsu has 7 clubs and 8 courses; Tianjin has 5 clubs and 6 courses; Hebei has 4 clubs and 7 courses; Yunnan has 4 clubs and 5 courses; Liaoning has 4 clubs and 5 courses; The number of courses in other provinces is relatively small. (Baiké 2021g)

As you can see, the number of golf courses is directly proportional to the level of local economic development. The courses are mainly concentrated in Shenzhen, as the frontier of reform and opening up, has 1/10 of the total number of courses in China. In addition, as Hainan and Yunnan have rich tourism resources, they are brewing or trying to. In addition, Hainan and Yunnan have rich tourism resources, and are planning or trying to develop golf tourism, the number of courses is relatively large, while the western region has fewer courses at present. From the history of golf course development in China, the number of courses is relatively high. From the history of golf course development in China, the early courses mainly served some foreign investors, and were closely related to a region's investment attraction. There is a strong correlation with the investment of a region. At present, golf courses are also used by many regions as a front for attracting investment and The golf course is also the face of many regions as a signboard to attract investment.

Of the 168 clubs included in the China Golf Course Guide, 6 are 9-hole clubs, 107 are 18-hole clubs, 28 are 27-hole clubs, 20 are 36-hole clubs, 1 is a 45-hole club, and 3 are 54-hole clubs. 107; 27-hole clubs have 28; 36-hole clubs have 20; 45-hole clubs have 1; 54-hole clubs have 3; 108-hole clubs have 1; 180-hole clubs have 1. There are 1 club on 108 holes and 1 club on 180 holes. (Baiké 2021h)

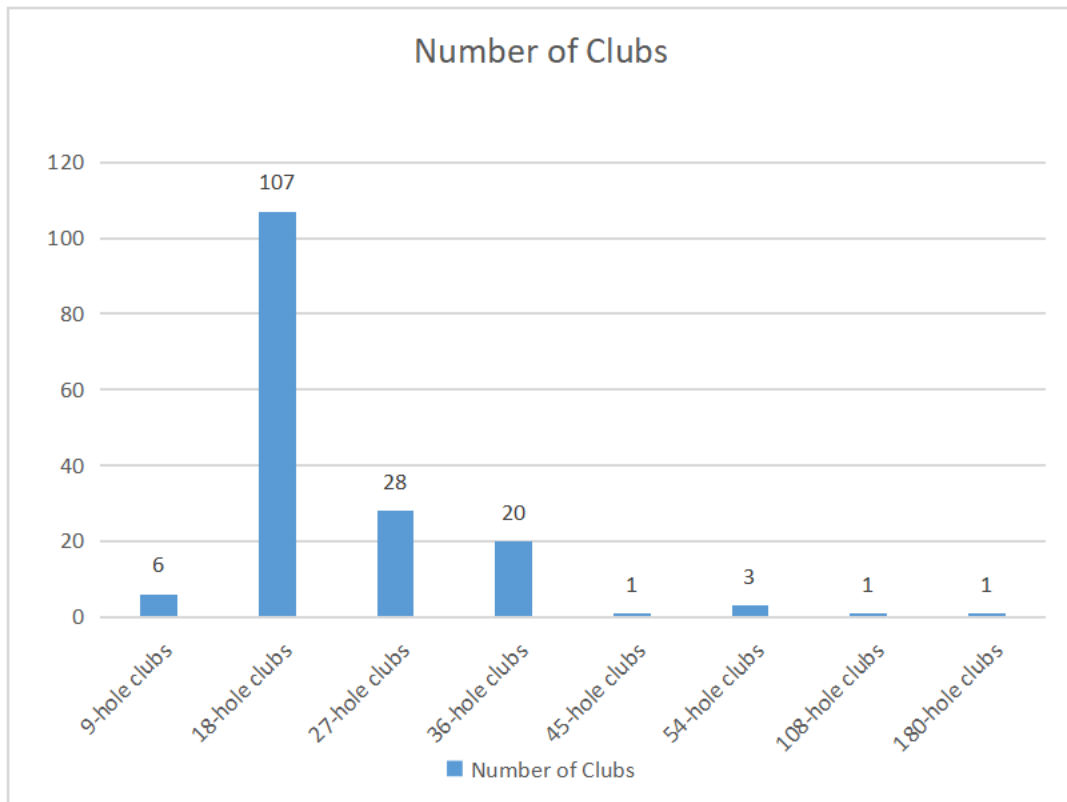


Figure 5. Number of holes at golf clubs (2019 Golf Course Guide)

It can be seen that Chinese golf clubs are still mainly 18-hole courses, while the clubs with 9-hole small courses are fewer. Fewer clubs are pursuing more holes, and the Mission Hills Golf Club in Shenzhen ranks first in the world with a total of 180 holes.

Mission Hills Golf Club in Shenzhen is the first in the world with 180 holes, which is rare. Generally speaking, the fewer the number of holes, the lower the price of the club, some public golf Some public golf courses may also have fewer holes. Therefore, one of the reasons for the current high golf prices in China can be attributed to this. The low number of public golf clubs in China inevitably leads to high course prices.

7 The current situation of Guangdong golf clubs

7.1 Guangdong Golf Club Features

7.1.1 Fast development

With the development of social economy and the renewal of people's consumption concept, taking part in golf is now one of the active rest methods. According to data released by the Guangdong Tourism Bureau (Guangzhou Daily, December 29, 2019), there are about 195 golf clubs in China, of which Guangdong accounts for 1/3, and the development of courses is very fast compared to foreign countries, but Jiang Yongjun, secretary-general of the Guangdong Golf Association, said that there is a great demand in Guangdong, and the maximum capacity of each course is 240 people per day. With a total of only 60 courses in Guangdong, there are still a large number of golfers who do not know where to play. In order to meet the needs of the golf market, the gradual development of Guangdong's golf industry has become an inevitable trend of social development.

Golf clubs are large, functional and well-equipped. Although each club is called a golf club, they also have a number of sports and entertainment programs (except the driving range), including tennis, table tennis, fitness, aerobics, billiards, swimming; in addition, there are bars, restaurants, children's activity centers, sporting goods stores, sauna rooms, massage pools, massage rooms and other supporting facilities, so that guests can enjoy rehabilitation and health care at the same time. services. The environmental protection concept has also been introduced in the course environment and turf management.

7.1.2 Attractive to the outside world

All of the golf clubs in China are operated by Sino-foreign joint ventures and Sino-foreign cooperation, and throughout the country, the two types of joint ventures and Sino-foreign cooperation are the most common. According to the data, among more than 190 golf clubs in China, only Beijing Country Golf Club is the only golf course invested, designed and built by China itself, while the rest have foreign investment and are designed by foreign designers. (China Golf Association Official)

7.1.3 Single player

The interviewees in the survey report are white-collar workers and private business operators with foreign capital, Chinese-foreign joint ventures, who have been involved in golf for about two years, and the most frequent players are those who play once a week, accounting for 65%; the cost of each round is in the range of 200-400 RMB and 400-600 RMB (membership price); and the total annual spending in golf clubs is 40,000 RMB at most and 8,000 RMB at least. In addition, about 10,000 yuan per year is spent on golf supplies, of which 50% said that the overall cost of playing golf is gradually increasing due to the increased interest in the sport. (FX Report 2021a)

7.1.4 Important service quality

As a golf club in the service industry, the business performance of the enterprise depends largely on the management level and scale of operation. I learned that consumers are most concerned about the factors of service, price, environment, transportation, equipment, and whether there is a recent discount is also an indicator of consumer concern, so the quality of service and price war is still the main means to expand the market share of the club.

7.2 The business situation

7.2.1 Business Model

80% of the golf clubs in Guangdong Province have developed their own business characteristics. The business characteristics can be summarized into three types: golf as the core to implement multiple The club's operation is based on golf as the core, involving real estate, hotel, tourism and other businesses; providing professional The club's operation is facilitated by the provision of professional tournament services; the club's operation is facilitated by the provision of supporting services for the local economy. The starting point is to provide supporting services for the local economy and to provide a high-end business and leisure platform. Each club The business positioning of each club is mainly determined by the competition in the same industry in the region where the club is located. The more competitive the club is, the more differentiated the business model is and the more diversified the business characteristics are. the more diversified the business features; the weaker the competition, the lower the demand for differentiated business and the lack of business The lack of differentiation and characteristics. (Baiké 2021g)

7.2.2 Profit Status

The question of whether or not a golf club is profitable is a complex one, and simply The question of whether a golf club is profitable or not is complex, and it is not clear from the course operations alone.

The clubs generally agree that high maintenance costs, initial investment in land use, and high business taxes are the main factors affecting the profitability of the clubs. In addition to the above-mentioned factors, the lack of support from real estate and other high-return industries is also an important reason for the loss of 10% of clubs. Although the course profitability is difficult, but many places have been enthusiastic about the construction of golf courses. The reasons for this are On the one hand, it may be related to serving the local economy and facilitating the attraction of investment. golf clubs as the main carrier to serve foreign investors, attract them and retain them. Another reason is that many investors do not regard golf Another reason is that many investors do not consider golf as a profitable business, but only use the golf course and culture as a special Another reason is that many investors do not consider golf as a profitable business, but only use the golf course and culture as a special product to enhance the added value of other businesses.(China Report Network 2021d)

7.3 Membership Management Situation

Most golf clubs implement a lifetime membership system. Membership types and prices vary widely by size and class of club, and 88% of clubs also offer annual, sub-prime or package cards in order to increase operating revenue. Although some clubs have adopted diversified marketing/promotion methods, lifetime membership has always been the main marketing operation of golf clubs. Currently, the main methods of membership sales are direct marketing (sales department is responsible for), membership promotion (membership promotion), media promotion (advertising sales), and commissioned sales (using intermediary companies for marketing). Most clubs generally adopt a combination of marketing methods for membership promotion.

Flat Holiday Two Year Card	18800RMB About 2950USD About 2620EUR	Cardholders pay only 380 RMB for playing within the card validity.
Flat Holiday One Year Card	12800RMB About 2000USD About 1785EUR	Cardholders pay only 380 RMB for playing within the card validity.
One year weekday card	5688RMB About 890USD About 793EUR	Cardholders pay only 380 RMB for playing within the card validity.
Secondary Card	12600RMB About 1973USD About 1756EUR	Cardholders pay only 380 RMB for playing within the card validity. According to the number of card deductions, holidays according to 1:3 deductions

Table 1. Translation of the table in Figure 6

2020年龙岗公众高尔夫球场隆重推出以下优惠

卡类	价格(元)	持卡权益
平假日两年卡 <small>超值推荐</small>	¥18800	<ol style="list-style-type: none"> 1、此卡为平假日记名卡，限持卡本人使用，使用期限为两年。 2、持卡人在有效期内打球，平假日只需缴18洞打球费380元【含球童、球车费（单人球车需补差价110元）、设施费】。 3、持卡人可提前15天订场。 4、持此卡可在餐厅消费菜品享有9折优惠。 5、持该年卡享有存包5折优惠，即存包费500元/年。 6、新购买卡赠送平日果岭券15张（有效期180天）、练习券10张（1000粒练习球，有效期180天）；续卡客户赠送平日果岭券20张（有效期180天）、练习券10张（1000粒练习球，有效期180天）。前30名购卡的客户另赠送专用更衣柜使用权。
次卡 (90次) <small>超值推荐</small>	¥12600	<ol style="list-style-type: none"> 1、此卡为记名次卡，共计90次，使用期限为一年。 2、本卡为两提名，限提名名人到场方可使用。 3、持卡人及携带嘉宾果岭、维护费可以从90次的次数中扣除，18洞打球费380元【含球童、球车费（单人球车需补差价110元）、设施费】。 4、持卡人及携带嘉宾假日使用本次卡，次数按1:3的比例除，即平日3次抵扣假日1次。 5、持此卡者享有7折优惠存包，即存包费700元/年。 6、此卡在当天最多12人使用。
一年平假日记名卡 <small>超值推荐</small>	¥5688	<ol style="list-style-type: none"> 1、此卡为平假日记名卡，限持卡本人使用，使用期限为一年。 2、持卡人在有效期内打球，平日只需缴18洞打球费380元【含球童、球车费（单人球车需补差价110元）、设施费】。 3、持卡人可提前15天订场。 4、持此卡可在餐厅消费菜品享有9.5折优惠。 5、持该年卡享有存包7折优惠，即存包费700元/年。 6、新购买卡赠送平日果岭券5张（有效期180天）、练习券5张（500粒练习球，有效期180天）；续卡客户赠送平日果岭券8张（有效期180天）、练习券5张（500粒练习球，有效期180天）。
一年平假日记名卡 <small>超值推荐</small>	¥12800	<ol style="list-style-type: none"> 1、此卡为平假日记名卡，限持卡本人使用，使用期限为一年。 2、持卡人在有效期内打球，平假日只需缴18洞打球费380元【含球童、球车费（单人球车需补差价110元）、设施费】。 3、持卡人可提前15天订场。 4、持此卡可在餐厅消费菜品享有9.5折优惠。 5、持该年卡享有存包7折优惠，即存包费700元/年。 6、新购买卡赠送平日果岭券8张（有效期180天）、练习券5张（500粒练习球，有效期180天）；续卡客户赠送平日果岭券10张（有效期180天）、练习券5张（500粒练习球，有效期180天）。

注：此卡为客户实名登记使用，不可转让。仅限本人使用，不可转让。

超值巨献 畅享挥杆

Figure 6. Shenzhen Longgang Public Golf Club Membership in 2020(Live Photo)

2020年龙岗公众高尔夫练习场隆重推出以下优惠卡:






卡 类	价 格 (元)	持 卡 权 益
储球卡 (KB) 	¥6999	1、此卡为不记名储球卡，需持卡消费。 2、持此卡打球不限时段，不限人数。 3、持此卡者可在练习场营业时间内在练习场消费20000粒球。 4、持此卡者在练习场营业时间内免除打位费、灯光费、练习果岭费用。 5、此卡有效期一年，过期作废。 6、续卡客户另赠送练习券10张（1000粒练习球）。
开球卡 (KQ) 	¥2099	1、此卡为记名开球卡，需持卡消费。 2、持此卡打球不限时段，限持卡人本人使用。 3、持此卡者可在练习场营业时间内在练习场消费5000粒球。 4、持此卡者在练习场营业时间内免除打位费、灯光费、练习果岭费用。 5、此卡有效期一年，过期作废。 6、续卡客户另赠送练习券5张（500粒练习球）。
亲子卡 	¥10999	1、此卡为记名亲子卡，需持卡消费。 2、此卡两提名，提名人须为夫妻关系，（家庭中子女年龄必须在16周岁以下）凭身份证及户口本购买。限提名人携其子女同时到场方可使用。 3、此卡平日限800粒球/人，假日限400粒球/人。 4、持此卡者在练习场营业时间内免除打位费、灯光费、练习果岭费用。 5、此卡有效期一年，过期作废。
学生卡 	¥1499	1、此卡为记名学生卡，在校中小学生凭中小学生证购买。需持卡消费。 2、持此卡打球不限时段，限持卡人本人使用。 3、持此卡者可在练习场营业时间内在练习场消费5000粒球。 4、持此卡者在练习场营业时间内免除打位费、灯光费、练习果岭费用。 5、此卡有效期一年，过期作废。
职业卡 	¥19888	1、此卡为记名年卡，需持卡消费。 2、持卡人本人平日及节假日任打，每次加球不超过200粒，打完后方可补充。 3、持此卡者在练习场营业时间内免除打位费、灯光费、练习果岭费用。

Figure 7. Shenzhen Longgang Public Golf Club Membership in 2020 (Live Photo)

KB Card	6999RMB About 1095USD About 975EUR	You can play 20,000 balls during the one-year validity period, and this card can only be used by yourself
KQ Card	2099RMB About 328USD About 292EUR	You can play 5,000 balls during the one-year validity period, and this card can be used by anyone
Family Card	10999RMB About 1722USD About 1533EUR	Family parents with children (children under 16 years old), 800 balls/person on weekdays, 400 balls/person on holidays, valid for one year
Student Card	1499RMB About 234USD About 210EUR	For students under 18 years old, you can play 5000 balls, valid for one year
Career Card	19888RMB About 3114USD About 2773EUR	One year of any play

Table 2. Translation of the table in Figure 7

深圳龙岗公共高尔夫球场收费价目表

项目	单位	访客			
平日套价	9洞	380元			
	18洞	580元			
假日套价	9洞	530元			
	18洞	880元			
国内青少年 (含港澳台)	9洞	270元 (限平日)			
	18洞	420元 (限平日)			
球童点号费	9洞	50元			
	18洞	100元			
租毛巾	条	10元			
租雨伞	把	20元			
租球鞋	双	50元			
存包费	一天	一个月	半年	一年	
	10元	150元	600元	1000元	

备注：

- 球车费：220元/辆/18洞；140元/辆/9洞；150元/辆/9单9双；套价含共用球车费。单人用车需另付球车差价：70元/辆/9洞、110元/辆/18洞。
- 国内青少年：年龄6至16周岁，提供身份证或港澳台护照，每位未满12周岁的青少年必须有一名成年人陪同下场，陪走费按正常收费标准收费。
- 球场会根据场地情况及在场人数，适时调整当天的派发方式，安排派发时希望得到支持。

如有特殊原因，须在

Figure 8. Shenzhen Longgang Public Golf Club Membership in 2020 (Live Photo)

Projects	Unit	Guest
Weekday	9 holes	380RMB About 60USD About 50EUR
Holiday Weekend	18 holes	580RMB About 90USD About 80EUR
Teenagers	9 holes	270RMB About 42USD About 37EUR
	18 holes	420RMB About 65USD About 58EUR
Selecting a caddie	9 holes	50RMB About 8USD About 7EUR
	18 holes	100RMB About 16USD About 13EUR

Table 3. Translation of the table in Figure 8

7.4 Difficulties in the development

The biggest difficulty for golf clubs is the lack of consumer awareness. Many people have a misconception that golf is an unattainable "noble sport", but in fact, a round of golf only costs about 200 RMB, excluding non-essential expenses such as caddies, carts and lockers. It is true that the current price of golf is medium to high, but with the increase of courses and the increase of national investment in public golf courses, it is believed that the price of golf will become more and more popular in the future.

Cost is the biggest challenge for golf operators, and the purchase of large golf course sites is the biggest investment for golf club investors.

Each golf club with more than 18 holes of standard golf course has an investment amount of more than 100 million, and the investment of each club for the purchase of land is very high, although the situation varies, but basically accounts for more than 70% of the total cost. Because there are many people and little land in China, the investment cost in land use is much higher than abroad, which is the main reason for the high price of golf in China.

According to the announcement of the Ministry of Finance and the State Administration of Taxation, from May 1, 2001, the business tax on golf, bowling, billiards and other recreational activities was implemented at a uniform rate of 20%. The implementation of the new tax rate has indeed increased the burden of the golf clubs and become an obstacle to reduce the price of golf consumption, which ultimately results in expensive golf, fewer players, and fewer clubs have to raise prices to maintain costs, resulting in a vicious circle. This may lead to the aristocratic tendency of the newly developed golf sport in China.

The most fundamental and important measure to implement a quality service strategy is to tap into human resources. The sports and fitness industry is a new industry, and the lack of management personnel is a common problem for every golf club surveyed. For example, the course maintenance staff has to hire foreign professionals to varying degrees, which is one of the reasons for the high operating costs of the club. It is understood that although each club has educational requirements in technical and management, generally above the college level, but not always with the corresponding professional. At present, only the Shenzhen University Golf College and the South China Normal University Sports and Leisure Department have established golf-related majors in

the province. The future sports market needs a large number of practical talents to manage and develop, and the shortage of talents will undoubtedly slow down the speed of the sports and fitness industry and even the entire sports industry.

Club managers say that publicity is important to their businesses, and they do so through various means and channels, including television, radio, newspapers, magazines, brochures and leaflets. However, there is a general consensus among club members that the promotion of golf clubs has not been done properly. Effective promotion is essential to attract more customers and become a winner among peers.

China's golf project related equipment manufacturing technology capability is low, part of the basic equipment, equipment manufacturing technology is backward, need to rely on imports. Imported equipment is expensive, which also contributed to the increase in operating costs. The increase in operating costs will inevitably be passed on to consumers by investors, which greatly affects the promotion and development of the project.

At the same time, non-market factors such as the lag of management regulations and the lack of regulations and specific operating rules for industry guidance have also become stumbling blocks for the development of the industry.

7.5 Measures for the development

Golf professional machinery in its cost composition is also an important piece, a standard 18-hole golf course, to purchase tens of millions of yuan worth of golf course special machinery, at present, due to China's low capacity of relevant manufacturing technology and other reasons, more than 90% of the products supplied by foreign companies, excessive reliance on imported sports equipment, the cost is too high to affect the project, so China's sports special equipment must Therefore, China's sports equipment must take the road of self-reliance.

The establishment of industry management institutions, so that it has macro-regulatory mechanism, market mechanism, business mechanism, as well as planning, management, coordination and other functions. At present, the lack of effective unified management of the large fitness and entertainment industry has led to disorderly fluctuations in the market and even disrupted the normal market order and market rules of the game, which is not conducive to the healthy development of the fitness and entertainment market. Therefore,

it is obvious that it is necessary to further strengthen the management policy of the industry. The management should unify the planning and guide the reasonable distribution of clubs, not only to vigorously develop the sports and entertainment industry and give full play to its market potential, but also to avoid overheating. From international experience, special attention should be paid to establishing a sound management system, while at the same time focusing on improving and establishing a flexible management system in line with national conditions. Some industry insiders believe that if the management of golf clubs can be linked to the price and star rating as in the case of bowling, a true level playing field can be established.

To accelerate the development of China's golf industry, we should take the golf industry as an important part from a strategic perspective, increase government support, and give certain support and preferences. For example, we should give preferential treatment in taxation, venue construction, land acquisition and bank loans, and increase government investment in the construction of public golf courses.

Fitness is first and foremost an awareness, and investing in health is a manifestation of an active life. Only when more people realize this and actively participate in it can we raise the level of sports consumption, drive the development of sports industry, and gather more sports funds. We should expand the scope and effect of the golf development program, change the traditional national concept of physical fitness and consumption, promote the healthy development of China's golf industry, and improve the general public's modern consumption awareness and the concept of fitness and enjoyment.

In a sense, service can sometimes have more lasting leverage than price or promotion. The sports and fitness industry, like any other industry, requires a series of perfect service measures, and failure to keep up with the service will certainly hinder the development of the industry. At present, there are only a few golf professional training units in the country. This is far from satisfying the needs of the golf market, and more departments are needed to join the ranks of training golf-related management and technical personnel in more forms.

Clubs should make an effort to communicate with the public and promote the sport at a reasonable price and on favorable terms, in order to develop a large number of consumers. Only if the fees are not too expensive will the development of golf be

conducive and there will be enough economic space for people to feel that they can afford the sport on the golf course without having to worry about it. The cost control of golf clubs can be based on the practices in Europe and the United States. Most of the clubs there do not have a luxurious clubhouse, and they play with their own bags, saving all the non-essential costs.

The sports and fitness industry is a multi-related industry, and its prosperity actually indicates that a number of related industries have development opportunities, and they promote each other. It is the key to further expand the industry, lengthen the industrial chain, and grasp the integration of resources and advantages in all aspects. Only by fully tapping the resource advantages and potential contained in each region and forming a synergy for industry development can the development pattern of large market of golf industry be truly constructed.

8 SWOT Analysis of Guangdong Golf Industry

Guangdong Province's natural resources and environment, location advantages, rapid economic and social growth, people's quality of life, leisure lifestyle changes, the value of golf in society, economy and life has been highlighted, attracting social capital investment in golf. Golf courses continue to chase after the large-scale courses, high-grade clubs, comprehensive facilities, forming homogeneous competition, high consumer prices and resource abuse, resulting in the national policy level from encouraging the development of golf to restrict the development. The rise of the golf market in the surrounding areas of Guangdong Province and Southeast Asia also poses a threat to the development of the golf club industry in Guangdong Province. By applying the SWOT (Strengths - Weaknesses - Opportunities - Threats) theory to effectively analyze and scientifically position the Guangdong golf club industry and propose corresponding development countermeasures, we can better promote the development of the Guangdong golf club industry. The development of the golf club industry in Guangdong Province can be better promoted by applying the SWOT (Strengths - Weaknesses - Opportunities - Threats) theory to effectively analyze and scientifically position the golf club industry in Guangdong Province and propose corresponding development measures.

8.1 Strengths of the development of the golf industry

8.1.1 Good natural resource environment and obvious location advantages

The natural properties of the game of golf require a high level of climate, sunlight, soil and water, and a comfortable climate, sufficient sunlight, fertile soil and abundant water are not only conducive to the maintenance and preservation of golf lawns and gardens, but also to the effective participation of golfers. The climate, abundant sunshine, fertile soil and abundant water are not only conducive to the maintenance and preservation of golf lawns and gardens, but also to the effective participation of golfers. Guangdong Province is blessed with natural resources, and its capital city, Guangzhou, has an annual precipitation of over 1000mm, an average annual temperature of 22.5e, and over 90h of sunshine per month, 1651h per year, making it one of the best locations for golf courses. It is one of the best areas for golf courses. (Baiké 2021g)

8.1.2 Strong support for the economy

Guangdong Province, as a developed province on the eastern coast of China, has a strong economy, and in 2020, the total GDP of Guangdong reached 110,760.94 billion

yuan, an increase of 2.3% year-on-year. Since 1989, Guangdong's GDP has ranked first in the country for 32 consecutive years. (Tencent News 2021a)

2020年广东21市GDP排名情况							
排名	城市	GDP总量 (亿元)	增速 (%)	排名	城市	GDP总量 (亿元)	增速 (%)
1	深圳	27670.24	3.1	12	肇庆	2311.65	3
2	广州	25019.11	2.7	13	揭阳	2102.14	0.2
3	佛山	10816.47	1.6	14	清远	1777.15	3.8
4	东莞	9650.19	1.1	15	阳江	1360.44	4.4
5	惠州	4221.79	1.5	16	韶关	1353.49	3
6	珠海	3481.94	3	17	梅州	1207.98	1.5
7	茂名	3279.31	1.5	18	汕尾	1123.81	4.6
8	江门	3200.95	2.2	19	河源	1102.74	1.3
9	中山	3151.59	1.5	20	潮州	1096.98	1.3
10	湛江	3100.22	1.9	21	云浮	1002.18	4.1
11	汕头	2730.58	2	—	全省	110760.9	2.3

Figure 9. GDP ranking of 21 cities in Guangdong Province in 2020 (Sina Finance)

Rank	City	Total GDP Unit (billion yuan)	Growth Rate	Rank	City	Total GDP Unit (billion yuan)	Growth Rate
1	Shenzhen	27670.24	3.1	12	Zhaoqing	2311.65	3
2	Guangzhou	25019.11	2.7	13	Jieyang	2102.14	0.2
3	Foshan	10816.47	1.6	14	Qingyuan	1777.15	3.8

4	Dongguan	9650.19	1.1	15	Yangjiang	1360.44	4.4
5	Huizhou	4221.79	1.5	16	Shaoguan	1353.49	3
6	Zhuhai	3481.94	3	17	Meizhou	1207.98	1.5
7	Maoming	3279.31	1.5	18	Shanwei	1123.81	4.6
8	Jiangmen	3200.95	2.2	19	Heyuan	1102.74	1.3
9	Zhongshan	3451.59	1.5	20	Chaozhou	1096.98	4.1
10	Zhanjiang	3100.22	1.9	21	Yunfu	1002.18	2.3
11	Shantou	2730.58	2	—	Province		

Table 4. Translation of the table in Figure 9

Driven by international venture capital and domestic liquid capital investment, the number of golf courses in Guangdong Province is on the rise. Due to the large investment in golf courses, high operating costs, upscale positioning, expensive membership cards and golf equipment, golf is a high-spending sport.

8.1.3 Improvement of golf club

Guangdong Province has more than 70 golf clubs, the largest number of golf facilities in China, and the most complete range of golf facilities, from 9-hole facilities to the world's largest 216-hole course at Mission Hills. The country's two public golf clubs were also born in Shenzhen and Dongguan.

The continuous development and maturity of intermediary service companies such as golf booking service, tournament operation, golf expo and golf media advertising in

Guangdong Province has effectively promoted the business expansion and business efficiency of the golf club industry in Guangdong Province.

8.1.4 International golf tournaments

The large number of golf tournaments held in Guangdong Province has contributed to the development of golf in Guangdong Province, and has also contributed to the increase in the popularity of golf clubs in Guangdong Province. The 2020 China Open was held in Foshan, Guangdong, and was televised, attracting a wide range of media participation. In previous years, the Ryder Cup was held at Mission Hills Shenzhen, which is the highest international golf tournament in China, attracting not only many world-class golfers, but also many golf enthusiasts from home and abroad. The tournament not only attracts many world-class golfers, but also attracts many golf fans from home and abroad.

8.2 Weaknesses in the development of the golf industry

8.2.1 Unchangeable Weaknesses

One is the epidemic that has led to the suspension of many tournaments and the closure of courses. But it took a long time after six months before it resumed work.

The second is the weather in Guangdong. Guangdong Province belongs to the East Asian monsoon region, with a mid-subtropical, south-subtropical and tropical climate from north to south, respectively, and is one of the richest regions in China in terms of light, heat and water resources. From north to south, the average annual sunshine hours increase from less than 1,500 hours to more than 2,300 hours, the total annual solar radiation is between 4,200 and 5,400 MJ/m², and the average annual temperature is about 19°C to 24°C. The average number of sunshine hours in the province is 1745.8 hours, the average annual temperature is 22.3°C. the average temperature in January is about 16°C~19°C, and the average temperature in July is about 28°C~29°C. (Baiké 2021g)

Guangdong has abundant precipitation, with the annual average precipitation ranging from 1300 to 2500 mm, with a provincial average of 1777 mm. The spatial distribution of rainfall basically also shows a trend of high in the south and low in the north. Due to the influence of topography, there are three rainfall centers in the mountainous windward slopes of Enping, Haifeng and Qingyuan, which are conducive to the formation of precipitation by water vapor uplift, and the annual average precipitation is greater than

2200 mm; in the leeward slopes of the Luoding Basin, Xingmei Basin and the coastal Leizhou Peninsula and Chaoshan Plain, which are less rainy areas, the annual average precipitation is less than 1400 mm. The intra-annual distribution of precipitation is uneven, with precipitation during the flood season from April to September accounting for more than 80% of the year; inter-annual variability is also large, with precipitation in rainy years being more than twice that of less rainy years. (Baiké 2021g)

Floods and droughts occur frequently, and the effects of typhoons are more frequent. Low-temperature rains in spring, cold dewy winds in autumn, and cold waves and frosts from late autumn to early spring are also frequent catastrophic weather in Guangdong.

8.2.2 Golf industry structure is unreasonable

The development of the golf club industry in Guangdong Province is mostly focused on the design, construction and development of high-end golf courses, neglecting the development of golf driving ranges and public courses. Overseas golf driving ranges are generally about three times as large as golf courses in the region, and in some countries and regions where land resources are scarce, they can be up to five times larger. In Guangdong Province, there are nearly 70 golf clubs, but less than 100 driving ranges.

This has led to a convergence in the positioning of golf clubs in Guangdong Province and serious homogeneous competition, which has hindered the development and popularization of golf in Guangdong Province and affected the recognition of the society and contradicted the industrial development structure.

8.2.3 Golf club costs remain high

The construction of golf courses in Guangdong Province is so big that the design, planning, land acquisition, construction and turf maintenance of golf clubs require huge costs, with an average investment of more than 70 million yuan for an 18-hole golf club. In China, golf is charged a 20% consumption tax as a high consumption recreation, and a large number of staff members are paid in human resources, and the management level is not able to keep up, which causes the club's operating costs to increase. The cost of golf club operation has given rise to the inflated price of golf, and Yu Xiaoping, the general manager of Shenzhen Golf Club, has pointed out that the current spending power and conditions of golfers in China, the personal assets of regular golfers are generally more than ten million RMB, and the average annual income of individuals is generally 50 million RMB. The average annual income of a regular golfer should be more than 500,000 RMB.

At a time when China's per capita GDP has reached more than US\$1,000 and many people have just solved the problem of food and clothing, such a high consumption condition is a sigh of relief for even some white-collar workers.

8.2.4 Lack of good talent in golf clubs

After more than 20 years of development, China's golf club operation and management of the lack of excellent talent, the general shortage of professional management personnel, the lack of staff career channel incentive mechanism, resulting in a large number of employees to improve their career path by jumping ship. The lack of incentive mechanism for staff career path.

First, the high proportion of managers in each department increases management costs and affects profitability; second, the education level of employees is too low, with only 0.6% having a university degree or above and more than 95% of the head office population having a high school education or below. It can be seen that the lack of talented people and the composition of human resources in China has become one of the important factors limiting the effective development of golf clubs in Guangdong Province.

8.2.5 Low social acceptance

In China, the consumption of golf is located in the upscale sports of the upper class, which is alienated from the participation of the general public, resulting in the bias of social perception. Shenzhen Golf Club Co., Ltd. has conducted a survey on the social recognition of golf, which shows that the percentage of golf club members and citizens who know about golf is very low, and the percentage of citizens who do not know about golf is over 80%, and the purpose, nature and development prospects of golf are less considered. The gathering of high-end people, the high membership price and consumption, while discouraging the general public from participating, also makes the golf club gradually become a gathering place for the rich, which in effect causes the aristocracy of the golf club, causing a certain degree of negative impact on the society.(FX Report 2021a)

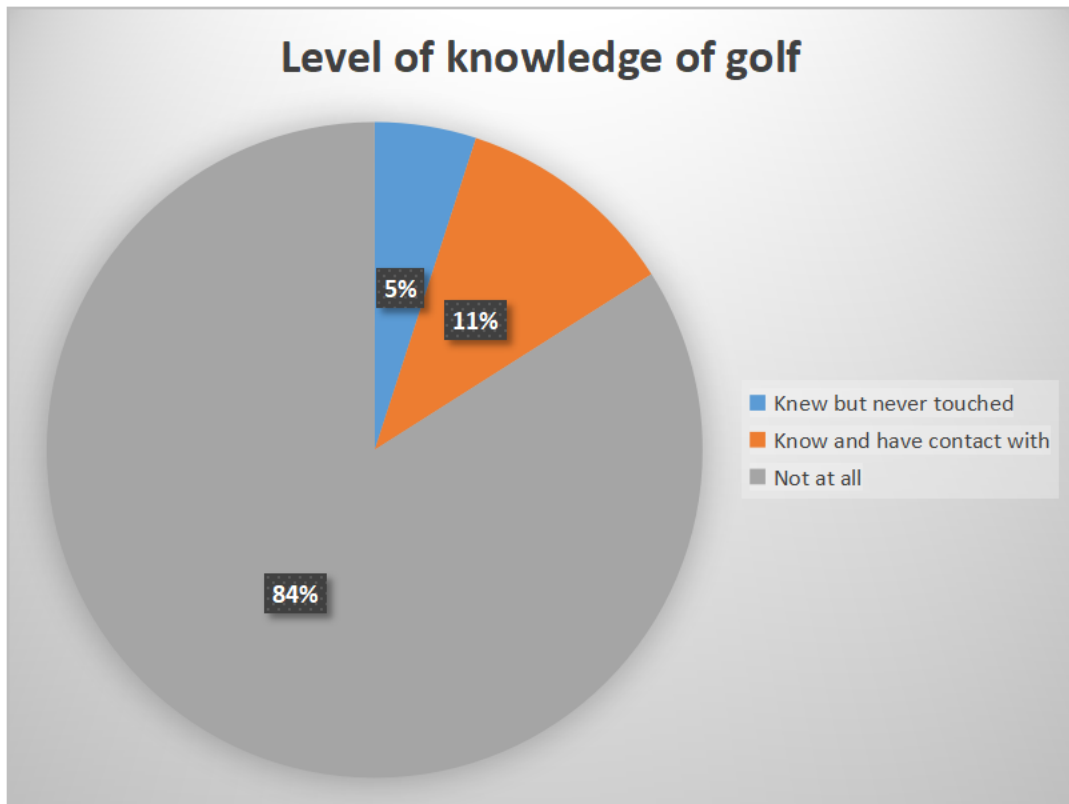


Figure 10. 2020 The questionnaire on the general population's knowledge of golf shows (FX Report)

8.3 Opportunities for the development of the golf industry

8.3.1 Economic industry upgrading

The golf club industry in Guangdong Province is a service industry and a high value-added industry. The investment, production and sales of golf club venues, clubs, hotels and driving ranges, as well as the income from the operation of clubs, can not only lead to the development of golf manufacturing, construction and horticulture, and management and consulting industries, but also have a related economic effect on golf-related industries such as tournaments, media and advertising, exhibitions and research and education. The economic and social benefits of golf clubs in Guangdong Province will continue to emerge in the industrial restructuring and upgrading.

8.3.2 Golf clubs diversify revenue channels

The diversity of the needs of the golfing community in Guangdong Province and the diversification of consumption patterns provide a good basis for golf clubs to diversify their

revenue channels and maximize the potential consumers. The special nature of the participant group, the consumption of the rich class people has attracted many businesses to cooperate with the golf club, the banking industry, automobile industry, real estate, etc. are the main sponsors and partners of golf. For example, Mission Hills Golf Club in Shenzhen has successfully developed a series of high-end golf property projects, and has been recognized by the China Real Estate Association as a model for successful development of high-end communities in Shenzhen, China. Business-golf club alliances have expanded the club's revenue streams, and the organic combination of sponsorship and golf tournaments can effectively attract customers and tap potential consumers.

8.4 Threats to the development of the golf industry

8.4.1 Golf club survival environment deteriorated

In order to implement the decision and deployment of the Party Central Committee and the State Council, in accordance with the relevant requirements of golf course clean-up and rectification work, since 2017, the National Development and Reform Commission, the Ministry of Natural Resources, the Ministry of Ecology and Environment, the Ministry of Housing and Urban-Rural Development, the Ministry of Water Resources, the Ministry of Agriculture and Rural Development, the Ministry of Culture and Tourism, the General Administration of Market Regulation, the General Administration of Sports, the CBIRC, the National Forestry and Grassland Bureau and other 11 departments have jointly carried out for four consecutive years Golf course cleaning and rectification "look back" work.

By the end of 2020, the total number of golf courses nationwide was reduced from 689 to 449, and a total of 240 courses were shut down in various ways (including 132 banned, 18 withdrawn, 47 revoked, and 43 closed on their own initiative).(CGN 2021a)

8.4.2 Strong competition from abroad

In recent years, the neighboring regions of Guangdong Province, such as Hainan and Yunnan, have attracted a large number of domestic and foreign tourists with their unique natural tourism resources and relatively low consumer prices, which have had a strong impact on the development of golf clubs in Guangdong Province and have created a certain degree of competition. Guangdong Province is also competing with Thailand, Vietnam and other Southeast Asian countries for the golf tourism market, and golf in Southeast Asia has received strong government support as a tourism pillar. This has

created strong competition in the international market for golf clubs in Guangdong Province, and also poses a threat to the competition for domestic customers.

9 Suggestions

Under the policies of industrial restructuring and industrial upgrading in Guangdong Province, golf clubs in Guangdong Province need to develop and improve, fully highlighting the social, economic and cultural values of golf clubs. Through the growth of the number of golf participants in Guangdong Province, we can plan tournaments and diversify consumption methods to attract potential consumers and sponsors, broaden the income channels of golf clubs, and enhance the market competitiveness of golf clubs.

Golf clubs in Guangdong Province can implement a branding strategy to differentiate themselves from the competition; with the growing number of consumers, they can diversify their marketing methods to attract customers and sponsors, broaden their revenue channels, improve their operational efficiency, lower the price of golf, and expand their potential consumer base. With the growing number of consumers, we can attract customers and sponsors by diversified marketing methods, broaden revenue channels, improve the operational efficiency of the club, lower the price of golf, and expand the potential consumer base of golf; at the same time, we can strengthen the promotion of golf, popularize golf knowledge, and deepen the understanding of the society about the meaning of golf.

In the face of the disorderly development of the golf club industry in Guangdong Province, we can actively strive for the orderly management of the national golf policy and regulate the competitive environment and industry structure of the golf clubs in Guangdong Province. At the same time, we can actively guide Guangdong golf clubs to actively participate in social welfare projects, conduct training of youth golf education and college student golf tournaments, establish a healthy image, improve people's negative impression of golf, and attract and expand customer base.

10 Conclusion

Guangdong Province has a pivotal position in the development of golf in China, playing a leading and exemplary role in the promotion of the sport, course construction, market cultivation and expansion. However, as Guangdong Province golf clubs mainly adopt the membership business model, which determines that they must take the aristocratic route, the single business model and the difficulty in obtaining policy support are the main

factors limiting the development of golf clubs. How to promote the transformation of golf clubs to mass operation is the direction of the future development of the golf industry in Guangdong Province.

How to promote the transformation of golf clubs to mass operation is the direction of future development of the golf industry in Guangdong Province.

Due to the lack of brand events, top sports stars, high level of tournament promotion work, uneven regional economic level are subtle impediments to the rapid growth of China's golf sports program. How to circumvent the impression that the masses misunderstand golf sports, high level and efficient promotion of golf sports sports in an orderly and healthy development, is bound to be relatively complex, is a long way to go. The author believes that China should make use of publicity and media agencies to strengthen the proportion of the public understanding, contact, and involvement in golf sports sports, increase the level of effort to cultivate high quality and highly skilled personnel in golf sports sports, emphasize the youth group and business tournaments, build out China's standardized tournament activities, and enhance the influence of the world field. The establishment of a sound market system will certainly be the core of the future development of the sport of golf.

11 Evaluation of the study

This study was informed by data from China News Network, Library, Science and Technology Network, National Statistics Office, and Golf Sport Association. All these data are reliable and true.

The object of the study is the top five golf clubs in Shenzhen, and personally visited and interviewed. They are Mission Hills Golf Club, Shenzhen GenZon Golf Club, Shenzhen Sand River Golf Club, Shenzhen Firestone Public Golf Club and Shenzhen Longgang Public Golf Club. Only then did we use questionnaires and interviews to understand the situation of each club, and the data may be biased due to the small number of people involved. The study also targeted students and people from the surrounding universities. There were more than two hundred participants, and the data were real and reliable.

The literature review resources are also from China News, Science and Technology Network and China Golf Sports Association reports, all of which are regulated, reliable and true.

In general, the study as a whole is reliable. Specific partial responses and measures are achievable.

Through this research, I have got a new knowledge of the development of the present situation of golf and a deeper understanding of the culture of golf. In the past, I only knew about the driving range, but now I have a systematic and comprehensive knowledge through my internship and thesis research.

At the same time, I also learned that each golf club has a different purpose of operation. Some are for business and some are for the general public. We also have a deeper understanding and use of SWOT and other analysis methods.

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Appendix

广东省高尔夫研究调查问卷 (Golf questionnaire in Guangdong Province)

*1. 高尔夫俱乐部名称 (Golf Club Name)

*2. 部门 (Development)

*3. 职业 岗位 (Occupation and Position)

*4. 性别 (Gender)

男 male

女 female

*5. 球会打球的价格 (The price of the golf club)

*6. 球会的地形是什么? 如山场地 (What is the terrain of the club? Such as mountain fields)

*7. 多少个球洞? (How many holes in the course)

*8. 球童数量多少? 如何招聘? (How many caddies are there? How to recruit?)

*9. 有关练习场的信息 (Information about the driving range)

*10. 球会会员制度 (Club membership system)

*11. 每日来访多少人 (How many people come in each day?)

*12. 球会的优势、劣势、机会、威胁有哪些? (What are the club's strengths, weaknesses, opportunities and threats?)

关于高尔夫你认识多少 (How much do you know about golf)

*1. 性别 (Gender)

男 male

女 female

*2. 职业 (Career)

*3. 年龄 (Age)

*4. 从什么时候知道高尔夫 (When did you know about golf?)

*5. 你知道高尔夫有哪些职业? (Which careers do you know in golf?)

*6. 你觉得高尔夫是个什么样的运动? (What do you think of golf as a sport?)

*7. 如果有机会打高尔夫你会尝试吗? (练习场) If you have the opportunity to play golf, will you try it? (Driving Range)