Factors influencing the growth of the golf industry in China

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Abstract

This study aims to explore and analyze the current trend of the golf industry in China. It have been realized that the golf industry in China is very huge of monetary value. The world largest golf infrastructure of complex are located in China, whereas the trend is seen as continuously. However, in China, the concept of golf contains particular semiotic meaning because it dictates the understanding of luxury products. This research is conducted with the qualitative approach, of with the in-depth interview were applied, The ten interviewers are those experienced and well known executives from various organizations directly involved in the golf industry. The finding are that in recent years until now the market has been expanding in higher and higher curve very year. This is the result of the rapid economic grow in China. Another important reason is that the emergence of wealthy Chinese business people tremendously in most provinces, especially in major business province centers. From all the interviewees, they commented the same aspect that the main attributes are the aspects of economy and Chinese culture that influence the development of golf as a luxury product in China. In addition, the findings analyzed the way that influences such as economy, politics, culture, technological advancement, geographic factor and environmental factors are influencing current and future golf development. Practical Implications From a managerial standpoint, the findings of the present study suggest that golf course managers should emphasize not only global brand positioning but also golf customers' value perceptions derived from a global brand image. In particular, the competition of the Korean golf course industries has been intensified due to the oversupply of golf courses every year.

Keywords: Golf Industry, Internal Factors, External Factors , Perceived Value, Chinese golfer

Introduction

There were an estimated 80 million golfers worldwide playing on close to 40,000 courses, according to the 'Golf's 2020 Vision' of HSCB State of Play 2020: HSBC Golf Report. Actually, the numbers of golf courses and the number of golfers have been growing remarkably around the world (Wheeler & Nauright, 2006). This This growth is being driven by many markets in all continents. The World Golf report published by Repucom, a Nielsen Company, in 2015 analysed interest by market and found that five of the world's Top 10 markets were in Asia (South Korea, Thailand, Singapore, Japan and Malaysia) and in terms of the number of people Asia accounted for three of the Top 5 globally (China 54.7m, Japan 20.5m, Thailand 16.9m). Golf has been identified as one of the priority niche markets. It is also in line with the TAT's policy to promote travel and tourism to the provinces and disseminate tourism revenue nationwide, between January-May this year, visitor arrivals to Thailand totalled 12.4 million, up 25 per cent on the same period in 2014. They generated 592.9 billion baht in tourism income, up 25.13 percent. In recent years Thailand has scooped an array of global awards. Most notably, Pattaya and Hua Hin were voted as Golf Destination of the Year for Asia and Australia by the International Association of Golf Tour Operators [IAGTO] in

2012 and 2014 respectively**.** Peter Walton**,** IAGTO's Chief Executive Officer, said: "Thailand is by far the largest golf destination in Asia and ranks seventh globally." According to Walton, every successful golfing destination must boast five key strengths – quality, access, variety, climate and value. Thailand, he added, had them all.

China's economic development is rife with growing pain as the industry must spend years struggling to make ends meet on the new and poorly organized pro golf competition circuit, it is therefore very unclear how the industry can continue its growth as favourite sports for Chinese. Always it is questions that what are those factors or drives are considered influential, which are still unsystematically analyzed and described until the current time. Much has to be learnt and navigate the tumultuous business environment in China's golf industry. Moreover, though China are internationally accepted one of the world best tourism destination, especially for natural beautiful destinations and cruisines. However, when narrowing down in particular aspect of golf professional, China is still quite far away for being known for the world standard golf courses, of which many were designed by the world top golfers and experts. With the tourism as an service industry, the leading revenue-generated one, China also has not yet well attracted the international golf players, especially from the Chinese market. It is unclear whether Thailand's golf tourism is supported from the government's policy. In addition, there have very little academic researches done to identify the factors that can relate or influence Chinese golf players to decide to come and play golf in China. In conclusion, there remain quite large gap of the above knowledge from the developing country world and China. Therefore, it has been seen as requiring academic research to general model for deeper understanding factors affecting the relationship between Chinese golf tourists' decision on their Golf destination.

Research Objectives

1.The research objectives are written based on theoretical and empirical data and previous related researches. The specific objectives of this research are as follows: To examine the influences of influencing the development of golf industry in China

Research Methodology

Quantitative Approach, this research approach is selected to obtain data from Thai senior tourists, who are targeted population and samples. The survey questionnaire is patterned to be a fully-structured questionnaires are thoroughly developed with the research experts, and are prepared in English.

The English version is translated into Thai language as the target samples are Thai citizens.in addition, the secondary data and information are screened from books, journals, internet websites, related documents, reports, theses and conference proceedings and other documents to support and broaden various dimensions of the research.

The target population in this study are those people who involve in tourism industry in the central part of Thailand including tourism operators, government agencies and tourists. Since, the real figures of tourists in central part of Thailand is unknown, the sample size of the study is determined through the equation of W.G. Cochram. Such the calculation explains that the total sample or the respondents of this study must be at the minimum of 385 samples or higher. The instrument of this research is using questionnaire. For data collection, the primary data in this research is designed to be collected by the type of administrated or structured questionnaires. As this research is both qualitative and quantitative in nature as explained in the earlier part, with the use of a questionnaire, interviewers are given some extent of flexibility in adjusting questions or even adding more questions where suitable during the conversation

interview with interviewees. To this aspect, the primary data collection relies mainly on the understanding and individual views of interviewers because they also need to interpret the words and answers from the respondents before analyzing the data. Therefore, language is one key successful factor, which means it is important that the language written in the questionnaires must be clear, precise, and simple for the respondents to read and understand the questions.

Research Results

The results of the confirmatory factor analysis of Factors Influential Chinese golfers come to Thailand. were used to analyze the key factors: factor analysis by using the confirmatory factor analysis statistics. (CFA) for the confirmatory factor analysis of the measurement model of all 4 latent variables, consisting of

1) latent variable of Internal Factors

2) latent variable of Internal Factors and

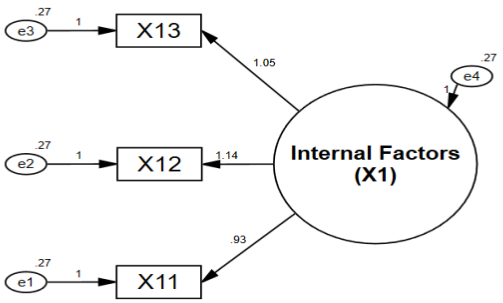
3) latent variable of Fulfillment Outcome of Chinese Golf Players with details of all variables. are as follows

(1) Confirmatory Factor Analysis of Latent Variable Measurement Model of Internal Factors (X_1), details as shown in the data (see Table 1) and as shown in Figure 1

Table 1 Results of the confirmatory factor analysis of latent variable measurement model of Internal Factors

Variable	Label	Estimate	R^2	*t* test
X11	Fundamental Infrastructure of Golf Course Areas Factors	0.933	4.301	4.301***
X12	Golf Course management Factors	1.141	4.836	4.836***
X13	Services at Golf Courses Factors	1.049	4.616	4.616***

Chi-square =1.745, $df = 2$, $\chi^2/df = 0.872$, p-value = 0.418, GFI = 0.975, RMSEA = 0.025



Chi-square = 1.745 df = 2 p-value = .418 GFI = .975 RMSEA = .025

Figure 1 Confirmatory components of the latent variable measurement model of Internal Factors

From Table 1 and Figure 1, the corroborative component measurement model of latent variable measurement model of Internal Factors found Golf Course management Factors (X12) had Estimate with the highest were 1.141 Second were Services at Golf Courses Factors (X13) had Estimate were 1.049and the least were Fundamental Infrastructure of Golf Course Areas Factors (X11) had Estimate were 0.933. When considering the t-test, it was found that the weight of each component dZfered from 0 with statistical signZicance at the .01 level. As for

reliability (R2), which is a value that tells the proportion of the variation between the observed variables and their co-components: Golf Course management Factors (X12) had reliability (R2) with the highest were 4.836 Second were Services at Golf Courses Factors (X13) had reliability (R2) were 4.616and the least were Fundamental Infrastructure of Golf Course Areas Factors (X11) had reliability (R2) were 4.301. Summary of the measurement model analysis (Measurement Model) by analyzing the confirmatory components of the latent variable measurement model of Internal Factors It was found that the model was consistent with the empirical data of the model adjustment principle. Without eliminating any measure from the model, the structural validity of the criteria variable is Chi-square, not signZicant, p-value = 0.418 more than 0.05 $\chi^2/df = 0.872$ which does not exceed 3 and value RMSEA =0.025 which is lower 0.08

(2) Confirmatory Factor Analysis of Latent Variable Measurement Model of External Factors (X2), details as shown in the data (see Table 1 and as shown in Figure 2

Table 2 Results of the confirmatory factor analysis of latent variable measurement model of External Factors

Variable	Label	Estimate	R^2	*t* test
X21	Infrastructure Factors	1.891	6.312	6.312***
X22	Policy of Tourism Authority of Thailand Factors	1.402	5.697	5.697***
X23	Covid 19 Affect on Playing Golf Factors	2.14	6.514	6.514***

Chi-square =0.843, $df = 2$, $\chi^2/df = 0.421$, p-value = 0.656, GFI = 0.988, RMSEA = 0.011

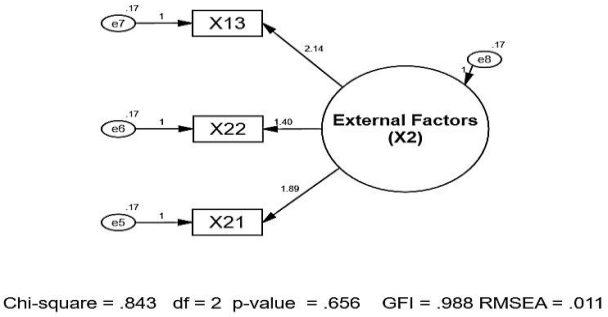


Figure 2 : Confirmatory components of the latent variable measurement model of External Factors

From Table 1 and Figure 2, the corroborative component measurement model of latent variable measurement model of External Factors found Covid 19 effect on Playing Golf Factors (X23) had an estimate with the highest were 2.14 Second were Infrastructure Factors (X21) had Estimate were 1.891and the least were Policy of Tourism Authority of Thailand Factors (X22) had Estimate were 1.402

When considering the t-test, it was found that the weight of each component differed from 0 with statistical significance at the .01 level. As for reliability (R2), which is a value that tells the proportion of the variation between the observed variables and their co-components: COVID-19's Affect on Playing Golf Factors (X23) had reliability (R2) with the highest were 6.514 Second were Infrastructure Factors (X21) had reliability (R2) were 6.312and the least were Policy of Tourism Authority of Thailand Factors (X22) had reliability (R2) were 5.69. Summary of the measurement model analysis (Measurement Model) by analyzing the confirmatory components of the latent variable measurement model of External Factors It was

found that the model was consistent with the empirical data of the model adjustment principle. Without eliminating any measure from the model, the structural validity of the criteria variable is Chi-square, not significant, p-value = 0.656 more than 0.05 χ^2/df =0.872 which does not exceed 3 and value RMSEA =0.025 which is lower 0.08

(3) Confirmatory Factor Analysis of Latent Variable Measurement Model of Fulfillment Outcome of Chinese Golf Players (Z), details as shown in the data (see Table 2 and as shown in Figure 3

Table 2 Results of the confirmatory factor analysis of latent variable measurement model of Fulfillment Outcome of Chinese Golf Players

Variable	Label	Estimate	R^2	*t* test
X11	Fundamental Infrastructure of Golf Course Areas Factors	0.933	4.301	4.301***
X12	Golf Course management Factors	1.141	4.836	4.836***
X12	Golf Course management Factors	1.141	4.836	4.836***
X13	Services at Golf Courses Factors	1.049	4.616	4.616***

Chi-square =7.876, df = 5, χ^2/df = 1.575, p-value = 0.163, GFI = 0.921, RMSEA = 0.043

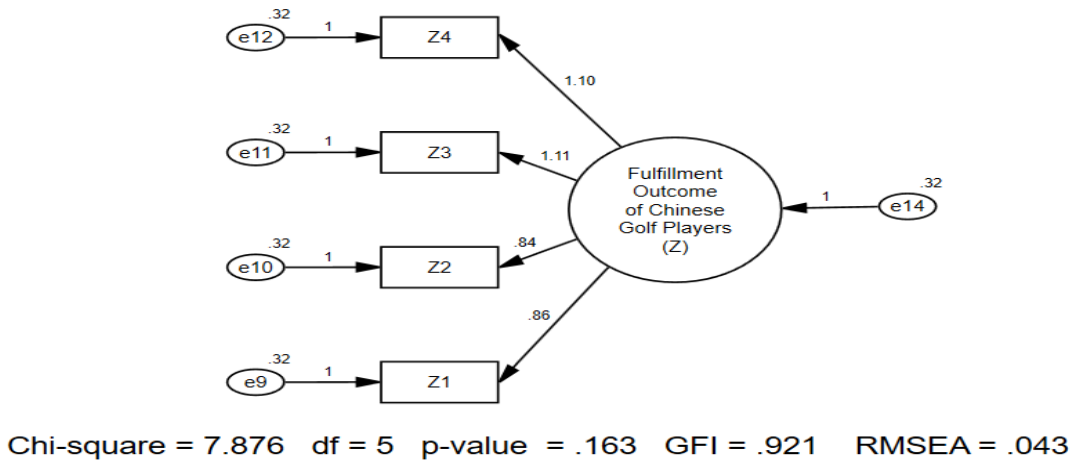


Figure 3: Confirmatory components of the latent variable measurement model of Fulfillment Outcome of Chinese Golf Players

From Table 2 and Figure 3, the corroborative component measurement model of latent variable measurement model of Fulfillment Outcome of Chinese Golf Players found Repeating visit Factors (Z3) had Estimate with the highest were 1.113 Second were Recommending to others Factors (Z4) had Estimate were 1.098 Next were Selection Factors (Z1) had Estimate were 0.859and the least were Satisfaction Factors (Z2) had Estimate were 0.838. When considering the t-test, it was found that the weight of each component dZfered from 0 with statistical signZicance at the .01 level. As for reliability (R2), which is a value that tells the proportion of the variation between the observed variables and their co-components: Repeating visit Factors (Z3) had reliability (R2) with the highest were 5.021 Second were Recommending to others Factors (Z4) had reliability (R2) were 4.98 Next were Selection Factors (Z1) had reliability (R2) were 4.253and the least were Satisfaction Factors (Z2) had reliability (R2) were 4.179

Summary of the measurement model analysis (Measurement Model) by analyzing the confirmatory components of the latent variable measurement model of Fulfillment Outcome of Chinese Golf Players It was found that the model was consistent with the empirical data of the model adjustment principle. Without eliminating any measure from the model, the structural validity of the criteria variable is Chi-square, not significant, p-value = 7.876 more than 0.05 χ^2/df = 1.575 which does not exceed 3 and value RMSEA =0.043 which is lower 0.08.

Analyzing the data with a computer program, SPSS for Windows program and AMOS for Window (Analysis of Moment Structures) program in Analyze the causal relationship pathway that influences Chinese golfers come to Thailand. Check the concordance between the hypothesis model and the empirical data by direct influence analysis indirect influence and the combined influence of the variables influencing the development of outstanding community product innovation for market-oriented enhancement of the competitiveness of community enterprise entrepreneurs. with the maximum likelihood estimates (Maximum Likelihood Estimates = ML) to analyze the model according to the given assumptions and There is an important statistical value used to verZy the coherence of the hypothetical model with the empirical data presented by the data analysis results. as follows

1.Full causal path analysis model (over identZied model) or model specZication (model specZication).

2.Results of estimating parameters of the model (parameter estimation of the model) or results of estimating various coefficients

3.Results of checking the consistency of the model (measures of the model fit).

4.Calculation results of direct effect, indirect effect and total effect.

The details of the research results are as follows:

1. Full causal path analysis model (over identZied model)

The researcher has established a full causal relationship model (over identZied model) as shown in Figure 4

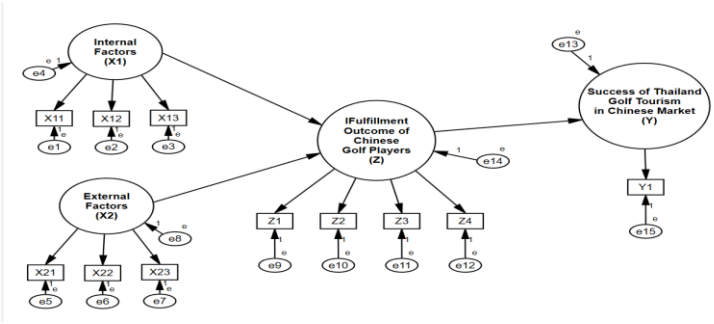


Figure 4 Path analysis model of the stX1y variables.

2. The results of estimating the parameters of the model (parameter estimation of the model) or the results of estimating various coefficients.

The results of the path analysis of the full correlation model of the independent variable with the dependent variable (latent variable), which the researcher has created based on the concepts, theories and related research mentioned above. It was used to create a full relationship model (over identZied model), which is a model that has a path between variables in the same direction that can be connected to the dependent variable that is an internal variable. or latent variables in every structural equation which shows the statistics showing the relationship between the variables with standard regression coefficients (Standardized Regression

Weights), t-Value (critical ratio: C.R.), p-Value and Standard Error (S.E.). The analysis results are shown in Figure 4.

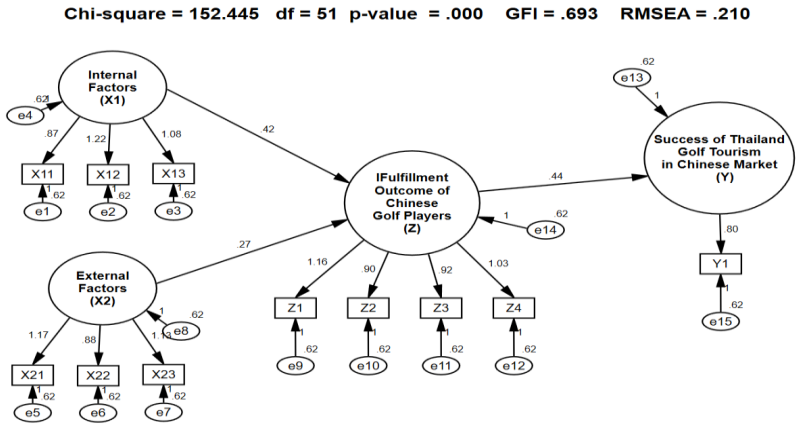


Figure 5 shows model parameter estimation results or coefficient estimation results.

From Figure 5 the model parameter estimation results can be seen. or the results of estimating various coefficients, which show statistical values showing the relationship between variables with standard regression coefficients. (Standardized Regression Weights), Standard Error (S.E.), t-Value (critical ratio: C.R.) and p-Value are shown in Table 4

3. The results of estimating the parameters of the model (parameter estimation of the model) or the results of estimating various coefficients.

The results of the path analysis of the full correlation model of the independent variable with the dependent variable (latent variable), which the researcher has created according to the concepts, theories and related research mentioned above. used to create a full correlation model (over idented model), which is a model that has a path between the variables in the same direction that can be connected to the dependent variable that is an internal variable. or latent variables in every structural equation which shows the statistics showing the relationship between the variables with standard regression coefficients (Standardized Regression Weights), t-Value (critical ratio: C.R.), p-Value and Standard Error (S.E.). The analysis results are shown in Figure 5.

From Figure 5, the model parameter estimation results can be seen. or the results of estimating various coefficients, which show statistical values showing the relationship between variables with standard regression coefficients. (Standardized Regression Weights), Standard Error (S.E.), t-Value (critical ratio: C.R.) and p-Value are shown in Table

Table 4 show estimation results Standardized Regression Weights

Pairs of relationships between variables			Estimate	S.E.	C.R. (t-Value)	P-Value	Sign Zi cant
Z	<---	X1	.422	.212	1.994	.046*	have
Z	<---	X2	.265	.201	1.323	.016*	have
Y	<---	Z	.438	.278	1.577	. 015*	have
X12	<---	X1	1.223	.218	5.596	***	have
X11	<---	X1	.873	.196	4.461	***	have
Z2	<---	Z	.896	.186	4.815	***	have
Z1	<---	Z	1.163	.210	5.550	***	have

Pairs of relationships between variables	Estimate	S.E.	C.R. (t-Value)	P-Value	Sign Zi cant
Z3 <--- Z	.921	.188	4.895	***	have
Z4 <--- Z	1.030	.197	5.217	***	have
X13 <--- X1	1.075	.208	5.163	***	have
X22 <--- X2	.883	.197	4.494	***	have
X21 <--- X2	1.168	.215	5.439	***	have
X23 <--- X2	1.131	.212	5.328	***	have
Y1 <--- Y	.796	.235	3.381	***	have

Remarks: * p < .05, ** p < .01, ***p < .001

The results of the structural equation analysis are shown in Figure 4 and Table 4, which show the standard regression coefficients for variables with symbols representing the level of statistical significance. 11 pairs of correlation between variables .001 (*** p<.001) significance, 3 pairs of correlation between variables .05 significance (* p<.05), which can be used to write paths. The relationship of the new variables is shown in Figure 6.

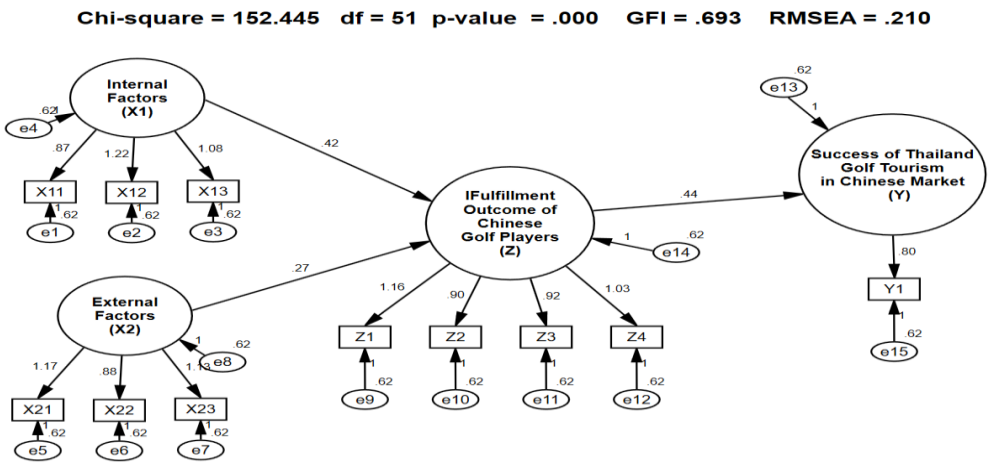


Figure 6 shows the correlation paths of the model that are statistically significant and not statistically significant.

Therefore, the path coefficients of each structural equation can be used to rewrite the path of the causal relationship model that has been enriched with correlation as an economical model. (Parsimonious Model) to get the model that has the best relationship. which reflects It appears as in Figure 7

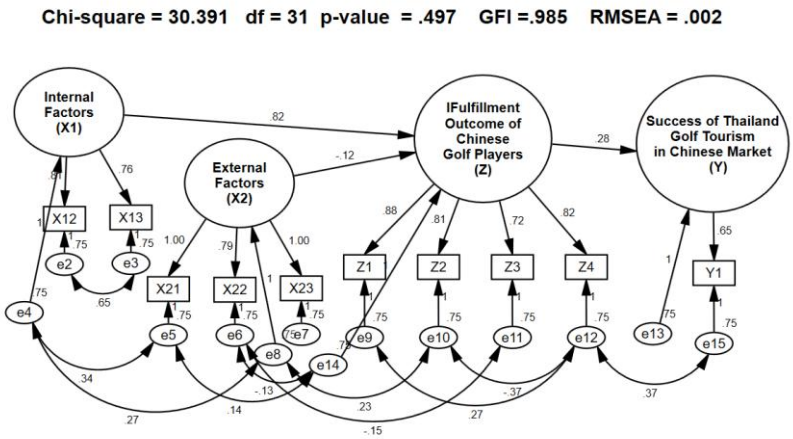


Figure 7 shows model adaptation

From Figure 7 Internal Factors (X1) have Observed Variables 2 variables: 1) Golf Course management Factors (X12) 2) Services at Golf Courses Factors (X13) and External Factors (X2) have Observed Variables 3 variables: 1) Infrastructure Factors (X21) 2) Policy of Tourism Authority of Thailand Factors (X22) 3) Covid 19 Affect on Playing Golf Factors (X23). There is a causal relationship with Fulfillment Outcome of Chinese Golf Players (Z) have Observed Variables 4 variables: 1) Selection Factors (Z1) 2) Satisfaction Factors (Z2) 3) Repeating visit Factors (Z3) 4) Recommending to others Factors (Z4) and there is a causal relationship with Success of Thailand Golf Tourism in Chinese Market (Y). The relationship between the variables consisted of

1) Recommending to others Factors (Z4) have a relationship with Selection Factors (Z1), Satisfaction Factors (Z2), Success of Thailand Golf Tourism in Chinese Market (Y)

2) Fulfillment Outcome of Chinese Golf Players (Z) have a relationship with Infrastructure Factors (X21), Policy of Tourism Authority of Thailand Factors (X22)

3) External Factors (X2) have a relationship with Internal Factors (X1), Satisfaction Factors (Z2)

4) Policy of Tourism Authority of Thailand Factors (X22) have a relationship with Repeating visit Factors (Z3)

5) Internal Factors (X1) have a relationship with Infrastructure Factors (X21)

6) Golf Course management Factors (X12) have a relationship with Services at Golf Courses Factors (X13)

4. The results of checking the consistency of the model (measures of the model fit).

Checking the consistency of the model or examining the relationship between the variables whether they are consistent or not, if they are consistent, can be analyzed. and if the variables are not consistent then Structural equation models cannot be calculated. The researcher must modify the model until it is complete, acceptable and reliable according to the principles of the research process first. Therefore, developing a model that is consistent with empirical data is popularly called "Model Fit". Empirical vs. Theoretical Models (Prototype model) is consistent. which passed the model review criteria as follows

1) Chi-square Probability Level: CMIN-p = .497

2) Relative Chi-square: CMIN/df = .980

3) Goodness of Fit Index: GFI = .985

4) Root Mean Square Error of Approximation: RMSEA = .002

5. Calculation results of direct effect, indirect effect and total effect.

From the model of the correlation path of the decorated or modified variables, it was found that The correlation between the variables was the best. Therefore, the relationship model The direct effect (DE), indirect effect (IE) and total effect (TE) are shown in Table 5

Table 5 Direct effect analysis results indirect influence and sum of influences between variables

Variable	Effect	X1	X2	Z
Fulfillment Outcome of Chinese Golf Players (Z)	DE.	0.82	-0.12	0.00
	IE.	0.00	0.00	0.00
	TE.	0.82	-0.12	0.00
Success of Thailand Golf Tourism in Chinese Market (Y)	DE.	0.00	0.00	0.29
	IE.	0.23	-0.03	0.00
	TE.	0.23	-0.03	0.29

From Table 5 Factors Influential Chinese golfers come to Thailand. When considering the total influence, it was found that

Factors Influential had Estimate with the highest were Internal Factors (X1) have Observed Variables 2 variables: 1) Golf Course management Factors (X12) 2) Services at Golf Courses Factors (X13), There are causes that directly influence Fulfillment Outcome of Chinese Golf Players and indirectly influence Success of Thailand Golf Tourism in Chinese Market through influence on Fulfillment Outcome of Chinese Golf Players. with the sum of influence equal to 0.82 (Same direct influence Indirect influence)**.** Second were Fulfillment Outcome of Chinese Golf Players have Observed Variables 4 variables: 1) Selection Factors 2) Satisfaction Factors 3) Repeating visit Factors 4) Recommending to others Factors. There are causes that directly influence Success of Thailand Golf Tourism in Chinese Market. with the sum of influence equal to 0.29 (Same direct influence Indirect influence) and Factors Influential had Estimate with the least were External Factors have Observed Variables 3 variables: 1) External Factors 2) Golf Course management Factors 3) Services at Golf Courses Factors. There are causes that directly influence Fulfillment Outcome of Chinese Golf Players and indirectly influence Success of Thailand Golf Tourism in Chinese Market through influence on Fulfillment Outcome of Chinese Golf Players. with the sum of influence equal to -0.12 (Opposing Influence Indirect Influence)**.**

Research Discussions

International Market Opportunities

Golf is a relatively new industry in China, but it has been growing at a very rapid pace. Though estimates vary, the general expectation is that the industry should grow significantly in the next few years. Strong interests affect the construction of new golf courses; the regulatory environment is ambiguous in that national laws and local application and interpretation of the national laws tend to be inconsistent. The US is the second largest importer of golf equipment and foreign products are considered of very good quality. The best prospects for foreign companies are golf equipment, golf course design, golf club management and golf training. While the golf industry in China has been growing at an impressive rate, the industry is still characterized by a general lack of know-how, management expertise, and low service level.

Market opportunities for foreign companies lie essentially on addressing these gaps; the best prospects include golf equipment, golf course design, golf club management and golf

training (for both crews and players). Overview. While the golf industry in China has been growing at an impressive rate, the industry is still characterized by a general lack of know-how, management expertise, and low service level. Market opportunities for foreign companies lie essentially on ad-dressing these gaps; the best prospects include golf equipment, golf course design, golf club management and golf training (for both crews and players). Because golf is perceived as an elite sport, Chinese players demand high quality products and are brand-sensitive when it comes to the purchase of clubs, shoes, and other products, such as balls or gloves. Overall, foreign brands are perceived as being of very good, quality. Ironically, some industry experts believe that foreign players in China are the ones "supporting" the counterfeit industry by buying counterfeit products, since Chinese players tend to be more brand sensitive rather than price sensitive.

In addition to golf equipment, course maintenance, equipment for lawn and turf development, preservation, and maintenance are also in high demand. Golf Course Design, though golf course construction has been recently limited by the State Department Office, there are still some courses being built and many more planned. The over supply of golf courses has created some concern in the industry. In addition, there are some existing clubs which are redesigning their courses in order to become more competitive. Most courses in China have been designed by foreigners. Foreign designers such as Jack Nicklaus (who is currently designing 8 courses in China) are highly recognized in the marketplace. The investment price for an 18-hole course in China averages $18.4 million. Golf Club Management, in addition to the unsustainable growth of golf courses, the lack of professional management skills has also lead to reduced profits or even losses in more than 50% of the golf clubs. At present, there are already a few schools that provide education in golf course management. Nevertheless, opportunities for service companies capable of providing training to golf club managers still exist. Golf Training, along with poor management, the lack of know-how of golf crews has resulted in inefficiency and low service level. Most workers have never had on-site training; only a few vocational schools exist in China today. As the demand for higher service levels increase, the professionalism of both caddies and maintenance crews becomes critical. Therefore, there is good market potential for companies providing this type of services as well as coaching services for new players.

Summary of opportunities, despite the recent course development limitation imposed by the Central Government, investors are still willing to invest in golf courses with special attention on projects that also include real estate opportunities. With the increasing popularity of golf (5 million golfers in China by 2012, according to some optimistic estimates), the opportunity for both equipment manufacturers and coaching companies will be very significant. Course maintenance and overall service levels are critical to success and, as the industry because golf is perceived as an elite sport, Chinese players demand high quality products and are brand-sensitive when it comes to the purchase of clubs, shoes, and other products, such as balls or gloves.

Overall, foreign brands are perceived as being of very good, quality. Ironically, some industry experts believe that foreign play-ers in China are the ones "supporting" the counterfeit industry by buying counterfeit products, since Chinese players tend to be more brand sensitive rather than price sensitive. In addition to golf equipment, course maintenance, equipment for lawn and turf develop-ment, preservation, and maintenance are also in high demand.Golf Course Design. Though golf course construction has been recently limited by the State Department Office, there are still some courses being built and many more planned. The over supply of golf courses has created some concern in the industry. In addition, there are some existing clubs which are redesigning their courses in order to become more competitive. Most courses in China have been designed by foreigners. Foreign designers such as Jack Nicklaus

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Most workers have never had on-site training; only a few vocational schools exist in China today. As the demand for higher service levels increase, the professionalism of both caddies and maintenance crews becomes critical. Therefore, there is good market potential for companies providing this type of services as well as coaching services for new players. Summary of opportunities. Despite the recent course develop-ment limitation imposed by the Central Government, investors are still willing to invest in golf courses with special attention on proj-ects that also include real estate opportunities. With the increasing popularity of golf (5 million golfers in China by 2012, according to some optimistic estimates), the opportunity for both equipment manufacturers and coaching companies will be very significant. Course maintenance and overall service levels are critical to success and, as the industry.

Suggestion for Practical Implication

Practical Implications From a managerial standpoint, the findings of the present study suggest that golf course managers should emphasize not only global brand positioning but also golf customers' value perceptions derived from a global brand image. In particular, the competition of the Korean golf course industries has been intensified due to the oversupply of golf courses every year. Instead of focusing on a mere global brand image with an exotic brand name and logo, as is prevalent in the current industry, our study suggests that golf course managers should come up with a slogan that best represents a golf course's global value to achieve its brand globalness. A slogan is one of the most important cues compared to a brand name, logo, or spokesperson in the building of a global brand image, especially in a highly developed market [45]. Furthermore, the findings of our study show that golf course managers can take advantage of golf customers' perceptions of altruistic value associated with brand globalness by providing golf Sustainability 2020, 12, 978 10 of 12 customers with diagnostic information. Such sources of information as a corporate social responsibility campaign by collaborating with globally well-known organizations such as UNICEF 3might create customer loyalty through enhanced altruistic value perceptions because such a cause might increase the favorable organizational image, which might translate into the local golf course

This research condenses on the cross-cultural human resource management problems existing in the degree of harmonious working relationship between foreign expatriates and local employees. In order to analyze this, firstly we needed to have a series concepts regarding cross-cultural human resource management; we analyzed cross-cultural management, human resource management, international human resource management, and characters and functions of them separately. Then we have given some suggestions to overcome the cross cultural problems for the success of the international projects. So, for later studies, we would like to dig more in to cross-cultural human resource management and see the development efforts to cross cultural project human resource management in a competitive market.

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