



*cutting through complexity™*

# ***Golf course performances in Europe, Middle East and Africa***

KPMG Golf Advisory Practice

2 December 2011



# Agenda

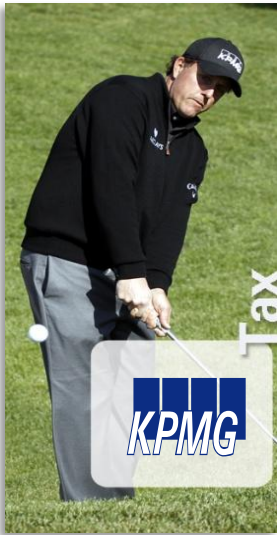
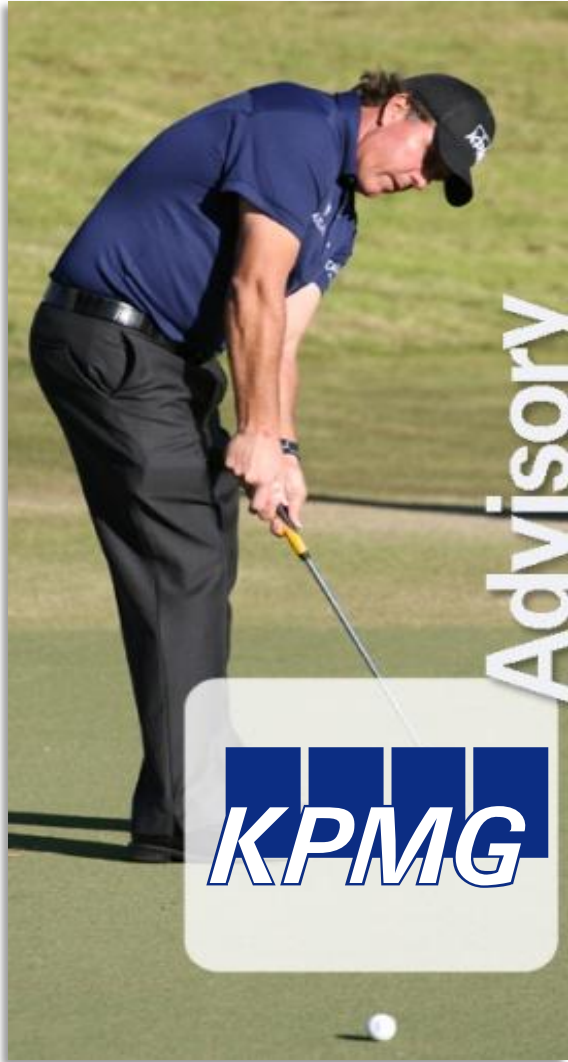
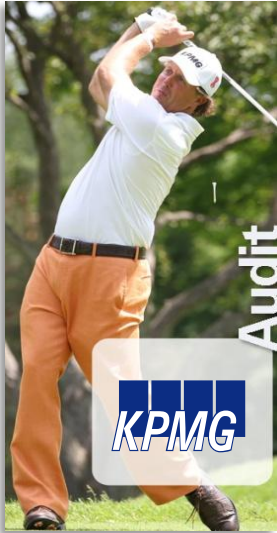
## KPMG's Golf Advisory Practice

### Golf course performances in EMA

- Business performance of golf facilities
- Profitability of golf courses
- Measures taken to increase profitability
- Future outlook
- Conclusion



# KPMG's Golf Advisory Practice



# KPMG Golf initiatives



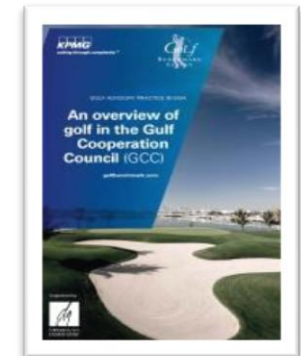
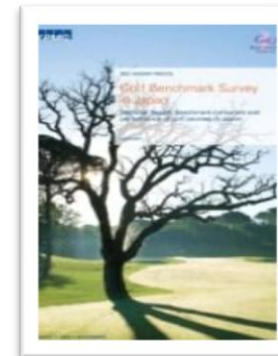
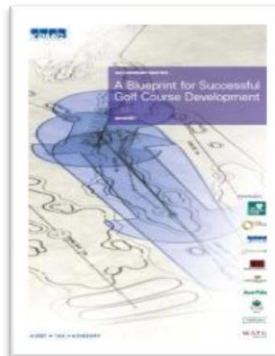
[www.golfbusinessforum.com](http://www.golfbusinessforum.com)



[www.golfbusinesscommunity.com](http://www.golfbusinesscommunity.com)

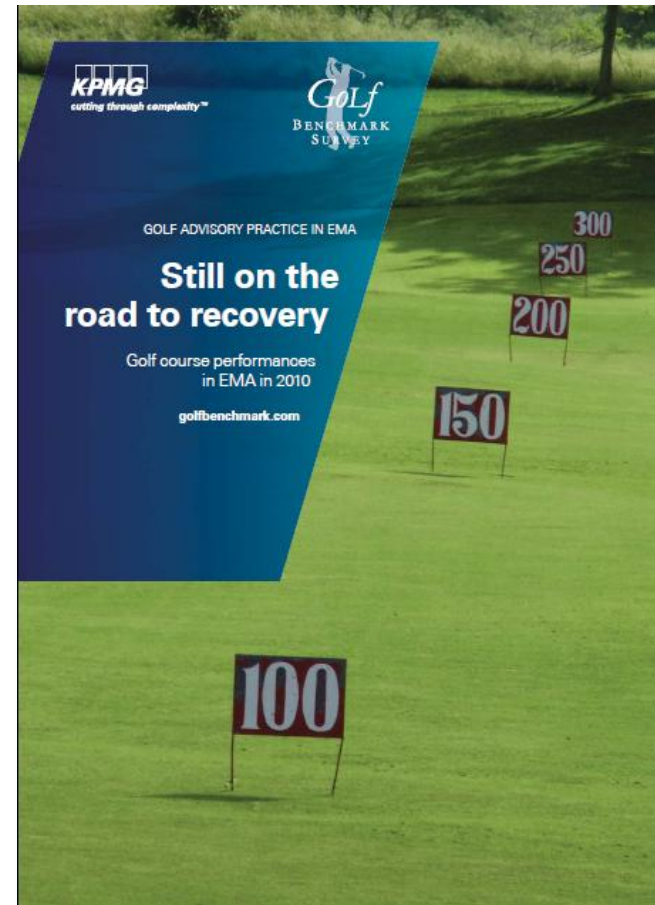


[www.golfbenchmark.com](http://www.golfbenchmark.com)



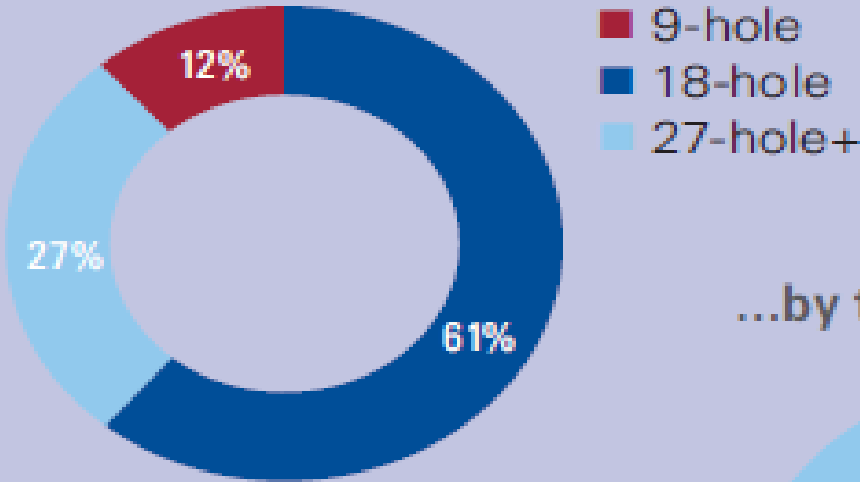
# Lets focus on.....golf course performances in EMA

- **Questionnaire-based** survey conducted in January 2011
- **Research and analysis** of the performance of golf facilities in 2010 and their future outlook
- Over **350 golf course owners** and operators participated from **36 countries in EMA**

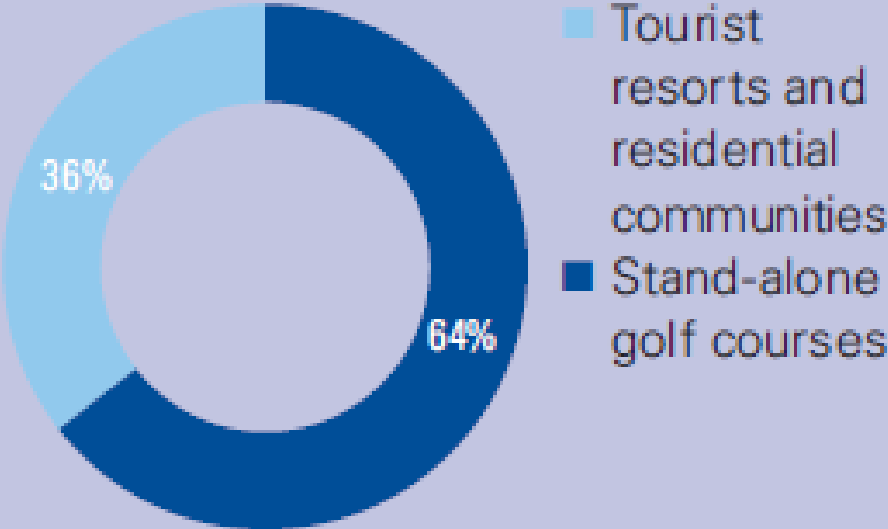


# Profile of courses

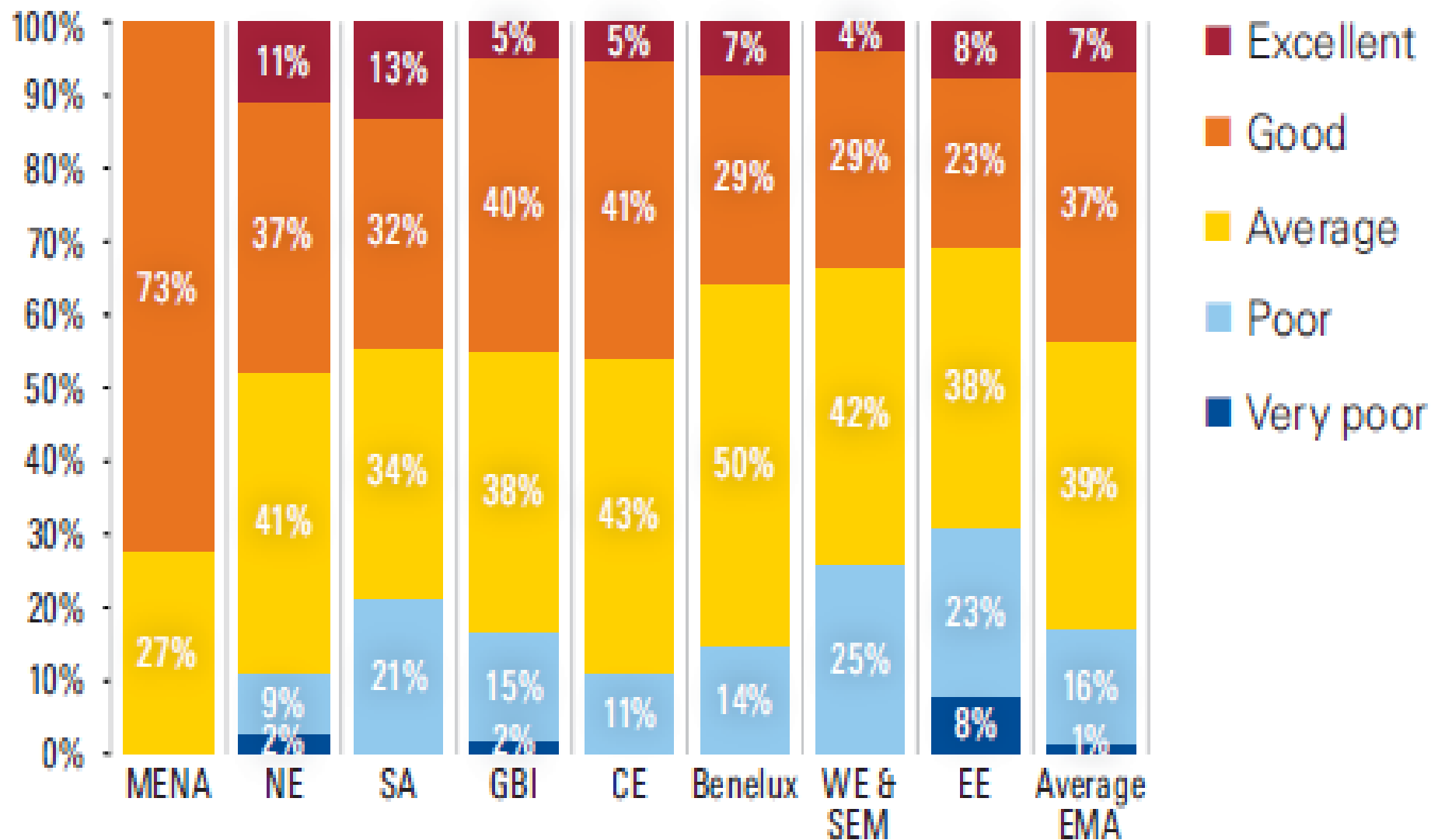
### Distribution of golf courses ...by size



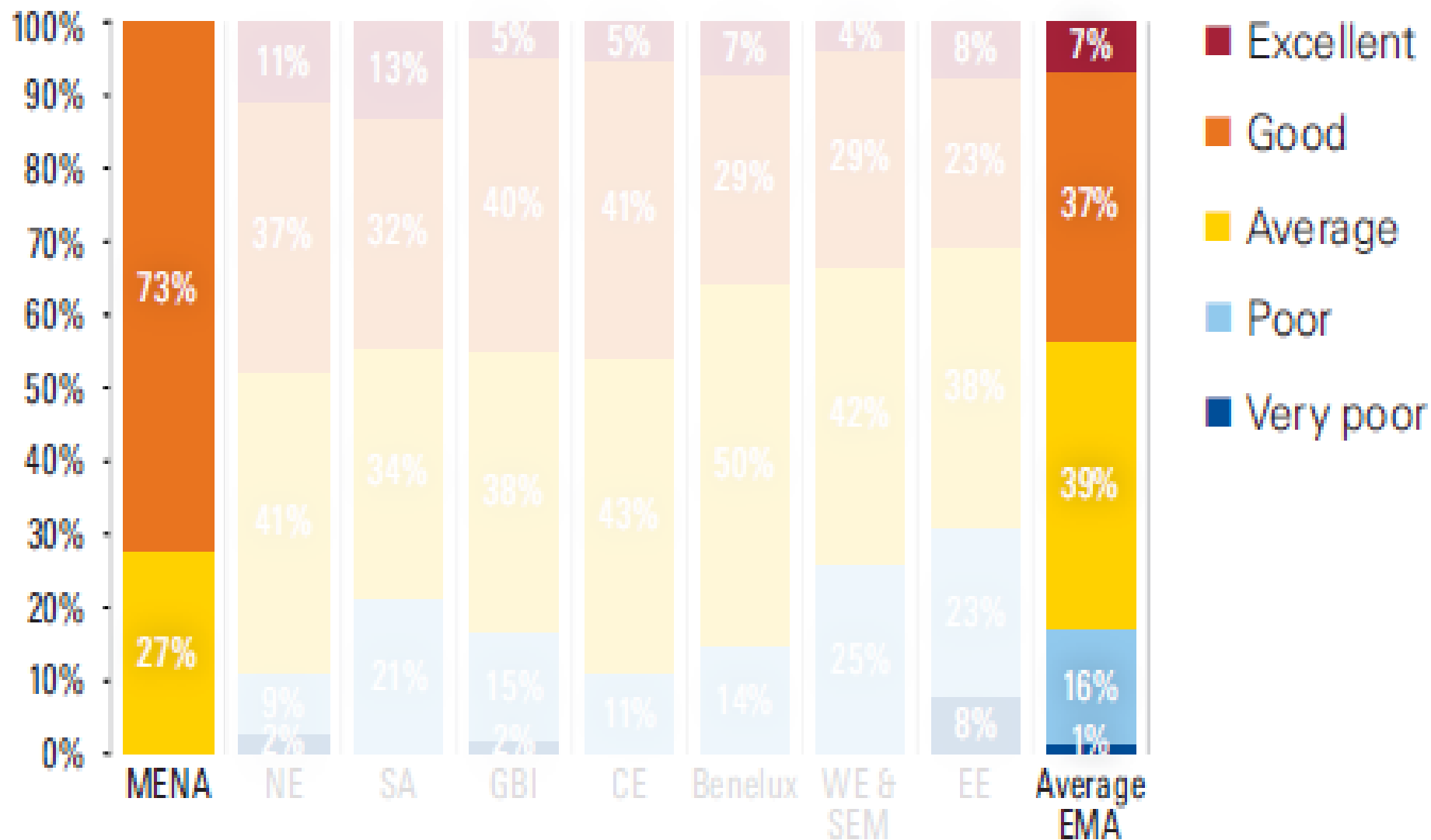
### ...by type of facility



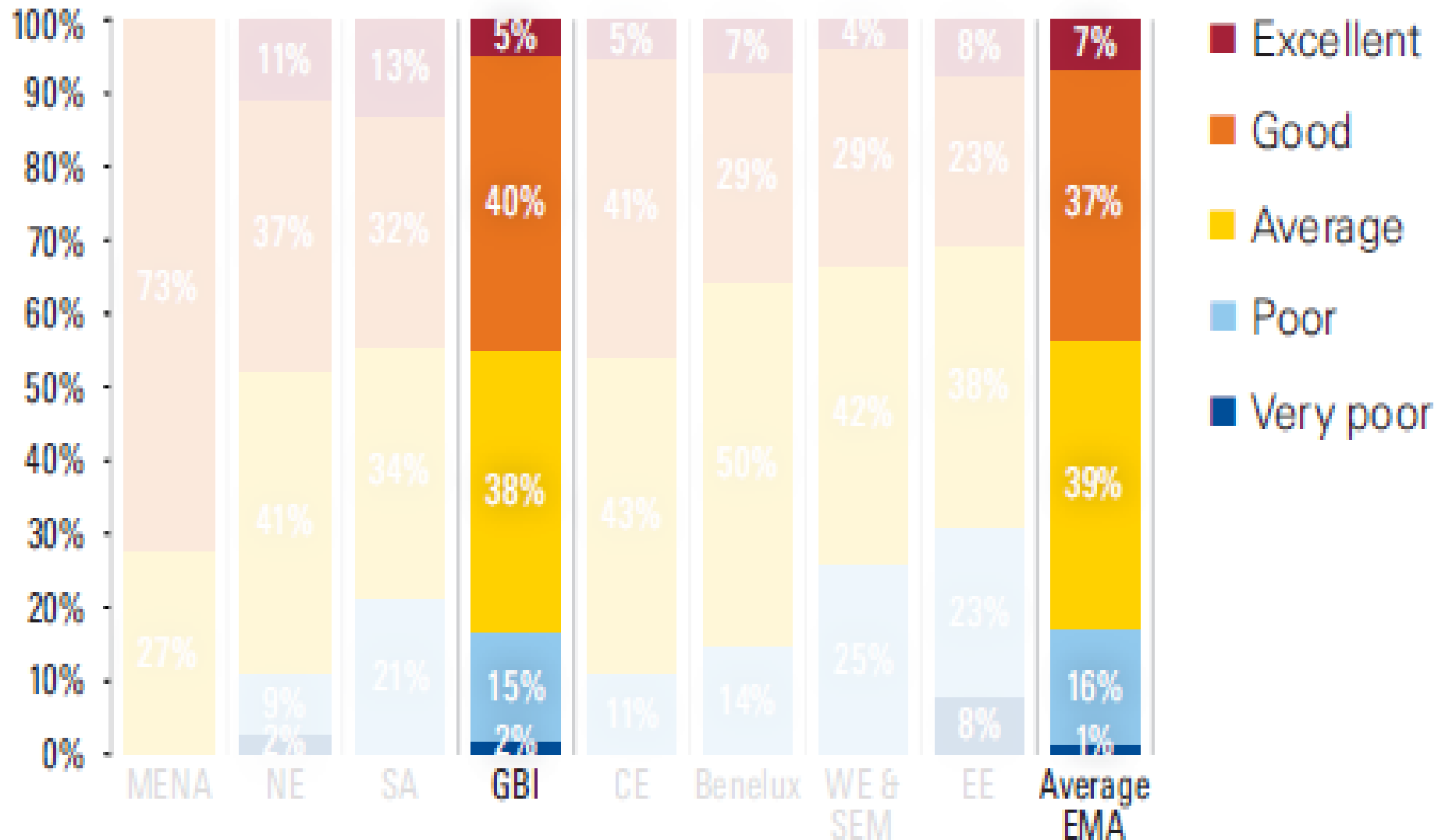
# Rating of business performance in 2010



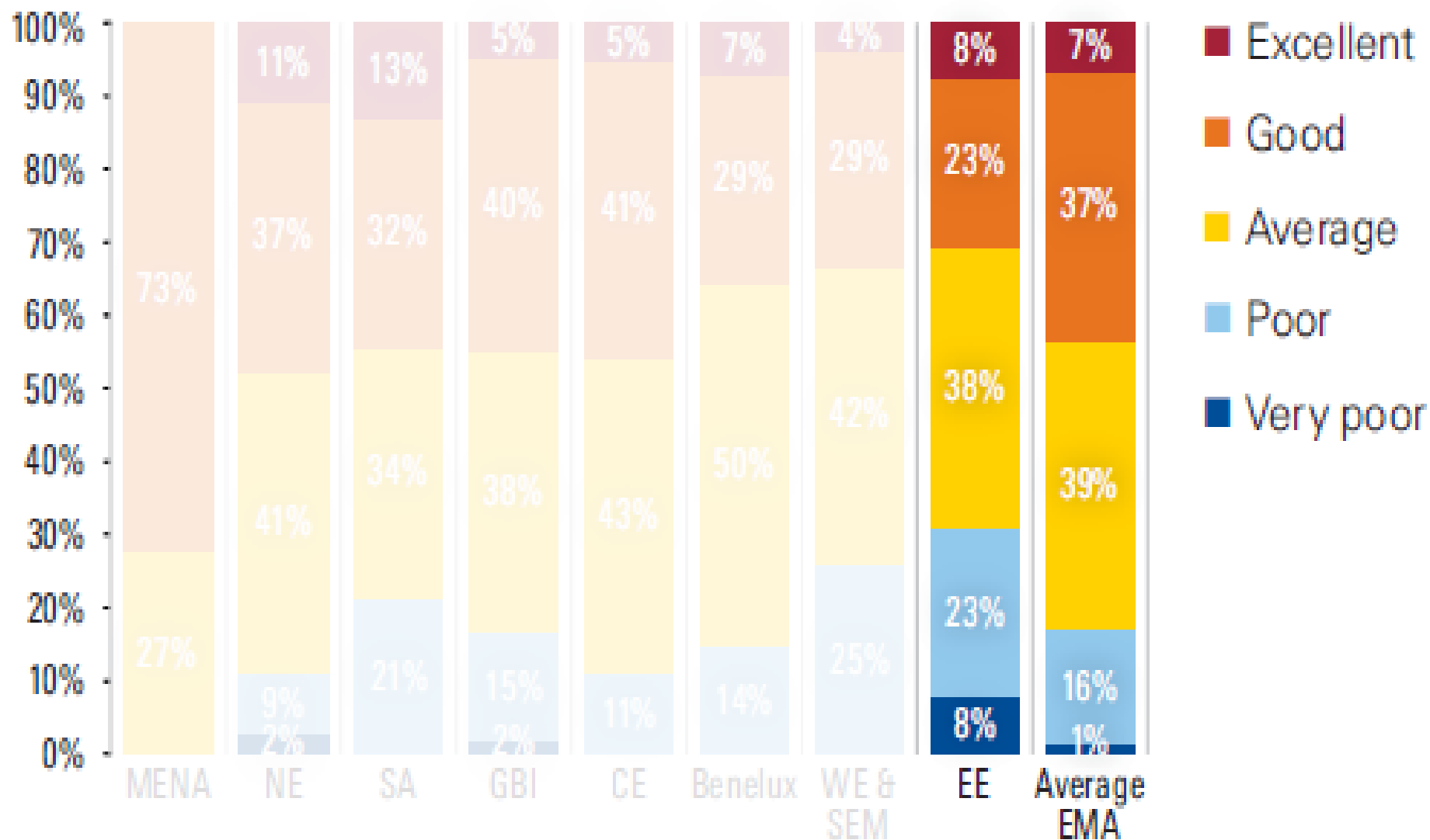
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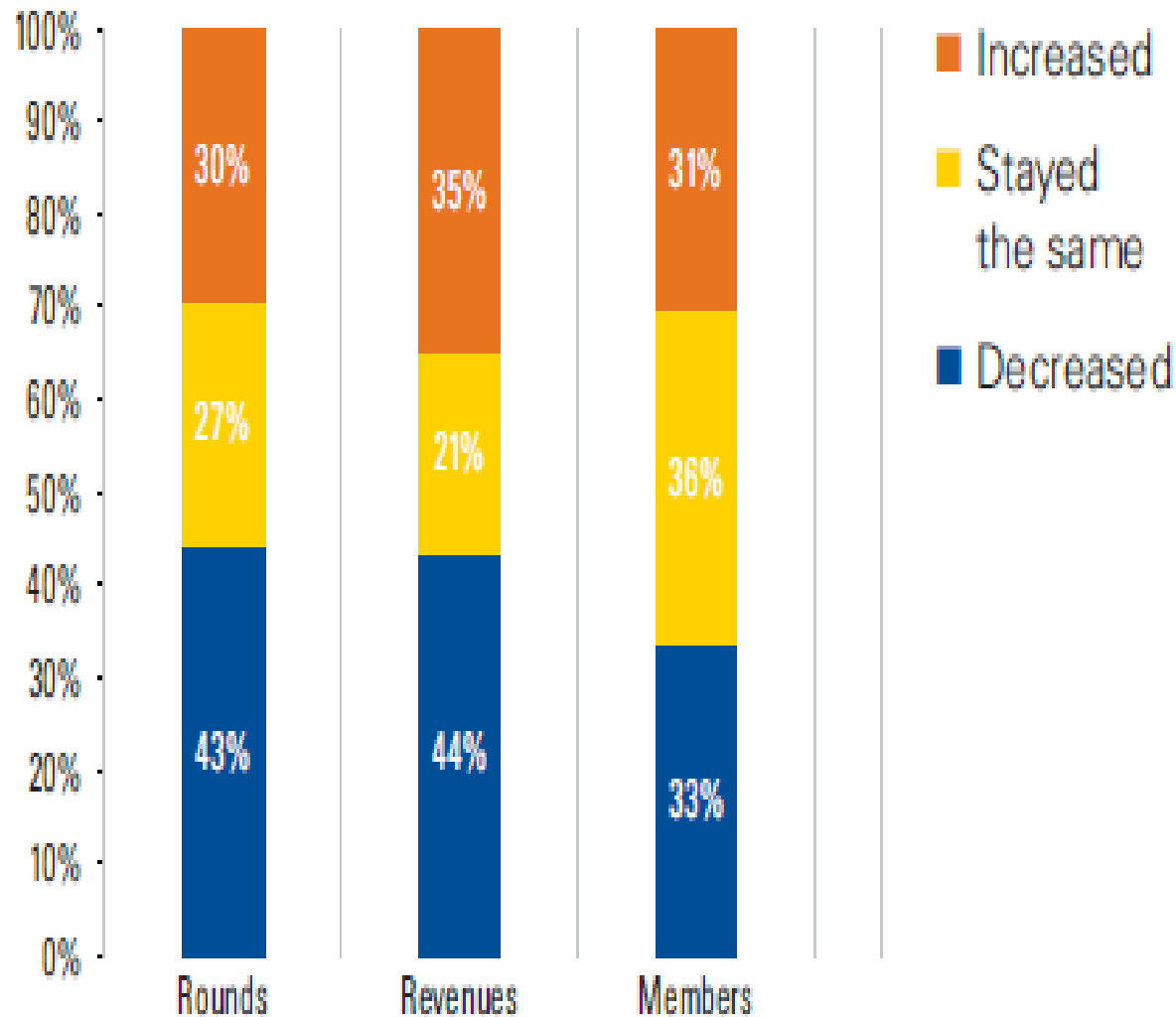
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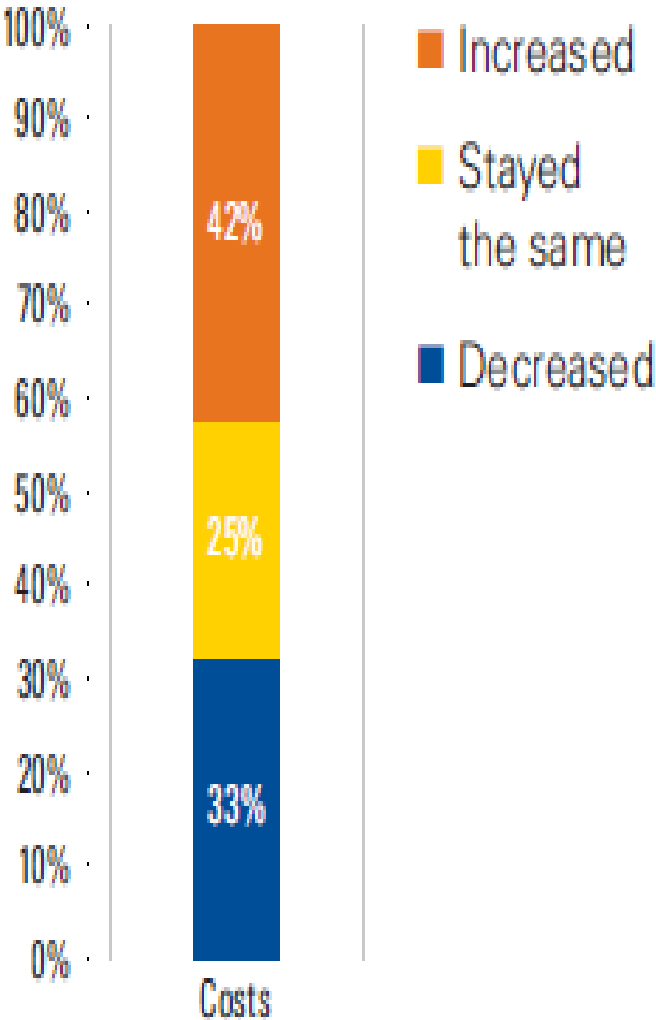
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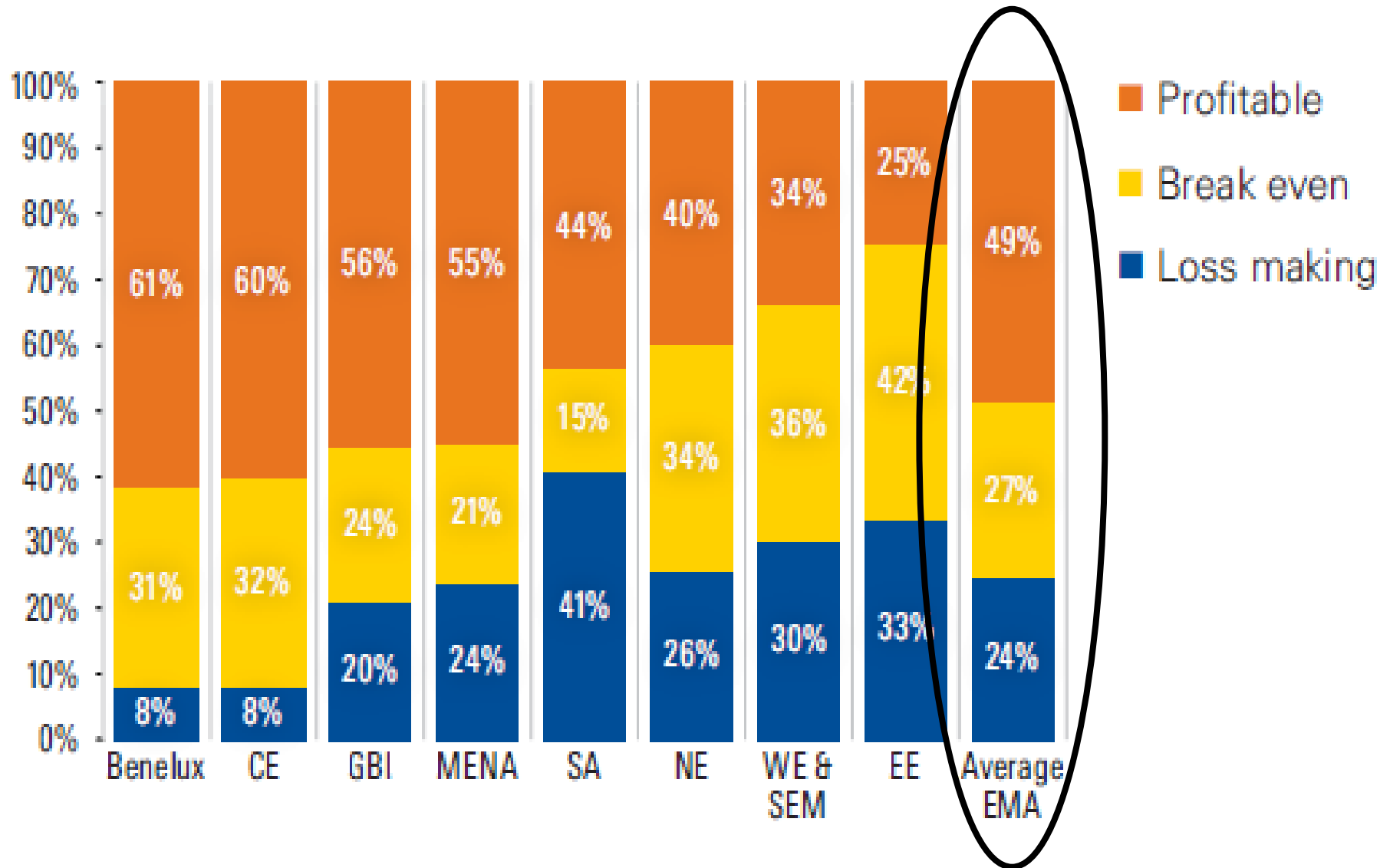
## Demand trends of golf facilities in EMA (2010/2009)



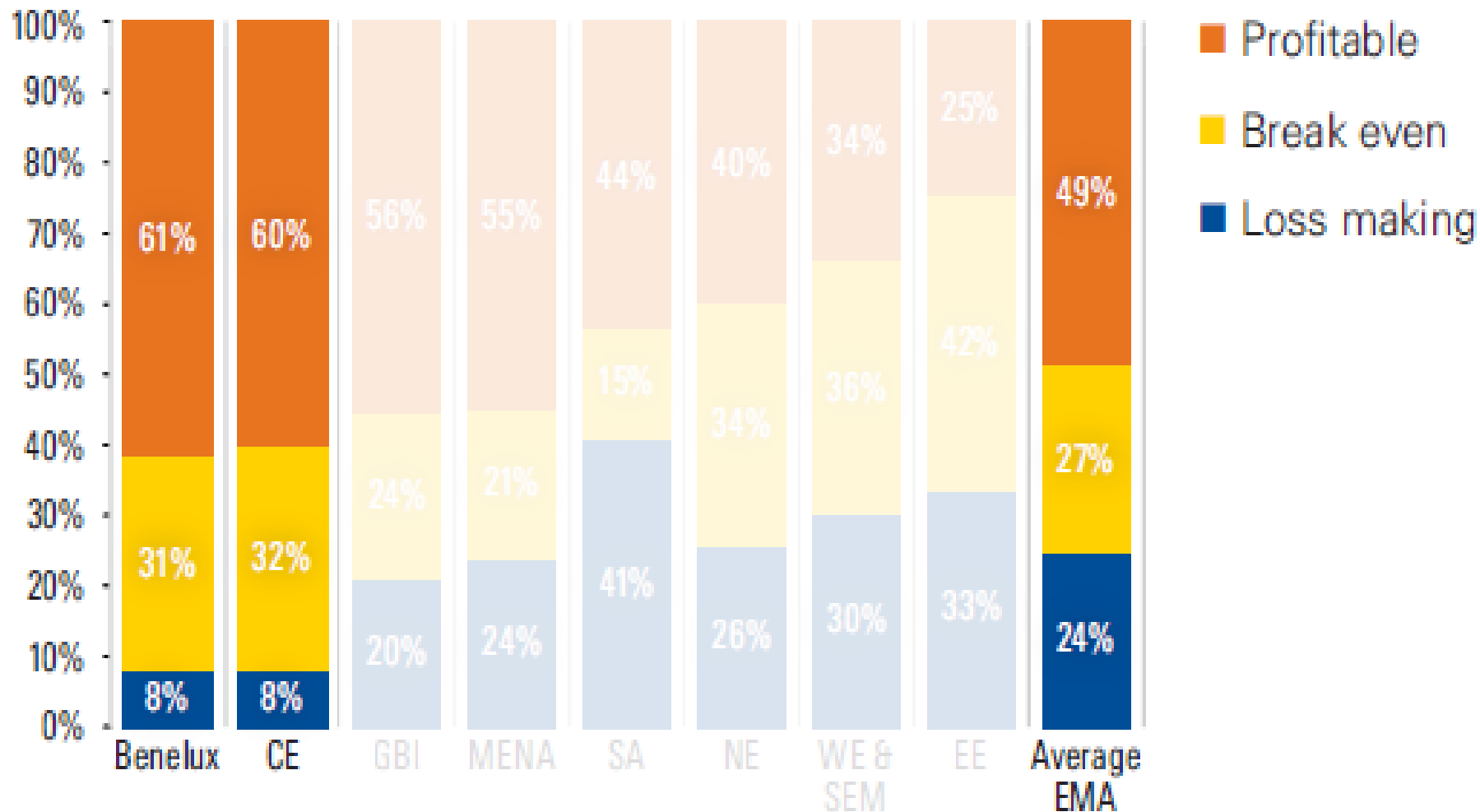
# Cost trends of golf facilities in EMA (2010/2009)



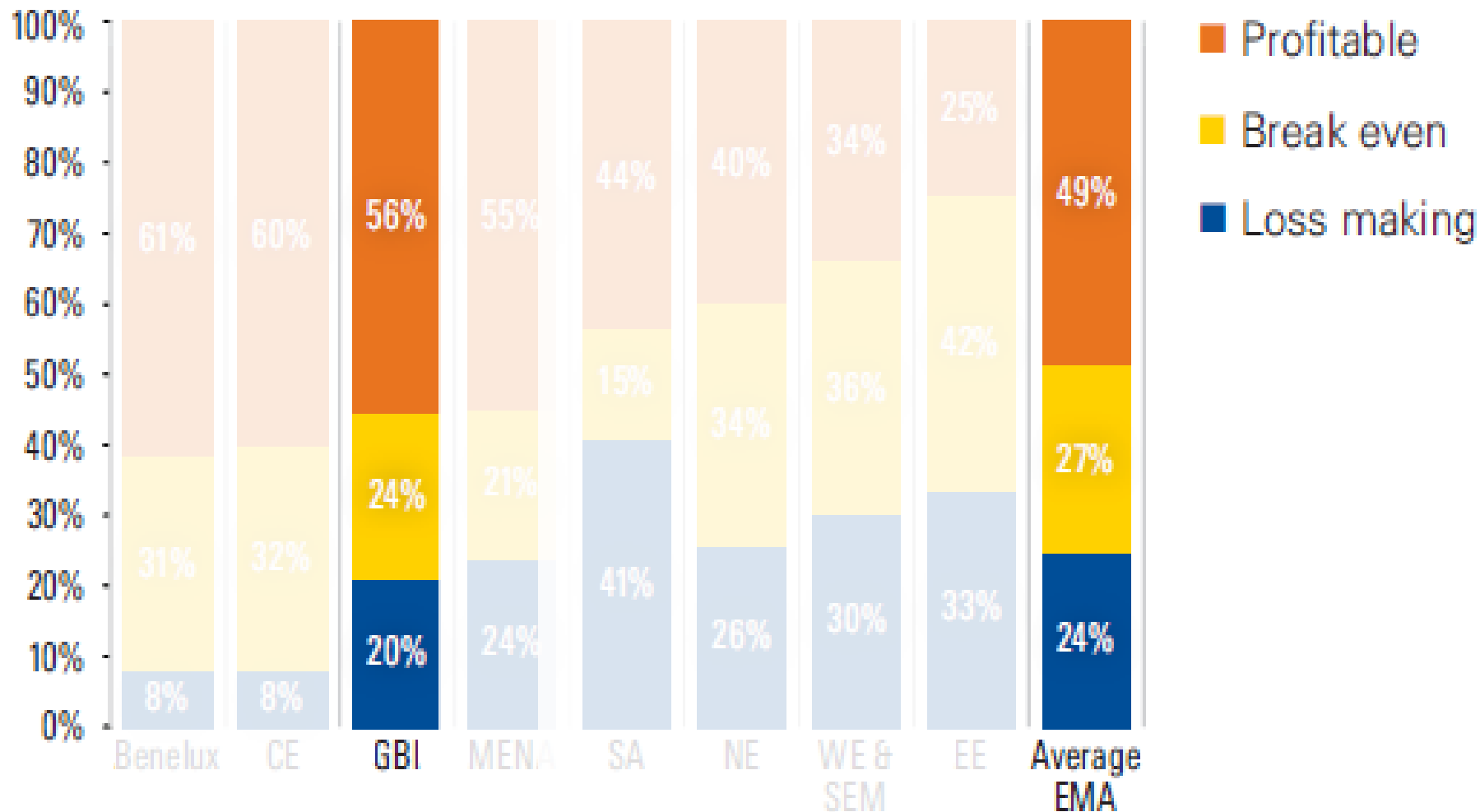
## Profitability by golf courses by region (2010)



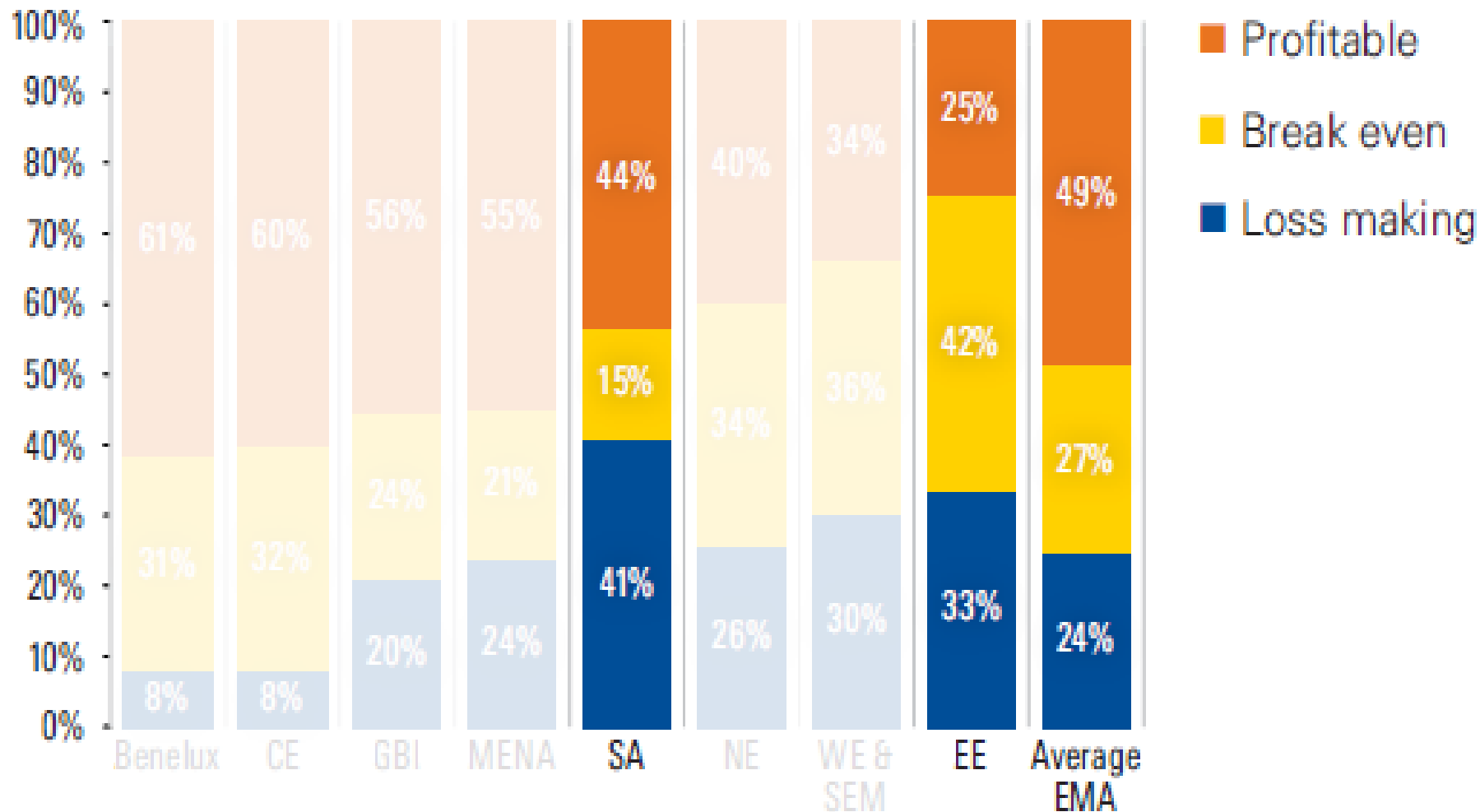
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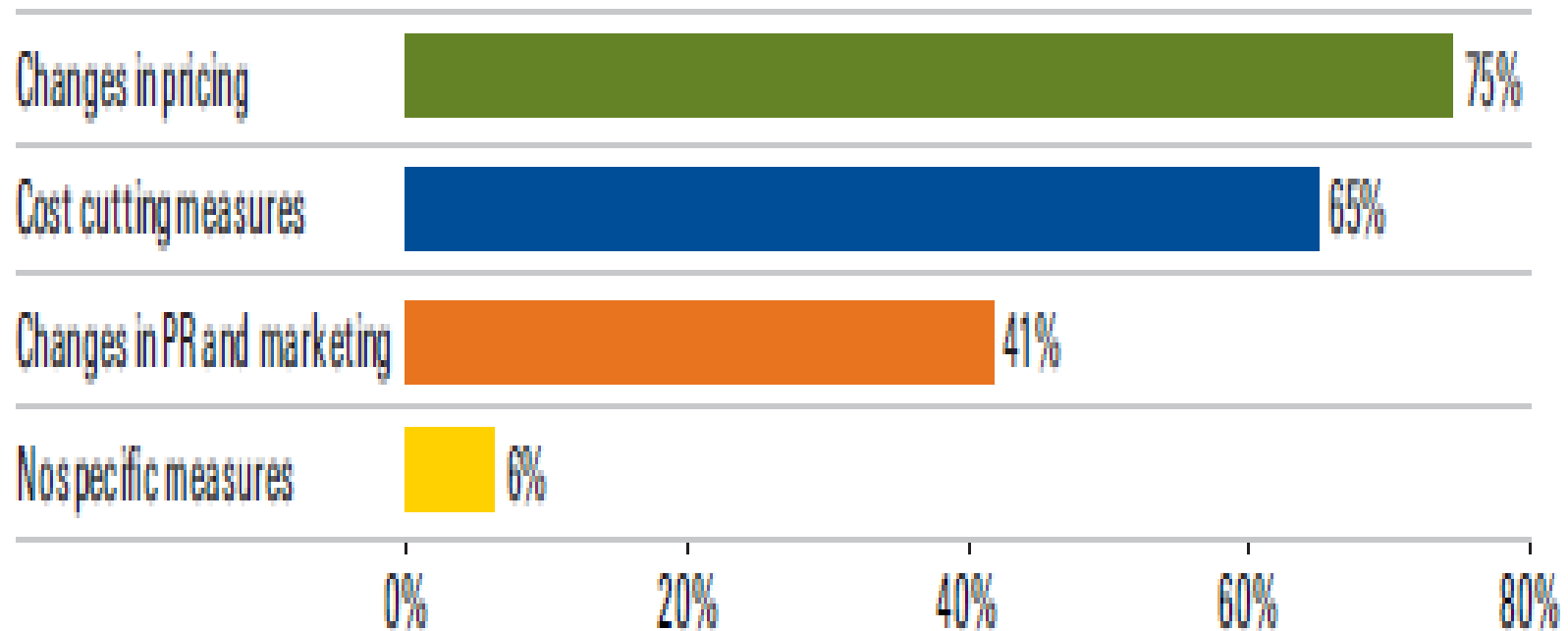
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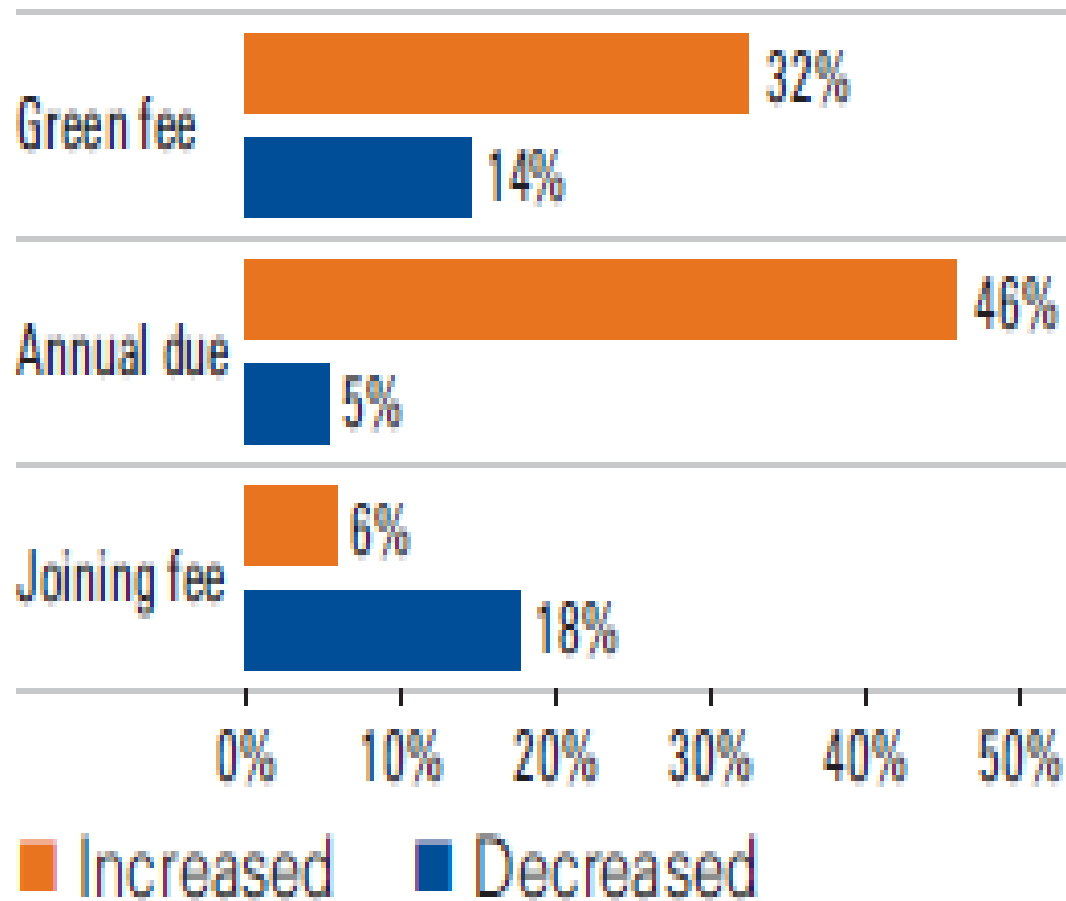
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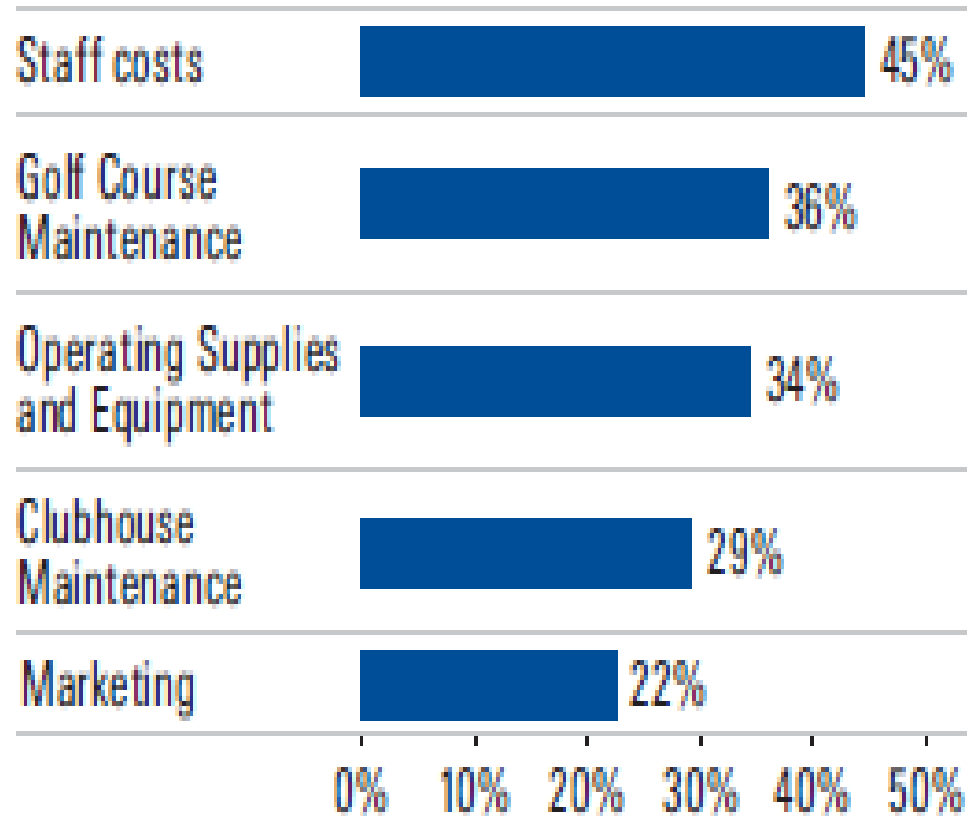
## Measures taken in 2010 to increase profitability



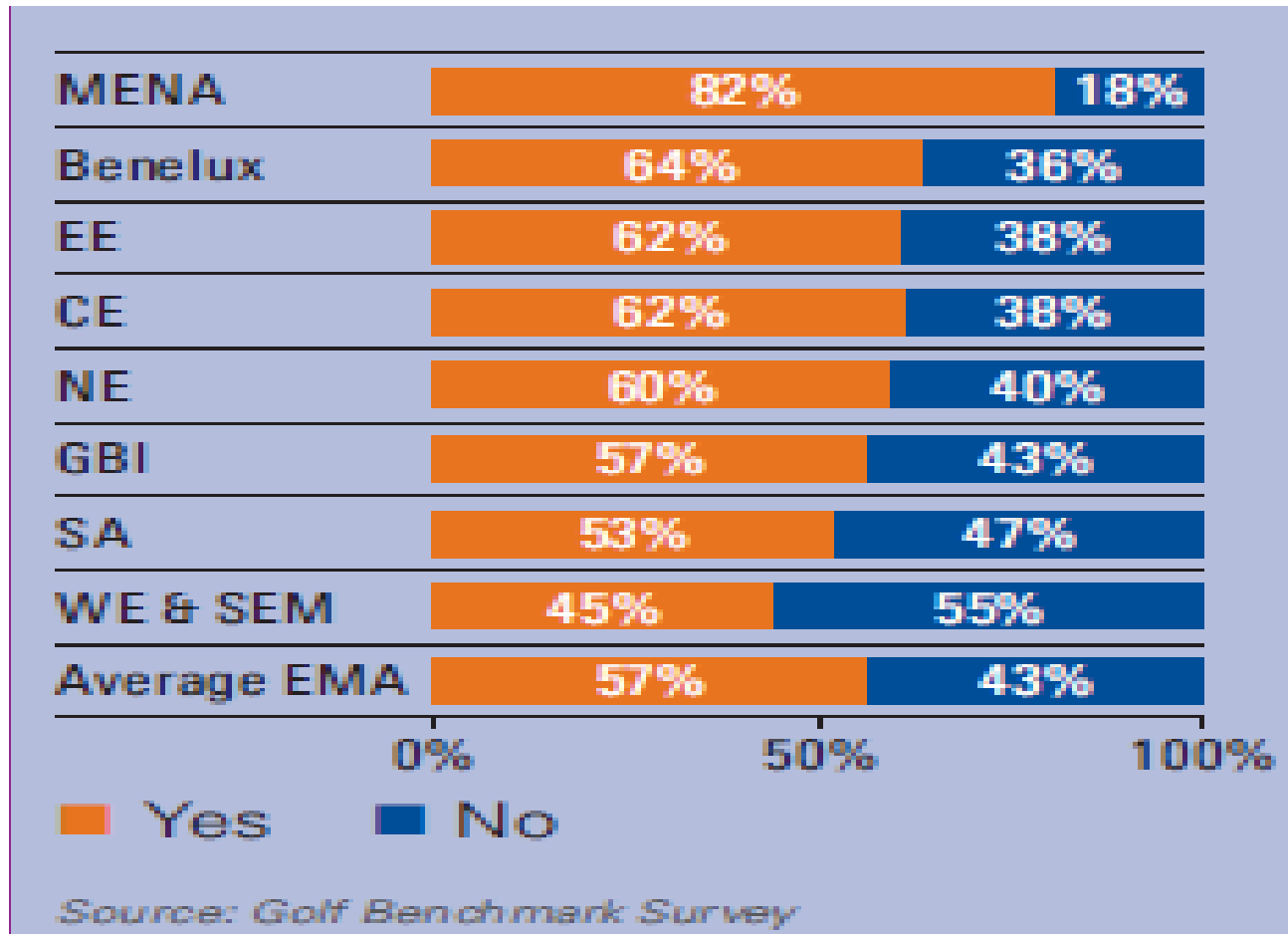
# Changes in pricing



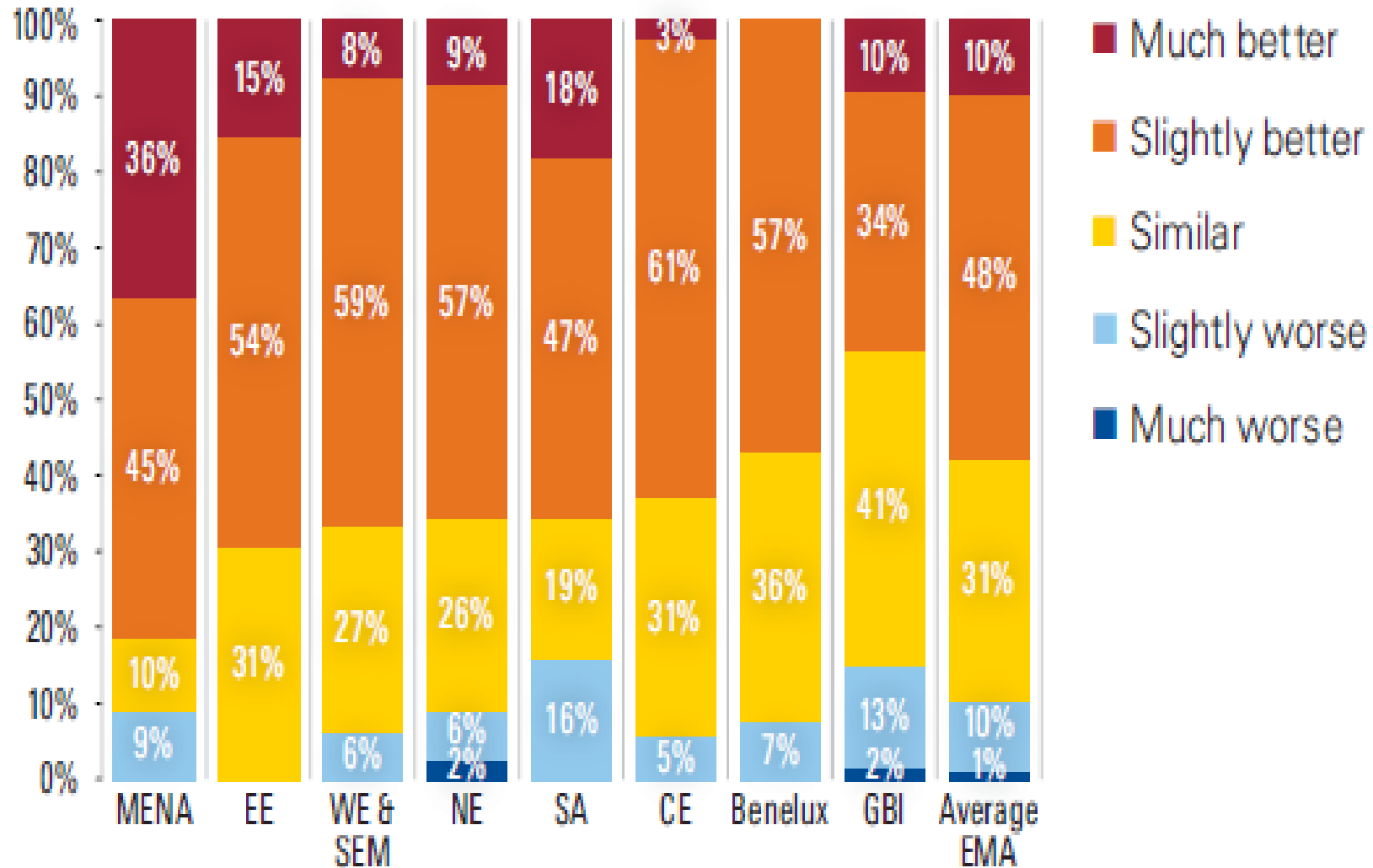
# Cost cutting measures specified



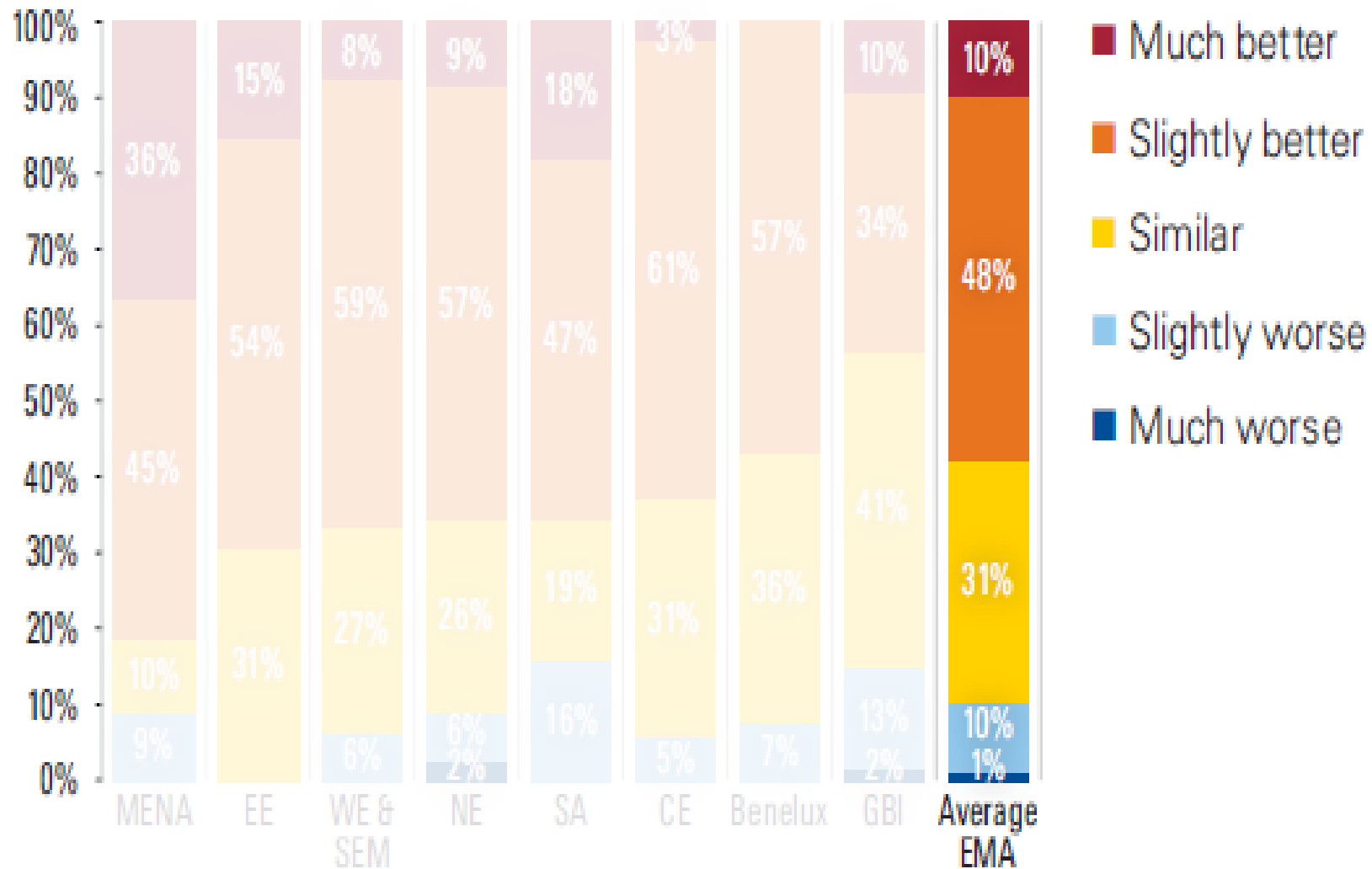
# Capital investment made at golf courses in 2010



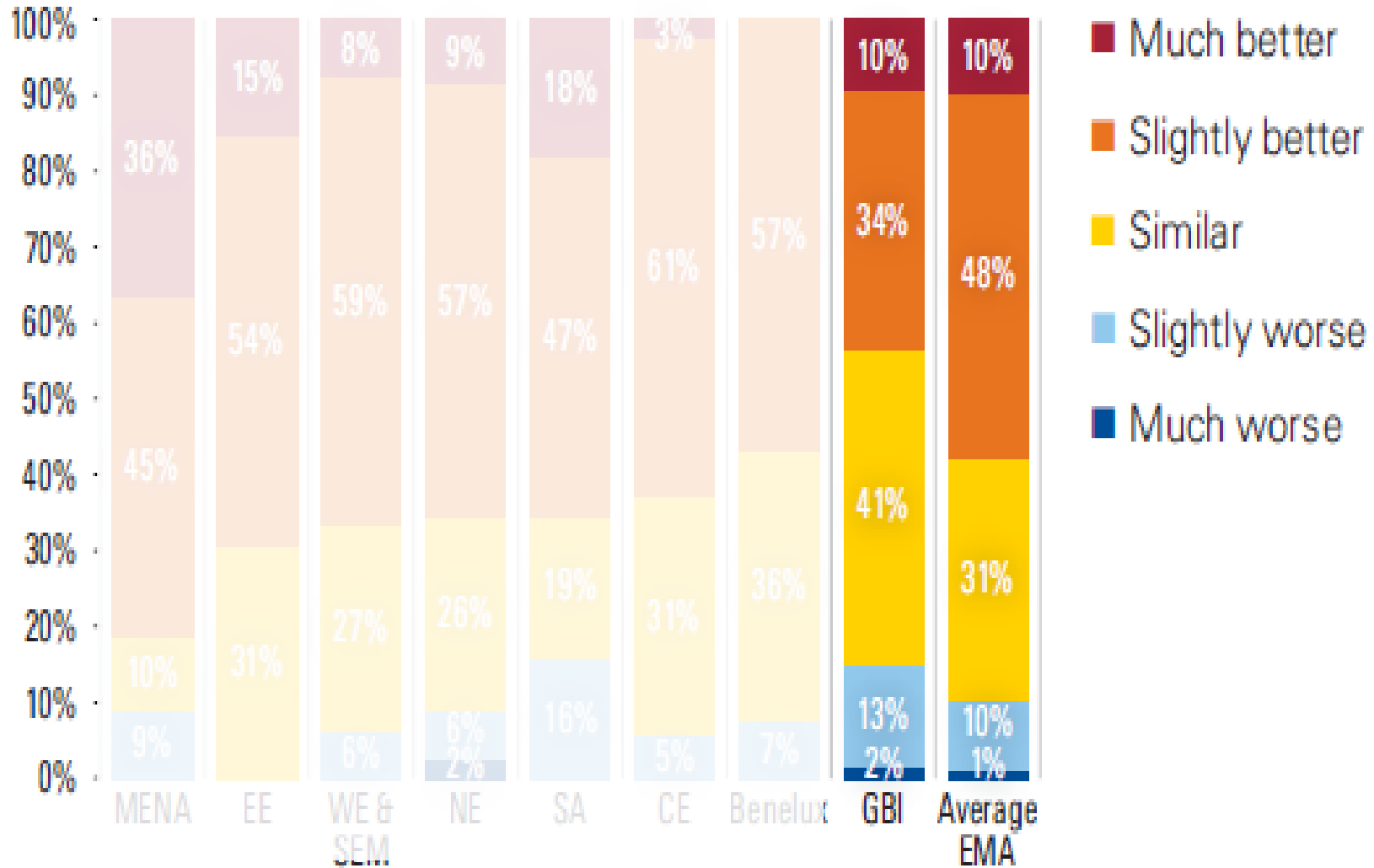
# Future outlook – Expected business performance in 2011 compared to 2010



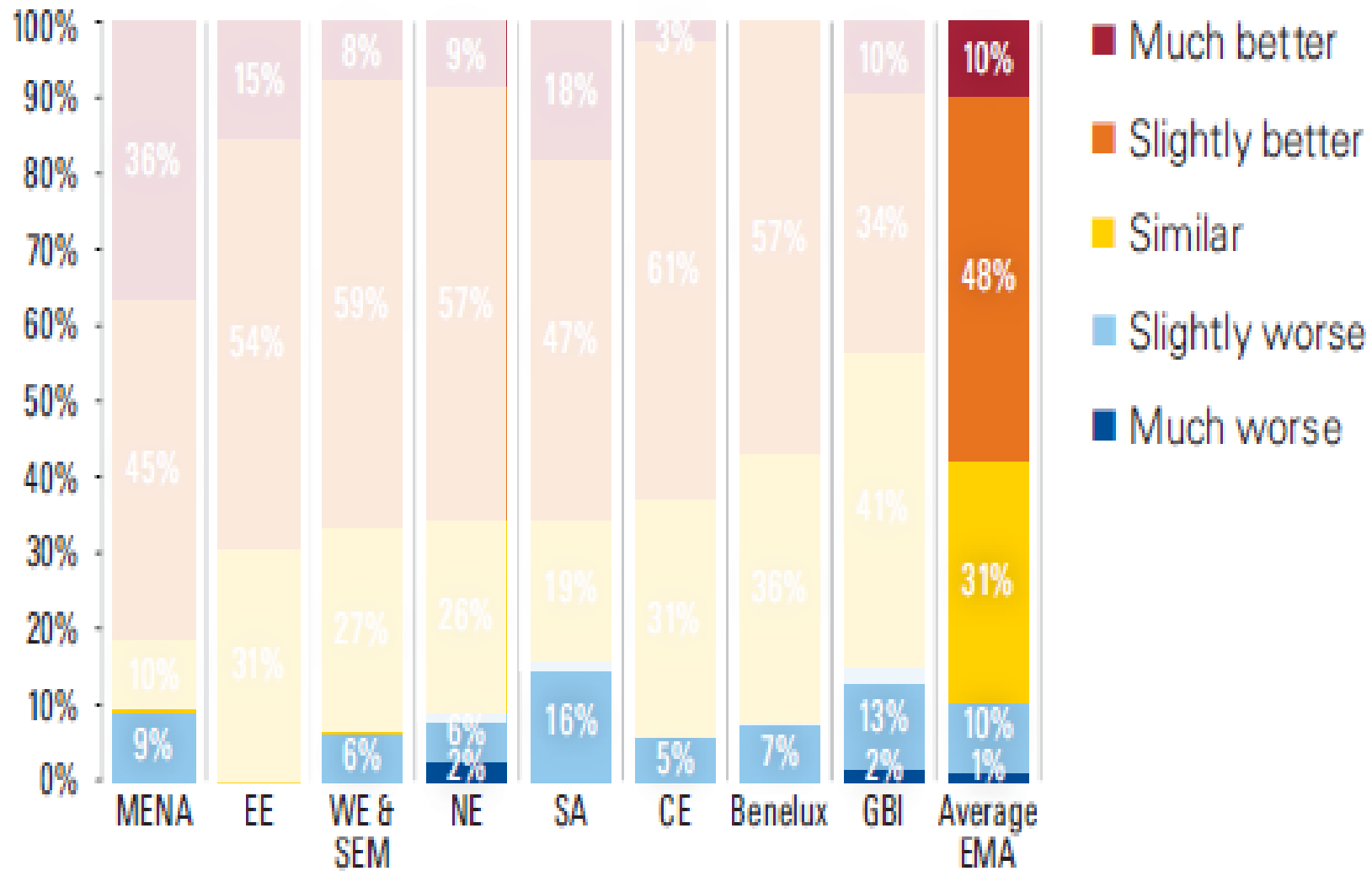
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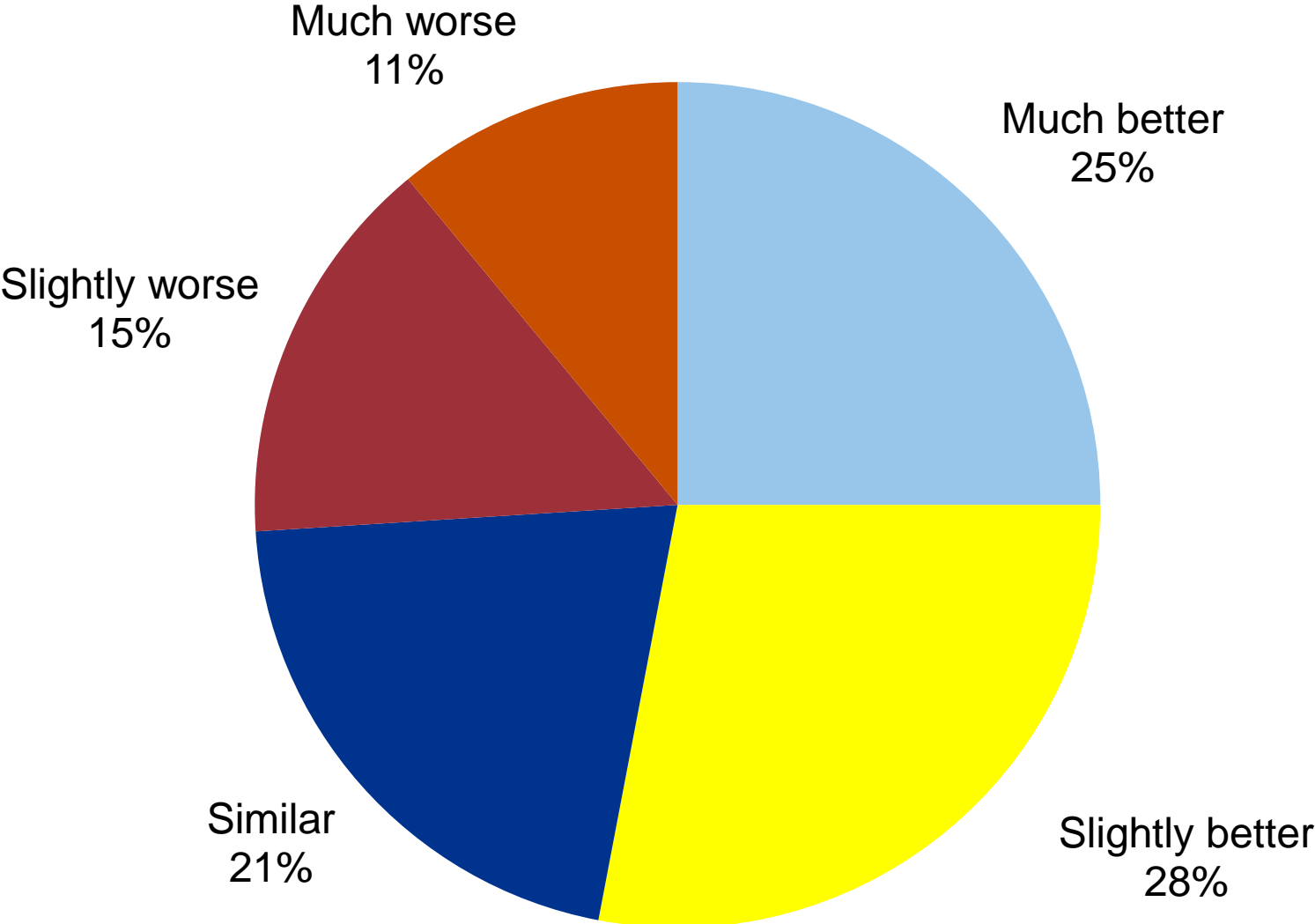
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# Survey of Golf Industry Stakeholders



# Conclusion

## Number of rounds

- Rounds and revenues still in decline

## Profitability

- Less than 50% of golf courses were profitable

## Notable findings

- Great Britain and Ireland poor,
- Central Europe and MENA fared well

## Measures

- 65% of courses have cut costs – 45% have cut staff
- Most successful facilities are not resistant to change and are adapting to the market

# Thank you

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