

Investing in Innovation

5th Golf Innovation Symposium

USGA®

Innovation in golf. Why? What for?

DAVID PIERCE

David is Research Director, Research, Science & Innovation for the USGA and is looking at overall economy of the golf industry

JEFF BLUME

Jeff is current president of the American Society of Golf Course Architects

DANA LONN

Dana holds an emeritus position at Toro after heading up their research & development for many years.

MASAHARU FUJITA

Chairman of Hamanako Country Club

Sports Industry Growth Plan

Target	Action Plan
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Current (2017) → Target for 2025

- Stadium/Arena Renovation
- Strengthen management
- New business development

\$50 million ▶ **\$140billion**



Increasing the industry scale will bring about positive re-investment cycle

Golf Industry Contribution in Japan

Of the current US \$50 billion sports industry, about US \$15 billion is television broadcast rights and advertisements.

Of the remaining US \$35 billion, golf contributes more than 1/3 to the entire sports industry.

What is the Purpose and Goal?

- **Economic impact?**
- **Need to energize traditionally conservative industry?**
- **To combat fierce competition vying for time and attention?**
- **Sustainability for the industry or just plain survival?**

Agenda

- **Presentation by each panelist on their research or activities**
- **Discussions between the panelists**
- **Q&A**

Innovation in the Usage of Data

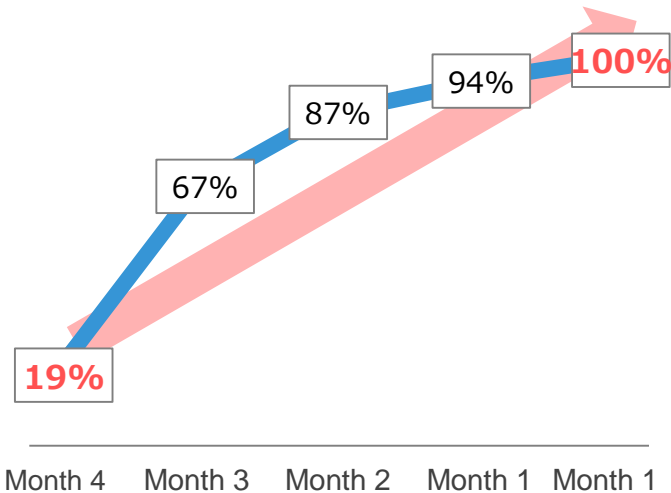
GDO Case study: Investing in data analysis

- Design what data to accumulate
- Use data analysis and input for service, product, marketing
- Drive entire organization to be data driven for decisions
- Use 3rd party software for database, analysis, and automation

Relationship between tee-time posting lead-time and sell-through: the earlier you post, the higher the sell-through:

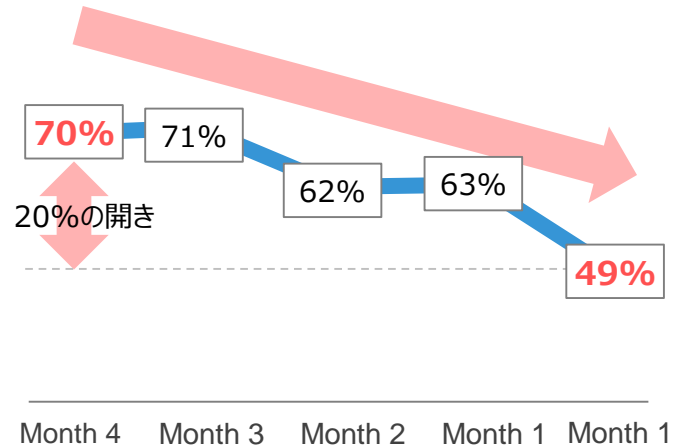
Actual practice: release tee times closer to the play date

% of tee-times posted over 4 months



Data shows: the earlier, the higher sell-through

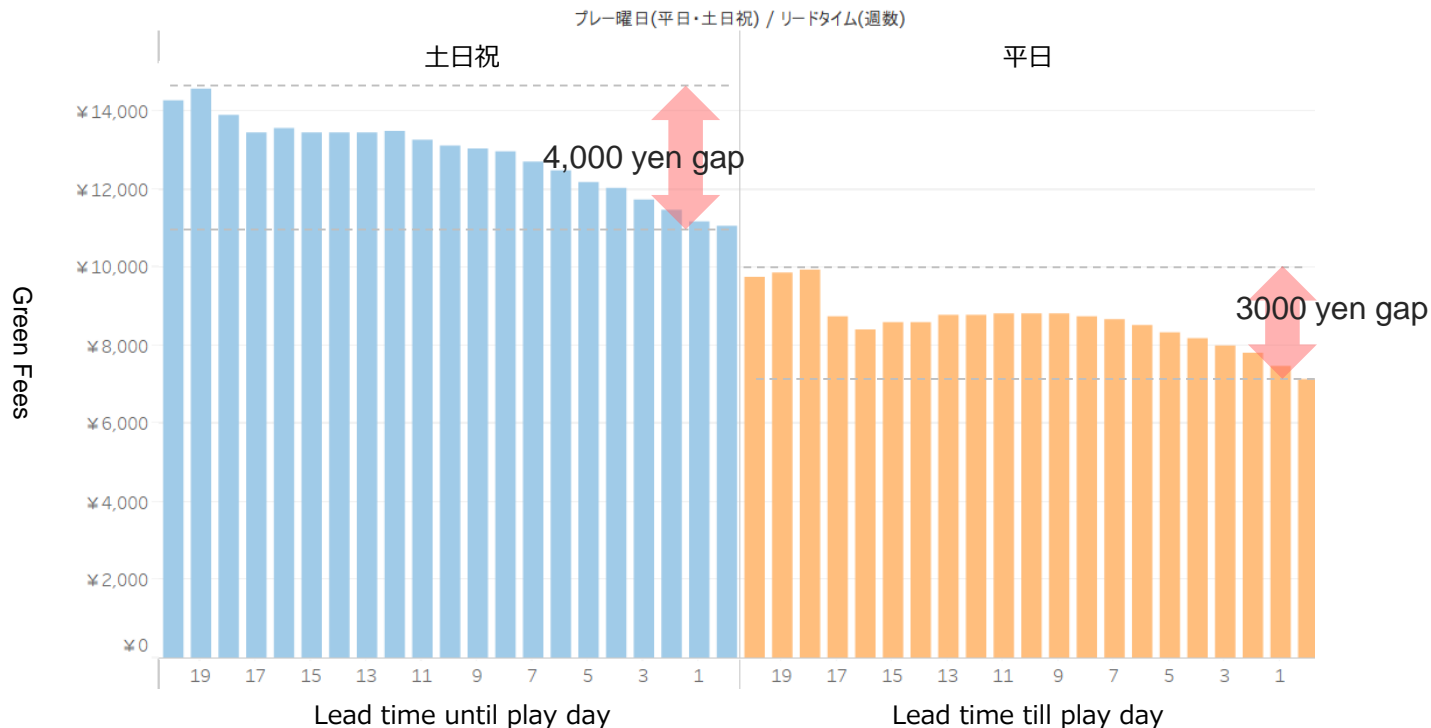
sell-through by lead time



The earlier you post, the higher the average green fee

Green Fees (Weekends)

Green Fees (Weekdays)



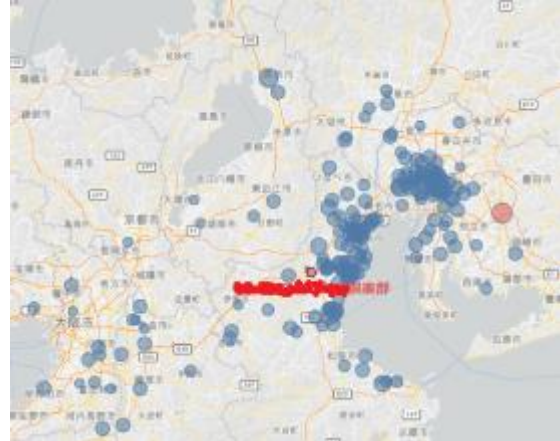
Player Area Dispersion

Work with golf courses to analyze where players live and the relationship with tee times, small or large groups, as well as demographics of players)

Where they come from

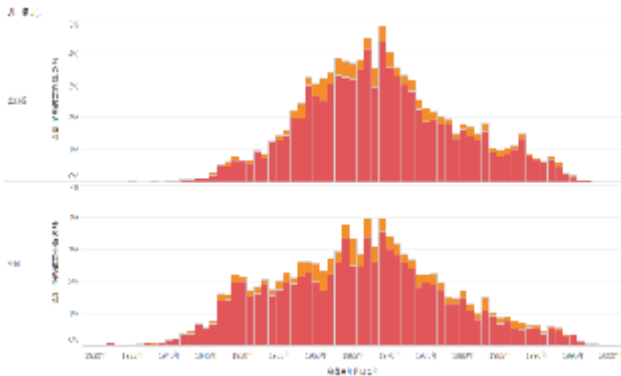


Use this understanding for targeted marketing



Demographics

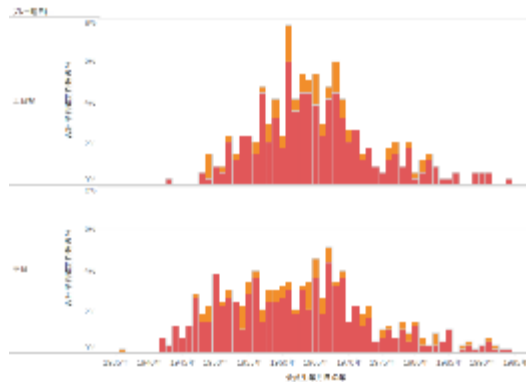
Total Prefecture



代	土日祝		
	女性	男性	合計
20	0.5%	3.7%	4.2%
30	1.9%	12.2%	14.1%
40	3.3%	26.7%	30.0%
50	4.5%	31.6%	36.1%
60	1.5%	11.5%	13.0%
70	0.2%	1.6%	1.8%
80	0.0%	0.0%	0.0%
不明	0.1%	0.7%	0.8%
	11.9%	88.1%	100.0%

代	平日		
	女性	男性	合計
20	0.6%	3.2%	3.8%
30	2.1%	9.1%	11.2%
40	3.2%	23.0%	26.2%
50	5.2%	25.0%	30.2%
60	2.3%	18.3%	20.6%
70	0.6%	5.8%	6.4%
80	0.1%	0.2%	0.3%
不明	0.2%	1.1%	1.3%
	14.2%	85.8%	100.0%

Course A



代	土日祝		
	女性	男性	合計
20	0.5%	3.7%	4.2%
30	1.5%	5.9%	7.4%
40	3.0%	16.0%	19.0%
50	9.5%	38.3%	47.8%
60	3.9%	17.8%	21.7%
70	0.9%	0.9%	1.8%
80	0.0%	0.0%	0.0%
不明	0.3%	0.9%	1.2%
	18.1%	81.9%	100.0%

代	平日		
	女性	男性	合計
20	0.4%	1.7%	2.1%
30	1.9%	5.3%	7.2%
40	2.5%	14.8%	17.3%
50	5.9%	28.3%	34.2%
60	4.6%	24.3%	28.8%
70	0.6%	8.7%	9.3%
80	0.2%	0.0%	0.2%
不明	0.4%	0.6%	0.9%
	16.3%	83.7%	100.0%

Unique Customers and Loyalty



Thank you!

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