

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

Department of Economics



BACHELOR THESIS

Golf Tourism in the Czech Republic – golf tour operator in practice

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Declaration

I declare that I have worked on my bachelor thesis called „ Golf Tourism in the Czech Republic – golf tour operator in practice “ by myself and I have used only the sources mentioned at the end of the thesis.

Prague, the 20th April 2009

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Veronika Drbohlavová

Acknowledgment

I would like to express my sincere gratitude to my supervisor Ing. Michaela Antoušková. Thank you for appreciable and inspiring advices concerning my bachelor thesis, critic suggestions, tolerance and great encouragement.

Golf Tourism in the Czech Republic – golf tour operator in practice

Key words:

golf, tourism, the Czech Republic, marketing, product, golf tour operator

Summary:

The purpose of this bachelor thesis is to give to its reader basic knowledge about incoming tourism and incoming golf tourism in the Czech Republic and its development and possibilities of its future development.

This paper firstly defines term tourism, name its advantages and disadvantages and then analyses current situation of incoming tourism in the Czech Republic. Then follows main part about incoming golf tourism in the Czech Republic and also analyses the current situation and possible development in future.

Practical part contains analysis of company which is new between golf tour operators market. Mistakes which this company made and also their solution are mentioned. From the analysis arise marketing research. Result of this research sample product of golf tourism industry.

Golfový turismus v České republice – golfový tour operátor v praxi

Klíčová slova:

golf, turismus, Česká republika, marketing, produkt, golf tour operátor

Shrnutí:

Cílem bakalářské práce je poskytnout čtenáři základní informace o problematice příjezdového turismu a příjezdového golfového turismu v České republice a jejich vývoji a možnostech rozvoje.

Text vymezuje pojem turismus, definuje jeho výhody a nevýhody a dále analyzuje současnou situaci příjezdové turistiky v České republice. Dále je již celá práce zaměřena na problematiku golfové příjezdové turistiky v České republice, analyzuje současnou situaci a možnosti do budoucna.

Praktická část, obsahuje analýzu společnosti, která je novou na trhu v oblasti Golf tour operátorů. Jsou zde nastíněny hlavní chyby, kterých se společnost dopustila a jejich řešení. Z analýzy společnosti vyplývá marketingový výzkum, jehož výsledkem je ukázkový produkt z oblasti golfové turistiky.

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1. INTRODUCTION

This bachelor thesis shows the importance of tourism for the Czech Republic and focuses especially on still more popular golf tourism. Number of golfers in the Czech Republic and also in the rest of the world is rapidly increasing so the potential of this kind of business rises. Golf tourism influences tourism infrastructure in positive way. Around the golf courses are built new sport areas, hotels, spas, restaurants, conference rooms or other services. The European Union also helps with building small golf courses because it could be very effective way how to treat with useless agriculture lands or with former mining areas.

The Czech Republic as a golf destination is on the top of the countries of Central and Eastern Europe but still there is long way to become more attractive, well known and visiting country in comparison with other golf destinations in the Western Europe.

The difficulties the Czech Republic faces are lack of the relevant statistical information and lack of experiences in this branch of business. That is because lot of golf courses and golf tour operators work only on the base of intuition and their predictions and decisions are not always correct.

2. OBJECTIVES AND METHODOLOGY

The objective of this thesis is to create a sample of ideal product in this branch by making market research among potential clients. The outcomes of the research could be beneficial as an additional source of information for managers of golf the courses and other golf tour operators.

To research was chosen new established golf tour operator – company XY s.r.o. In this thesis is formulated SWOT analysis of this company which was created based on own experiences of author who knows the firm's internal environment.

In analysis of company clients will be compared general presumptions about golf tourism with real outcomes from research. Areas which will be compared are: age structure, gender structure, length of stay, organization of trip and some additional questions about their opinions and customs.

In analysis of private clients will be also compared general expectations with outcomes from research. Areas which will be compared are: age structure, gender structure, length of stay, means of transport and marketing questions.

As a research tool are used 2 questionnaires. First for company clients, which contains 12 questions, and second, for private clients from abroad which contains 10 questions. In both questionnaires are used both types of questions (open and closed). The first one was distributed among TOP 100 Czech companies which might be potential clients because of their foreign partners coming to the Czech Republic. The second questionnaire was distributed among 50 foreign golfers from the database of one golf tour operator – company XY. These 50 golfers were clients of this company and questionnaire was given them last day of their stay in the Czech Republic.

3. TOURISM

3.1. Definition of tourism

Leiper (1979) classified definitions of tourism as “economic”, “technical” or “holistic” according to their intention. In some countries is used term “travel” as a synonym for the tourism. Tourism describes three essential concepts¹:

- a) the movement of people
- b) a sector of the economy or an industry
- c) a broad system of interacting relationships of people (including their need to travel outside their communities and services that attempt to respond to these needs by supplying products)

“Tourism is the temporary, short-term travel of non-residents along transit routes to and from a generating area and a destination.”² Tourism is primarily for leisure and recreation but business trips are also very common and important. Important aspect of defining tourism is also that these movements are voluntary. Fundamental conditions for tourism are enough free time, freedom of movement and sufficiency of disposable income. Disposable income is the amount of “income available for spending by households.”³

Tourism is determined by concept of time and space. The World Tourism Organization (UNWTO) (1991) recommended differentiating between terms tourist and excursionist. International tourist is defined as: *“a visitor who travels to a country other than that in which he/she has his/her usual residence for at least one night but not exceeding one year”*. International excursionist (e.g. cruise ship visitor) is defined as: *“a visitor residing in a country who travels to a country other than that in which he/she usual environment for less than 24 hours without spending the night in the country*

¹ Hall (2004)

² Hall (2004)

³ Fisher (1988)

visited.” Similar definitions were developed for domestic tourists too. Domestic tourist is described as “*tourist travelling within the country which is their usual residence*”.

3.2. Advantages of tourism

Creating a job opportunities

It creates jobs in different areas and sectors. Tourism is connected with many services as accommodation, restaurants, transportation, car or sport equipment rentals, shops, tourism agencies etc. and all these areas need staff. Usually a large proportion of women, minorities and also young people are working in tourism branch, so it has next possible social benefits.

Contributing to sustainable development

Travel can be considered as a part of sustainable development because it:

- a) has less impact on impact nature resources and the environment than most other industries
- b) is based in admiring of local culture, monuments, and also nature beauties – so it has incentives to protect them
- c) can also influence tourists to contribute in sustainable development

Improving infrastructure

For tourism is necessary wide range of infrastructure services such as airports, roads, navigation and also restaurants, hotels, shops and recreational facilities (e.g. telecommunication facilities). Keeping these services in good conditions or improving them can also improve level of living for residents.

3.3. Disadvantages of tourism

Destroying of nature

There is a possibility of destroying the nature if tourism is managed badly. Usually this appears on locations with mass tourism on overcrowded places. With destroying is associated a pollution. Mainly types of pollution connected with tourism are: traffic, litter and noise.

Deletion of local traditions

As tourist come deep to until recently undiscovered places, they are influencing local people. As tourist come there to learn more about their culture also local people can be influenced by tourists. If they do not protect their own traditions, it is possible that these traditions will be irretrievably lost.

3.4. TOURISM IN THE CZECH REPUBLIC

3.4.1. Basic data about the Czech Republic

What can the Czech Republic offer to the tourists: Czech Tourism (2007)

- 12 historical monuments on the UNESCO Heritage List
- over 200 castles, chateaux and monuments
- more than 40 protected historical towns
- 36 spa towns and resorts
- 75 golf courses
- 4 national parks and 24 protected landscape areas
- 8 mountain ranges
- 40,060 km of walking trails
- 29,937 km of cycling routes
- 2,243 km of skiing tours

Accommodation facilities: CSO (2007)

- 7,845 collective accommodation facilities
- 39 five-star and 321 four-star hotels
- 4,199 other hotels and boarding houses
- 516 tourist campsites
- 959 holiday chalets and hostels for tourists

3.4.2 Tourism in the Czech Republic

Economic role of tourism

Tourism is one of the most important branches of Czech economy and brings still higher and higher revenues to state treasury. Tourism fulfils key principles of European Union (EU) in that it strengthens economic and social cohesion.

General image of tourism benefits for economy of the state can be shown by international tourism balance. International tourism receipts and expenditures were increasing after year 1989 when Communist's regime ended and freedom of movement (as a one of vital conditions for tourism) was finally also in the Czech Republic. In 1990's the development of this receipts were influenced by several fact as floods in Moravia 1997, session of International Monetary Fund (IMF) in Prague 2000, summit of NATO (North Atlantic Treaty Organization) in Prague in 2002 but also in the same year was Prague affected by floods and there is also influence of rising fear of terrorist attacks in the world.

Table 1 – International tourism receipts and expenditures in The Czech Republic (bn USD)

	2002	2003	2004	2005	2006
International tourism receipts (bn USD)	2.9	3.6	4.2	4.6	5.0
International tourism expenditure (bn USD)	1.6	1.9	2.3	2.4	2.7
International tourism balance (bn USD)	1.3	1.7	1.9	2.2	2.3

(Source: Czech National Bank)

International tourism receipt had increasing tendencies between years 2002 and 2006 that can be seen from the table 1 above and this trend was expected also to the future but global financial crises in 2008 touched almost whole world. Slowdown of economies is influencing tourism too. IMF (2008) Situation of the Czech Republic is copying situation in whole Europe. If forecasts of improving and recovering of global economy in second half of year 2009 come true, return of increasing trend of incoming tourism can be expected.

Share on important macroeconomic indicators can show importance of this branch for national economy.

Table 2 – Share of tourism on important macroeconomic indicators

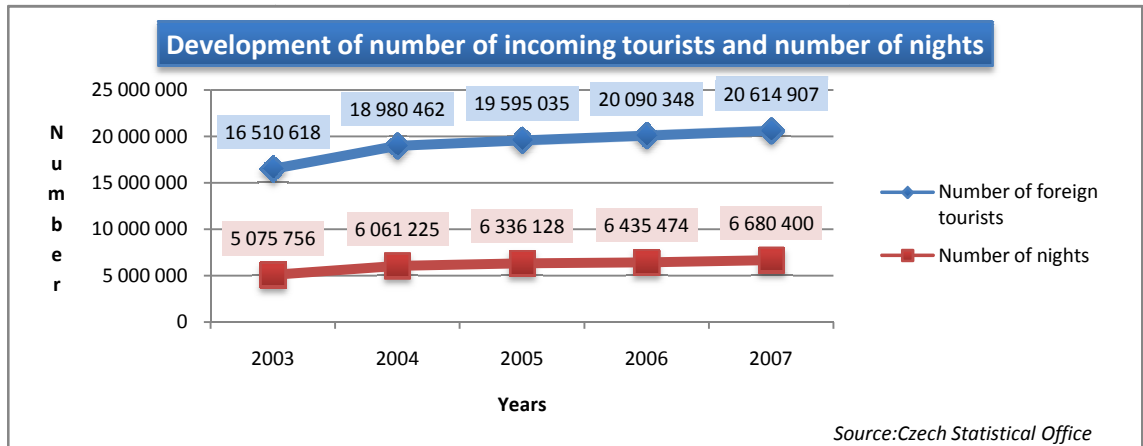
	2002	2003	2004	2005	2006
Share of tourism receipts on GDP (in %)	4.2	4.2	3.9	3.8	3.5
Share of tourism receipts on service receipts (in %)	41.7	45.8	43.1	43.0	42.6

(Source: Czech National Bank)

3.4.3. Incoming tourism in the Czech Republic

Incoming tourism in the Czech Republic has increasing tendency since 2002. In the beginning of this year there was still fear of travelling after terroristic attack in USA on 11.9.2001. Development of number of foreign tourists and number of nights spent in Czech Republic can be seen in following graph.

Chart 1 – Development of number of incoming tourists and number of spent nights in Czech Republic



Top 10 most visiting nationalities of Czech Republic have not differed too much during the time. There were usually just changes in order of countries.

Most tourists coming to Czech Republic are from Germany. Although number of German tourists decreased by 4% in 2007, they still have 23.2% (1 552 095 German tourists) share of total foreign tourists in Czech Republic.

Second most visiting country was Great Britain with 8.4%. Third mostly travelling tourists to the Czech Republic came from USA. Very interesting is the recent development of Russian tourists. Their number grew significantly by 33.9% and so they moved from 9th to 5th position of most visiting foreign tourists.

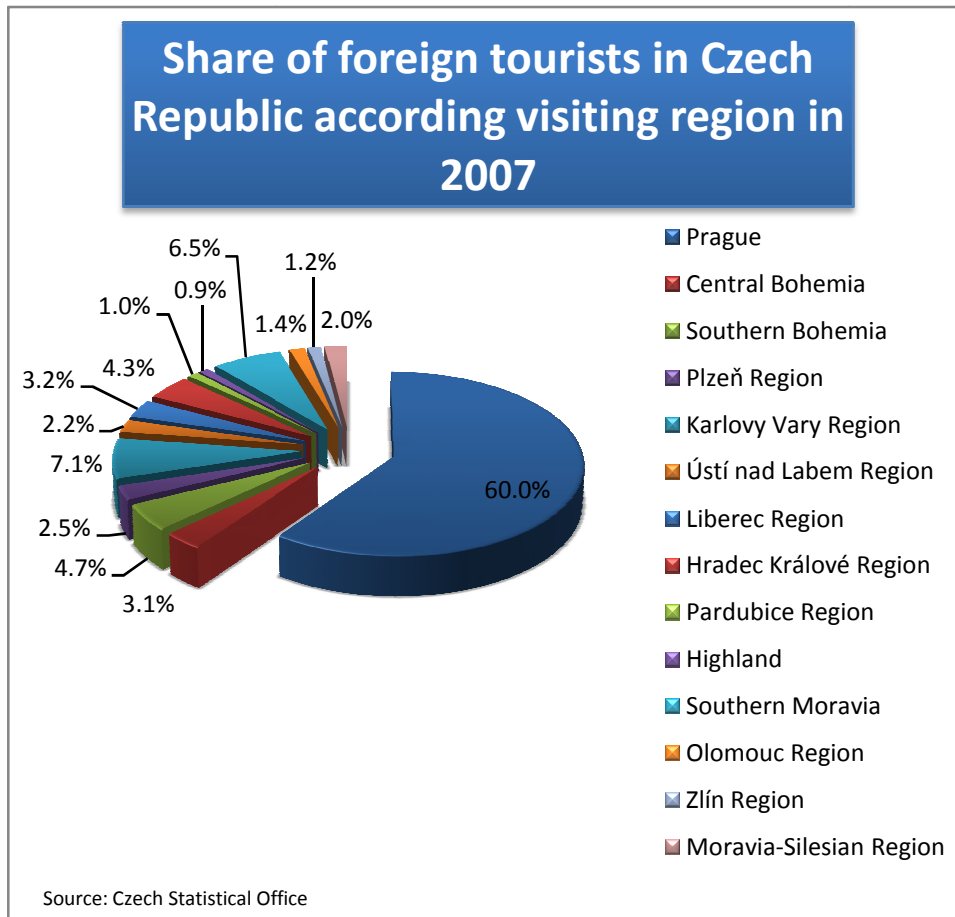
Table 3 – Top 10 most visiting foreign tourist in the Czech Republic by country of origin in 2007

Country	Number of tourists (peaces)	Share of total number of tourists (%)
Total	6 680 400	100%
Germany	1 552 095	23,2%
UK	564 040	8,4%
Italy	412 698	6,2%
USA	322 100	4,8%
Russia	320 930	4,8%
Slovakia	310 258	4,6%
Poland	299 156	4,5%
Spain	256 553	3,8%
The Netherlands	248 014	3,7%
France	236 380	3,5%

(Source: Czech Statistical Office, 2007)

Most visiting region is traditionally the capital of the Czech Republic Prague. Every year visit Prague more than half of total foreign tourists. In the year 2007 Prague visited 4 005 879 foreign tourists that is 60% of total foreign tourists in the Czech Republic. Next most visited regions are Karlovy Vary Region and Southern Moravia.

Chart 2 – Share of foreign tourists in Czech Republic according visiting region in 2007



3.4.4. Institution supporting tourism in Czech Republic

CzechTourism falls under the Ministry Of Regional Development Of The Czech Republic and is operating since 1993 as an organization promoting the Czech Republic as favourite tourist destination in abroad and since 2003 also in the domestic market. CzechTourism cooperates with domestic tourist regions, towns, municipalities, and also entrepreneurs.

Objective of CzechTourism is to supports and help domestic and incoming tourism in general but it also supports several particular branches as spa, congress and incentive tourism and also golf tourism. From 2007 it also newly focus on branches as historical, adventure and active holidays.

3.5. GOLF TOURISM IN CZECH REPUBLIC

3.5.1. Basic terms and definitions

Golf tourism is derived from definition of tourism which was already mentioned and therefore is can defined as the term used to describe trips whose main purpose is playing golf. It is difficult to measure golf also as other sport tourism activities because they can be considered not as a primary motive of the visit although they are included in main purposes of the trip.

Golf tourism can bring to countries with developed golf infrastructure millions of dollars as it is practiced by people with higher income and enough leisure time. Golfers are ready to spend a lot of money for golf holiday as it is the top of the season.

Golf is not just sport but it should be viewed as a social interaction because there is a necessity of very developed infrastructure (as hotels, restaurants etc.)

Golf tourist⁴:

- is between 40-70 years old
- is a member of golf club
- is an enthusiastic player and reader of golf magazines
- is travelling for the purpose of playing golf

⁴ CzechTourism (2006)

- has enough financial sources so can be interested in local culture, monuments, traditional products as well as in sport equipment in shop of golf courses

3.5.2. Current situation

Big disadvantage of this branch is lack of information. In Czech Republic the first pilot study of incoming golf tourism was made in 2007 to obtain some basic data about number of foreign golf tourist and some characteristics of their behaviour. Till that time there had not been any relevant information. This survey was made after huge success of the Czech Republic in 2006 when it won on IAGTO awards (International Association of Golf Tour Operators) and became “Undiscovered golf destination” for the year 2007. Very positive vision about Czech golf has Peter Walton, president IAGTO. He says: “Golf in Czech Republic reach well-balanced high quality so this country has potential to become one of the most successful golf destinations in the Central Europe.”⁵

According to Czech Golf Federation is in the Czech Republic 132 golf clubs, 75 golf courses and almost 30 000 registered players (penetration rate of approximately 0.25%).⁶

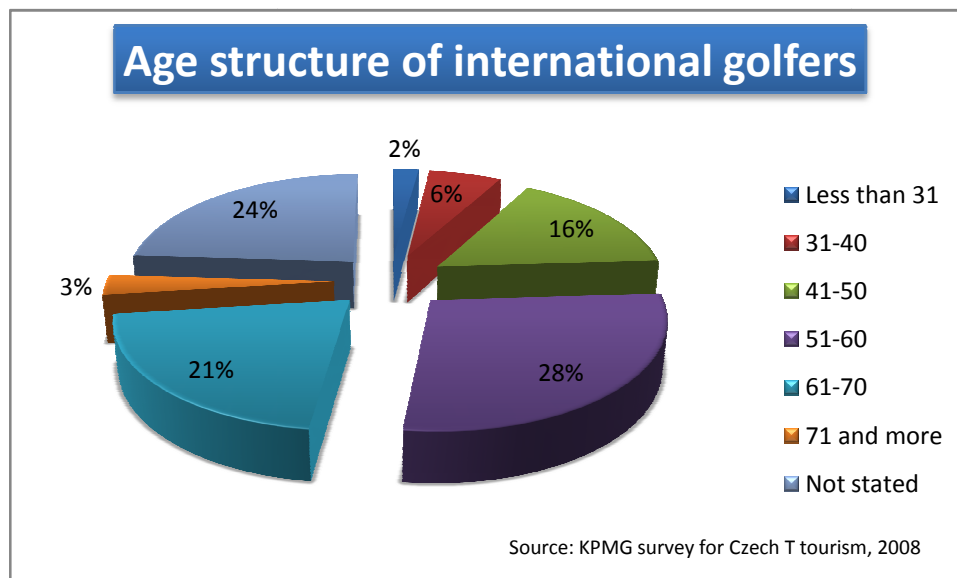
In 2008 there was made second survey by KPMG company for CzechTourism. This survey was made in a similar way like the first one. There were 2 questionnaires: First for the foreign tourists consisted 10 questions. Second for golf courses was filled in once a month and was concerned on spending structure, country of origin etc.

⁵ CzechTourism (2006)

⁶ CGF (2008)

All data shown in following part comes from incoming tourism survey are from KPMG survey made for Czech Tourism in 2008

Chart 3 – Age structure of international golfers coming to Czech Republic in 2008



This chart shows that general presumption of most important age group is over 40 years old. They represent more than 60% of all foreign golf tourists.

One third of respondents did not state their profession. Most of respondents are white-collar employees (that means managers). This group was also very important in the previous year. 10% of pensioners also correspond with above mentioned aged structure.

As every year portion of men and women given by the global presumption that portion of women will not exceed 25%. In Czech Republic it was 19%.

Very surprising are numbers of organization of trip. In previous year most of respondents came individually. This year is the portion very balanced.

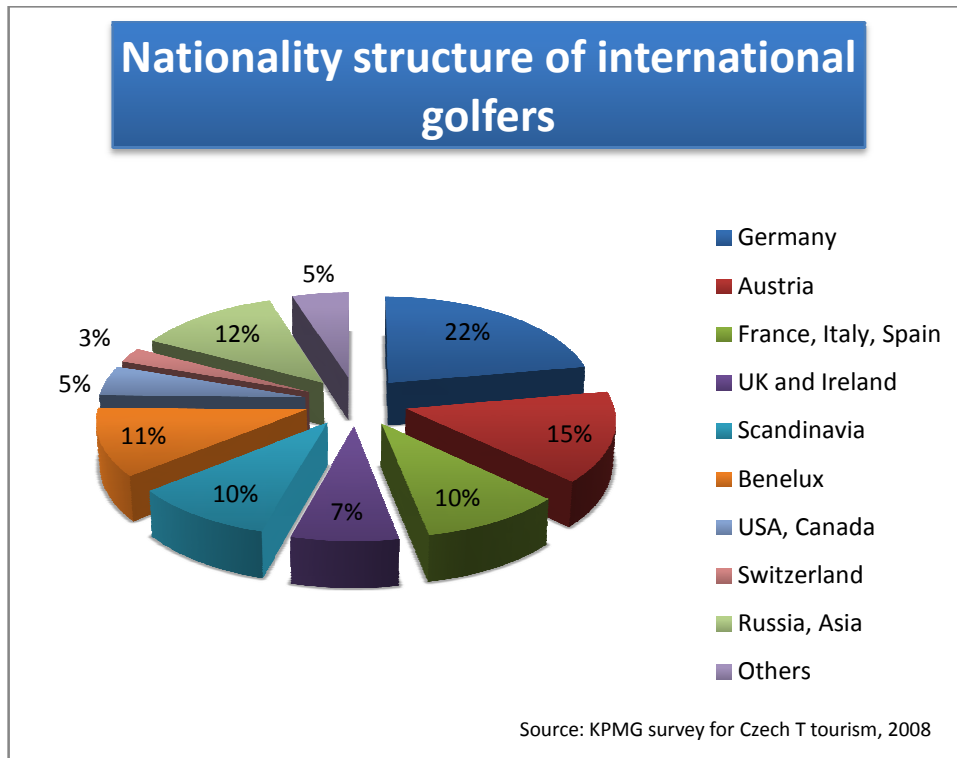
The average length stay is 4.45 days.

Almost all international golfers played at more than one golf course. Half of them played at more than three golf courses.

Interesting is change in transportation to the Czech Republic. Last year the most preferable mean of transport was plane (41% in 2007 and 33% in 2008) and this year the plane changed the position with car (32% in 2007 and 42%). This can show that neighbouring states are more interested in playing golf in the Czech Republic more than in previous years.

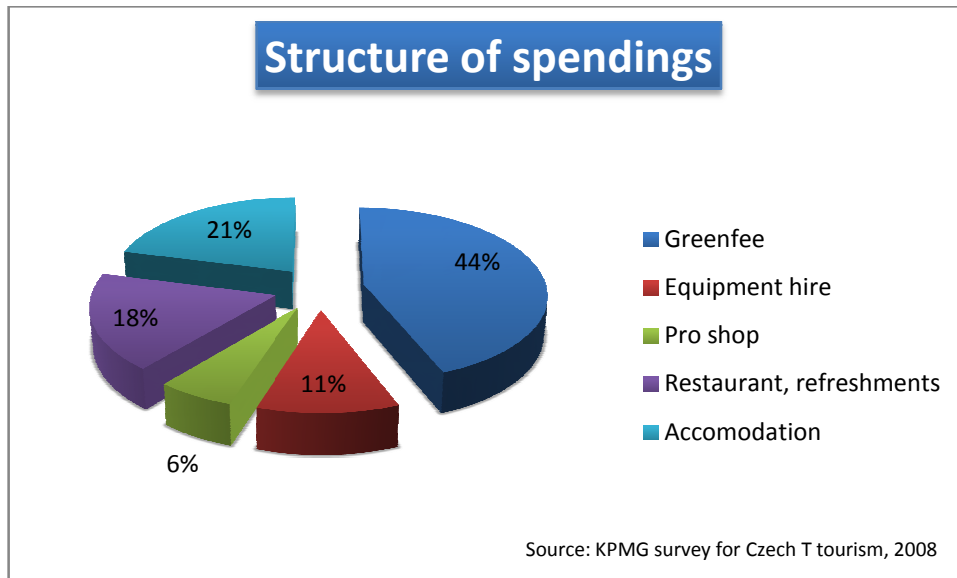
86% of respondents visited the Czech Republic after recommendation of someone else that were in the Czech Republic so there is no significant role of standard marketing tools.

Chart 4 – Nationality structure of foreign golfers in Czech Republic in 2008



Most golfers are from Germany, Austria, Denmark and Scandinavia. There is less significant role of non-European countries.

Chart 5 – Structure of spending of foreign golfers in Czech Republic in 2008



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Here is seen that most noticeable part of spending is green fee and then accommodation. These data correspond with outcomes from previous year.

3.5.3. SWOT analysis of the Czech Republic as a golf destination

All the following data comes from marketing plans of CzechTourism for years 2007, 2008 and 2009.

Strengths:

- well developed and still continuously developing tourism infrastructure, well established and also continuously developing and improving golf infrastructure
- unique mixture of historic monuments, natural beauty and high quality golf courses
- strategic location of the country in the centre of Europe which means good transport accessibility by all means of transport (airplane, train, bus, low-cost airlines, car)
- moderate climate (golf season can last from April to the end of October)
- golf courses are spread over the country
- ideal country to offer “packages” golf + something else
- golf tourists get good quality services for their money

Weaknesses:

- the domestic market is not fully ready for incoming golf tourism
- there is still a wide scope for improvement in customer service
- it is necessary to educate managers of golf courses in the following areas:
 - personnel skills maximizing the number of repeated visits
 - educational plan in golf tourism
 - short-term priority – customer service
- reputation of the Czech Republic as a country of thieves
- low number of domestic golf tour operators

Opportunities:

- the opportunity to elevate the Czech Republic from an undiscovered golf destination to a popular and established golf destination, thus increase income generated by this tourism industry
- golf may become a tool for securing high benefits from a non-mass type of tourism as golfers visiting the Czech Republic spend on average 35 to 50% more per person a day than other tourists
- golfers tend to travel within the destination and not to stay in one place, thus providing increased income to regions and not only to the capital and its vicinity
- golfers do not limit their visits to the main season (although this is particularly true for Mediterranean golf destinations, the golf season is definitely longer than the general high tourist season)

Threats:

- If there are not enough new golf courses, the Czech Republic will soon be faced with a lack of tee times. This issue will become even more significant if the Czech Republic becomes a destination for extended golf weekends
- we have no direct competitor on same level but we are competing with other favourite golf destination in Europe: Spain, Portugal, Canary Islands, Ireland, Scotland, England, Wales and North-western France
- favourable conditions for golf in the Czech Republic are from April to October

4. GOLF TOUR OPERATOR IN PRACTICE: XY S.R.O.

4.1. Introduction of company

XY s.r.o. is a new company on the Czech market – it was established 9th October 2008. Its scope is complete and above standard care of golfers and their company. This company provide services as:

- organization of trips abroad
- organization of trips to the Czech Republic for foreign clients with focus on presentation of the most rated and popular golf courses
- preparing of golf tournaments according to wishes of client
- wellness stays

All these trips or stays are designed primarily for golfers but also with high focus on their also non-playing company (as wife, children etc.).

XY s.r.o. has also other secondary activities as:

- ordering of golf equipment from USA
- selling golf balls with prints according to customer's wishes

For the purpose of this bachelor thesis are considered only primary activities of the company which are connected with tourism.

XY s.r.o. has 4 stable employees and then temporary employees helping with organization or golf instructors, hostesses and other.

XY s.r.o. is small company. They don't want to make a mass business but exclusive services for exclusive clients. Their idea is not about quantity but about really high quality of their services. And this idea is core of all products of this company.

4.1.1. SWOT analysis of company XY s.r.o.

Strengths

- Owners of company have many experiences with golf travelling and organization of this trips
- Most of employees are temporary employees which save money of the company because company use their service only when is needed-temporary employees are professionals in needed branches
- Owners has business contacts which can be useful
- Firm reacts flexibly on customer's needs

Weaknesses:

- Product portfolio is made according general presumptions about golf tourism and so it is not based on concrete needs of target group
- Owners of the company are full-time employees of another company so they are not fully devoted to XY s.r.o.
- Firm is new on market and so it has hard position

Opportunities:

- Get investors (sponsors) for tournaments between golf equipment sellers
- Get free car in exchange for free advertising the car brand
- The Czech Republic is now seen as a possible golf destination
- New ways in customers care

Threats:

- Keen competition caused by boom of golf in Czech Republic
- Competitive firms has similar products

4.2. Products

Products of the company were made according to general presumptions about golf tourism not from market research made among potential clients.

Products could be sorted to categories:

1. **Trips to the Czech Republic** – these trips are prepared mainly for foreign clients or for Czech companies hosting their foreign partners or clients.
2. **Trip abroad** – these trips are for mainly Czech clients who want to travel abroad for the purpose of golf
3. **Golf tour** – is pack of 10 golf tournaments across the best Czech golf courses for special price
4. **Wellness** – stays for everyone who wants relax in passive way
5. **Turn-key operations** – operations based on customer's wishes in all golf and wellness branches

All products are managed in way that clients must not take care about anything. That is reason why there is still hostess or coordinator from the company that prevent client from having any problem and if it happens he/she is the person who solve everything. Hostess/coordinator welcome clients at the beginning, accompanying them to hotel, help with check-in operations and present surrounding. He/she also everyday accompany client from hotel to golf course and prepare all need stuff as score cards

etc. So clients can easily relax because they are free-minded. This is the principle of all trips with XY s.r.o. and they call it “A bit different travelling”⁷.

4.2.1. Market research – Looking for ideal product

As one of the most critical weaknesses of firm XY s.r.o. can be seen failure to do the market research to create concrete product portfolio. For this reason was made research to compare or improve the current situation.

Research among company clients

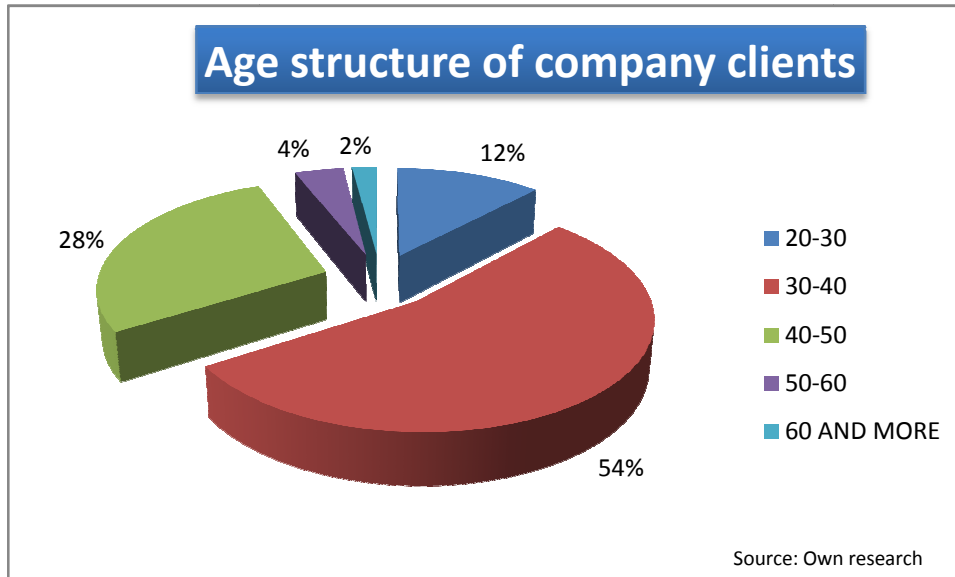
Outcomes from this part of research are very specific. They do not correspond exactly with general presumptions about golf tourists. This section is combination of business and golf tourism. It could be said that golf is in this time just a mean which helps in development of business relations and also business tourism in general.

A - AGE STRUCTURE

Age structure is a bit different from the expected one.

⁷ Motto of company XY s.r.o.

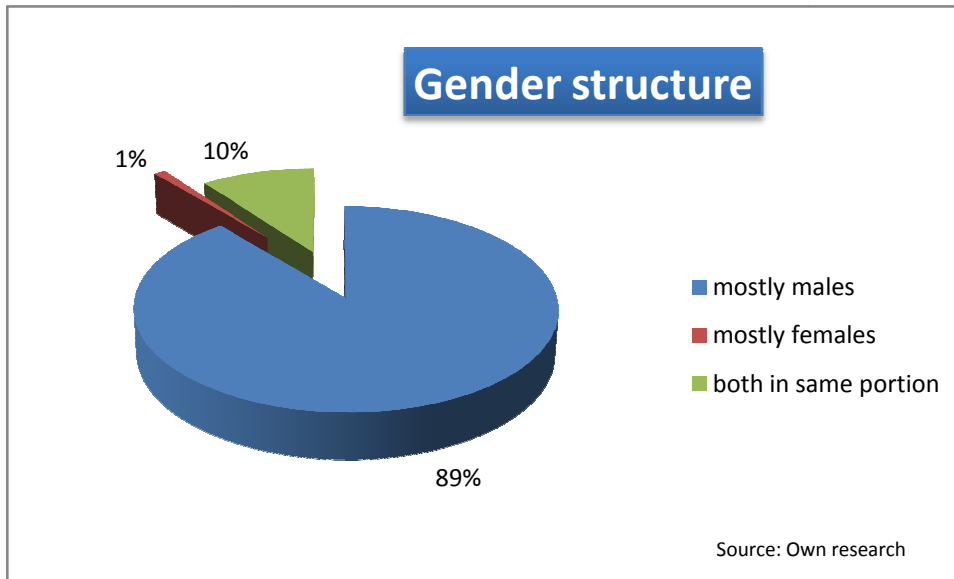
Chart 6 – Age structure of company clients



As could be seen from the chart above, main group is between 30 and 40 years old and then between 40 and 50 years old. The reason is evident. Between 20 and 30 are people usually forming their career and as here is discussed Top 100 Czech companies it could be expected that their clients are also somewhere close to the top. Of course some exceptions can be seen as it is in the case of this research.

B – GENDER STRUCTURE

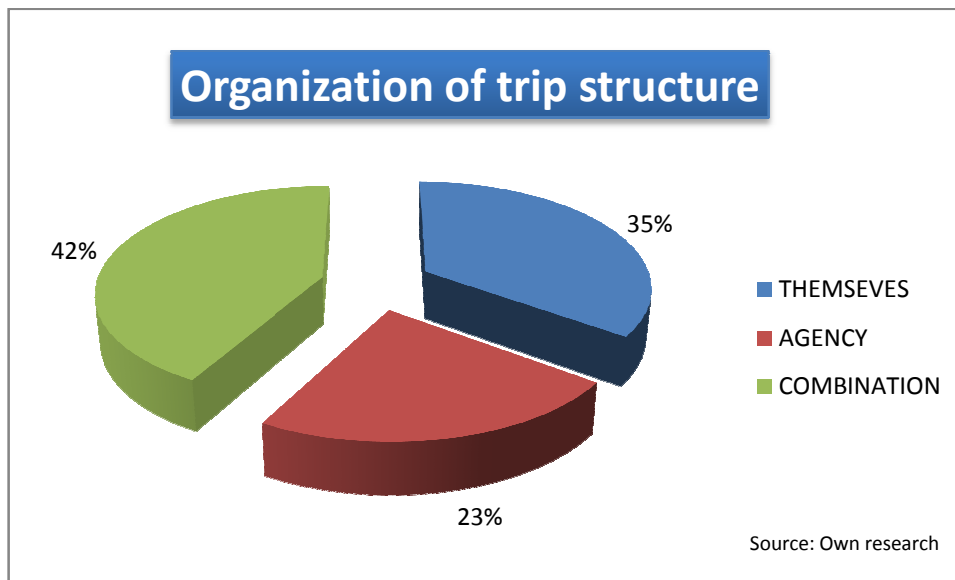
Chart 7 – Share of company clients according to gender



This factor absolutely corresponds with the presumptions. Global presumptions are talking about not more than 25% and in the Czech Republic it was 19% last year. This research shows just 1% share of women and 10% share of both genders (with insignificant differences). Here can be seen the trend where men are mainly on higher positions in many firms although the global catch-up of equality between genders.

C – ORGANIZATION OF TRIP

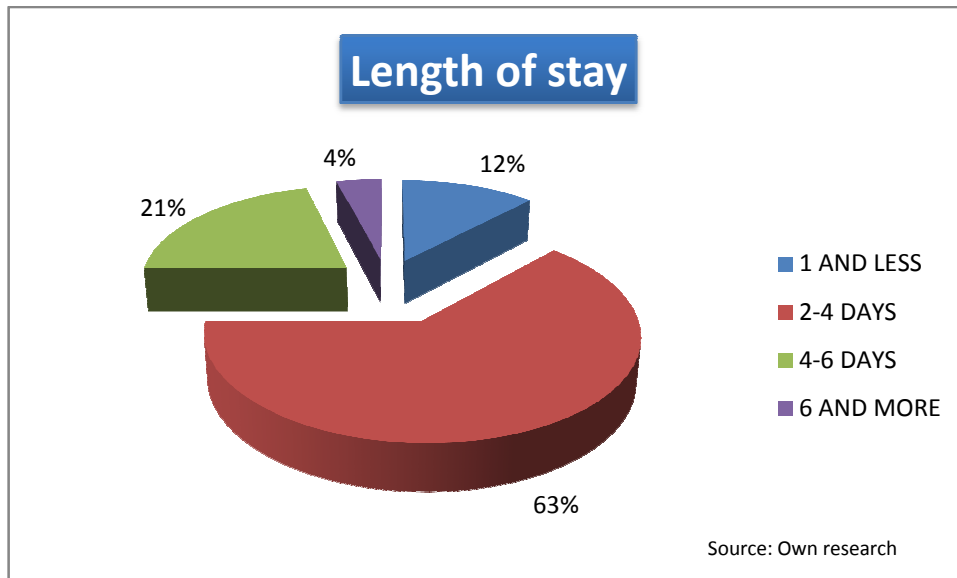
Chart 8 – Organization of trip structure



Among Top 100 companies there are 23% which can be considered as potential clients of the company XY s.r.o. They are willing to use services of some agency to organize and take care about their partners/clients. 35% firms are able to organize the stay using their own employees to prepare and manage it. There can be some potential to try to work with these companies but mostly there will be price barrier that means they will look for the lowest possible price. And that not exactly correspond with XY's s.r.o. strategy. Interesting is that 42% of asked firms are using both concepts. Some activities are organizing by themselves and for some activities are using specialized agencies. Firms mostly organize by themselves thing as: accommodation and free time activities; and they use agency for services as: buying air tickets. There is necessity to convince them that agency can make lower price for them in form of some packages (including all things: accommodation, transport, free time and as a benefit trouble-free stay for clients of the firm but also for the firm).

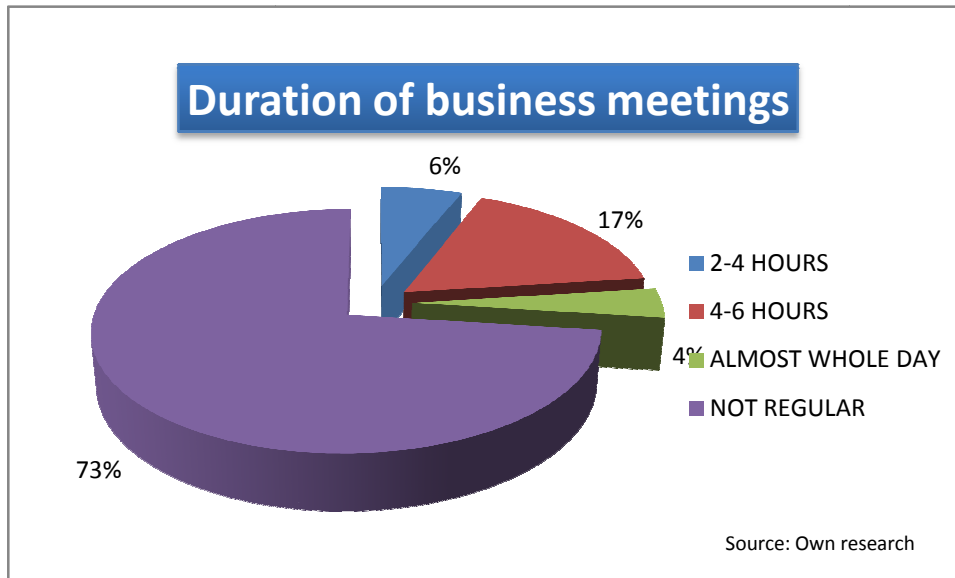
D – LENGTH OF STAY

Chart 9 – Length of stay



Duration of their business stay is most likely between 2 – 4 days that lower than average length stay of classic golf tourist. There one huge disadvantage of organizing business trips and that is irregular length of business meetings which can be seen on following chart (Chart 10). 73% of companies answered that their meeting are not regular and they are negotiating according to actual needs. This shows that typical concept of tour operators fail in company environment where there isn't regularity in their behaviour.

Chart 10 – Duration of business meeting per day



E – ADDITIONAL QUESTIONS

Companies were also asked for several questions about their opinion about golf. 74% companies from Top 100 stated as most beneficial thing that it could be good for creating or developing their business relationships. Next mostly rated advantage is that golf is also relaxing. That means that most of firms see the opportunity, in connection between formal (business negotiations) and informal (relax, sport) matter of the thing, which is hidden in golf.

Most negative feelings about golf are connected with money. About half of firms think that golf is snobbish and also expensive in the Czech Republic. This is not really true in comparison with other common sport for example tennis. But the vision of the snobbish sport is realistic sometimes.

The reason why firms would like to use the agency to organize the time of their partners/clients is in 32% because firms would like to fill their time gaps when they cannot be with them. Majority of firms would like to spend the time with their clients to negotiate in alternative ways than just in office as in the restaurants or on golf course. These alternative places can break the ice and make the negotiation more informal.

Usually are clients visiting the Czech Republic alone without their partners or family. Most (98%) companies stated that their clients are always or mostly coming without company. So there is no need to create alternative programme for them during business negotiations and golf.

Almost all firms would grant services provided by company XY s.r.o. just to their best clients as a reward for loyalty, good business etc. Just 2% would use these services as an incentive for new clients. This number is quite surprising it shows that most firms are really careful about their investments.

RESULT:

As company XY s.r.o. wants to focus also on company clients it is important to understand their behaviour. Problem of these clients is that they are different each other. So as can be seen from the research above it is quit hard to find similarities among them. As there are different types of firms and so different needs and wants of each firm, there also should be different and individual approaches from agency site. Unfortunately it is not easy for the agencies. There is no concrete receipt how to be good. They have to be ready for everything and mainly be able to react quickly and flexibly on changing situations and that meetings, terms and also people changing very often. This is the most important thing - be able to react and adapt unexpected situations. In this case cannot be prepared any ideal sample of product.

Research among private clients

Outcomes from this research are mostly similar with the general data provided by KPMG research made for Czech Tourism. For this reason will be this research commented just very briefly.

A – NATIONALITY

Most clients are coming from Germany, Austria, United Kingdom and Benelux countries. This outcome corresponds also with nationalities of non-golfing tourist visiting Czech Republic where top 3 countries are Germany, United Kingdom and Italy.

B – MEANS OF TRANSPORT

Tourists coming from neighbouring states are coming by their own car or by plane. Plane is used also by clients from longer distance. Bus or train is usually not used maybe it can be used just for some big groups coming here.

C – GENDER STRUCTURE

Portion of men is very high in this case, there are 87% of men clients. But world expectations are not counting with more than 20% of women.

D – AGE STRUCTURE

Very interesting is outcome about age structure of clients. Usually are clients mostly older than 40 years old but clients of XY s.r.o. are mostly older than 31 years old. That can signify that Czech Republic is interesting for younger golfers who probably are interesting in new and atypical locations for golf. Also there can be reason that just

38% of clients are taking golf as their primary purpose of visit. Rest of clients has golf as complementary activity in Czech Republic, here can be seen that Czech Republic is really good country for package products (golf + something).

E – NUMBER OF GOLF ROUNDS

Most visitors played on more than 1 golf course during their stay also despite of the purpose of their visit. Clients coming primarily for golf are spending in Czech Republic in average 3 or 4 days. Clients who are interested not just in golfing spend usually 5 or more days.

F – MARKETING QUESTIONS

Czech Republic is presenting on many fairs in abroad but this section is negligible as way of influencing private clientele to come here. Most working factor is referencing from people who already have been here or also from golf magazines. Here can be seen as useful work of Czech Tourism who is preparing press tours for foreign journalists.

Most of clients also stated that they would probably come back to the Czech Republic. Also majority of them thinks that they get really good services for their money and so they feel satisfaction. Here is the difference between sensation of domestic and foreign tourists caused by different level of incomes in Czech Republic and in other countries. For foreign tourists are prices normal or low and for domestic tourist are prices normal or high but usually not low.

RESULT:

We can identify several types of groups who are coming to the Czech Republic for golf. Mainly are coming groups of friends, usually men, who would like to relax from their everyday life. For this group are ideal packages like golf+beer or golf+wine. Golf connected with cognition of well known breweries or vineyards.

Examples of these packages:

Golf and beer package

Ideal for group: 2 - 4 persons

Length: 3 days (Friday, Saturday, Sunday)

Location: Pilsner Region

Activities: **Day 1:** Golf – Golf Park Plzeň; **Day 2:** Tour of the Plzeňský Prazdroj a.s. brewery, Wellness Gondola; **Day 3:** Darovanský dvůr golf resort

Accommodation: Hotel Purkmistr **** (Tour package “Pilsner Beer II”)⁸:

- for 2 persons; 3-day (2 nights) stay
- The package includes:
 - 2 nights in a First Class room
 - 2 x abundant buffet breakfast
 - dinner in the Purkmistr ****Hotel Restaurant including a special beer menu
 - guided tour of the Purkmistr brewery with beer tasting
 - personal assistance at the brewing
 - guided tour of the [Plzeňský Prazdroj](#) brewery with a visit to the Brewery Museum
 - a gift Purkmistr jug (0.3 l) for each on your departure

⁸ Hotel Purkmistr: http://www.purkmistr.cz/hotel/en_hotel-balicky-ubytovani-plzen.php

- **Three-course menu for beer-lovers:**

- I. Special beer & sauerkraut soup served in a loaf of bread
Purkmistr skewer with onion rings and roast potatoes
Delicate pancakes with dark lager jam, cream and cinnamon sugar
- II. Smoked tongue with cream horse-radish and spicy mustard
Fillet of catfish roast on vegetables and dark lager
Home-made apple strudel with walnuts and vanilla ice-cream
- III. Home-made country pork cracklings spread with chopped onions
A quarter of crisp roast duck with red cabbage and potato dumplings
Flippers with forest fruits and lemon cream

Description of golf and beer package:

DAY 1: (If foreigners) Arrival of clients to Prague Ruzyně airport where representative of the company XY s.r.o. welcome them, present program of the stay and accompany them by prepared car to Hotel Purkmistr **** in Pilsen. (If Czech) Meeting with representative of company XY s.r.o. in lobby of Hotel Purkmistr, who welcome clients and present them programme of the stay. Transport by car to Golf Park Plzeň. Tee time at 11:30. 18-holes golf round usually takes around 4-5 hours. After game free time for relaxation and refreshment then return back to hotel where special three-course menu for beer-lovers takes place.

DAY 2: Breakfast between 9:00 and 10:00. From 10:30 guided tour of the Plzeňský Prazdroj brewery with a visit to the Brewery Museum. From 13:00 free time for lunch. Meeting at 15:30 in hotel and then guided tour of the Purkmistr brewery with beer tasting and personal assistance at the brewing. In the evening optional visit of Wellness Gondola (sauna, spa, and whirlpool).

DAY 3: Breakfast between 8:30 and 9:30. Transfer to Darovanský dvůr golf resort for tee time at 10:30. Duration of 18-holes round usually takes around 4-5 hours. After game transfer back to hotel, valediction with representative of company XY s.r.o. and

delivery of small presents and propagation materials from company XY s.r.o. Departure to airport or individual departures according to customers wishes.

Calculation of expenses:

Table 4 – Expenses for Golf and beer package activities (CZK)

Service/Product	Public prices weekdays	Public prices weekends	Prices for tour operators (weekday/ weekend)⁹
Green fee – Golf Park Plzeň	1200	1800	900/1500
Green fee – Darovanský dvůr golf resort	900	1300	700/1000
Wellness Gondola (2h. private zone for 1-4 persons)	1390	1390	-----

(Source: Golf Park Plzeň, Darovanský dvůr golf resort, Wellness Gondola)

Table 5 – Expenses for accommodation (CZK)

Type of accommodation	Price per double room¹⁰
Tour package “Pilsner Beer II”	6940

(Source: Hotel Purkmistr****)

⁹ Sale from price of Green fees is under negotiation according to frequency and quantity of clients coming there by company XY s.r.o. This sale will be calculated after each season.

¹⁰ Sale from accommodation price is under negotiation according to frequency and quantity of clients coming there by company XY s.r.o. This sale will be calculated after each season.

Table 6 – Transfer expenses (CZK)

Transport facilities	Price¹¹
Rent of car	3850

(Source: Golf Park Plzeň)

Transport is provided by golf resort Golf park Plzeň who has contract with transport agency.

¹¹ This price include: rent of car, all transfers from hotel to golf courses and driver

5. CONCLUSIONS

The company entered the market without making any market research and start only from general presumptions about golf tourism. This could be seen as underestimation of marketing. Marketing is very important in tourism industry because tourism is directly connected with every single client and his needs.

As a necessary instrument for finding solutions, if there is need to find some, is market research. This research was made among company clients and private clients. Outcomes from this research were compared with general presumptions about golf tourism which company XY used as a primary source of information about potential clients and their behaviour.

These presumptions were not corresponding with outcomes from company clients research. But also the outcomes were so diverse that there is not possible any generalization and so any Ideal product for these customers. For company clients are most suitable turn-key operations which company XY also provide.

The research among private clientele was completely different. Outcomes mostly exactly corresponded. In some research branches were slightly different outcomes which just show that there also differences between countries. As a significant example can be seen age structure. To Czech Republic are coming golfers around 31 years which is less than is expected in global sense. This difference was the most elemental for creating ideal product for private clientele as the age is determining customer's preferences a lot. In this case was created a product as package to Pilsner region which ideal for golf and beer package which can attract target group of private clients of company XY s.r.o.

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Czech National Bank:

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Czech Statistical Office:

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Darovanský dvůr resort:

<http://www.darovanskydvur.cz/>

Golf Park Plzeň:

<http://www.golfparkpl.cz/>

Hotel Purkmistr**:**

http://www.purkmistr.cz/en_index.php

Plzeňský Prazdroj a.s.:

<http://www.prazdroj.cz/en/>

Wellness Gondola:

<http://www.wellnessgondola.cz/>

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APENDICES

Appendix 1 - Questionnaire for company clients:

1. Is your company visited by foreign clients or partners?
 - a. Yes
 - b. No
2. Who organize the time for them? Is it someone from your company or some professional agency?
 - a. Organize somebody from our company
 - b. Organize professional agency
 - c. Combination of both:
 - i. name, please, services or activities which you organize by yourself:
 - ii. name, please, services or activities which are provided by some agency:
3. Are your managers or leaders playing golf?
 - a. Yes
 - b. No
4. What are advantages of golf from your point of view? (mark all agreed answers)
 - a. Relax
 - b. Is suitable also for not "really sportsmen"
 - c. Suitable tool for establishing or development of professional relationships
 - d. It is not only sport but also social interaction
 - e. It is now very popular
 - f. Playing of golf shows evidence of some material level (golfer = "rich" person)
5. What are disadvantages of golf from your point of view? (mark all agreed answers)
 - a. It is expensive
 - b. It is very time consuming
 - c. It is snobbish
 - d. Boring, non-active, unattractive etc.
 - e. Other:
6. How long are usually stays of your clients/partners?
 - a. 1 day or less
 - b. 2-4 days
 - c. 4-6 days
 - d. 6 days and more
7. How many hours a day you attend to business negotiations?
 - a. 2-4 hours
 - b. 4-6 hours
 - c. Nearly whole day
 - d. Irregular – negotiations are flexible
8. Are you willing to follow the programme with your clients/partners?
 - a. yes, during golf round we will talk about business things
 - b. Yes, I want to control the quality of provided services

- c. No, by the programme we would like to fill in gaps in time when we cannot take about them by ourselves
 - d. No, we would like they have enough time for themselves and relaxation
9. Age of your clients/partners?
- a. 20-30
 - b. 30-40
 - c. 40-50
 - d. 50-60
 - e. 60 and more
10. Gender of your clients/partners?
- a. Mostly females
 - b. Mostly males
 - c. Difference between genders is negligible
11. Do your clients visit the Czech Republic with their families or with some other company?
- a. No, usually coming alone
 - b. Usually without company but there are some exceptions
 - c. Usually with company
 - d. Always with company
12. To what clients/partners you would like to pay for this full comfort programme (Organization of business and also free time activities, of all transfers and accommodation)?
- a. To all our foreign clients/partners
 - b. To valuable or very good clients/partners
 - c. Just to the best clients
 - d. To our new clients

Appendix 2 - Questionnaire for private clients:

1. Age:
 - a. Less than 31
 - b. 31-40
 - c. 41-50
 - d. 51-60
 - e. 61-70
 - f. 71 and more
2. Gender:
 - a. Male
 - b. Female
3. Nationality:
4. How you come to the Czech Republic?
 - a. By plane
 - b. By car
 - c. By bus
 - d. By train
5. Number of days spend in the Czech Republic:
 - a. 1 day
 - b. 2 days
 - c. 3 days
 - d. 4 days
 - e. 5 days
 - f. 6 days and more
6. Number of visited golf courses:
 - a. 1
 - b. 2
 - c. 3
 - d. 4
 - e. 5 and more
7. Golf was the primary activity of your stay?
 - a. Yes
 - b. No
8. How you learn of Czech Republic as a golf destination?
 - a. From magazine (i.e. Golf Digest and similar)
 - b. On fold expo/fairs
 - c. Recommendations of our friends who have already been in Czech Republic
 - d. Own initiative – like to explore new things
 - e. Other way:

Appendix 3 – accommodation in Purkmistr hotel



Hotel double room (source: Hotel Purkmistr)



Exterior of Purkmistr hotel (source: hotel Purkmistr)

Appendix 4 – breweries



Purkmistr Brewery (source: Purkmist hotel)



Plzeňský Prazdroj Brewery (source: Plzeňský Prazdroj a.s.)

Appendix 5 – Golf Park Plzeň (source: Golf Park Plzeň)



Appendix 6 – Darovanský Dvůr Resort (source: Darovanský Dvůr)

