



In Association with



REIMAGINING GOLF IN INDIA

April 2020



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Introduction: Building Blocks for the Indian Golf Industry



01 Introduction

Evolving Sports Landscape

Globally the sports sector is estimated to be worth USD 480–620 billion with a perpetually upward graph. Studies have shown that a thriving sports sector usually has a significant positive socio-economic impact. Sports play an instrumental role in improving the physical health and mental agility of a nation's human resources, and in promoting unity and national pride. Furthermore, sport as an industry contributes to about one to three percent to the GDPs of various countries, making it difficult to ignore its economic impact.

Several sports are now being played in the country. India is looking beyond the game of cricket towards a wide variety of sports, resulting in the growth of participation, sports-related industries, acceptability, viewership, a newly born sporting culture. This has allowed new business opportunities to come up for investors looking at the Indian sports landscape. Opportunities range from brand building to infrastructure.

India's improving economic climate, rising disposable incomes, and changing outlook towards fitness is driving the increase in demand for sports, sports-related goods and services. For 2018-20, the Government of India set aside a US\$262 million (Rs 1,756 crore) budget for its 'Khelo India' (Play India) program.

Despite visible measures taken and key growth drivers being present, India's lack of sports culture has deferred the formation of a similar industry in the country. Furthermore, despite growing awareness, interest and successes in various non-cricket sports such as golf, archery, badminton, boxing, chess, hockey, tennis, snooker, billiards, shooting and wrestling at prominent international competitions. Furthermore, in India, sport is yet to be recognized as a sector and there is no comprehensive study on the industry's estimated size in the country resulting in the not letting India unlock its true economic potential from the sports sector.

Golf Gaining Popularity

With the recognition of the sport as an Olympic game, golf is gaining popularity in India. Trends of the last decade - Low participation rate and a small number of global and domestic tournaments as compared to the world average for golf and other sports are seeing a gradual reversal.

Golf is not only seen as a sport but also has an intrinsic business model which can help the sport sustain on its own and hence economic value can be unlocked. With the surging interest in real estate and tourism around this sport. Golf can be leveraged as a multiplier to unleash true value via surging growth frontiers of core and allied industries. Core industries are comprised of golf course capital investment, golf facility operations, golf tournaments and endorsements, golf related supplies and equipment and turf maintenance and other equipment. Enabled industries that get a value to add from golf include golf tourism and the premium attached to golf based real estate developments in India. Thus, with the burgeoning middle class of India and an increasing disposable income, exposure, enhanced media coverage of international and domestic sports and television and internet penetration, the time is opportune to form an organized sports sector with requisite policy support that further facilitates sports commerce and leagues of this nature.

Golf's Contribution



30,000+
Jobs created in 2019



10,500+ Cr
Value created to be attributed to
golf and golf related activities

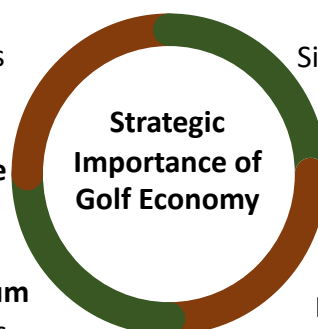


1,500+ Cr
Income generated due golf in 2019

Leveraging golf as a strategic lever for India's growth

Potential to strengthen domestic golf goods **manufacturing capabilities** thereby **introducing a whole new industry and unlocking immense economic value for the long term**

Golf Course development may accord **premium by up to 20% to 30%** for real estate projects around golf courses



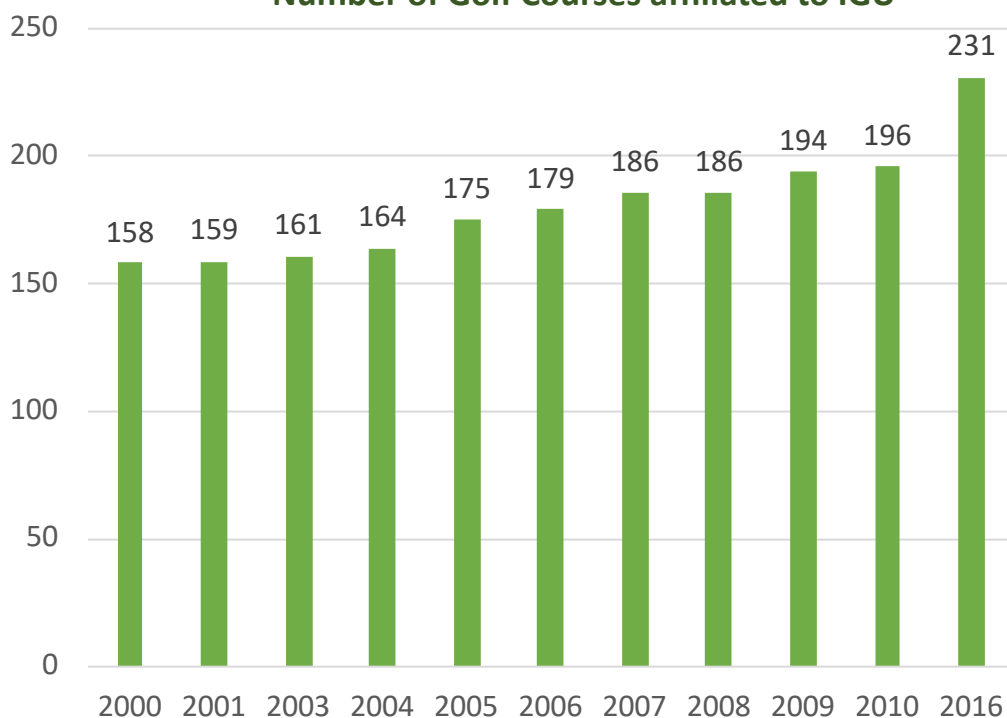
Significant potential to generate **employment**, Direct and indirect employment can be generated through core and noncore industries

High **Forex earning** capacity by positioning India as preferred golf tourism spot

02 Golf in India – A snapshot

Over the past 2 decades, India has seen an impressive growth in the popularity of the sport. The sport has opened to civilians and is expected to be one of the most sought-after sport to be played.

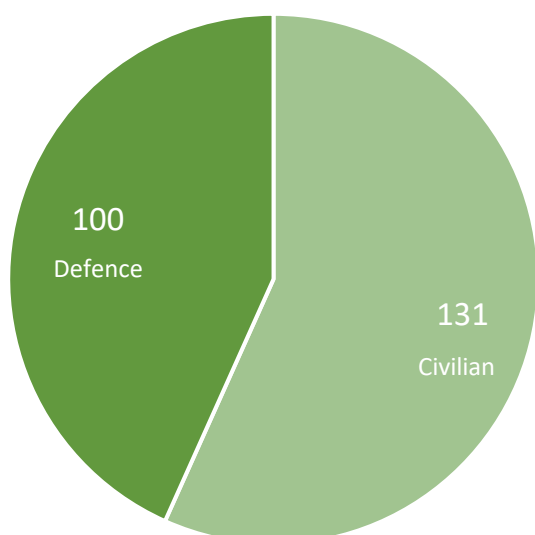
Number of Golf Courses affiliated to IGU



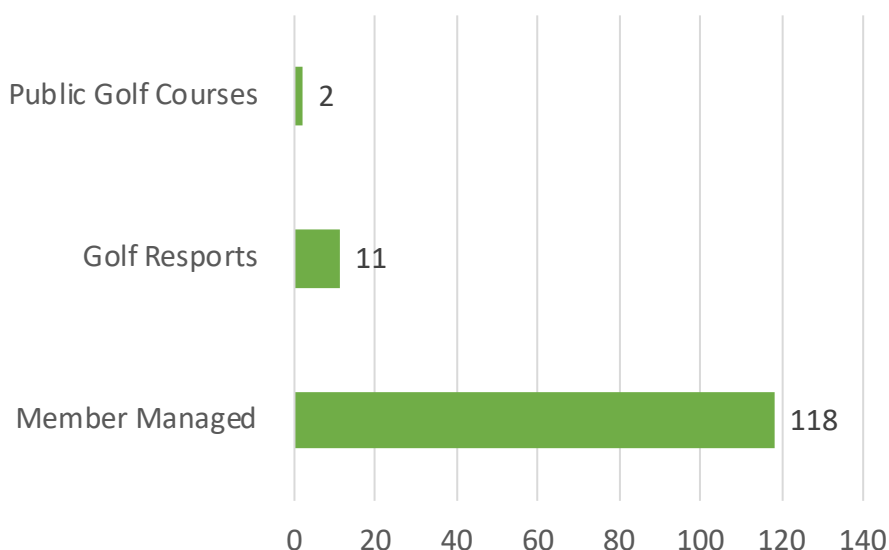
India was the first country outside Great Britain to have a golf course.

200,000+
Civilian golfers in India in 2019

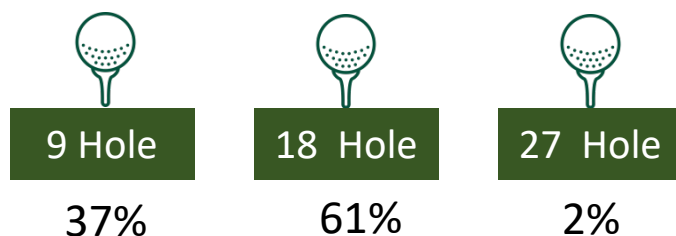
Defence Vs Civilian



Civilian Golf Courses by type, 2016*



Most golf clubs in India consist of 18-hole courses, representing 61% of the total supply. Nine-hole and 27-hole or larger facilities represent 37% and 2%, respectively.



* Latest Available number

03 Overview of the golf economy



While golf is an organized business in developed economies, India still has a long way to go. With the young burgeoning middle class of India with their increasing disposable income offers a huge consumption potential for the business of golf and sports in general. Another trend which is a testament to the rising popularity of non-cricket sports in India is the rising viewership of sporting events and leagues in the country and so is a general awareness on fitness and wellbeing. This may be seen as a positive for the industry as this would promote the adoption of an active and healthy lifestyle by people through various means, playing various sports including golf. However, there is a need to vigorously promote a golfing culture in the country to encourage the consumption of golf. This would, in turn, facilitate the creation of an environment that is conducive to golf commerce.

The economic value of golf relates to certain regions of India, with the presence of golf courses. However, there needs to be a plan in place to further distribute new developments throughout the country. It is imperative for the key stakeholders of the Golf Industry to push forward its agenda with the Government to rank golf as a high priority for not just its tourism economy but also as sporting activity for Indians.

This report will be exploring the opportunity areas for the golf industry. The next section will discuss the way forward along with some key recommendations for the government

Golf can be a crucial trajectory for the next surge of growth and contribute to the to India's vision to achieve **\$5 trillion economy**.

Golf An Opportunity: Unleashing value through golf and Navigating the challenges



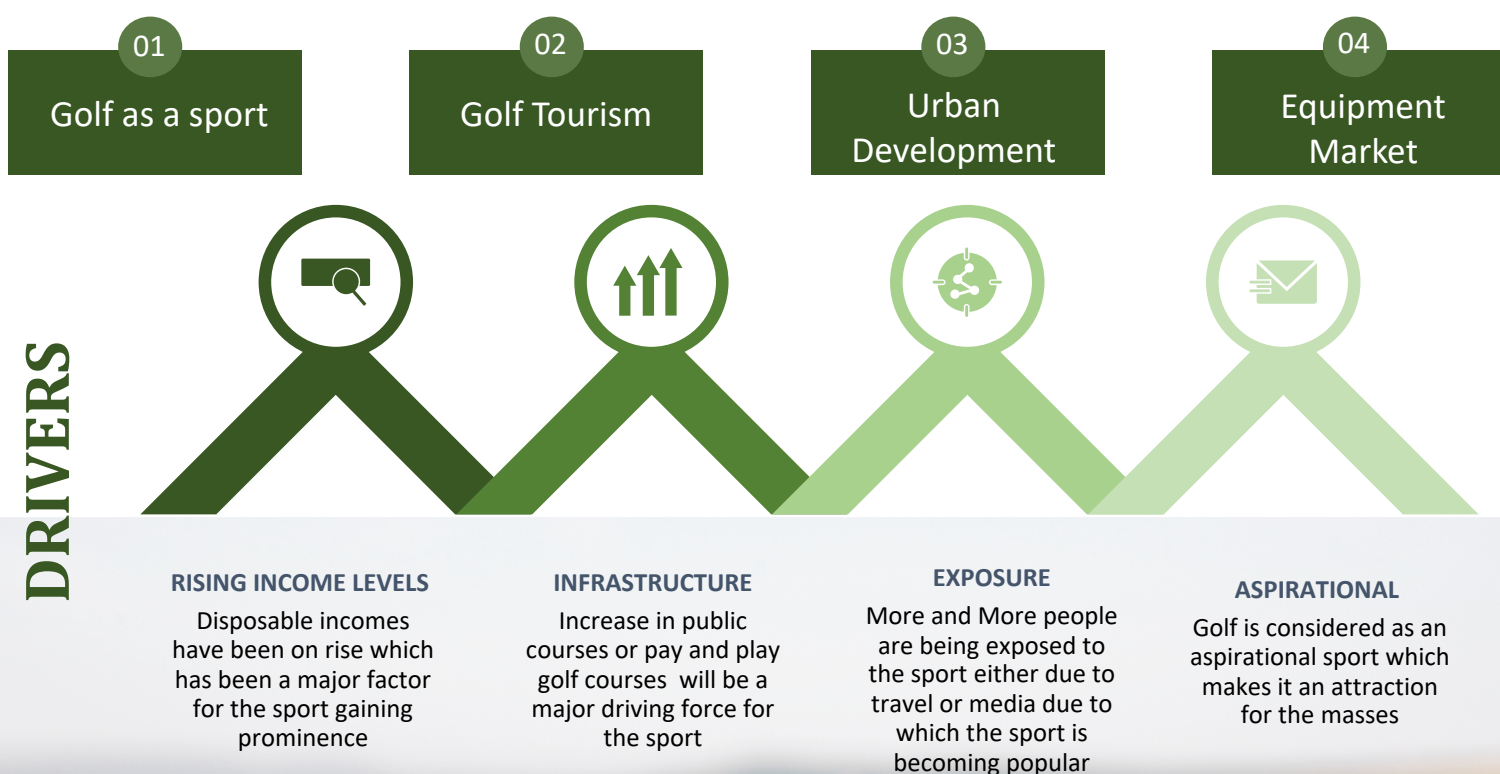
04 Reimagining the Indian golf Economy

Over the last couple of years, golf has been gaining prominence and has been growing fast. Globally, the golf industry is approximately valued at ~100 billion. In India, the industry is currently valued at Rs.750 million, it is expected to grow at around 20-25 per cent annually. The inclination towards this sport has increased with growing corporatisation and the construction of private golf courses in places like Gurgaon and Greater Noida (in the National Capital Region), which is permitted as part of Special Economic Zone (SEZ) development. Increasing exposure towards the sport through travel and media, the aspirational value attached to the sport, increasing disposable income and a general shift in the lifestyle of Indians.

The wide acceptance and increasing popularity has given birth to a whole new golf economy and industry. The golf economy can be divided into several interrelated subsectors. The golf industry cluster consists of golf facilities and with the other core and non-core industries that produce goods and services used to operate these facilities and to play the game – golf equipment and golf apparel manufacturers, golf course architects, and club management services. Golf further enables a number of other industries, the key ones being golf-related tourism and real estate development, both of which are closely intertwined.

At present, the domestic demand is met by imports primarily because of a limited demand making it unviable for looking at large scale manufacturing of golf equipment in India. However, despite the challenges which we would be discussing in the next section there lies a tremendous opportunity for the golf economy.

We have identified 3 tracks of opportunities which this paper will be exploring:





Decoding the opportunities



**PROMOTING GOLF
AS A SPORT**



**GOLF
TOURISM**



**SMART CITIES &
URBAN
DEVELOPMENT**



GOLF EQUIPMENT

05 Promoting golf as a sport

Royal Calcutta established in 1829 is the second oldest course in the world after St Andrews in Scotland. This makes India the gateway to golf in Asia. An opportunity which is unrealised.

Indian players are putting themselves and the sport on the global dais. The young are taking to it and the demographics in India can indeed contribute to producing a few world-class players. India has seen more than just a few success stories to instill some inspirational and spark the fire.

As India's pool of golfers are growing and making an international mark there is still a long way to go in terms of unlocking the true potential of the sport.

As golf's prominence and popularity are growing on the back of the sport being included in Olympics, it becomes essential to promote the sport at the macro level.

Number of Golf Tournaments Organized in India: The professional tournament market is already 100 crore annually. During 2016, the number of women's tournaments has increased but it was partially offset by decline in men's tournaments mainly international tour events. There were total of 112 professional and amateur golf tournaments which have been organized in the country. There were 41 men's golf tournaments which have been organized in India during 2016, while for women's and junior boys the tournaments were 28 and 43 respectively. To name a few international tournaments- **Panasonic Open, Hero Women's Indian Open, Hero Indian Open, The Classic Golf and Country Club International Championship** hosting global players.

The junior golf market is expected to grow at 40%, Golf is a unique sport that provides various avenues of employment at golf courses, academies, clubs, tournaments to many young people who learn golf at an early age. Therefore golf should be encouraged at school and college level.

Major Player and Endorsements: Anirban Lahiri, Shiv Kapur, Sharmila Nicollet, Jeev Milkha Singh, SSP Chawrasia, Gaganjeet Bhullar and Shubhankar Sharma are few of the major professional golfers in India. They have endorsed multiple brands namely DLF, Hero Moto, Chervo, Master Card, Puma, Callaway, Taylor Made, UPS Logistics, Take Solutions and Jaypee Green Golf. This reflects the scope of the sport's value and potential.

Challenges Faced

- 1. Perception** - Battle of being a private and exclusive sport, a sport which is inherently expensive because of the high Capex costs involved to set up the course and then high operational costs to run and maintain the course. Although, the game is favored by certain part population, on the contrary around 75-80% of the professional golfers have been caddies in the past and have come from humble backgrounds.
- 2. Expensive** - Further, due to a high tax structure which makes the golf's equipment expensive. Overall restricting the access to the sport by many people
- 3. Limited lack of golf course/driving ranges:** At present, there are only five public driving ranges (outside golf courses), which restricts people from taking up golf as sometimes people don't want to take up memberships or don't have access to golf courses.

Way Forward – Recommendations

- 1. Build 100 public driving ranges:** Public driving ranges can be built in existing and upcoming cities. Driving ranges can be a part of the sports complex/stadiums. Instead of building full-scale golf courses where 100-200 acres are required, smaller public driving ranges may be explored (2-10 acre) to make the sport more accessible. Easily accessible driving ranges will allow people to explore the sport and promote the sport.
- 2. Promote Training** – These driving ranges can also be used to set up academy and training centres, this will allow to build a greater talent pool as the sport now has been included in the Olympics.
- 3. Reduce Tax on Golf Equipment:** A major deterrent to the sport is the expensive equipment, if the government can support in rationalising the duty structure for certain equipment the sport equipment can be made available to the people at a reduced price or rental agreements can be made more viable. Duties should be reduced which are already 20-40% more than overseas.

06 Golf opening avenues for tourism – Making India towards a preferred golfing location

Golf tourism comes under the ambit of sport tourism, considered to be one of the fastest growing areas in the tourism industry. Although sport tourism is a relatively a new concept in the Indian context, its scope of activity is far from a recent phenomenon. The notion of people travelling to participate in, and watch sport started with Olympic Games, and the practice of stimulating tourism through sport. Within the last few decades however, countries have begun to recognize the strategic significance and potential of sport tourism and have taken proactive steps pursuing this attractive niche market.

Golf courses and facilities attract tourists to nations and are especially popular amongst business executives that enjoy playing golf on their travels around the world for work. This industry however benefits not only from tourist golfers, but is also reliant on sales from food and beverages, rent for golf amenities and accessories, usage fees, etc.

Key Global and Indian Statistics

~ USD 16-18 billion

Estimated market size of the global golf tourism industry (2015)

~14 %

Estimated CAGR (2017-21) of the global golf tourism industry

~ 16 million

Annual golf travellers globally (2017)

~50%

Share of golfers that book their golf holidays via a tour operator (2017-20)

668

Specialist golf tour operators that are members of IAGATO globally

~ USD 5 Million

Estimated total inbound and outbound golf tourism revenues in India (2017)

20%

Projected annual growth rate of the golf travel industry in India

~40 %

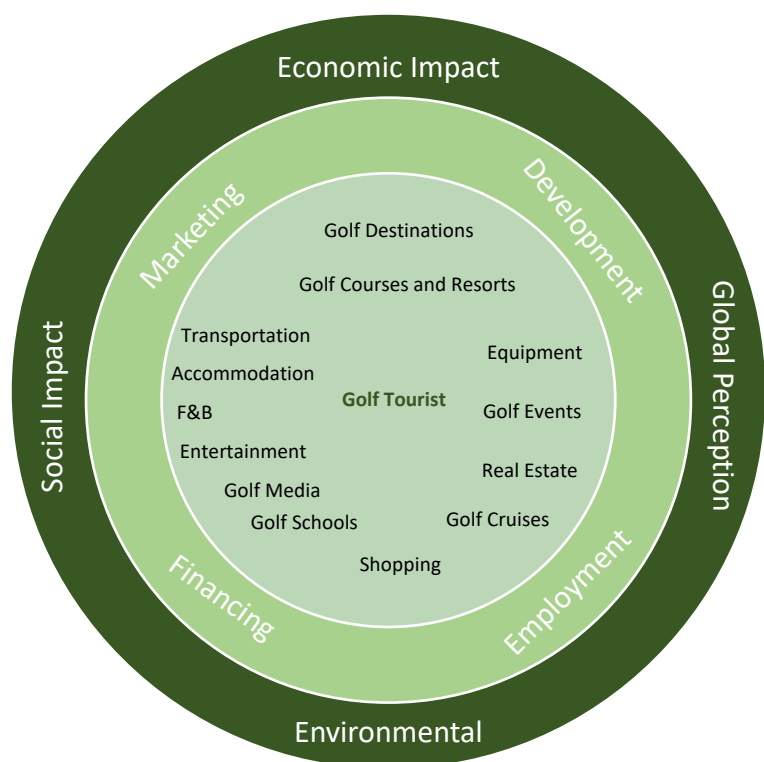
Average annual growth rate of kids golf industry in India

~50%

Share of foreign tourist arrivals from major golf playing nations

In India golf tourism provides a unique opportunity for being the bedrock for the golf economy in India. The overall golf economy and industry will grow when demand for consuming golf and golf related services will grow. Golf tourism contributes to immensely to the growth of the overall golf economy.

06 Golf opening avenues for tourism – Making India a preferred golfing destination



Primary Target group by type of Golf tourist

Principal Golfers – Tourist who primarily travel around the world for golf.

Secondary Golfers - Tourists who play golf as a secondary activity whilst on holiday or on a business trip

Spectators - Those who attend tournaments as spectators, or visit golf attractions

Golf tourism due to its close linkages with other sectors such as aviation, hotels and hospitality provides an opportunity beyond the golf economy.

In India, golf tourism provides a unique opportunity for being the bedrock for the golf economy in India. The overall golf economy and industry will grow when demand for consuming golf and golf related services will grow. Golf tourism contributes to immensely to the growth of the overall tourism economy.

Number of Tourist Arrivals for Leisure and Recreational Purpose: During the period 2005- 2019, the number of tourist arrivals for leisure and recreational purposes in India has increased at a CAGR of 12%. The number of tourist arrivals for leisure and recreational purposes was reported at 3.92 million in 2005 which has increased to 17.42 million during 2019. Out of the total spending by foreign tourist in India, 45% of the expenditure is made for leisure, holiday and recreational activities. The total revenue been generated from the foreign tourist arrivals for leisure, holiday and recreational activities was evaluated at INR 60,840.0 crore (USD \$27 billion) in 2017.

Golf Tourism Market Size: Golf tourism has developed into a successful business can be attributed to an increasing number of tour operators tailoring their offers to the specific needs of golfers all over the world. Although, India still has lower penetration numbers but it with increasing inbound tourists coming from golf playing nations gives a massive opportunity and hence showcases bright prospects for India in terms of value generated from Golf tourism.

During 2015, the total amount of spending by the inbound foreign golf tourists in India was reported at INR 17.7 crore (USD 2.7 million), which has increased at a robust CAGR of 20.9% during 2010-2015. The total economic value which is generated from the inbound golf tourists in India and outbound golf tourists who travel to other countries either to participate or as a viewer have been estimated at INR 33 crore (USD 5 million) during 2017.

06 Golf opening avenues for tourism – Making India a preferred golfing destination

Employment Generation by Golf Tourism:

Due to golf's close linkages with other sectors, golf generates direct and indirect employment. Employment is generated in golf operations as well as multiple noncore industries including hotels, restaurants, car rental companies, tourist spots, and others. The companies which organize golf tours for inbound and outbound tourists in India generate direct employment which supporting the economy. It has been witnessed that there are around 7-8 companies in India which operate as golf tour operators. These companies have translated the total value of around INR 2.0 crore (USD 0.3 million) from employment to the economy during 2015.

Key Levers

Growth of the Indian economy as a potential destination for business has fueled the inbound golf tourism as a large number of business executives have started adding golf to their agenda. This is not just for international executives but also domestic executives travelling to other cities in India.

The average amount of money spent by international travellers in general in India was more than anywhere else in the world. A golf tourist spends on an average 20-30% more than a general tourist. This has aided the golf tourism market in the country. Therefore, golf tourism should be considered as a priority due to the potential of charging a higher premium and the ticket size, in general is higher.

The number of golf tourists who comes to enjoy holidays does play decent rounds of golf during their length of stay in India. An average inbound golf tourist in India spends around INR 140,000 for each trip made by him/her. The average length of stay for golf tourist in India has been recorded to be under the range of 7-8 days. Out of this, majority of the spending goes into accommodation with a share of 45.7% and about 25% to golf playing expenses. An average foreign golf tourist plays four rounds of golf. Food accounts for the third largest share in terms of spending by foreign golf tourists been reported at 15% with transportation expenses been witnessed at 9.3%.

Sports tourism is gaining interest in India, especially after the Commonwealth games organized in India. Golf is gaining traction among foreign tourists since India encompasses several golf courses of international standards. Moreover, there are a series of professional golf tournaments organized in India which attract domestic and international tourists. Despite India not being a very popular destination for golf, the a number of golf tourists in India has increased at a CAGR of 13% during the last five years due to increase in number of International standard golf courses and reduction in price packages by the tour operators. It becomes essential for the government and the golf industry to acknowledge as a strategic imperative and a driver for economic growth.



A global case study on the next will show globally golf is being used strategically to increase tourism and is being used as a major source of income

Suggestions

- **Refinement of the Tourism Policies** towards golf which can further bring benefit of Rs 1000 – 2000 crores annually to the Indian economy by attracting more tourists and international golf tourism tournaments and attracting conventions like the annual AGTC (Asia Golf Tourism Convention).
- **Reintroduce Golf in Swadeshi Darshan Scheme-** The government in its 204-15 budget, decided to create tourist circuits on specific themes to attract tourism. Including golf would not only attract tourism related economic boost but also would accord a premium to the circuit and allow the real estate value to appreciate.
- **Announcement of 10 golf clusters** in the country for building golf courses aligned with the other tourism spots to offer tourists an integrated offering. For Example a "Buddhist Circuit" covering Lumbini, Bodhgaya, Sarnath, Kushinagar like Buddha Express train started by Indian Railways can be started. It will help us attract several tourists from Japan, Srilanka and Thailand, all golf playing nations, and global Buddhist religion followers. It will not only enhance revenue of people in those area but in coming years it will create huge infrastructure to manage the flow of tourist or golden triangle including Delhi, Jaipur and Agra, which is already a tourist site, other destinations such as Kashmir, Pune, Nashik can be leveraged for golf tourism as well.

Global Case Study – Malaysia golf tourism

Awarded '2008 Asia and Australasia Golf Destination of the Year' by the International Association of Golfing Tour Operators (IAGTO), Malaysia is an up and coming destination for golf travellers. In 2007 around 503,348 tourists engaged in golf out of a total of 20,972,822 tourist arrivals – about 2.4 per cent. Most of these golf tourists came from the ASEAN nations (475,057) with Australia, South Korea, UK, Hong Kong, Japan and India making up the numbers. This was an increase of 150,000 over 2006, generating more than \$242 million in 2007. Malaysia's strengths as a golf destination are in its locations and year-round tropical climate but, primarily, cost. The array of over 200 courses is located by the sea, in the islands, on the highlands, in the city and in the jungle. Cheap green fees are a major advantage over regional competitors such as Thailand, they can be as low as \$10. Most courses are in the vicinity of main tourism areas around the capital Kuala Lumpur, the Malay Peninsula and in Borneo, and the Ministry of Tourism has produced a booklet on 50 of the best courses in the region.

The IAGTO award was testament to the government's push to cash in on Asia's golf mania. Recognizing golfers as premium, high-spending tourists, Tourism Malaysia has been targeting golf visitors via international competitions and golf fairs. Malaysian golf's crowning glory is the Maybank Malaysia Open which is sanctioned by the European and Asian Tours, telecast worldwide by CNBC and other major sports channels and watched by between 300 and 500 million viewers. In 1999 it became the first ever co-sanctioned tournament in Asia and has been hosted seven times by Saujana Golf and Country Club, named 'The Best Championship Course in Asia' in 2005.

Malaysia also hosts the World Amateur Inter Team Golf Championship (WAITGC). Tourism Malaysia attends the Orlando Merchandise Golf Show, PGA Golf Show in Australia, Japan Golf Fair, and the Asia Golf Show in Shanghai and participates in IAGTO's International Golf Travel Mart. The government is actively encouraging media fam (familiarization) trips to facilitate international travel press exposure. Until the 2000s, golf was not promoted separately in Malaysia, it was just one part of the tourism offering.

Now the emphasis is on more specialized golf tourism promotion. There are plans to coordinate with the Malaysian Golf Association and other industry players to categorize local golf clubs with star ratings. The region boasts championship and signature courses designed by the likes of Jack Nicklaus, Robert Trent Jones Jr and Graham Marsh. Malaysia's regional competitors are Thailand and Indonesia but Malaysia has a cost advantage as well as already having more golf facilities than current visitation numbers require. However, Tourism Malaysia is keen to work with neighbouring ASEAN countries to promote golf and tourism jointly.

It is also attempting to surmount an internal obstacle of lack of coordination between club operators and government, by providing more specific golf travel packages. With corporate golf growing in Malaysia, the government's focus on business travelers could also strengthen golf visitation numbers

07 Golf a catalyst for urban development and regeneration

Majority of the golf courses constructed in India are standalone businesses either with a clubhouse or along with hotel and resorts. However, with rising popularity of the sport among the middle and upper middle class, many real estate developers have started housing projects with golf courses, this has allowed developers to charge a premium on such projects.

The growing preferences among the middle and upper middle-class population to play golf owing to its aspirational value has lured real estate developers to focus on real estate developments with golf course as a central theme in their projects. Real estate developers are seeking to develop amenities to attract new home buyers and golf is a key amenity in several parts of the country especially in metro cities including Delhi NCR, Mumbai, Bangalore, Ahmedabad, and others. Due to the overwhelming success of golf based residential real estate projects, now almost 60-70% of the newly developed golf courses are constructed as a part of residential communities.

The golf based real estate projects have been witnessed to generate revenues worth INR 3,829.4 crore (USD 573.5 million) during 2015, out of which INR 957.4 crore (USD 143.4 million) have been generated from the golf premium added to the sector. Sports townships projects especially golf-based townships are becoming increasingly popular in India.

Various global studies have proven, 45% of the golf-based properties are sold at a premium of 10-20%, 30% properties are sold at a premium of 20-30% premium while the rest 25% of the golf-based properties are sold at a premium of 30-50%. This has led to an average of 25% premium factor which is added to the real estate properties after developing golf course in the vicinity of the project.

Golf based real estate projects enhance these value of the nearby real estate projects, including standalone private and public course. The premium which is added in nearby real estate projects because of golf courses remains around 10-15%.



Golf Course development is an equally important opportunity for the government and stakeholders as it allows to appreciate the land value around, accords a higher status to the city/locality where the course is located and is an indicator of economic development. Golf Courses can also be used as an attractive proposition for the corporates to set up their offices around the courses. Upcoming tier 2 and tier 3 cities, along with smart cities can consider to push their land values upwards. Some examples have been cited on the next page.

Suggestions

- **Catalyst for Growth**- Development of golf courses may be considered as an integral part of town planning, Smart City planning or industrial clusters planning. This would allow a premium to be accorded in the value and thereby enabling govt to realise higher prices when auctioning plots to developers adjacent to golf courses.
- **Environment** - Consider golf courses as an essential means of enhancing the environment in new and existing urban areas
- **Smart & Tier 2 Cities** - New Golf courses can be developed in tier 2 and 3 cities, which would enhance the values of these upcoming cities and provide a similar lifestyle of tier 1 cities. This would reignite the local economies

07 Golf a catalyst for urban development and regeneration

Golf courses enhance the surrounding land and site value. Further, the development of golf courses can be a point of consideration for large foreign companies to set up their plants/offices near golf courses, this allows them to provide a work-life balance to their employees.

- ✓ **DLF Golf Club** which came up in Gurgaon in 1999 catalysed Rs 20,000-30,000 crores worth of residential and commercial developments by DLF and other developers within 1 km radius of the golf course in the subsequent years. Today the Golf Course Road in Gurgaon is home to some of the most sought after and highly valued real estate and office buildings in Asia.
- ✓ Similarly at Greater Noida, the first development was the Golf Course in 1997-8 and thereafter factories with investment of Rs 1000+ crores by Honda and LG came up within 1 km of the golf course. It further spiralled the growth of luxury residential villas, hotels and commercial developments. Samsung has invested Rs 5000 crore world's largest mobile phone plant in the area.
- ✓ Swamps or other waste area sites or dried up urban lake beds can be redeveloped into golf courses. As has been done at Hyderabad Golf Association, KGA, Bangalore, DDA's Qutab Golf Course changing a 100 acre garbage dump in Saket into a beautiful golf course often referred to as Delhi new pair of Lungs.
- ✓ Toyota was touring India in 1995 to locate their first plant in India (approx. value was INR 1700 crore). After examining various locations in various states, they finally chose to build their factory with wall adjacent to the 300 acre Eagleton Golf Resort in Bidadi, outside Bangalore, as they needed the golf course to provide a quality of life for their Japanese executives. To date Toyota has invested Rs 5000 crore in the Bidadi plant adjacent to Eagleton Golf Course.
- ✓ In 2018-19, Kia Motors, chose to locate their USD 1.1 billion factory at Anantapur, Andhra Pradesh. The factory was located on a 2-hour drive from the Prestige **Golfshire golf course** north of Bangalore. Their 200 senior executives can be found visiting the Golfshire golf course every weekend.



08 Promoting golf as a sport – Birth of a new industry – Equipment, Supplies & Maintenance

At Present, Due to the limited demand in the domestic market, the golf equipment and apparels market in India is relatively very small. Revenues generated from retail sales of golf equipment and supplies including golf clubs, golf balls, golf accessories and golf apparel have been valued at INR 70.0 crore (USD 10.5 million) during FY'2016.

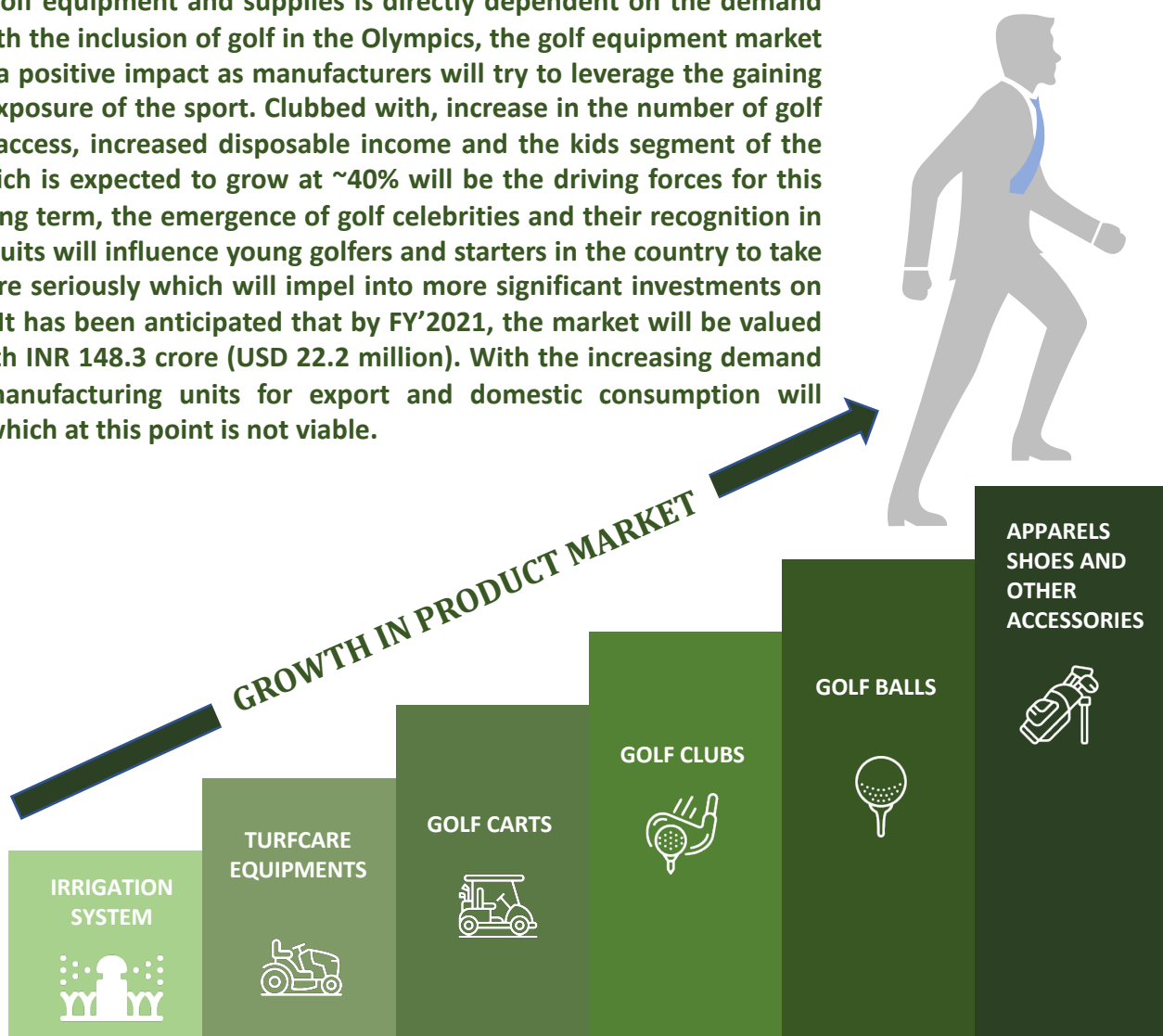
Influx of International brands into the Indian market, growing online sales in the market, premium offerings for the products and new products innovations in the market has been the major trends which have hindered the growth in the manufacturing of the such products in India. For this reason, the current demand is primarily met by the imports

As the demand is met primarily by imports, the growth of golf equipment market has been curtailed due to high customs duty on golf equipment which indirectly increases the price of golf equipment in the country and has been a roadblock for driving demand. Moreover, an unclear regulatory compliance and procedure have also restricted the industry.

Another small but still relevant submarket is the golf turf and maintenance. The overall market for golf turf maintenance & system, including turf care equipment, golf carts and the irrigation system was valued at INR 41.5 crore (USD 6.2 million) during 2015. The revenues have been considered from the sales of turf maintenance & equipment only to the golf courses.

Make In India - Considering the global golf equipment is expected to be valued at ~USD 10 billion, with government's assistance, India can be made a global manufacturing hub by leveraging its low-cost semiskilled labour. By leveraging its demographic, competitive advantage clusters can be identified in India for a select few items such as a growing leather industry can complement production of golf gloves.

The market for golf equipment and supplies is directly dependent on the demand for the sport. With the inclusion of golf in the Olympics, the golf equipment market in India will see a positive impact as manufacturers will try to leverage the gaining popularity and exposure of the sport. Clubbed with, increase in the number of golf clubs with easy access, increased disposable income and the kids segment of the golf industry which is expected to grow at ~40% will be the driving forces for this market. In the long term, the emergence of golf celebrities and their recognition in international circuits will influence young golfers and starters in the country to take up the game more seriously which will impel into more significant investments on golf equipment. It has been anticipated that by FY'2021, the market will be valued at revenues worth INR 148.3 crore (USD 22.2 million). With the increasing demand setting up of manufacturing units for export and domestic consumption will become viable, which at this point is not viable.



About Golf Industry Association (GIA)

The Golf Industry Association (GIA) is registered under the Societies Act of India and is a not for profit organization.

In line with our Prime minister Shri Narendra Modi, the idea of New India which aspires for a \$5 trillion economy, sports will be one of the potential new drivers to it. The GIA is working in Association with other golf bodies and Government of India to develop India as a significant golf destination by 2030. In our effort to establish India as a major destination for Golfers, GIA is working upon a sustainable, eco- friendly golf infrastructure to promote the game of golf in India.

The GIA comprises of companies working on the development of Golf as a major sport in India. GIA provides technical assistance in maintaining and upgrading the existing golf courses across the country, irrigation systems, Sewage Treatment Plant (STP) model for water conservation, and import golf kit, merchandise for the industry.

GIA works to complement other golf bodies such as The Indian Golf Union, Professional Golf Association and GCS & MAI.

As a part of golf promotion in India, we organize each year a Conference and Expo designed to increase the awareness and opportunity about Golf as a global sports. We provide a forum to bring together all key stakeholders of the Golf Industry to discuss the challenges, opportunity and future of Golf In India.

About Primus Partners

Primus Partners has been set up to partner with clients in 'navigating' India, by experts with decades of experience in doing so for large global firms. Set up on the principle of 'Idea Realization', it brings to bear 'experience in action'.

'Idea Realization'— a unique approach to examine futuristic ideas required for the growth of an organization or a sector or geography, from the perspective of assured on ground implementability.

India is and will continue to be a complex opportunity. Private and Public sector need trusted advisory partners in order to tap into this opportunity. Primus Partners is your go-to trusted Advisory for both public and private sector organizations involved intricately with nation building, and the creation and growth of robust corporations as engines of progress.

Our core strength comes from our founding partners, who are goal-oriented, with extensive hands-on experience and subject-matter expertise, which is well recognized in the industry. Our core founders form a diverse cohort of leaders from both genders with experience across industries (Public Sector, Healthcare, Transport, Education, etc), and with varied specialization (engineers, lawyers, tax professionals, management, etc).

Primus Partners brings experience of working in more than 30 countries with private and public sector, including working with Government of India, building and leading large consulting teams at the leadership level, and creating one of the largest public sector consulting practice in India. They also represent 200 person years of experience in leading global and Indian consulting firms and the public sector.

The founding team is supported by a distinguished advisory board that includes experts with leadership experience across government, large corporate and notable civil society organisations.



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