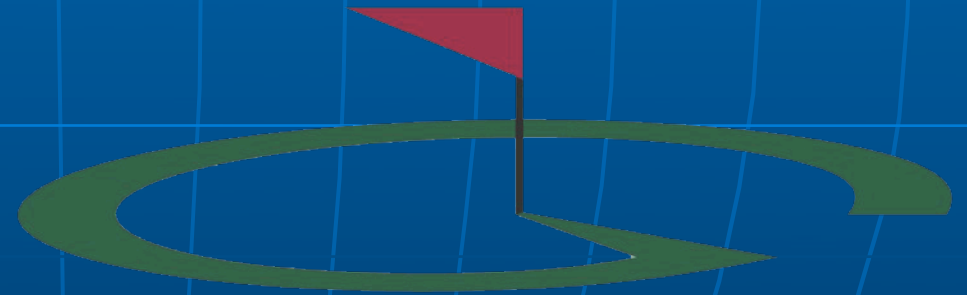

BMI International Primary Takeaways

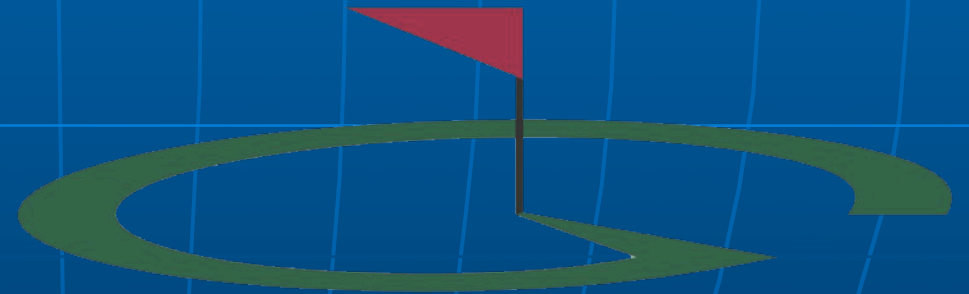
October 18,
2012



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Monday Morning

- Cui, Zhi Qiang – Golf Development in China
- Dr. Peng Global Image of Chinese Tourism Development



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Primary Takeaways

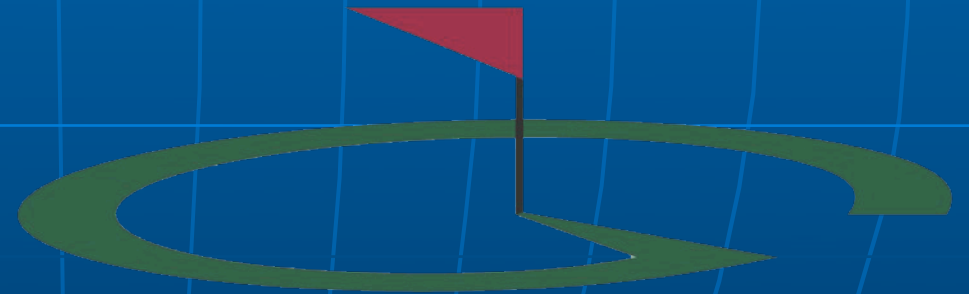
- Club businesses serve as an amenity for property value enhancement.
- Tourism and the hospitality segments rely on club life and the golf course operations.
- Rapid growth markets focus on revenue and expense management and defer proper systems and processes for sustained performance success.

Primary Takeaways

- Most clubs seek trained personnel for key management positions.
- Many five-star facilities must rely on the performance of three-star training, systems and processes.

Monday Afternoon

- Kevin Wale – Foreign Investment in China
- Hao Peng Shen – Shanghai Culture



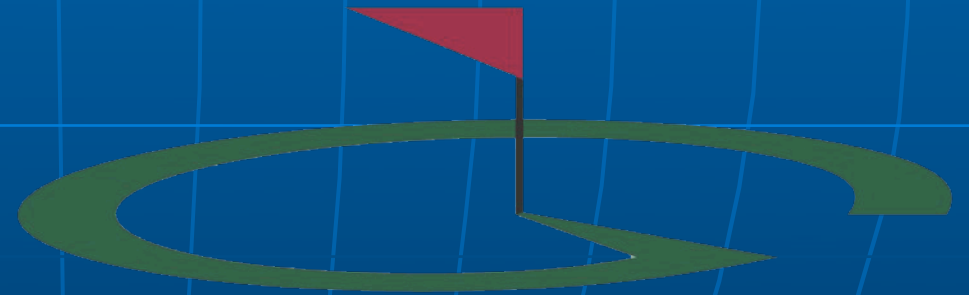
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Primary Takeaways

- Blending into the local culture is essential to business prosperity in China (and in most countries).
- Integration of historic understanding and customs must embrace emerging best management practices.
- Successful club managers understand and respect local practices and customs.

Tuesday Morning

- Michael Gu and Jonathan Au – Food Culture in China + Tea Culture in China + Wine Culture in China



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Primary Takeaways

- Food and dining expectations and customs vary throughout China.
- Certain courtesies and manners concerning dining and hospitality require advance learning and application.
- Dining and hospitality customs in China rely upon the power of 'face' and giving face to one's guests.
- Manners and 'Face' are very important in China.

Wednesday Morning

- Lawrence Pang – The Wisdom of i-Ching for doing Business in China
- Arthur Yeo (moderator) – Expatriates Working in China
 - With Albert Liu, Cameron Thompson and Dick Bruder



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Primary Takeaways

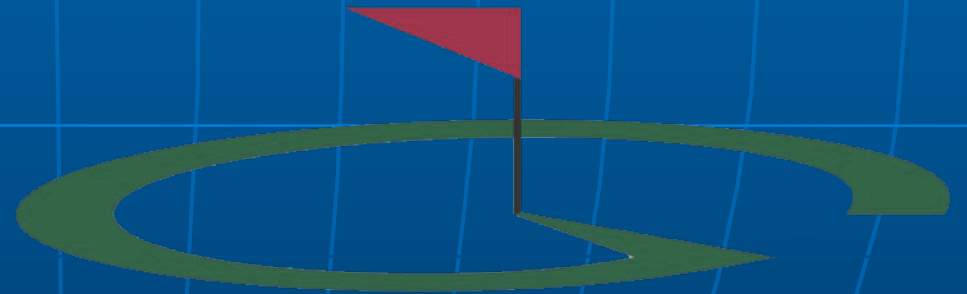
- Make complicated things simple.
- Understanding is critical to an ever-changing environment. (Concept of Kong)
- The history of change is shown in the Wave Theory. Understanding time and position are crucial.
- Plan to manage the lifecycle of your club.
- Learn the language, customs and courtesies.
- Humility is essential to all dealings.

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Thursday Morning

- Michael Leemhuis – Leadership
- Aylwin Tai, Ann Robbie, Jeff Scott, David Voorhees – Global Club Challenges



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Primary Takeaways

- Leadership requires the willingness to push oneself and team beyond the comfort zone.
- Continuous learning is essential to being an exceptional leader.
- Watch, inquire, mimic, learn from others.
- Good listening and communication are job-one for top leaders.
- People around the world are consistent; solutions are unique to local circumstances.

Thursday Afternoon

- Richard Bruner (moderator) – Club Life in China
 - With Aylwin Tai, Michael Gu, John Zhao and Kaisy Lin
- Yan Ming – TV Media and Clubs in China
- Bing Xiang – Global Economic and Social Implications of the Transformation of China

Primary Takeaways

- Value = Satisfaction/Sacrifice
- Quang Xi is a Chinese concept for reciprocal respect, courtesy and accommodation.
- Understand your members to maximize successful service.
- Localization of management is an objective; but non-Chinese are employed for start-up.
- Think of yourself as a facilitator and not an authority figure.

Primary Takeaways

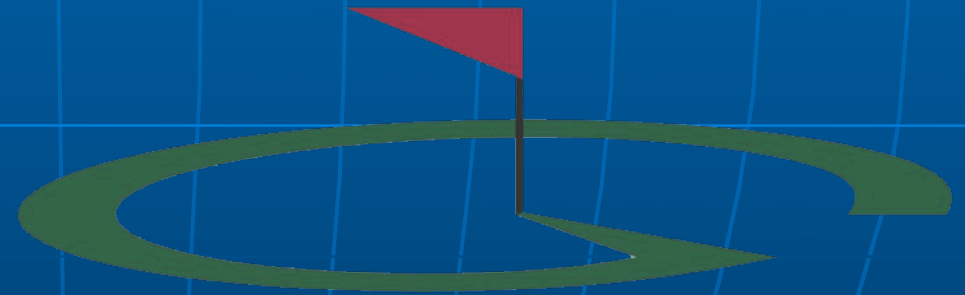
- The growth of golf and golf media are congruent in China; started in Hong Kong and Taiwan first.
- Golf promotions and media coverage use the risk of embarrassment and 'face' to make capital improvements and to sell memberships.
- Golf as an event in the 2013 National Games and 2016 Olympics is important in China.

Primary Takeaways

- Currently 5 million golfers on 600+ golf courses; growth is due to growth of middle class.
- Chinese GDP growth began increasing significantly in 1978 despite 50% urbanization rate (US is 80%). This factor will drive further growth for the next 15 years.
- China will become largest adjusted GDP by 2016 and largest gross GDP by 2018.

Primary Takeaways

- Unprecedented growth is due to population dividend, opening of economy, integration of economy, and entrepreneurial drive.



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BMI International Primary Takeaways



Henry DeLozier
hdelozier@globalgolfadvisors.com
m
001.602.739.0488

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