Turkey
The Rising Star of Golf
2015
Turkey – The Rising Star of Golf

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Dear Reader,

I am delighted to present our report on golf in Turkey, one of today’s most successful golf tourism destinations in the past decade globally.

With its 18 golf clubs and 6,776 golfers, today Turkey represents a golf market in its infancy that still relies heavily on international golf tourism. However, in light of a progressing tourism industry and favourable climatic conditions, together with its highly successful junior golf programme, and commitment of industry stakeholders to further the development of golf in the country through various initiatives, I believe that golf in Turkey has a great development potential.

In the autumn of 2015, KPMG’s Golf Advisory Practice interviewed key market players and queried all golf course managers and operators currently active in Turkey to gain an understanding of their operations and their future expectations about the golf market.

Some key highlights of our findings include:

- Supply for and demand of golf in Turkey is mainly concentrated in Belek (Antalya Province). With 11 golf clubs and its 16 courses (18-hole equivalent) and a total of 513,000 rounds played at these facilities in 2014, Belek represents one of the fastest growing Mediterranean golf tourism destinations;

- While in Istanbul and Ankara over 90% of rounds are played by members, at clubs located in tourist regions around 2% of the rounds played are member rounds with the rest generated by green fees (mostly international golf tourists);

- With more than 32,000 rounds played in Belek at an 18-hole (or equivalent) golf course on average, this region is one of the best performing golf markets in Europe.

Turkey’s choice of Belek for the development of such a major golf cluster, at least in European terms, has proven to be successful within the country and the golfing world. With further courses in the country’s planning stage, and Belek being Turkey’s most prominent golf destination, there is a wealth of acquired knowledge and experience in this region on which Turkey can capitalise to grow its overall golf market.

I would like to express our appreciation to Turkish Airlines and the Turkish Golf Federation for their support during the course of preparation of this report and to all of the golf course managers and operators who have contributed to this research.

If you would like to receive any clarification or discuss the survey results, please feel free to contact the Golf Benchmark Team or myself.

Yours sincerely,

Andrea Sartori
Dear Reader,

We are delighted to support this Rising Star of Golf report, which outlines the impressive growth of Turkey as a golf destination and highlights the future of the sport in the country.

Although Turkey has experienced significant and continuous tourism growth, making it now the sixth most visited destination in the world, there still remains much untapped potential. We see golf as an important element to support this future growth and help us reach our 2023 ambitions of welcoming 50 million tourists to Turkey.

Not only do we recognise an opportunity in golf tourism but we see golf as a key vehicle for growing the Turkish Airlines brand around the world. Turkish Airlines serves a total of 278 flight destinations in 110 countries and last year transported 54 million passengers around the world; by 2023 our aim is to transport 120 million. Golf is a truly global sport that is played by over 80 million people around the world, providing the company with a platform to engage with existing and new passengers in many of our key markets.

Over the coming years Turkish Airlines, together with the Ministry of Culture and Tourism and the Turkish Golf Federation, is committed to continuing the drive towards Turkey becoming one of the most desirable golf destinations in the world.

Yours sincerely,

M. İlker Aycı

Turkish Airlines has been supporting professional and amateur golf around the world since 2010. The Turkish Airlines World Golf Cup, which launched in 2013 in 12 destinations, spanned 70 destinations globally in 2015 and in 2016 even more destinations with new impressive tournaments will be included. This year was also the company’s fifth year of sponsoring the Turkish Airlines Ladies Open, one of the Ladies European Tour’s most popular events and was also our first year as a partner of the inaugural Porsche European Open.

However, the event that secured the brand global fame amongst the global golf community is the Turkish Airlines Open. Now in its third year the event attracts Europe’s finest golfers and many greats from elsewhere around the world to experience the all the country’s delights. The tournament has propelled our brand recognition in many key markets, particularly the USA. Still today, people talk about Tiger Woods hitting balls from Europe to Asia on the world famous Bosporus Bridge.

As we continue to work towards achieving our 2023 growth goals, we see that golf will continue to be an integral element to the airline’s marketing strategy and the positioning of Turkey as Europe’s star golf destination.

Yours sincerely,

Temel Kotil, Ph. D.
Tourism in Turkey

Over the past two decades, Turkey has placed itself among the world’s elite as one of the top tourism destinations. The story of Turkey’s development as a golf tourism destination begins with the very fundamentals: the importance of tourism to the country and its strengths as a destination.

In terms of tourist arrivals, Turkey grew by 110% and climbed the global rankings from 12th in 2004 to an impressive sixth position in 2014. World Tourism Organization (UNWTO) statistics show that Turkey is the fourth most visited country in Europe.

According to the World Travel and Tourism Council (WTTC), in terms of economic value, Turkey has earned nearly 12% of its total contribution to GDP through travel and tourism, equivalent to USD 96 billion total contribution towards its GDP in 2014, which is double the European average and 14th globally.

Matching this growth in arrivals over the past decade, in 2014 hotels and similar establishments have witnessed an 115% increase since 2004, along with the number of guest nights growing by 96%, according to the Turkish Ministry of Culture and Tourism.

Looking closer at Turkey’s source markets, we see that its top three markets represent one third of the nation’s overall arrivals: Germany, Russia, and the UK provided a combined total of 12.3 million arrivals to Turkey in 2014.

Nearly 50% of international tourists spent an average of five nights in the Turkish Riviera, a Mediterranean coastal region spanning four Turkish provinces: Izmir, Aidin, Mugla, and Antalya, which registered the largest share of arrivals.

In terms of overnight stays, Antalya had 11.9 million international tourists in 2014, who spent an average of 5.3 nights, representing 64.3% of the total in Turkey. By contrast, in Istanbul five million international tourists visited and stayed in hotels and similar establishments in 2014, spending an average of 2.5 nights, representing a share of 12.8%.
In 2014, approximately 75% of visits to Turkey were for the purpose of holiday and leisure activities, 10% visited friends and relatives, 7% went to Turkey for meetings, conferences and exhibitions, and the remaining 8% travelled for other reasons (religious, health, shopping, etc.).

Turkey offers a reasonable supply of lodging options. Antalya in itself offers a greater supply than anywhere else in Turkey, approximately 21% of the share of hotel beds, whereas Istanbul possesses more than a 10% share of hotel beds available in the country.

**Purpose of visit to Turkey, 2014**

- **75%** Holiday and leisure
- **10%** Visit friends and relatives
- **7%** Meetings, conferences, exhibitions
- **8%** Other

**Distribution of hotels, 2014**

<table>
<thead>
<tr>
<th></th>
<th>Number of hotels</th>
<th>Number of rooms</th>
<th>Number of beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Istanbul</td>
<td>633</td>
<td>19,497</td>
<td>37,611</td>
</tr>
<tr>
<td>Antalya</td>
<td>935</td>
<td>33,506</td>
<td>75,517</td>
</tr>
<tr>
<td>Turkey</td>
<td>5,643</td>
<td>165,207</td>
<td>354,273</td>
</tr>
</tbody>
</table>

Source: Turkish Ministry of Culture and Tourism
Flying demand to supply

Within tourism there is a unique phenomenon where the demand is taken to the product, rather than the conventional opposite. Airlines play an important role in carrying this demand to various tourist destinations. Moreover, the success of a destination can be attributed to the success of an airline.

Turkish Airlines, as Turkey’s national carrier, played an important role to foster Turkey as a major destination for global tourism over the past decade. At the time of writing this report, the airline serves approximately 229 international destinations in 110 countries, 75% of which are accessible daily.

Within Turkey, there are three major international airports: two in Istanbul and one in Antalya. In 2014, Istanbul Ataturk Airport was Europe’s fourth busiest in terms of passengers with 38 million in 2014, whereas Antalya International Airport was the 14th busiest airport in Europe with approximately 22 million passengers.

The Antalya International Airport, hosting 54 airlines, serves as a traditional summer destination made up of the eastern portion of the Turkish Riviera and including Belek, a popular golf destination. Serving the cultural capital of Turkey, Istanbul Ataturk Airport hosts 70 airlines and serves as a hub to all travelers flying to Turkey.

The new Istanbul Ataturk International Airport is currently under construction. This airport, which will include four terminals and six runways, will have the capacity to host 150 million passengers annually. It is expected to begin operations in 2017 and become one of the world’s largest airports.

Below is a visual illustration of Turkish Airlines’ top international weekly flight frequencies to Turkey. Turkish Airlines’ flights from Germany represent nearly 14% of its total, a testament to Germany’s importance to Turkish tourism and obviously a result of the high number of Turkish people living in the country.

Top frequency markets to Turkey with Turkish Airlines (number of flights per week), 2015
<table>
<thead>
<tr>
<th>Country</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sweden</td>
<td>35</td>
</tr>
<tr>
<td>Ukraine</td>
<td>46</td>
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<tr>
<td>Russia</td>
<td>90</td>
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<td>Iran</td>
<td>69</td>
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<td>Iraq</td>
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<td>Greece</td>
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<td>Kuwait</td>
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<td>Israel</td>
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<td>Saudi Arabia</td>
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<td>United Kingdom</td>
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<td>Italy</td>
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<td>Denmark</td>
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<td>Austria</td>
<td>54</td>
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<td>USA</td>
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<tr>
<td>Netherlands</td>
<td>45</td>
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<tr>
<td>Switzerland</td>
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<tr>
<td>Spain</td>
<td>76</td>
</tr>
<tr>
<td>North Cyprus</td>
<td>66</td>
</tr>
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</table>
Golf in the Mediterranean and in Turkey

Golf on the upswing in the Mediterranean

Golf has exhibited strong growth over the past 20 years in the Mediterranean region. The development of the game has mainly been driven by Spain and Portugal, where golf represents one of the key drivers supporting the growth of the tourism sector and the establishment of the two countries as popular second home destinations in Europe.

Countries whose golf facilities have low golf participation rates, and which have a low number of registered golfers, tend to be more dependent on international tourism.

Throughout the EMA region, golf is more broadly enjoyed by Western and Northern Europeans. Elsewhere, golf is still developing as a sport for the general public. Within the Mediterranean, golf is an important pull for tourism and its lifestyle second-home market. Such trends can be seen in countries such as Morocco, which is currently developing over ten integrated golf resorts.

**Registered golfers, 2014**

- Growing 25,000 – 100,000
- Infant ≤ 25,000

**Golf participation rate, 2014**

- Growing 0.2% – 1%
- Infant ≤ 0.2%

**Market demand and supply, 2014**

- More than 900 golfers per course
- Between 600 and 900 golfers per course
- Between 300 and 600 golfers per course
- Less than 300 golfers per course

Source: International Golf Federation, KPMG research
Turkey – The Rising Star of Golf

Golf supply in the Mediterranean – a matter of course(s)

Based on the European Golf Association (EGA) and International Golf Federation (IGF) statistics, there are some 1,480 golf facilities in countries with access to the Mediterranean. This is an immensely valuable region for golf, and this can be seen in the International Association of Golf Tour Operators’ (IAGTO) Top Golfing Destinations globally, in which six out of ten are Mediterranean countries. Of these courses in the region, roughly 440 (i.e. 30%) are located within 20 km of the coast. We consider 204 facilities as being part of coastal integrated golf resorts, which offer accommodation, real estate, or both.

Turkey is continuing its development as a golf destination which competes against more mature Mediterranean destinations such as Spain’s Costa del Sol and Portugal’s Algarve. Turkey’s heavy reliance on international tourism has generated more green fee-based courses integrated into resorts along the Turkish Riviera which are some distance from the local demand.

Turkey has led the way within the emerging markets, with the Belek cluster of resorts being the most recent success story. Whereas the concept of the holiday golf resort is quite developed in Turkey, the concept of golf living is still in its infancy. However, capitalising on strong tourism demand, there are several resort projects at the planning stage and further growth can be expected in the mid-term.

### Golf supply in the Mediterranean, 2015

<table>
<thead>
<tr>
<th>Country</th>
<th>Golf clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 France</td>
<td>597</td>
</tr>
<tr>
<td>2 Spain</td>
<td>348</td>
</tr>
<tr>
<td>3 Italy</td>
<td>275</td>
</tr>
<tr>
<td>4 Portugal</td>
<td>86</td>
</tr>
<tr>
<td>5 Morocco</td>
<td>36</td>
</tr>
<tr>
<td>6 Egypt</td>
<td>25</td>
</tr>
<tr>
<td>7 Turkey</td>
<td>18</td>
</tr>
<tr>
<td>8 Tunisia</td>
<td>11</td>
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<tr>
<td>9 Cyprus</td>
<td>9</td>
</tr>
<tr>
<td>10 Greece</td>
<td>8</td>
</tr>
<tr>
<td>11 Libya</td>
<td>7</td>
</tr>
<tr>
<td>12 Algeria</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: European Golf Association, International Golf Federation

### Coastal integrated golf resort types by country, 2015

- **Spain**: Accommodation only
- **Portugal**: Both
- **Italy**: Residential only
- **France**: Both
- **Morocco**: Both
- **Turkey**: Accommodation only
- **Egypt**: Both
- **Tunisia**: Residential only
- **Cyprus**: Residential only
- **Greece**: Residential only

Source: KPMG research
Overview of Turkish golf market – developing local demand

The first golf course (Istanbul Golf Club) was constructed in 1895 and, much later, in 1996, the Turkish Golf Federation was established and swiftly joined the EGA in 1997. The Federation owns and operates several clubs throughout the country, promotes participation initiatives amongst locals to help grow the game, as well as being the lead supporter for golf tourism in Turkey.

Over the past 18 years, the Turkish golf market has grown by 58% in terms of golf course supply, resulting in a net increase of seven new golf facilities. In 2015, the Turkish Golf Federation tallied a total of 18 golf clubs.

The majority of golf clubs in Turkey consist of 18-hole courses, representing 50% of the total supply. Nine-hole and 27-hole or larger facilities represent 11% and 39%, respectively.

Turkish golf market, 2015

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf clubs</td>
<td>18</td>
</tr>
<tr>
<td>Registered golfers</td>
<td>6,776</td>
</tr>
<tr>
<td>Golfers per club</td>
<td>376</td>
</tr>
<tr>
<td>National population</td>
<td>74.9m</td>
</tr>
<tr>
<td>National golf participation rate</td>
<td>1 in 11,000</td>
</tr>
</tbody>
</table>

Source: European Golf Association, Turkish Golf Federation, TurkStat, KPMG research
Note: Including Korineum Golf & Country Club
Combined with the favourable climate throughout all seasons and the number of playable days, the key advantages of Antalya’s Belek golf cluster is its accessibility to an international airport, the number of high-end resort hotels, and having 11 quality golf clubs accessible within 20 minutes of travel. With this mentioned, such a unique offering among other European golf destinations has placed Belek’s golf cluster firmly on the map.

Distribution of golf supply in Turkey, 2015

Belek golf cluster
- Antalya Golf Course 36
- Carya Golf Club 18
- Cornelia Golf Club 27
- Gloria Golf Club 45
- Kaya Eagles Golf Club 18
- Lykia Links Golf Course 18
- Montgomerie Maxx Royal 18
- National Golf Club 27
- Robinson Club Nobilis 18
- Sueno Golf Club 36
- Titanic Golf International 27

Kemer Country & Golf Club 18
Klassis Country & Golf Club 27
Kusadasi International Golf 18
Ankara Golf Club 9
Bodrum Golf Club 9
Vita Park Golf Resort 18
Korineum Golf & Country Club 18

Source: Turkish Golf Federation

Turkey has the potential to retain and develop golf as a successful tourism product, but it is crucial to develop local demand for the sport. Based on the statistics of the EGA, there are currently 6,776 registered players affiliated with the Turkish Golf Federation.

Junior golfers in Turkey comprise approximately 45% of all registered golfers. This is the largest proportion of junior golfers in Europe. In 2006, Turkey launched the Junior Golf League to promote growth in the game amongst juniors. Currently, there are 250 juniors competing in the league of which some are selected to play for the Turkish National Team.

Among other initiatives to introduce locals to the sport, many clubs, in conjunction with the Federation, loan equipment and offer free coaching by a golf professional.

Distribution of registered golfers in Turkey, 2015

- Male golfers 2,613 (38%)
- Female golfers 1,124 (17%)
- Junior golfers 3,039 (45%)

Source: European Golf Association with KPMG elaboration

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The Belek golf cluster

At the beginning of the 1990s, the Turkish Government deemed Belek located east of Antalya as the ideal site to host the first Turkish golf cluster.

Up until that time Antalya was one of the main tourist destinations for foreigners visiting Turkey. Similarly to other “sun and sea” destinations, the Antalya tourism industry was characterised by a strong seasonality, which negatively affected the performance of its supporting local industries. Considering the particular climatic conditions of the region, golf was identified as a suitable tourism product able to attract visitors to the area during the spring and autumn months.

This decision was one of the first steps the Turkish Government undertook in order to improve the perception of Turkey as a tourism destination. Although its rich cultural heritage and natural beauty should allow for a much better positioning, traditionally Turkey has been perceived as merely a “summer holiday” mass tourism destination. Belek, however, has played an important role in redefining this concept by adding sought after activities to its list of staple products, with golf at the forefront. Bolstering Belek’s tourism industry is a supply, according to BETUYAB, of over 44 coastal resorts with a capacity of 50,000 beds, roughly two-thirds of Antalya’s supply.

Through the development of golf, Belek has become one of Europe’s most popular golfing destinations in the span of 25 years.

Antalya was selected by the Government to be developed as a golf tourism destination compared to other established Turkish tourist destinations mainly because of the following advantages:

- High level of accessibility via the Antalya International Airport, located only 30 kilometres away from the golf cluster.
- Availability of a large portion of land adjacent to the coast suitable for the development of several golf courses.
- The favourable regional climatic conditions allow for 365 playable days and perfect golf conditions in the early spring and late autumn months when golf cannot be played in numerous European countries.
- Large supply of sweet river water.
Development of demand and supply

Belek’s first golf club, the National Golf Club, opened in 1994. After an initial period of stable-but-slow growth in demand and supply of new facilities, the area experienced extraordinary growth. Since 2004, the number of operating clubs has almost tripled and the number of rounds played is more than 2.5 times higher.

During 2014, Belek’s 11 golf clubs and its 16 courses (18-hole equivalent) recorded approximately 513,000 rounds, only 3% less than the highest number reached in 2011 (529,000), but an impressive increase of almost 10% compared to 2012. This positive trend is reflected in the performance of Belek in terms of tourism arrivals.

Development of demand and supply in Belek, 1995-2014

![Graph showing the development of demand and supply in Belek from 1995 to 2014.](image-url)

Source: BETUYAB, KPMG research
According to the survey, the average number of rounds played at an 18-hole (or equivalent) course in Belek was more than 32,000 rounds. Exhibiting this high figure, Belek ranks as one of the top-performing golf destinations in the Mediterranean in terms of average rounds played. More than 98% of the total rounds played in Belek were green fee rounds.

Demand for golf in the cluster is mainly generated by German visitors, who account for approximately 36% of the total rounds played in 2014. British (27%) and the Scandinavian (15%) golfers represent the second and third demand markets, respectively.

Currently, demand for golf is mainly concentrated in the March/April and October/November periods, when suitable climatic conditions are the most favourable and enjoyable for playing golf in Belek and not so pleasant in most north European countries. Golf has been a catalyst to extend the seasonality of hotels in Belek.

Expanding the golf season will be one of the main challenges golf operators in Belek will face in the coming years. One such initiative to resolve this is the introduction of night golf to extend the playable day.
Pricing

The membership and pricing schemes at various golf clubs vary widely and are therefore difficult to compare. Despite this, we have noted some common characteristics.

While memberships are available at all of the clubs outside Belek, only some of the area’s clubs provide the opportunity to become a member.

Membership fee structures differ significantly between golf clubs in urban areas (Istanbul, Ankara) and those located in tourist regions. Whereas the former are characterised by higher initiation fees for each membership type, the latter typically do not require initiation fees at all.

Green fees in Belek differ according to high and low season.

The average green fee for an 18-hole round is EUR 79 during the low season (i.e. summer) and EUR 109 during the high season.

Clubs charge about 25-30% less for 9 holes than for an 18-hole round.

Green fees for these golf courses do not include a cart. The cart rental fee for 18 holes is typically either EUR 30 or EUR 35.

Staffing

According to our survey, golf clubs in Belek operate with an average of 49 employees per 18-hole equivalent course, this representing approximately 5-15% more staff compared to golf courses in Spain or Portugal. Also due to the relatively low cost of staff, part-time employment is not common for Turkish golf clubs whose courses are in operation year-round.

Average green fees (EUR), 2015

[Graph showing average green fees for 18 and 9 holes during low and high season, with EUR 79, 55, 109, and 74 indicated.

Source: KPMG research]
Impact on tourism

As previously mentioned, one of the main objectives of the Government in the development of Belek as a golf destination was an attempt to reduce the seasonality of the Antalya tourism industry, which traditionally receives the largest proportion of arrivals during the summer months.

The chart opposite compares the breakdown in arrivals during the year in Antalya, in Belek and in Mugla, the third most popular tourism destination in Turkey after Antalya and Istanbul.

Belek shows a relatively flat seasonality curve, underlining the positive impact of golf on a traditional “sun and sea” destination. A beneficiary effect is also evident in the arrival trends for Antalya, where Belek itself accounts for approximately 12% of the total tourism arrivals to the province.

The integration of golf and “sun and sea” tourism can also be observed via an analysis of arrivals by nationality and seasonality patterns.

Together, Russia and Germany account for 55% of the total arrivals to hotel facilities in Belek. Russians mainly concentrate their trips to the resort in the summer months, when climatic conditions are not optimal for playing golf, while Germans mainly visit Belek during the spring and autumn golf peaks.

Other golf market arrivals to Belek, such as from the UK and the Netherlands are also concentrated in the high season for golf.

Future market expectations of golf facilities

According to our survey, more than 75% of the survey participants expect good or excellent performance for the upcoming year.

Despite the fact that majority of the clubs are less than ten years old it was discovered that 70% of the surveyed clubs are preparing to inject capital into their facilities in the near future. In order to maintain the high quality of the facilities most participants indicated planned investments for club house and golf course improvements. This demonstrates how the clubs are all committed to a unified vision of positioning Belek as a leading golf destination in Europe.
Future outlook for golf in Turkey

Golf is an important element of Turkey’s tourism offering. According to the Turkish Golf Federation, in 2014 golf tourists spent a total of nearly EUR 130 million on their golf holiday in Belek. On the world stage, according to IAGTO, golf tourists tend to spend on average 120% more than general tourists. In Belek, for example, golf tourists spend an average of EUR 1,100 on their golf holiday, nearly twice as much as the ordinary tourist average in Turkey.

In order to broadly assess demand potential, according to 2014 data, KPMG considered the respective golf participation rates and the number of tourist arrivals in Turkey from the top 20 source markets – which represents 75% of total arrivals. From our analysis it appears that there is significant latent demand (up to almost 200,000 players) already present in Turkey. According to our research, Western European nations remain the most likely to visit Turkey to play golf, and happen to spend an average of five nights in Turkey.

The economic value of golf relates to certain regions of Turkey, particularly to Belek, which remains a destination of high value to the Turkish economy. However, there are plans in place to further distribute new developments throughout the country. The Government continues to rank golf as a high priority for its tourism product development.

In the 2010 KPMG Golf Benchmark Survey in Turkey, it was reported that the Turkish Government had identified several areas for potential golf development, in particular on the Aegean coast. Since then, several golf courses have in fact been constructed there. Furthermore, several more important land plots remain reserved for other golf projects.

As part of its long-term strategy, the Federation is planning to construct golf courses in both touristic and non-touristic areas in order to meet the growing demand. The future outlook for further golf development in Turkey is promising, especially if local demand could be activated.

Golf course development pipeline in Turkey, 2015

Planned golf course developments in Turkey
Currently there are approximately 25 new golf courses planned within Antalya, and an additional eight new courses planned for the remaining provinces of the Turkish Riviera. Furthermore, new golf courses are planned within Ankara and Samsun, respectively.
Turkey – The Rising Star of Golf

Turkish Airlines presents

Flying the flag for golf

Getting into the swing of golf as a sport in Turkey

There are certain core sports, such as football, basketball and volleyball at which the nation excels and takes great pride in. It takes time to introduce golf as a sport which does not function in a familiar format. However, given that 45% of registered golfers are juniors, a base for the sport’s development is being generated.

The Turkish Golf Federation created the Junior Golf League, in which 250 junior golfers compete for the chance to play on Turkey’s national golf team. Turkish Airlines supports the Turkish National Golf Team, an effort from which there are hopes to send at least one athlete to compete at the 2020 Summer Olympic Games in Tokyo.

The Turkish Golf Federation, in collaboration with golf academies and practice facilities, is trying to encourage more young people to take up the sport. Meanwhile, Marmara University offers golf coaching lessons to its students. Taking it a step further, at Akdeniy University’s Faculty of Physical Training in Antalya, a new department of golf has recently been founded.

The importance of professional and amateur golf tournaments in Turkey

The Turkish Golf Federation plays an important role in the promotion of the sport throughout Turkey, and has also attracted several important tournaments. Currently, there are a number of professional and amateur events on the Turkish Golf Federation’s 2015 calendar. Amongst the lot, the three most significant professional golf tournaments on its roster are the Turkish Airlines Challenge, Turkish Airlines Open, and the Turkish Airlines Ladies Open, all of which are being hosted in Belek.

These three events are Turkish Airlines’ title sponsored events which have contributed to increase the Turkish people’s awareness of golf by bringing important tournaments to Turkey. In particular, the Turkish Airlines Open has helped to increase the profile and generate a positive awareness of Turkey as a golf destination. The Turkish Airlines Open and Ladies Open – now a cornerstone of the European Tour’s ‘Final Series’ and the Ladies European Tour – takes place in May, and attracts some of the biggest names in the sport, boasts one of the largest purse offering globally. Hosted in March, the Turkish Airlines Challenge is also a notable event on the European Tour.

Furthermore, Turkish Airlines continues to support golf from top to bottom, with the finals of the Turkish Airlines World Golf Cup Amateur Series taking place just prior to the Turkish Airlines Open. Now in its third year, the Amateur Series continues to cross the globe – and make its mark on the game of golf. With over 70 events in 47 different countries, the Amateur Series begins in Johannesburg and works its way around the globe, offering a chance for amateur golfers to compete for the chance to reach the Grand Finals in Belek.

After hosting the third Turkish Airlines Open, The Mongomerie Maxx Royal in Belek will host the 15th PGA-Beko Classic, which is regarded as the greatest Pro-Am golf tournament in Europe, in December 2015.

Turkish Airlines involvement in golf in Turkey and worldwide, 2015

<table>
<thead>
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<th>Event Name</th>
<th>Logo</th>
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<td>Turkish Airlines Ladies Open</td>
<td><img src="image2" alt="Logo" /></td>
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<td>Turkish Airlines Challenge</td>
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<td>BMW Golf Cup International</td>
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<tr>
<td>Turkish Airlines World Golf Cup</td>
<td><img src="image5" alt="Logo" /></td>
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70 events in 47 countries

Source: Turkish Airlines Inc.

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Turkish Airlines as a supporter and sponsor of golf

Turkish Airlines has gained recognition as a permanent supporter of sport, abroad and in Turkey, showing its commitment through professional and amateur sponsorships. Unlike other sports, golf is unique in the sense that enthusiasts will travel for the purpose of participating in the game.

Among Turkish Airlines’ sponsored tournaments in Turkey, the Turkish Airlines Open is among the world’s eight most important tournaments including the four majors in terms of both the prize winnings and points for the official World Golf Ranking. Already in its 3rd year, a milestone for the event was the participation of Tiger Woods during its first instalment, a happening which contributed immensely to the positive image of the tournament.

According to the Turkish Golf Federation, the value and popularity of the event worldwide helped to generate the over USD 91 million paid for broadcasting rights in 2013. Turkish Airlines’ involvement in the sport directly translates into its image as a member of the golf community. This resonates and speaks to its participants – both from the sport’s biggest names to weekend players – and a clear indication of the airline’s firm commitment to the sport.

Darren Clarke, 2014 Turkish Airlines Open
Afterword by the Turkish Golf Federation

Ahmet Agaoglu
President
Turkish Golf Federation

In Turkey, golf is a very new sport. Like federations around the world, we are passionate about developing our sport for the next generation of golfers and ensuring those currently active are receiving the support they need to remain involved for years to come. Since our founding year, this passion has helped take golf in Turkey to where it is today, having become one of the world’s top golf destinations. Golfers from around the world know of Turkey’s beauty and what is available in terms of designer courses and high-end hospitality. Now we wish to share this sport with our own people, so they can also be a part of the global golf community.

Contrary to popular belief, golf participation is not only centered in the western part of Turkey; there are many eastern cities with registered golfers who are working hard in their communities to help develop the game and are traveling to play and attend tournaments around the nation.

The reality is that in order to play, there needs to be facilities. Our Federation is working closely with the Turkish Government and groups of private and public investors to identify more sites where courses and training facilities can be developed. Currently, there are more than 35 golf courses planned within Turkey, with sites identified along the coast and throughout the country to satisfy growing local and international demand.

Belek remains our crown jewel, and we are proud to have worked with all courses and resorts in the area to help grow the game and attract golf enthusiasts from around the world.

The Belek golf cluster has helped to advance Turkey’s status as the world’s top golf destination within the short span of 25 years. To catch up with demand and offer new products, Turkey will continue to develop golf courses to satisfy and generate further golf tourism across the country.

The efforts made in promoting the sport could not have been done without the involvement of Turkish Airlines. Their contribution to golf in Turkey is enormous by adding prestige to our largest tournament, the Turkish Airlines Open, which has contributed immensely to the promotion of our country on the world stage. Among other tournaments, the Turkish Airlines World Golf Cup aligns with our vision that amateur golfers should have the opportunities to develop. Currently at 70 events, once the number of Turkish Airlines World Golf Cup reaches 100 globally, it will most certainly be ranked as the world’s top amateur golf tournament.

The future of golf is bright in Turkey, and we are proud to have played a role with our affiliated clubs, hotels, governmental institutions and players to achieve success in 2015. With all eyes on Turkey for the Turkish Golf Open, we consider the many successful tournaments hosted in Turkey as a stepping stone to potentially staging the 2026 Ryder Cup, the biggest tournament in golf and one of the world’s largest sporting events. Our hope is to demonstrate to the world that Turkey is the destination worth discovering on your next golf holiday.
KPMG’s Golf Advisory Practice has in-depth know-how and experience of the business side of the golf industry.

Our experience across the golf industry is diverse and includes services to both existing and developing golf clubs and resorts.

We have assisted clients from around Europe and further afield with the planning and running of their golf facilities.

In addition to the wide range of professional services we offer, our Practice is also involved in several other golf-related initiatives. We are the founder of the annual Golf Business Forum, the foremost golf industry conference in Europe, Middle East and Africa (EMA). Moreover, we regularly produce high profile thought leadership content for the industry, including the Golf Benchmark Survey, one of the largest golf research projects in the world. As a result, we have accrued invaluable comparable data and information from the sector. The beneficiaries of such deep industry knowledge are our clients.

What can we do for you?

KPMG Golf Advisory Practice involvement in the golf and golf tourism industry sector includes the following services:

- **Market and financial feasibility study** – assessing project sites, locations and markets in order to provide comprehensive financial analysis to assess potential investment returns.

- **Project conceptualisation and investment planning** – developing realistic and implementable concepts with short, medium and long term investment planning.

- **Business plan** – advising on the strategic direction for the realisation and delivery of project concepts from staffing to marketing and sales.

- **Project management** – managing and coordinating the project from inception through planning up, until the start of construction.

- **Valuation service** – preparing asset and business valuations.

- **Transaction service** – assisting in the sale of greenfield projects that are in the development phase as well as existing golf courses and resorts through the preparation of investment memoranda and the selection of potential buyers.

- **Operational review** – assessing existing facilities and market opportunities in order to provide strategies for profit enhancement.

- **Supplier selection** – assisting with the identification and selection of golf management companies, golf course architects and master planners.

- **Other advisory services** – economic impact assessment of large events and developments, strategic advisory to government bodies and regulators.
Please note that all Golf Benchmark reports can be downloaded free of charge at golfbenchmark.com.

Photos in this report were provided by Turkish Airlines Inc., BETUYAB and the surveyed golf clubs.

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