Information Technology and the level of development of *e-commerce* **in golf**: a comparative analysis of the golf course Web pages of the Algarve, Andalusia and Florida

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Abstract | This paper presents the results of a study which, using literature on information, communication and tourism technologies as its theoretical basis, aims to evaluate the way in which three golf tourism destinations – the Algarve, Andalusia and Florida – position themselves through their Web pages. Using a methodological approach proposed by the World Tourism Organization (1999, 2001), the main characteristics of each destination were identified and analysed. Following this, recommendations and a set of good practices (including techniques, design and content) are presented in order to improve online strategic performance.

The results highlight three fundamental aspects: (i) the Web pages of the golf courses analysed are still underdeveloped on the whole; (ii) the return on the use of this electronic channel is still in its embryonic stage; (iii) the clients, suppliers and partners of the golf industry could be more active. From this, it was concluded that it is essential to exploit the opportunities for development in this area, and in information technologies in a broader sense, in order to be competitive in the golf tourism sector.

Keywords | Internet, Golf, E-commerce, Tourism.

Resumo | Esta investigação tem como objetivo apresentar os resultados provenientes de uma pesquisa que, utilizando como referencial teórico a literatura sobre tecnologias de informação, comunicação e turismo, procurou avaliar a forma como três destinos turísticos de golfe – Algarve, Andaluzia e Florida – se posicionam através das suas páginas Web. Com base numa metodologia apresentada pela Organização Mundial do Turismo (1999, 2001) foram identificadas e analisadas as características principais de cada destino e, posteriormente, foram apresentadas recomendações e um conjunto de boas práticas (técnicas, *design,* conteúdos entre outros) para melhor desempenho na estratégia *on-line*.

Os resultados da pesquisa indiciam três aspetos fundamentais: (i) as páginas Web dos campos de golfe analisados estão ainda globalmente pouco exploradas; (ii) o retorno da utilização deste canal eletrónico está apenas a dar os primeiros passos; (iii) os clientes, fornecedores, assim como os parceiros desta recente indústria podem ser mais ativos. Diante destas conclusões, percebeu-se que a oportunidade de desenvolvimento nesta área e, de forma mais abrangente, em tecnologias de informação, é fundamental para a competitividade do golfe

Palavras-chave | Internet, Golfe, *E-commerce*, Turismo.

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1. Introduction

Fierce competition in business nowadays means that it is crucial to be able to respond to the evolving needs and expectations of clients, as well as to technological innovations. Consequently, services and products not only have a reduced life cycle but also require continuous improvement. Advances in Information and Communications Technology (ICT) and, more recently, the Internet offer a range of new opportunities that enable businesses to interact and deal with aggressive competition in a more effective and efficient way (Hoffman *et al.*, 1995; Hornback, 1995; Kalakota and Whiston, 1997; Bayles, 1998). The Internet has become the primary means by which destination marketing organizations (DMOs) communicate with prospective tourists (Kim and Fesenmaier, 2008). The changes occurring in tourism, the level of competition among products and tourist destinations and alterations in tourist behaviour are all aspects which have to be managed from the point of view of the strategic planning and development of tourist spaces (López, Luna and Martinez, 2006; Colak and Aydinoglu, 2006). Tourism services, given their intangible nature, cannot be sampled before their acquisition, so pre-purchase evaluation depends on the information available, in both printed and audiovisual formats. Virtual exhibitions and digital photography, which make up part of the multimedia and interactive nature of the Web, offer a new dimension to the marketing of tourist destinations (Buhalis and Molinaroli, 2003; Park and Gretzel, 2007). A website can offer the opportunity for a swift virtual trip to a destination through images and additional information, such as a simulation of the level of difficulty of a particular golf course. Interest in the study of tourism is relatively recent. It is remarkable, however, that there is very little literature and scant research on golf course management, despite the fact that golf is becoming increasingly significant as a leisure activity. It is undeniable that golf makes a direct contribution to the growing importance of tourism in some destination areas. Golf tourism has a structuring effect on both national and regional tourism activity, affecting regional destinations at different levels.

The central idea of this project was to identify the strategic potential of the Internet as a new sales channel for rounds of golf and answer the following questions:

– Will the use of ICT be beneficial to golf course management?;
– If so, what type of business transformations will be enabled by the inclusion of the Internet in this activity?.

A golf business can opt to reduce its dependence on intermediaries and operators by using ICT. On the other hand, rather than eliminating intermediaries, it could choose to support them by means of ICT and establish strategic allegiances and partnerships with new or existing agents through a complex network of relations.

The Algarve is the most important Portuguese golf resort area, and its competitiveness with Spain, North Africa and America becomes, day after day, more significant (Correia and Martins, 2004).

Since there are different options for the ways in which the relations between golf courses and their ultimate objective – to sell rounds of golf – are mediated, the authors decided to analyse three destinations: the Algarve, Andalusia and Florida. The reasons for selecting these destinations were essentially based on the following factors:

– Andalusia and the Algarve appear to be similar in the way their golf courses are commercialized; thus, and due to their geographical proximity, it might be possible to develop strategic partnerships between the two regions;
– It was considered that the inclusion of an American state (Florida) would enrich the present analysis since, on the one hand, it has some geographical and tourist characteristics that are similar to the other two destinations and, on the other, it is a place where one would expect e--commerce to have an important role overall.

Tourism and Information and Communication Technologies constitute two of the biggest and most dynamic industries in the world. For each golf player who organizes a trip, there will be large numbers of messages and other pieces of information which have to be transmitted, such as itineraries, reservations and timetables, as well as information about services, the destination to be visited, and client and payment details.

2. Literature Review

The first step of this research was to consult the literature on golf in general and it became apparent at this stage that there is an urgent need to increase and develop critical research on this industry. By far the most recurrent theme in the studies that have been consulted is the environment. Besides this, some researchers have examined the construction and design of golf courses, whilst others have explored this topic from a health perspective. In the area of sport, golf has been studied for the technical specificities and psychological demands associated with it. The number of articles appears to have increased in proportion with the growing renown of Tiger Woods, whose rise to fame began at the end of the 1980s. A limited number of studies are related to golf management, and even fewer to golf and ICT. Furthermore, the lack of an academic journal dedicated to this emerging industry is a sign of the paucity of academic research into golf to date.

In the context of tourism, Jang (2004) stated that online information search will become a major trend among travellers; services and online reservations for travel products will be an important application (Law and Hsu, 2006). In 2006, Corigliano and Baggio argued that quality and performance of commercial websites must be monitored. Also Morrison, Taylor, and Douglas (2004) proposed a modified Balanced Scorecard method for future tourism and hospitality websites evaluation. According to them,

benchmarking will be a major approach in future research in this area. They believed, as the authors of this article do, that this approach will combine user perceptions with website performance to help owners identify the strengths and weaknesses of their own websites and it also helps to find best practical examples by comparing the websites with their competitors. Although there are publications explaining how to design a successful website, according to Bauernfeind (2002), the suggestions given are largely based on the authors' preferences and perceptions, without scientific validity. Moreover, complexity increases when the sector of activity is not well defined.

Given the importance and credibility of the World Tourism Organization (henceforth UNWTO) and, as mentioned above, the scarcity of studies in the field of research, the authors chose to follow the UNWTO's methodological guidelines to evaluate the three tourist destination sites. Even though the approach of these organizations is significantly wider, since it applies these guidelines to Destination Management Organizations (DMO), it seemed to be applicable to this data analysis.

Accordingly, the items considered for this study read as follows:

— Home page presentation: it should be clear and attractive, and project a positive image;

— General information (destination) and specific characteristics: it should be innovative, interesting and avoid confusion or chaos; it should have few text chunks; colours, photos, graphics and maps can be used as page dividers; there should be virtual visits to the golf course;

— Web design and functions: users should feel involved in the marketing process, by having the option to choose their itinerary and golf circuit;

— Information/Product facilities: should include information regarding the clubhouse, driving range and lessons, amongst others;

— Reservations: should offer immediate online reservations.

It was decided to add a new analytical criterion to the UNWTO list: the criterion of accessibility, as discussed below.

The growing level of competition in golf tourism, particularly in Europe (with emerging destinations such as Tunisia, Greece and Eastern European countries) makes effective promotion essential. However, this study will try to understand whether all the entities that invest in the Internet know how to reap the benefits that this technology offers. This, therefore, justifies the importance given to understanding the main criteria used by the destinations under study.

In order to delineate the area of our research, there is a need to define the concept of electronic commerce. E-commerce is understood as comprising all forms of commercial transactions or exchanges of information based on the transmission of data by telecommunications networks, such as the Internet.

Given the present research environment, the focus will be on *Business to Business* and *Business to Consumer*, complete and incomplete purchasing processes, and the Internet. At present, *Business to Business* and *Business to Consumer* are the most widely used forms of *e-commerce*. Recent trends in tourism point to a greater level of acceptance of online bookings which are now being made on an increasingly large scale.

This research ultimately aims to improve the quality and efficiency of online customer management in the golf sector of tourism. The drawing up of a manual of good practice will formalize this macro-objective. In order to do this, there is a need to ascertain, through an analysis of their Web pages, the level of development in terms of e-commerce of the golf organizations under study. Therefore, the following specific research questions were posited:

– What is the definition of e-commerce in golf (online golf), what are its defining characteristics, and what is its level of development?;

– Are we looking at a new way of managing clients, a more modern way, or simply a pretext for modernization?;

– Overall, what types of relationships are there with other distribution channels?.

As already stated, the ultimate objective of this research is to provide not only an evaluation of the existing situation but also to design a code of good practice in order to improve the online relationship with golf clients with the three destinations under study.

3. Methodology

In order to ascertain the level of e-commerce development the authors applied a method of evaluation of the content and services offered via the Internet using a comparison grid conceived by the UNWTO. The data was collected between the 8 - 28 July 2008. The sample is composed of 205 Web pages, of which 31 relate to the Algarve, 74 to Andalusia and 100 to Florida. As there are clear differences between the destinations, criteria were defined, which aimed at minimizing these differences. Firstly, data was collected from Web pages that were dedicated to eighteen-hole golf courses. This decision was motivated by the characteristics of nine-hole courses, which are not so technical and do not abide by the basic rules of the game. They are generally geared towards satisfying the needs of resort hotel guests. Municipal golf courses were also ruled out, as well as those belonging to universities or the armed forces, due to the nature of these organizations. Users of these types of courses tend to be local citizens, students and military personnel, respectively.

For the Iberian destinations, the selection of websites was exhaustive. However, in the case of Florida, it was used a sample of 100 websites. In order to construct the sample, the most credible institution for this effect, the National Golf Foundation (NFG), was consulted. The NFG gave the authors access to

their *Golf Facility* database. This allowed the authors to construct the sample with a greater level of confidence. After applying the filters (type of course and model of use) it was also considered the relative weighting according to the number of golf courses per region.

The authors consider this study to be reliable in that all the procedures adopted have been documented and are available to those who wish to replicate it or carry out further studies in the future. This sample is non-probabilistic and quantitative methods have been used for data analysis. This method was selected since it is typically used for exploratory projects, pilot tests of surveys, the construction of hypotheses and the treatment of homogeneous populations, among others (Aaker, Kumar and Day, 1998).

To analyse the websites, the authors primarily used a manual method which consisted of researcher observation, a counting method as Law *et al*. (2009) refer to it. This was complemented by an automated method using the TAW (3rd version) tool (http://www.tawdis.net). This method was used to assess the accessibility criterion.

Following the general methodology proposed by the UNWTO (1999, 2001), the principal characteristics of each of the 205 websites were identified and analysed. An analysis grid was constructed, based on the one used for the above-mentioned UNWTO studies. The grid variables represent different dimensions. The website evaluation method was a combined method (Law *et al.*, 2009) (using three counting categories and one automated method, the accessibility category). Like Morrison *et al.* (1999), the authors believe that the performance of a site is based on a multidimensional construction. The criteria used for the analysis of the Web pages of the three tourist destinations can be seen in Figure 1.

A set of items was selected to determine the specific aspects of analysis which best relate to this particular research into the Web pages of golf courses (see Appendix I for detailed description).
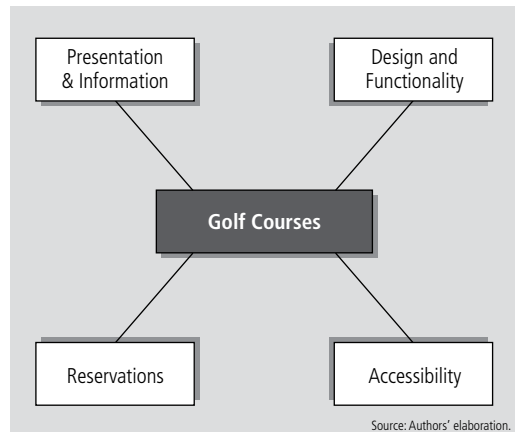

Source: Authors' elaboration.

Figure 1 | Criteria for the analysis of golf course websites.

The main objective of tools such as the TAW tests (at: http://www.tawdis.net) is to promote accessibility as a prerequisite to the design and creation of Web pages so as to permit access to all and avoid cyber-exclusion through disability. The tools allow the detection of accessibility problems according to the norms developed by the Web Accessibility Initiative (WAI) through the W3C.

It was used the TAW tool, which functions by simply introducing the URL of the website under analysis. An analyst reads the page and verifies whether or not the WAI norms have been complied with. A report is produced which highlights any accessibility problems found by placing alert icons on the page(s) analysed.

This study presents an analysis of websites at a particular moment. A longitudinal study of the sites for the three different destinations over a period of time would be useful, in order to verify and assess any changes made. Furthermore, methods that rely on researcher observations always entail a reductive perspective. Although the methodology adopted was adapted from a grid proposed by the UNWTO, this type of research could be complemented by assessments made by actual users of the websites, such as Woodside´s research (2010) has shown.

4. Findings and Analysis

As Table 1 below clearly illustrates, the most frequent feature found on the homepages of the three destinations analysed is the company logo. On the other hand, the importance given to the main page menu varies across the sites visited. Less than half of the Andalusian sites have a menu on the homepage, although more than 80% of the Florida and Algarve pages present this feature.

A further characteristic of the homepages that differentiates the three destinations is the presence (or not) of real estate (see Appendix I). The importance of this sector for the Algarve golf courses is revealed by its presence on 42% of the Algarve pages, compared to just 17% of the Andalusian pages and 13% of the Florida pages. The presence of the real estate business is marked by specialized information on the menu as well as by allusive images. In the case of the Florida pages, property sales promotion is much less explicit. In the few cases where it was identified, it was through links to facilitate access to companies involved in the real estate business (which may or may not be independent of the company that manages the golf course). On the Algarve, the reason for the highly visible presence of the real estate sector might be found in the fact that golf is a very recent industry, which is seeing parallel growth in related accommodation construction projects and strong dependence on the international market (there are very few national federated players).

In terms of general information about destinations, the importance given to *maps and directions* is similar across the three destinations. However, the Andalusian pages differ from those of the Algarve and Florida in their stronger emphasis on graphics, both in relation to the destination itself and the technical details of the golf courses.

The fact that a mere 4% of the sites visited have a FAQs (Frequently Asked Questions) section seems to suggest a passive attitude on the part of those responsible for the Web pages under study.

In global terms, the content indicators reveal that information regarding the golf courses and their respective facilities is the most unanimous aspect of the sites analysed. It therefore appears that the majority of the organizations under study is conscious of the potential offered by their Web pages to disseminate information. Technical aspects, such as the scorecard, name of the architect, club house, driving range, putting green and so on, are features which can influence the choice of course or destination.

The authors would, however, suggest that aspects such as security policies, environmental certification and the importance granted to the function of the greenkeeper should have more salience in the future. Furthermore, and since natural catastrophes such as tsunamis and Hurricanes Katrina and Rita will not, unfortunately, be unique, it is advisable that golf courses should differentiate themselves in terms of integrated environmental management policies, with information on the variables that contributed to their adoption.

Table 1 | The most and least frequent attributes of golf course websites

Most frequent attributes	Least frequent attributes
Logo (92%) Graphic Image of Golf Course (81%) Club House (81%) Company Information (80%) Maps and Addresses (77%) Driving Range (74%) Architectural Information (73%) Homepage Menu (71%)	Accessibility Sign (0%) Insurance and Return Policies; Insurance Politic in-out Golf Course; List of Site Awards; Benefits in Becoming a Member Online (1%) FAQs, Cars with GPS; Global Search (5%) Information about Online Transactions (6%) Caddies; Book Online in Real Time and GDS (8%)

Source: Authors' elaboration

The lack of visitor/client involvement with the sites is evident from the low number of online services offered. In fact, since visitor/client interaction with the sites is still at an embryonic stage, few sites have online services. It is, however, through these services that the client has real opportunities to interact with the company.

Information is made available and reservations for rounds of golf can be made, but information sharing and *win-win* relations are practically non-existent. Florida is slightly more active in this respect since it has a greater number of sites through which rounds of golf can be reserved in real time. There are also partnerships with specialized companies, among other services.

The authors believe that, in the future, interactive services will be better developed, allowing golfers to draw up their own itineraries for example. They will be able to put personal data (including information about availability, desired levels of expenditure, and golf handicap) into the system, allowing it to produce different itineraries within one region or in different destinations. It is essential, in short, to overcome the current attitude that a mere Web presence is enough to ensure some market power.

After the analysis of 205 pages, the authors were able to define e-commerce better and to affirm that *Business to Consumer* is the most used model across the three destinations under study. Indeed, it could be argued that the limited amount of *Business to Business* activity constitutes one of the weaknesses of the sites. Interaction between the golf supply sector and tour operators is in fact non-existent, despite the fact that tour operators still play an important role in this sector. It seems to be a bad strategy to underestimate this channel.

In trying to define the e-commerce and performance of the 205 websites according to the purchasing process, the high percentage of sites in which this service is incomplete was noted. The majority of pages allows the client to be 'seduced'

by the product and there is often the possibility to request it, but the finalization of the transaction is not made through this channel – there are other means of completing the process.

Of the three destinations studied, it is Florida that offers the most online services. Some Florida-based websites offer direct discounts for rounds booked online as well as special prices if the client becomes a member. Florida is thus ahead of the other two destinations in terms of its member management function.

In short, the level of e-commerce development in this area is still growing, although some of the Florida-based sites have more advanced levels of development compared to the other two destinations.

Having analysed the 205 websites from the three golfing destinations, the following points were considered to correspond to overall good practice:

– The homepage should contain sufficient summarized information on the menu, including technical questions. It should be attractive and, obviously, include the company logo;

– It is important to transmit a positive image of the destination and to allow the visitor to locate the golf course on maps;

– Web pages and their content should be regularly updated. The website contributes to the image of a company and reflects its strategy;

– Each page should be clearly and simply organized. Information should be presented in an interesting and user-friendly manner. Technical information, such as training facilities, scorecards, design of the holes and the architect, is much appreciated by players who visit a website;

– The website user should be able to determine quickly what information is contained on the site and be able to find specific information easily. Relevant information that is not included on the site should be made available through links;

– The website should be as interactive as possible;

– Options that facilitate navigation of the site and simplify the obtaining of information should be used (e.g. a search option, links between the homepage and other pages, etc.).

Below there are presented illustrative examples of good practice applied to well-designed and poor-designed Web pages (Figures 2, 3 and 4).
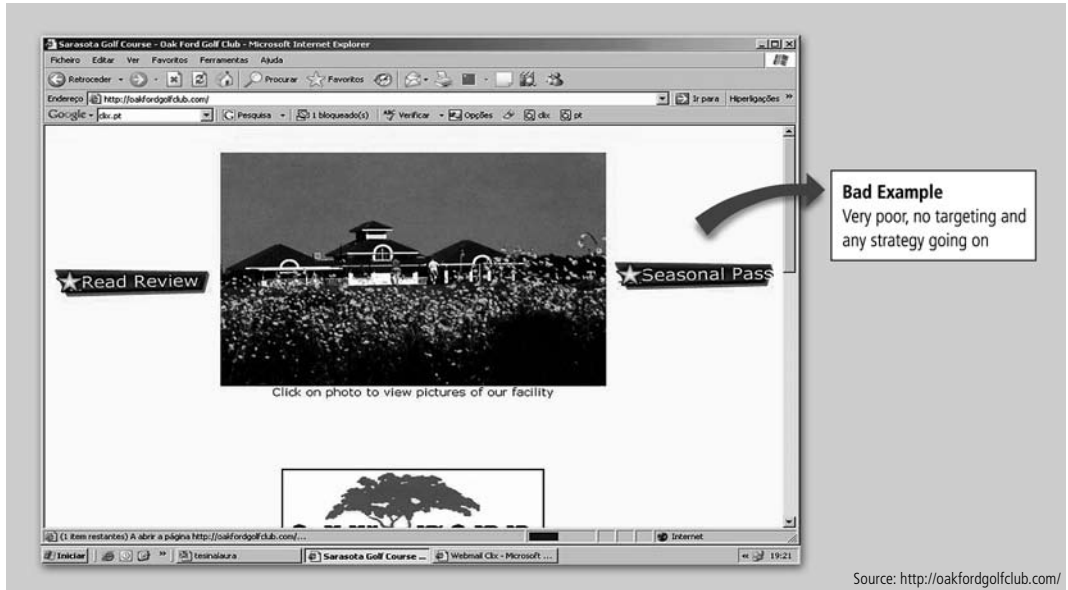

Source: http://oakfordgolfclub.com/

Figure 2 | Screen capture on 10 of July 2008.

Source: http://www.metrowestgolf.com/

Figure 3 | Screen capture on 10 of July 2008.

Source: http://www.sandestin.com/Home.aspx

Figure 4 | Screen capture on 10 of July 2008.

5. Conclusion

The research method used for this study allowed the authors to meet their main objective, which was to analyse the way in which golf is promoted through websites in three destinations.

In order to be able to state with confidence that the Internet provides a new form of customer management, the sites that were visited would have to develop more activity and new strategies. In fact, few sites seek *win-win* relationships with clients. The potential of this channel is under-explored and undervalued by golf management bodies.

From this analysis, the authors were able to verify that the golf courses studied hardly benefit from joint strategies, either at the level of the destination or in isolation. An example of this is the lack of links with other companies (partnerships) or other actions that entail this model of business. Nonetheless, there is a noticeable increase (particularly in Florida) in the digital industry surrounding golf, namely ICT companies, sponsoring companies, equipment

companies, and related products, associations and institutions. All these elements can easily be found online and many of them can be found simultaneously in domain-specific portals, where they supply products and content in a particular area, often with the possibility of carrying out transactions.

The online sales of rounds of golf, particularly in the Algarve and Andalusia, are still minimal. The authors believe that these two destinations could, in the near future, benefit from the opportunities that the Internet can offer. Furthermore, one would suggest that partnerships such as Mediterranean 'passes' (which incorporate the green fees for several golf courses across Andalusia and the Algarve), transport networks, more reasonable green fees and special offers for website users, as well as tournaments or competitions between regions, are all strategies for reinforcing the prestige of regions as golf destinations. Such efforts would reap their own rewards.

The Internet is certainly a suitable channel for the promotion of golf tourism, since the profile of

a golfer typically corresponds to the profile of an Internet user (both have high levels of education and income). Besides this, opting for this channel of communication is a growing global trend and the emerging markets for golf travel – northern and Asian countries – also have the greatest proportions of Internet users.

The results obtained from this exploratory study make it clear that, among all the services and functions offered by golf courses via their Web pages, it is the informative function that dominates. On the other hand, the presentation of this information is quite differentiated among the Web pages analysed. The analysis of this variable according to the client might, however, be prejudicial due to the time and effort needed to familiarize oneself with the particularities of each page. Although there are golf courses which are taking advantage of the possibilities offered by the Internet as a means of providing personalized tailor-made services, which are innovative and competitively priced, this tendency was only verified on some of the Florida sites.

In the case of golf courses, it would appear that the first phase (using the Internet as an electronic brochure) has, in general, been passed through. What now marks the difference between the more innovative companies and the less developed ones is the creation of a sense of value for the client, and customer loyalty.

It will not be through technical aspects (which are, after all, easy to replicate) that organizations will differentiate themselves. It will be through offering unique services (thus augmenting the perceived value) to tourists, especially interactive services that are aimed at personalization.

Finally, to support future research and give it some coherence and consistency, it is essential to establish a research centre to unite researchers of different nationalities who could share different experiences and knowledge of (and for) the industry.

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Appendix 1 – Criteria to evaluate the three tourist destination sites (following the generic grids for Tourism by E-Business for Tourism, DMO-Web sites, 2001 and Promoción de Destinos Turísticos en el Ciberespacio, OMD Web-Sites, 1999).

	Algarve (31)	Andalusia (74)	Florida (100)
Presentation & Information: *Generics*			
Logo/Brand	87%	92%	97%
Menu	90%	35%	88%
Language Selection	74%	73%	–
Log-in Procedure	19%	4%	13%
Property / Real Estate	45%	17%	14%
Presentation & Information: *Travel Information*			
Brief Description of Destination	52%	38%	34%
Climate Information	48%	31%	34%
Image Gallery	39%	45%	36%
Maps	90%	64%	77%
Travel Tips	39%	32%	20%
Accommodation Database	32%	40%	21%
Search Accommodation Database	23%	–	6%
E-mail Accommodation	29%	26%	23%
Electronic Web Page	42%	27%	26%
Transport Information	45%	10%	14%
Links to the Golf Course	71%	10%	31%
FAQs	3%	1%	8%
Presentation & Information: *Global Information*			
Company/Organization Information	77%	74%	88%
Graphic Image of Golf Course	81%	90%	74%
Hole Interactive Access	58%	62%	48%
Scorecard	42%	48%	67%
Architect Information	74%	64%	80%
Name of Golf Course Management	26%	32%	51%
Name of Golf Course Professional	13%	32%	61%
Name of Golf Course Greenkeeper	6%	13%	30%
Ambient Certification Information	19%	6%	4%
Warranty & Returns Policy	6%	9%	8%
Insurance Politic in-out Golf Course	–	–	3%
Members' Politic	74%	36%	68%
Rules and Etiquette	42%	36%	22%
Tournament Championships	65%	51%	46%
Golf Course Timetable	16%	17%	18%
Links to other Corporate Sites	48%	16%	49%
External Links to Related Sites	74%	12%	45%
Newsletters	35%	14%	30%

	Algarve (31)	Andalusia (74)	Florida (100)
Design & Functionality			
Menu on Top	90%	17%	69%
Link to Homepage on Every Page	58%	3%	37%
Link to Advertising/Banners	29%	5%	20%
Accessibility Symbol	–	–	–
Site Last Updated	23%	–	3%
Email Form to Enquire/Apply	6%	–	13%
Testimonials	10%	6%	17%
Online Customer Service	23%	21%	56%
Facilities in Key Words Search	6%	3%	5%
Site Map	10%	12%	20%
Local Time	10%	1%	11%
Date	6%	8%	10%
List of Awards for the Site	–	–	3%
Video Presentation	19%	8%	12%
Design & Functionality: Facilities			
Club House	90%	75%	78%
Driving Range	90%	73%	60%
Putting Green	65%	69%	57%
Characteristics of the Grass	26%	19%	18%
Clubs Rental	81%	62%	21%
Electric Club Car Rental	81%	65%	12%
Manual Club Car Rental	81%	68%	7%
School	55%	66%	44%
Caddies	6%	8%	6%
Club Cars with GPS	–	6%	9%
Golf Shop	71%	60%	75%
Restaurant	74%	55%	63%
Reservations: Online Procedure/ Booking			
Booking Availability	29%	5%	23%
Completion of E-mail/Fax Form (Reservation Enquiry)	32%	52%	37%
Real-time Online Booking and Confirmation	6%	3%	11%
Link Partner Reserves (e.g. GDS)	6%	1%	15%
Price List: Lessons / Groups	68%	47%	41%
Price List: Club Cars Manual / Electric	65%	40%	6%
Last-minute Offers	10%	27%	11%
Information About Online Transactions	3%	4%	12%
Prices Updated	52%	35%	43%
Prices Outdated	13%	5%	9%
Offers Packages: Golf & Other	58%	40%	57%
Promotions or Discounts via Online Booking	6%	3%	23%
Benefits in Becoming a Member Online	–	–	10%