

A Study on the Development of a Caddie Education Program for Golf Club in China

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Abstract : The purpose of this study is to present a caddie education program that can improve the performance of golf caddies in China by comparing and analyzing the golf caddie education programs in South Korea and China. Caddie education programs were collected from 4 golf clubs, 3 professional caddie education institutions and 8 public institutions in South Korea and 6 golf clubs and 2 professional caddie education institutions in China. The following results were obtained. Although the caddie training in China is conducted over more time and term than in South Korea, it is necessary to have an education program considering golf expertise and quality of customer service. Therefore, the caddie education program in China is composed of golf related education(golf etiquette, golf practice skill), caddie duty training(safety management, customer service and image making), and training for caddie(fitness management, injury prevention, skin care, and cost-saving etc.). In the future, the Chinese golf club industry will has a potential to develop. In order to provide a consistent and systematic education, manual training on caddie education and training on caddie master to manage caddies should be conducted.

Keywords : caddie, china golf, korea golf, caddie training, caddie education program

1. Necessity of Study

As the Chinese golf population has increased, the golf club has been on an increasing trend every year[1]. The number of golf clubs in China increased from 284 in 2008 to 656 in 2014[2]. Golf clubs must be able to secure and utilize high-quality personnel at any time[3]. Among golf club workers, there is a greatest demand for caddies. The demand of caddies is increasing

rapidly along with the increase of golf clubs in China[4].

As the number of golf clubs has increased, the demand has also increased for professionals working there. The caddie operation in China is operated by 1bag or 2bags 1 caddie[5]. Therefore, as the number of golf clubs in China increases, the number of caddies required increases and the disparity in the supply and demand of manpower will increase. This also leads to problems such as lack of professionalism of the caddie, lack of service.

Since caddies of golf clubs are in the service encounter and have to serve customers, they are regarded as important service resources.

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Since golf club users enjoy golfing for 5-6 hours with caddies, the image of a golf club depends on services provided by caddies[6]. This type of service, which has been in contact with customers for a long period of time, is a very unique case not found in any leisure industry[7]. The caddie not only maintains the cleanliness of the clubs and balls of the players during the golf game but also affects the position and distance away from the ball flight direction, the distance to the goal, the green status, It is a service work with professionalism[8]. The caddie also plays a role of inducing smooth play while keeping the gap between the front and back teams, which can affect the number of built-in golf players per day depending on the caddie's ability to work[9]. If the caddie has a lot of experience, it can shorten the playing time[10]. It can be long, which can lead to a loss of golf club management. Therefore, if the caddie's work ability is good, the turnover rate of the effective team built on the golf club 1 day will be increased, which will help the golf club management by increasing the number of users[11].

A suitable caddie for a 18-hole golf club in Korea requires more than 60 caddies[12], and a 27-hole golf club requires 100 caddies[13]. However, in the case of caddie operation, the golf club in Korea operates in the 4 bags 1 caddie system, but the golf club in China operates in 1 bag or 2 bags 1 caddie system. In the case of an 18-hole golf club, the suitable caddie number ranges from 120 to 240, And 36-hole golf clubs require caddies from 240 to 480. Golf clubs in China are very large in size, so caddie demand is high, but about 70% of Chinese golf clubs are lack of caddies, and about 40 golf clubs around Beijing lack about 2,000 caddies[14].

In South Korea, golf clubs take an initiative role in recruiting and educating caddies[15], followed by professional caddie education institutions. However, since golf clubs in China need a very large number of caddies, there are

limitations for golf clubs and caddie education institutions in recruiting and educating caddies. Caddies-to-be in China undergo job training for 2-3 months and receive focused education on basic golf manners, rules and services[16]. Most of such caddies do not know how to play golf, lack knowledge in golf, and are not educated for club management[17].

China has experienced rapid growth in the golf club industry in a short period of time due to rapid economic growth[18]. However, the rapid growth of the golf club industry in China has been limited to fulfill the role of professional caddies such as demand imbalance of golf caddie, rise of caddie fee, and limit of caddie service.

Therefore, professional caddie education programs similar to South Korea would be necessary in order to solve these problems and meet the increasing demand for caddies in China. Accordingly, the purpose of this study is to compare operating conditions of golf caddie education programs in South Korea and China and to propose a caddie education program appropriate for golf culture of China that can enhance work performance of golf caddies in China by improving service quality.

2. Study Method

2.1. Subjects

To compare golf caddie education in South Korea and China, new caddie education programs were collected from 4 golf clubs, 3 professional caddie education institutions and 8 public institutions in South Korea and 6 golf clubs and 2 professional caddie education institutions in China. Data collection was done by interviewing authorities and education coordinators of golf clubs in South Korea and China and searching websites. The collected data were comparatively analyzed by consulting with 3 professors of the related field, 4 experts of caddie education and 5 education coordinators of golf clubs.

2.2. Field Survey

For this study, local data in each country were collected directly to analyze the actual operating status of caddie education at membership golf clubs with 18 holes or more in South Korea and China. New caddie education data were collected by consulting with caddie education coordinators at golf clubs in South Korea and China, and education data were also collected from education coordinators of professional caddie education institutions. Education materials used in golf assistant education courses for job creation and multicultural families operated by public institutions and education curricula announced on their websites were collected as well.

2.3. Literature Review

To compare golf caddie education curriculum of South Korea and China, documents describing caddie education curricula published in South Korea and China and existing study results were collected and analyzed. In addition, caddie education manuals and textbooks published by golf consulting companies and golf club agencies, service caddie manuals, and research papers related to caddies were collected and utilized.

2.4. Data Processing Method

This study analyzed education period and time to analyze the data collected through field survey and literature review according to the purpose. Subjects were classified into theory, practice and others and analyzed through interviews with the expert group.

3. Operating Conditions of Caddie Education Programs in South Korea and China

3.1. South Korea

3.1.1. Education period

In South Korea, new caddie education of golf clubs takes place in golf clubs, caddie associations, professional caddie education institutions and public institutions like local government organizations. New caddie education of membership and public golf clubs mostly takes place in the winter season, which is the off season of golf. Caddie associations, professional caddie education institutions and public institutions like local government organizations are arranging employment of caddies at golf clubs by conducting job training of caddies upon request and demand. Since caddies who undergo job training at recruiting institutions are generally educated again by golf clubs, average education period of new caddies is over 2 months. Shortest education period of 2 weeks was shown by public institution Y and golf club C2. Longest education period of 12 weeks was shown by professional caddie education institution H. As presented in <Table 1>, the education period, total education time and daily education time differed among institutions.

3.1.2. Education contents

Based on the results of analyzing the contents of new caddie education in South Korea, caddie education was found to be divided into theory and practice of golf and theory and practice of caddie duties. In this study, the contents of education were classified into golf education and caddie duty education.

As presented in <Table 2>, <Table 3>, <Table 4>, New Caddie Education at Public Institutions, professional caddie education institutions, and golf clubs in South Korea differed among institutions.

Table 1. Education Period, Total Education Time and Daily Education Time Differed among Institutions

Education institutions	Education period(5day/week)	Total education time	Daily education time	Subject
Public institution Y	2weeks	32	3.2	Female
Public institution C1	6weeks	100	3.3	Female
Public institution I	6weeks	120	4	Female
Public institution H	6weeks	156	5.2	Female
Public institution J	5weeks	156	6.2	Male/Female
Public institution K	8weeks	182	4.5	Female
Public institution D	11weeks	200	3.6	Male/Female
Public institution M2	8weeks	288	7.2	Female
Professional education institution JG	4weeks	60	3	Male/Female
Professional education institution E	4weeks	120	6	Male/Female
Professional education institution HC	12weeks	306	5.1	Male/Female
Golf club G	8weeks	240	6	Male/Female
Golf club A	8weeks	220	5.5	Male/Female
Golf club C2	2weeks	110	11	Female
Golf club M1	8weeks (3days/week)	96	4	Male/Female

Table 2. Contents of New Caddie Education at Public Institutions in South Korea

	Commonality	Difference
Education relating to golf	Golf summary, Course attacks, Golf terms, Game method, Golf rules, Golf course type, Handicap	Golf course component, Facility, Ball type
Practice of caddie duties	Distance measurement, A advice tip, Golf cart drive, Caddie summary, Caddie etiquette, Write score card, Golf club care tip, Safety management, Face image making, Correct appearance	Service speech, Handling by customer type, Image making, Management of condition, Game process know-how
etc	Self-management, Skin care, Physical fitness management	Property management, Financial Technology, Sport massage, Sports taping, Basic foreign language

Table 3. Contents of New Caddie Education at Professional Caddie Education Institutions in South Korea

	Commonality	Difference
Education relating to golf	Golf history, Golf terms, Golf course type, Golf rules, Golf equipment and Golf clubs, Golf swing phase	Grip type, Grass type, Korea Golf characteristic and history, Write score card
Practice of caddie duties	Caddie summary, Golf cart drive, Service etiquette	Caddie pros and cons, work flow, Stretching, Write working diary, Accident case and Prevention, Stress and health care
etc		Self-management, Skin care

Table 4. Contents of New Caddie Education at Golf clubs in South Korea

	Commonality	Difference
Education relating to golf	Golf summary, Golf course type, Golf course component, Golf rules, Golf terms, Game method, Handicap	Grip and stance, Course rate and slope rate, Golf swing
Practice of caddie duties	Game process know-how, Golf cart drive, Safety management, caddie's role, Golf club care tip, Image making, Course attacks, Etiquette education, Distance measurement	Write working diary, Write score card, Physical fitness management, Prevention of injury, Grass management, Golf rules, Advice tip
etc	Stretching	Physical fitness management, Skin care, Self-management

3.2. China

New caddie education in China, analyzed through the contents of caddie education at golf clubs in China collected in this study and interviews with education coordinators at golf clubs, was hosted by golf clubs and caddie associations.

3.2.1 Education period

The education period, total education time and daily education time of new caddie education in China are as presented in <Table 5>.

3.2.2 Education contents

Based on the results of analyzing the contents of new caddie education in China, the contents of education were divided into theory and practice of golf and theory and practice of caddie duties. In this study, the contents of education were classified into golf education and caddie duty education.

The contents of new caddie education conducted by professional caddie education institutions and caddie associations in China are as shown in <Table 6> below.

The contents of new caddie education conducted by golf clubs in China are as shown in <Table 7> below.

Table 5. Education Period of Different New Caddie Education Institutions in China

Education institutions	Education period(6days/week)	Total education time	Daily education time	Subject
Professional education institution I1	8weeks	288	6	Female
Caddie associations H1	10weeks	316	5.2	Female
Golf club D1	13weeks	390	5	Male/Female
Golf club E1	12weeks	320	4.4	Female
Golf club J1	12weeks	330	4.5	Female
Golf club K1	12weeks	343	4.7	Female
Golf club Y1	12weeks	318	4.4	Female
Golf club N1	12weeks	345	4.7	Male/Female

Table 6. Contents of Caddie Education at Professional Caddie Education Institutions and Caddie Associations in China

	Commonality	Difference
Education relating to golf	Golf summary, Golf course type	China golf characteristic and history, Play type and competition method, Golf rules, Golf club name, Golf equipment
Practice of caddie duties	Game process know-how, Green serve, Golf cart drive	Caddie's origin, Write score card, Correct appearance, Caddie etiquette, Distance measurement
etc	Golf terms(English)	Golf terms(Korean, Japanese)

Table 7. Contents of Caddie Education at Golf Clubs in China

	Commonality	Difference
Education relating to golf	Golf summary, China golf history, Golf club type, Play type, Score calculation, Golf terms, Golf rules, Golf equipment, Golf club component	Caddie's duty, caddie's role, Golf club name
Practice of caddie duties	Caddie summary, Game process know-how, Write score card, Golf cart drive, Score calculation, Club serve, Green serve	Japanese, Korean, Prevention of Outdoor Accidents, Golf equipment, Golf club care tip, Distance measurement
etc	Golf terms(English)	Grass management, Betting method

4. Development of a Caddie Education Program for Golf clubs in China

This study compared and analyzed the operating status of golf caddie education programs in South Korea and China to develop a caddie education program that can increase service quality of caddies and enhance work performance to meet golf culture of China. The aim is to propose a new caddie education program for South Korea and China. The education period of new caddie education programs in South Korea varies from 2 weeks to 12 weeks among different institutions, and the period varies from 8 weeks to 13 weeks in China. Though China was found to have longer education period, caddies in South Korea who are educated for a short time undergo additional practical education for about 4 weeks upon employment at golf clubs, actually resulting in longer education period. China conducts long-term education for 12 weeks, 6 days a week. However, this is similar to the education period in South Korea if time spent by new caddies in South Korea on rounds played with senior caddies after 8 weeks of education were

regarded as a part of education.

〈Table 8〉 was shown common education contents of caddie education programs in South Korea and China.

Based on the comparison of caddie education programs between South Korea and China, caddie education in South Korea focuses more on professional education than China so that caddies can also play an assisting role in teaching golf by educating golf manners and skills. By doing so, golf players can enjoy golf in a more convenient setting and beginners can learn golf from caddies. In addition, caddie service education includes prevention of safety accidents, customer reception, encounter service and image making. Caddie education in South Korea is more systematic and professional compared to China as it prioritizes services and also includes stamina management, injury prevention and self-management. Golf course inspection and recovery, foreign language education on English, Korean and Japanese, and golf betting methods are unique education contents of China that cannot be found in South Korea. At golf clubs in China, all house caddies come out after operating hours to perform maintenance on fairways. This is probably why

Table 8. Common Education Contents of Caddie Education Programs in South Korea and China

Education relating to golf	Practice of caddie duties
<ul style="list-style-type: none"> · Overview of golf(Origin, History, Character, Culture) · Golf course(Type, Configuration, Operation) · Golf rules and golf Etiquette · Golf terms · Golf equipment and golf clubs · Play type · Golf skill 	<ul style="list-style-type: none"> · Overview of Caddie(Origin, Role, Etiquette) · Golf cart drive, Game progress(Tee box, Fairway, Green, Hazards) · Safety management · Score calculation and write score card · Course attacks and distance measurement · Golf club care and club serve · Field Exercise · Service Training(Greeting, Dress, Customer response, Image making)

caddies in China are educated on course inspection and recovery. Foreign language education takes place because there are many foreign tourists who speak English, Korean and Japanese. Also, one of unique caddie education contents of China is golf betting. The development of a caddie education program for China based on the results of this study is to be done in the following ways.

First, since caddie education at golf clubs in China are non-systematic and caddies lack professional knowledge in golf, it is necessary to establish a new concept of caddie education. Market competitiveness of companies are not only shown by their assets and equity capitals but also by human resources they have. Golf clubs can increase their market competitiveness by reinforcing professional capabilities of their caddies and increasing quality of caddie services. To do so, caddies should be trained to practice golf, as well as direct and indirect golf club service encounters. Golf courses must evaluate service performance of caddies on a regular basis and inspire competitive spirit of caddies.

Second, caddies who are currently working at golf courses in China have a low level of education on average. They are not instructed properly, and there is a lack of caddie managers. The most effective method of resolving this problem is to come up with an organized and professional education system that can foster and train competent caddies, thus increasing both quantity of caddies and quality of caddie services. It would be very effective to improve services of golf courses and implement short-term and long-term strategic plans. Caddie education must be able to reinforce professional functions and overall qualifications of caddies.

Third, persons in charge of educating caddies at golf courses shall devise a caddie education plan in advance, assigning instructors and managers to execute and evaluate education. Such persons in charge must come up with the plan based on the goal they hope

to accomplish. The education plan primarily defines who will educate caddies, what are the important contents of education, how they are to be educated, and how the education effects are to be evaluated. When establishing education plans, caddie education coordinators are required to consider the demand for golf education and caddie job training, as well as available resources and level of caddies at golf courses. Primary details of caddie education plans include objectives of education, targets of education, curriculum, format of education, contents of education, instructors, education time, location or facility, evaluation method, control of problems that occur, and education budget.

Since the golf industry of China is a market with potential for growth, the imbalance of supply and demand will intensify with the market expansion. To prevent this problem, manuals for large-scale, consistent and systematic education and caddie master education programs to manage caddies would also become necessary.

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