



**R&A**  
Women in Golf Charter

SUPPORTED BY



A toolkit to establish a more inclusive culture in golf

**#FOREeveryone**  
[RandA.org/FOREeveryone](https://RandA.org/FOREeveryone)

# FOREWORD.



**MARTIN SLUMBERS**  
Chief Executive, The R&A

It is my pleasure to introduce you to this toolkit, which is a critical document as the golf industry seeks to safeguard our sport for the future by creating the conditions to attract more women and girls.

I hope you find this an informative and useful manual, representing industry best practice and linking to a suite of assets and resource portal, all of which are designed to help clubs and facilities approach the idea of cultural change.

This crucial step is but the first in an ongoing journey of support which The R&A, the national associations and The PGA are committed to, providing all affiliates with the advice and materials they need to join us in tackling this critical issue into the future.

The Women in Golf Charter has been created to inspire an industry-wide commitment and conversation with the ultimate goal of enabling more women and girls to maximise their potential at all levels of the sport. #FOREeveryone creates a more accessible narrative behind which the golf industry can unite and through which existing and prospective golfers can engage.

This campaign, we truly believe, can help us change the face of golf across the globe, for the betterment of our sport. I hope you can join us in harnessing its power to change the game forever.

#FOREeveryone



**RICHARD DIXON**  
Chief Executive Officer, Wales Golf

I have great pleasure in introducing the Women in Golf Charter Toolkit, which will prove an invaluable resource to support Welsh Clubs in achieving their Charter commitments and to help significantly grow the Women and Girls game in Wales.

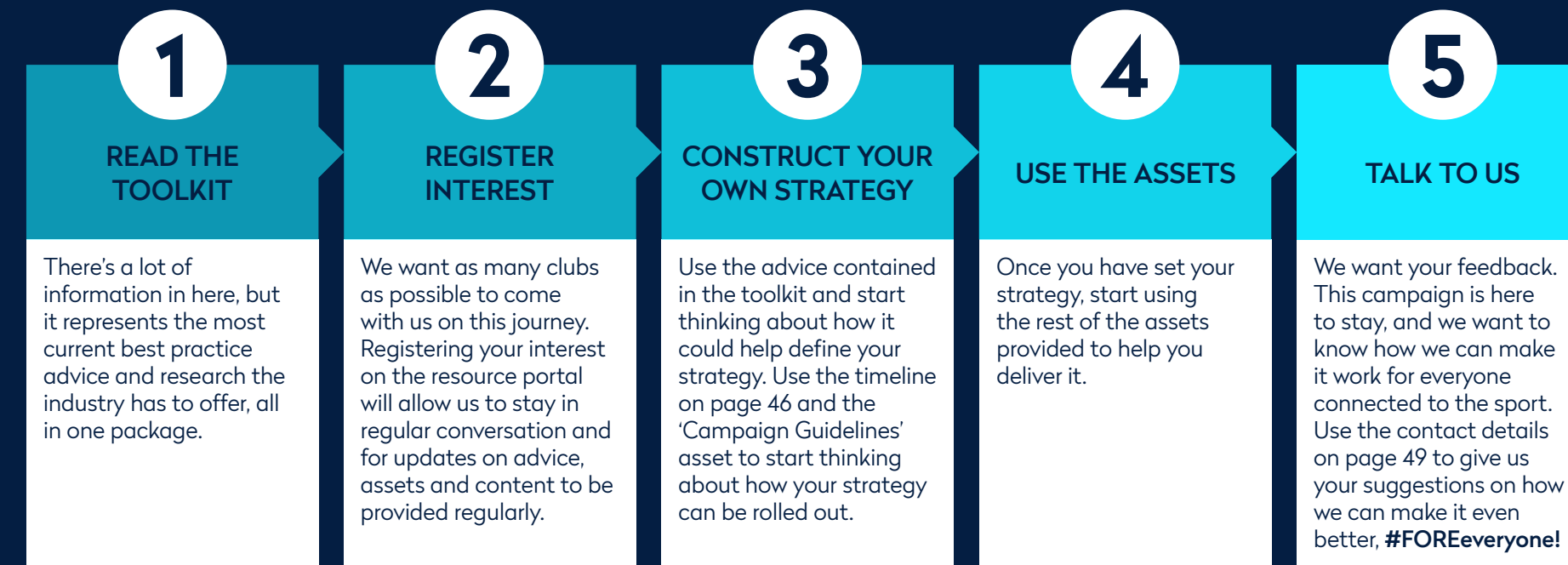
Wales Golf was one of the first signatories of the Women in Golf Charter when The R&A, launched this in May 2018. Wales was the first of the Home Unions to become one golfing body when the ladies and men's organisations merged in 2007, and since then we have made significant progress. We are committed to all aspects of equality within our vision to make golf 'Everyone's Game, Anywhere'.

Although improvements have been made to develop the women and girls game, there is still a significant amount of work to be done with an underrepresentation of females in relation to club members, participants, workforce and governance. If we work together and make the game more attractive to females and families, there is vast potential for growth.

Many clubs have already signed up to the Women in Golf Charter, and we are supporting these clubs to action their commitments. However, we need all our clubs to get involved. Wales Golf will support clubs via its very knowledgeable and dedicated development team, this coupled with the use of the excellent Women in Golf Charter toolkit we can make a difference for the better.

# WHAT WE WOULD LIKE FROM YOU

This toolkit represents step one in a long journey The R&A, national associations and The PGA are embarking on together. While this campaign has been designed to offer long term support, we would love you to initially perform five simple actions.





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# OVERVIEW.





# THE WOMEN IN GOLF CHARTER: AN INTRODUCTION

The Women in Golf Charter was launched to increase women and girls participation in golf and to encourage more opportunities for women to work in the golf industry.

This toolkit has been inspired by that commitment and provides clubs and facilities with the support and materials they require to develop a more inclusive culture. Simple-yet-impactful changes in the way we operate and communicate will allow golf to strike a better gender balance, change perceptions and increase participation.

This guide will give golfing facilities of all shapes and sizes the knowledge and tools and to unite with other industry stakeholders behind one common cause. As shown in the following pages, change does not have to be costly, and even small adjustments can build a brighter future.



## THE OPPORTUNITY

**36.9 Million**

latent female golfers around the world <sup>1</sup>

**Takeaway:** With the right offer, some of these golfers could join your club.

**\$35 Billion**

Potential value of latent female golfers worldwide to the industry <sup>2</sup>

**Takeaway:** The opportunity for your club to generate added revenue is significant.

**8.5 Million**

People in the UK between the ages of 15-64 interested in taking up golf <sup>3</sup>

**Takeaway:** There are women near you who are interested in playing.

**5%**

Golf currently only appeals to 5% of women in the UK <sup>4</sup>

**Takeaway:** Without a change in perceptions, a challenging future may lie ahead.

<sup>1</sup>. The Global Economic Value of Increased Female Participation in Golf, Syngenta, 2016

<sup>2</sup>. The Global Economic Value of Increased Female Participation in Golf, Syngenta, 2016

<sup>3</sup>. Growing Golf in the UK, Syngenta, 2013

<sup>4</sup>. The Opportunity to Grow Golf: Female Participation, Syngenta, 2014

## WHAT IS GENDER BALANCE?

Gender balance or gender equality is a challenge for organisations globally. In many areas of public and private life, women face greater challenges than their male counterparts and golf is no exception.

Fewer than 1 in 4 golfers globally are women and the golf industry is male-dominant. Striking a better gender balance will not only benefit the golfing economy by introducing more players to the game, it will bring diversity to the workforce, boost productivity and expand the talent pool.

While many participation schemes do exist, without cultural change their impact will be diluted. Balance means addressing conditions which are a barrier to equality. At times this may mean going even further when presenting opportunities to women and girls than we would men and boys.

Industry-wide collaboration and sharing of knowledge will bring about change in the quickest way possible. This is the very purpose of this toolkit and the **#FOREeveryone** campaign.



Fewer than 1 in 4 golfers globally are women and the golf industry is male-dominant

# REASONS TO BE MORE FEMALE FRIENDLY.



## FUTURE PROOFING

Until most recently, the number of registered golfers had declined in each home nation, as competition for consumer free time and attention increases. A more welcoming environment for women and girls golfers and conditions to retain them could see participation continue to grow.



## ENHANCED REPUTATION

Stereotypical perceptions of golf still exist and are damaging to the sport. With adoption of new measures, golf can build a more modern image, unlocking more interest and commercial benefits as a result.



## HEALTHIER DECISION MAKING

Research shows that companies with greater gender balance at boardroom level exhibit superior decision-making. Encouraging more females into positions of authority within the golf industry will encourage better business performance.



## INCREASED REVENUE

Latent female golfers worldwide are estimated to be worth \$35 billion to the industry. As women and girls make up only 24% of all active golfers (and just 15% in GB&I) there is appreciable untapped revenue to compete for.



## SPEAK TO THE FAMILY DECISION-MAKER

Women are often the key decision makers when it comes to how families spend their leisure time and money. Increasingly holding the purchasing power, it is important golf speaks to an audience of women and girls more than ever.



## BECOME PART OF A MOVEMENT

Given that women's sport is now more visible than ever, thanks to events such as the FIFA Women's World Cup, Olympic Games and Solheim Cup, it is important golf presents itself as a viable option within this growing movement.

# WOMEN AND GIRLS IN GOLF – CURRENT STATUS.

The R&A's Women's, Girls' and Family Participation in Golf: An Overview of Existing Research (2018) highlighted areas of consideration for the golf industry to attract more women and girls to the sport. Below are its key findings:



## PARENTS AND FAMILY CULTURE

Parents are the chief factor underpinning families' likelihood to play golf. These decisions are made based on perceived benefits to health, education and social wellbeing.



## COACHING

Coaching delivery should be appropriate to the age and abilities of all participants. Sessions should focus on the identified wants and needs of participants and thus be player-centred and enjoyable for all.



## THE SOCIAL ASPECTS OF GOLF

Forming friendship groups is vital to continued participation. Buddy schemes help new participants integrate and opportunities to socialise are a particular driver for women and girls.



## ROLE MODELS

The success and visibility of role models is a motivating factor for people to play the game, particularly those who have never played before.



## TIME AND COST

Families today tend to pursue less time-intensive and more accessible leisure activities. Generally, the modern consumer is seeking a more casual, less challenging and less expensive pursuit than traditional golf.



## THE EVOLUTION OF GOLF

Golf has a difficult task of maintaining its heritage while evolving to meet modern consumer demands. This has created demand for a greater variety of golf clubs playing non-traditional formats of the game.



## THE EXPERIENCE ECONOMY

Consumers are now more likely to prize experiences over possessions and memories over memorabilia. The experience is now the product clubs and facilities are selling.



## SETTING UP FOR SUCCESS

Priority parking, childcare provision, play areas, family-based coaching and open days, subsidised passes for families and the quality of facilities are some of the items high on the priority list for families today.

Read *The R&A's Women's, Girls' and Family Participation in Golf: An Overview of Existing Research* [READ NOW](#)



## CASE STUDY

## ENVILLE GOLF CLUB, ENGLAND.

Blessed with a prime heathland location on the edge of the Black Country, Enville Golf Club has traditionally boasted a thriving women's section. Particularly in the 1990s and early 2000s, the Staffordshire venue enjoyed notable numbers.

Yet, as experienced by many clubs in the UK, a decline in females set in, mainly due to age demographic and new blood not coming in to fill the fairways. It was a problem to address. Having previously hosted Open Regional Qualifying from 2007-11, another event ultimately acted as a catalyst to transform their women and girls' sections.

"We were lucky enough to play host to the Girls' Amateur in 2017 which really engaged interest in, and particularly my interest in, women's participation in the sport," admits Heather Mulley, the club's general manager. "It was truly inspiring to see girls from all over the world."

Passions ignited, Mulley and her team set about their work quickly and effectively.

## WHAT DID ENVILLE DO?

- From 2018, the club set up a Ladies Academy. One or two-year membership of the Academy was offered, including lessons and use of the practice facilities. All equipment was provided, with a 'mentor' from the ladies' section to offer encouragement on the course and ease any nerves.

- Building on their work, they showcased golf to a younger generation by participating in England Golf's Girls Golf Rocks scheme in 2019. Importantly, parents could socialise, keep warm and enjoy a drink in the clubhouse as the girls played, making them feel welcome too.
- Enville also signed up to the Women in Golf Charter and gained full Board support to include increasing female participation into their business/strategic plan for at least five years.

With two 18-hole courses to utilise, Mulley adds, "Golf can be a challenge and we recognised the huge leap from having lessons or using a driving range to going out on the course or becoming a member of a club. We therefore set up a new set of blue tees on our Highgate course to ease beginners into the game."

"We also offered the cost of the Academy at £300 for the first year and £200 for the second year, as a discount of £500 off our joining fee if they became members following the Academy years."

## WHAT HAS THE WORK ACHIEVED?

- Seven beginner Academy players joined as full members
- Junior girls increased from 6 to 14 within three weeks of running Girls Golf Rocks
- Two women joined other clubs to help grow the sport
- Other family members have also joined – including four full members (husbands)
- Provided a new source of income for the Pro shop with lessons and club sales



*"Our women's section has been invigorated and enthusiasm has really increased," Heather Mulley*

As they continue to actively grow female golf, key learnings from their experiences include:

- Listen and be approachable – mentoring partnerships has been key to the success of Enville's Academy
- Provide a welcoming environment and make amendments to dress rules to accommodate guests in the clubhouse
- Use social media to promote activities regularly
- Join local groups in and around your club and visit local schools to promote schemes
- Use all resources from governing bodies and tailor to suit your club where necessary

Mulley, the GCMA 2019 Manager of the Year, offers the last words: "And get your ladies' section on board – our section was fantastic!"

#FOREeveryone  
CAMPAIGN.



# INTRODUCING #FOREeveryone.

While the Women in Golf Charter provides the impetus for change, **#FOREeveryone** represents a creative approach to unite the industry behind a single campaign.

**#FOREeveryone** will encourage facilities and organisations to sign-up to the Women in Golf Charter and work towards the achievement of their own 'Charter Commitments'. It will also provide the promotional assets so clubs can communicate their intended changes with their members and start a conversation within their own facilities and, eventually, can begin using to attract more women and girls.

**#FOREeveryone** is a long-term project, and our first goal is giving clubs the chance to make internal changes where required. If this means your club doesn't start using assets to speak to external consumers or even members right away, that's OK. Focus on building an achievable strategy with progress as its driving force.



## THE SUPPORT

How **#FOREeveryone** will support clubs and facilities:

- 1 Create a single brand identity to unite golf's efforts to get more women and girls into the game
- 2 Provide a suite of materials which clubs can use to organise and promote their own activities
- 3 Allow for connected campaign promotions across The R&A, national associations' and The PGA's social channels, websites and databases
- 4 Generate support from the wider golf industry which can, in turn, communicate **#FOREeveryone** and the opportunities being created to a much wider audience
- 5 Generate exposure with media and influencers in support of the drive to get more women and girls into golf with a consumer campaign, set to launch in 2021

# BECOMING A CHARTER SIGNATORY.

Signing up to The Women in Golf Charter is an important step in fully integrating your activity with the **#FOREeveryone** movement, allowing you to leverage the widespread exposure it will create. As a continued support mechanism, it will ensure you are provided with the necessary ongoing support and materials as you work towards your goals.

Signing up to the Charter and becoming part of the **#FOREeveryone** movement is simple:

1. Once you have finished reading the toolkit, visit the **#FOREeveryone** Resource Portal
2. Register your interest in becoming a Women in Golf Charter signatory
3. Registration will provide you with access to further assets, which you can use to start building your own strategy
4. In the meantime, The R&A will communicate your interest to your national association who will be in touch to confirm your Charter commitments and offer further assistance in planning your **#FOREeveryone** activity
5. Once received, display your Charter Signatory Certificate with pride to inform all of your members

Unsure your club is ready to make commitments as a Women in Golf Charter Signatory? You can still register to find out more, get access to more **#FOREeveryone** materials and we'll put your national association in touch to discuss the opportunity further.

## WHY SIGN UP?

Why sign-up to The Women in Golf Charter?

- 1 Become part of the **#FOREeveryone** movement which will signal your commitment to the women and girls game
- 2 Join some of golf's leading organisations which are already supporting the Women in Golf Charter
- 3 Receive access to a full suite of assets which will allow you to build your own **#FOREeveryone** activity
- 4 Start attracting more women and girls, and smash your Charter Commitments





# EXAMPLES OF CHARTER COMMITMENTS.

We would encourage all clubs to choose Charter commitments which are realistic and most appropriate for them. However, below are some examples of commitments current Women in Golf Charter signatories have found to be most impactful.

Membership which means equal access for men and women	Making peak tee times equally available to all members	Making the switch from gender-based tees to ability-based tees
Staging male and female competitions on the same day	Increasing female representation on your Board and/or Committee (achieving 30%)	Implementing recruitment initiatives targeting women and girls
Supporting the National Women and Girls Golf Week campaign	Promoting volunteering opportunities for women and girls in your club	Providing on-course toilet facilities for females
Increasing visibility of female and family-oriented imagery within club communications	Committing to increasing female membership within your business plan	Encouraging more young people to be involved in the running of your club

# RESOURCE PORTAL.

All assets mentioned within this toolkit to help you plan your own #FOREeveryone activity are easily downloaded via the Resource Portal.

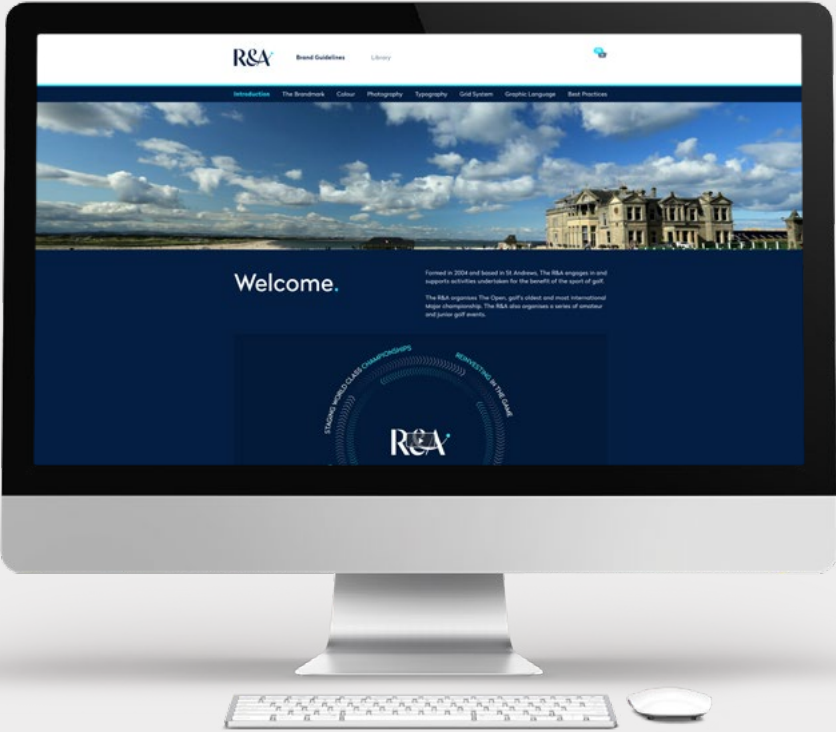
There you will find guidance on how best to use these assets, brand guidelines and logos.

If you are a not yet signed-up to The Women in Golf Charter, you will be given the opportunity to register your interest in doing so upon accessing the Resource Portal.

All current signatories are listed there, so log-on and check out how others have committed to the Charter and are working to improve access to the game for women and girls.

RandA.org/FOREeveryone

ACCESS THE PORTAL





# CHARTER CHAMPIONS.

## WHAT IS A CHARTER CHAMPION?

It is recommended that each club designates a 'Charter Champion', a facilitator or coordinator who, assisted by others, holds responsibility for integrating the Women in Golf Charter at club level. This individual would be the key point of contact with The R&A and national associations, and would take the lead on your #FOREeveryone activity.

## RECRUITING A 'CHARTER CHAMPION'

'Charter Champions' can be male or female club officials, such as juniors or ladies organisers, club secretaries, willing volunteers, or even your PGA Pro. Your Charter Champion may already be active in driving your club's women and girls strategy.

As well as being able to draw inspiration and use the materials provided within this toolkit, each 'Charter Champion' will be invited to feedback to The R&A directly, sharing success stories and learnings to be utilised by others seeking to make similar improvements.

## WORKING WITH YOUR CHARTER CHAMPION:

- Use Charter Champion Recruitment Assets to identify someone for the role
- Work with your Charter Champion in signing up to The Women in Golf Charter and submitting your Charter Commitments
- Support your Charter Champion in arranging activities which meet your Charter Commitments
- Register your Charter Champion via the Resource Portal so we can communicate directly


# THE ROLE OF CHARTER CHAMPION


- 1 Dedicated person responsible for implementing a club's or facilities' Women in Golf Charter Commitments
- 2 A responsible individual who can own and drive the women and girls strategy
- 3 A new role to facilitate the increase in activity required to attract more women and girls through new events and coaching pathways
- 4 Singular contact for external or internal enquiries, someone to own communications relating to women and girls
- 5 Will work with The R&A and national associations to meet Charter Commitments

# CAMPAIGN RESOURCES

Click on the download links below to access resources relating to your club's support of the Women in Golf Charter and #FOREeveryone.


## Building Your Strategy




DOWNLOAD NOW 

**Suggested use:** Guidelines to help you structure your own #FOREeveryone activity.

## Brand Guidelines



DOWNLOAD NOW 

**Suggested use:** Brand Guidelines to help guide your use of the #FOREeveryone assets.

## Logos



DOWNLOAD NOW 

**Suggested use:** Variations of the #FOREeveryone logo for use across campaign assets and communications.


## Assets for Charter Signatories




DOWNLOAD NOW 

**Suggested use:** As a signatory, use these assets to tell your members about your support of the Women in Golf Charter, the changes you intend to make and to celebrate change once achieved.

## Charter Champions



DOWNLOAD NOW 

**Suggested use:** Resources to recruit and promote the role of your Charter Champion.



## CASE STUDY WINNING IN WALES.

**Two clubs in Wales have reaped the benefits of a renewed focus on women and girls' activity.**

When Martin Stevens arrived at Llanishen Golf Club in early 2016, it had been almost three years since a lady joined as a member and nearly two years for a junior girl. Fast forward to the present day and it's a very different story.

*"The committee were very open to my ideas to drive this area of membership and we were one of the pioneers of Wales Golf's New2Golf scheme,"* recalls Stevens, the club's manager.

Focusing on six-week coaching programmes from 2016-18, the club took in 26 new women on full membership. In offering longer membership (e.g. 18 months for the price of 12), the longevity has enabled the ladies to feel part of the club. The vast majority remain members now, with informal six-hole competitions currently popular.

Llanishen – situated north of Cardiff – have also targeted younger players and in 2019 launched the GirlsGolf Wales scheme, in conjunction with the continued support of Wales Golf. From visiting two local schools for initial taster sessions, 14 girls took part and six came in as members. In lowering the junior membership age down to six, a further four girls joined.

In 2020, their work has continued with the introduction of a 'Pathway to Handicap' scheme, allowing juniors to earn different coloured wristbands as they progress towards obtaining a handicap.

Also situated near Cardiff, Radyr Golf Club started the New2Golf programme in 2019 with the aim of introducing more female golfers. Equality plays a large part of their culture, with all but six competitions being mixed and a proportional split on the club's committee. In 2020, the club also appointed Michelle Griffiths as the first female club captain in its 118-year history.

Stuart Finlay, club manager, said, *"We set a clear female pathway, which included a taster session led by club staff and the committee, follow on lessons to provide ladies with the enthusiasm and technical skills, and finally our trial membership called '100 holes'."*

The innovative membership allows those in the beginner programme to play as many holes as they wish – up to 100 holes. They can then choose another 100 holes or progress to nine-hole membership. The programme has been supported by the ladies' section through playing rounds, organising social events and helping newcomers secure their first handicap.

Over the last 12 months, 30 ladies have been involved in the 100-hole scheme and, in recent months, six became nine-hole members and two full playing members.



*"We have also picked up new junior members from those ladies that have attended the club"* Stuart Finlay



*"The additional benefit is people come from the local area to visit the club to use our facilities, eat and drink or meet with friends outside of the beginner programme,"* adds Finlay. *"We have also picked up new junior members from those ladies that have attended the club and seen further impact with parties and special occasions."*

With Radyr also operating a more relaxed approach to areas such as dress code, its mantra like Llanishen is very much fun and friendly.



## CLUB ENVIRONMENT.





# UNDERSTAND YOUR STRENGTHS AND WEAKNESSES.

Knowing how well your club is set-up to attract and retain more women and girls is an important place to start your #FOREeveryone activity planning. Understanding how you compare to your competitors is equally essential before you can start making changes. In order to prioritise, an internal audit is recommended.

1

S.W.O.T. ANALYSIS

Do you know the strength of your club offer? Find out by reviewing the physical, operational and social elements of your club or facility. This will include: reviewing your website and contact points (do they truly reflect what kind of club you want to be?).



2

ASK MEMBERS & GUESTS

Ask others who fit your target profile (e.g. parents) about how you could encourage more interest. You will also find out why the women and girls who have chosen your club have done so, allowing you to build on your strengths. Moreover, involving members in your club's evolving culture will also help to bring about change in a more collaborative manner.



3

MARKET BENCHMARKING

Do you know how you compare to other facilities in your area, or those who do best to attract women and girls? By understanding how you stack up, you may discover how likely it is for golfers to choose your facility. Taking a lead from others is a fantastic way to incorporate tried and tested methods.



4

DON'T ASSUME

Take care to find out what others think, as well as going through the process of reviewing your women and girls' offer as objectively as possible. You may well be surprised by what you find.



# UNDERSTAND YOUR TARGET AUDIENCE – GIRLS.

Understanding what women and girls want to achieve when investing time, money and energy into golf is critical for ensuring your operations, participation programmes and pathways are fit for purpose. The following are some characteristics that research tells us apply to women and girls in relation to sporting activity, and methods by which you may cater to them.

CHARACTERISTICS

75% of girls are conscious about their body image

Girls are far more likely to return if they are able to make friends quickly

Girls may be less likely to speak up and tell you what they are looking for or enjoy most

Adolescent girls drop out of sport at a quicker rate than boys

APPROACH

- Offer coaching in girls-only groups in a more private setting
- Be flexible with clothing and allow girls to wear what they feel most comfortable in
- Avoid sessions which put pressure on performance
- Try not to single out members of the group to demonstrate

- Break the ice by performing proper introductions at the start of any activities involving girls who may be new to your club or facility
- Allow time within sessions for social interaction

- Explicitly ask your group what kind of sessions they would like to take part in, what they enjoy and what they don't

- Encourage girls to bring their friends along to sessions
- Allow time for socialising within the clubhouse
- Use relatable role models within the club with whom your girls can identify to deliver coaching
- Communicate the health benefits of golf to your group, especially among the older participants



# UNDERSTAND YOUR TARGET AUDIENCE – WOMEN.

## CHARACTERISTICS      APPROACH

Leisure time is at a premium so must be rewarding and help to achieve goals, such as catching up with friends, learning a new skill or helping to stay fit and healthy	<ul style="list-style-type: none"><li>• Ensure your marketing materials include information about the mental and physical benefits of golf</li><li>• Encourage would-be golfers to bring a friend</li><li>• Schedule activities during weekends for women who are working full-time</li></ul>
Often competition is of lesser importance amongst women than having fun socially	<ul style="list-style-type: none"><li>• Remember not everyone wants to compete</li><li>• Structure coaching sessions to include ample time for socialising</li><li>• Create introductory occasions which put socialising first and golf second (e.g. wine and nine).</li></ul>
Research shows that women who have little experience of golf clubs believe them to be stuffy, elitist and male-dominated	<ul style="list-style-type: none"><li>• Open your doors to the public by marketing open days and taster sessions</li><li>• At every opportunity, challenge preconceptions, whether that's in the way the club or facility presents itself on social media or in how you greet visitors</li></ul>
Women are often responsible for childcare, so make decisions with family in mind	<ul style="list-style-type: none"><li>• Run family coaching sessions or adult and child sessions back-to-back</li><li>• Be very considered when scheduling women's activities. After school drop off, for example, could be the ideal time to target full-time mums to get involved</li></ul>
Women prefer to learn at their own pace and in a safe environment among other beginners in which they can avoid embarrassment	<ul style="list-style-type: none"><li>• Introduce women to the game in groups with individuals of a similar skill level</li><li>• Try to separate your group from other golfers as far as possible (e.g. on a quiet loop of the course).</li><li>• Allow women to gain experience on the course early into their journeys, but ensure groups are small and choose a time when the course is quiet so as not to place pressure on performance</li></ul>

# CUSTOMER EXPERIENCE.

Consumer feedback tells us golf in its traditional form does not always appeal to a younger and more diverse audience. With greater demand for different kinds of golf clubs, think about how small changes could have a big impact.



### SET UP FOR SUCCESS

Customer experience starts from the first contact someone has with your facility. This is as likely to take place on the internet as it is in person. Ensure all of your channels, from your club website and social media to the person who picks up calls, are projecting the image you want.



### INFORM YOUR TEAM

Ensure all staff are familiar with the club's approach and be prepared to receive and cater to new visitors. Take this one step further by discussing this approach with the membership. The **#FOREeveryone** assets are designed to allow you to start communicating upcoming changes to your membership, so put them to good use.



### ENSURE A WARM WELCOME

A negative first experience could put a new golfer off for life. Ensure there is always someone available to greet guests on arrival and show all that is great about your club. Any individual in a 'first contact' position, including via phone or email, should have necessary information on coaching, taster events and fees to hand.



# WOMEN IN GOLF CHARTER SIGNATORIES

Aberdeen Petroleum Club at Kippie Lodge  
Aberdour Golf Club  
Aberdovey Golf Club  
Aberfoyle Golf Club  
Abernethy Golf Club  
Acushnet  
Airdrie Golf Club  
Alford Golf Club  
Alloa Golf Club  
Alyth Golf Club  
ANNIKA Foundation  
Anstruther Golf Club  
Antrim Golf Club  
APPGG  
Ardeer Golf Club  
Argentina Golf Association  
Ashburnham Golf Club  
Asia Pacific Golf Confederation  
Association of Golf Writers  
Auchmill Golf Club  
Auchterarder Golf Club  
Australian Sports Turf Managers Association  
Ayla Golf Club  
Baberton Golf Club  
Balbriggan Golf Club  
Balfron Golf Society  
Ballater Golf Club  
Banbridge Golf Club  
Banchory Golf Club  
Bathgate Golf Club  
Bearsden Golf Club  
Bellshill Golf Club  
Bentham Golf Club  
Beverley and East Riding Golf Club

BIGGA  
Biggar Golf Club  
Bishopbriggs Golf Club  
Blairgowrie Golf Club  
Boat of Garten Golf Club  
Baldon Golf Club  
Bolivia Golf Federation  
Bonar Bridge- Ardgay Golf Club  
Bonnyton Golf Club  
Bothwell Castle Golf Club  
Braemer Golf Club  
Brazilian Golf Confederation  
Brechin Golf & Squash Club  
Bridgenorth Golf Club  
Broomieknowe Golf Club  
Brora Golf Club  
Bruntsfield Links Golfing Society Ltd  
Bryn Meadows Golf Hotel & Spa  
Buchanan Castle Golf Club  
Buckpool Golf Club  
Bulgarian Golf Association  
Bute Golf Club  
Caird Park Golf Club  
Caldwell Golf Club  
Cambuslang Golf Club  
Canmore Golf Club  
Cardiff Golf Club  
Cardigan Golf Club  
Cardross Golf Club  
Carnoustie Golf Links  
Carrbridge Golf Club  
Castle Douglas Golf Club  
Castleknock Golf Club  
Castlereagh Golf Club

Cawder Golf Club  
Cayman Islands Golf Association  
Chilean Golf Federation  
Chinese Taipei Golf Association  
Clober Golf Club  
Club Managers Association of Europe  
Clydebank & District Golf Club  
Clyne Golf Club  
Cochrane Castle Golf Club  
Colombian Golf Federation  
Colvend Golf Club  
Colville Park Golf Club  
Comrie Golf Club  
Confederation of Professional Golf  
Conwy Golf Club  
Costa Rica Golf Federation  
Craigie Hill Golf Club  
Craigmillar Park Golf Club  
Craignure Golf Club  
Crail Golfing Society  
Crichton Golf Club  
Crieff Golf Club  
Croatian Golf Association  
Crow Wood Golf Club  
Cruden Bay Golf Club  
Cullen Links Golf Club  
Cupar Golf Club  
Czech Golf Federation  
Dalmally Golf Club  
Douglas Park Golf Club  
Downfield Golf Club  
Duddingston Golf Club  
Duff House Royal Golf Club  
Dufftown Golf Club

Dullatur Golf Club  
Dumfermline Golf Club  
Dumfries & Galloway Golf Club  
Dunaverty Golf Club  
Dunbar Golf Club  
Dunblane New Golf Club  
Dunkeld & Birnam Golf Club  
Durness Golf Club  
Edgbaston Golf Club  
Edinburgh Leisure Golf Club  
Education City Golf Club  
Edzell Golf Club  
El Salvador Golf Federation  
Elderslie Golf Club  
Emirates Golf Federation  
England Golf  
Enville Golf Club  
Erskine Golf Club  
Essendon Country Club  
European Disabled Golf Association  
European Institute of Golf Course Architects  
European Tour  
Faldo Series  
Falkland Golf Club  
FEGGA  
Feltwell Golf Club  
Ferenzeze Golf Club  
Finnish Golf Union  
Forbes of Kingennie Golf Course  
Forfar Golf Club  
Forres Golf Club  
Fort William Golf Club  
Fortrose & Rosemarkie Golf Club  
Fraserburgh Golf Club

French Golf Federation  
Gairloch Golf Club  
Galashiels Golf Club  
Galgorm Castle Golf Club  
German Golf Federation  
Gifford Golf Club  
Glen Golf Club  
Glenbervie Golf Club  
Glencorse Golf Club  
Glynhir Golf Club  
Gogarburn Golf Club  
Golf Association of Serbia  
Golf Australia  
Golf Canada  
Golf Club Managers Association  
Golf Foundation  
Golf Ireland  
Golf Oman  
Golf South Ayrshire  
Golf Union of Malawi  
Golfbreaks  
GolfNow (NBC Universal)  
GolfRSA  
Golspie Golf Club  
Grangemouth Golf Club  
Grantown-on-Spey Golf Club  
Greenburn Golf Club  
Greenkeeper's Training Council  
Greenock Golf Club  
GUI Academy  
Haggs Castle Golf Club  
Harburn Golf Club  
Harpenden Golf Club  
Harrogate Golf Club

Hawick Golf Club  
Hawkstone Golf Club  
Hayston Golf Club  
Hertfordshire Country Golf Association  
Hilton Park Golf Club  
Hirsel Golf Club  
Hollandbush Golf Club  
Hopeman Golf Club  
Huntly Golf Club  
IMG  
Ingestre Park Golf Club  
Innerleithen Golf Club  
Inverallochy Golf Club  
Invergordon Golf Club  
Inverness Golf Club  
Irvine Golf Club  
Isle of Barra Golf Club  
Isle of Harris Golf Club  
Isle of Seil Golf Club  
Isle of Skye Golf Club  
Italian Golf Federation  
Japan Golf Association  
Jedburgh Golf Club  
Jordan Golf Federation  
Kelso Golf Club  
Kemnay Golf Club  
Kenya Ladies Golf Union  
Killin Golf Club  
Kilmarnock (Barassie) Golf Club  
Kilspindie Golf Club  
King James V1 Golf Club  
Kingennie Golf Club  
Kingsknowe Golf Club  
Kintore Golf Club





# WOMEN IN GOLF CHARTER SIGNATORIES

Kirkcaldy Golf Club  
Kirkcudbright Golf Club  
Kirkhill Golf Club  
Kirriemuir Golf Club  
Ladies European Tour  
Ladybank Golf Club  
Lahinch Golf Club  
Lamlash Golf Club  
Langland Bay Golf Club  
Langlands Golf Club  
Leeds Golf Design  
Lenzie Golf Club  
Leslie Golf Club  
Letterkenny Golf Club  
Leven Golfing Society  
Liberton Golf Club  
Liechtenstein Golf Association  
Lincoln Golf Centre  
Linlithgow Golf Club  
Lithuanian Golf Federation  
Littlestone Golf Club  
Llanishen Golf Club  
Lochgilphead Golf Club  
Lochmaben Golf Club  
Lockerbie Golf Club  
Long Sutton Golf Club  
Longniddry Golf Club  
Longside Golf Club  
love.golf  
Lumphanan Golf Club  
Lundin Golf Club  
Lybster Golf Club

Machrihanish Golf Club  
Machynys Golf Club  
Malaysian Ladies Golf Association  
Malta Golf Association  
Mastercard  
Mauritius Golf Federation  
Mearns Castle Golf Academy  
Media8  
Melrose Golf Club  
Melville Golf Club  
Millport Golf Club  
Milnathort Golf Club Ltd  
Minto Golf Club  
Moffat Golf Club  
Monifieth Golf Club  
Mortonhall Golf Club  
Muckhart Golf Club  
Muir of Ord Golf Club  
Murcar Links Golf Club  
Murrayshall Golf Club  
Musselburgh Golf Club  
Muthill Golf Club  
Nairn Dunbar Golf Club  
Nairn Golf Club  
Namibia Golf Federation  
National Golf Association of the Philippines  
New Cummock Golf Club  
New Galloway Golf Club  
New Zealand Golf Club  
Newbattle Golf Club  
Newmachar Golf Club  
Newtonmore Golf Club

North Berwick Golf Club  
North Wales Golf Club  
Northern Counties Ladies Golf Association  
Northern Golf Club  
Norwegian Golf Federation  
Oldmeldrum Golf Club  
On Course Foundation  
Orkney Golf Club  
Oundle Golf Club  
Panmure Golf Club  
Parc Golf Club  
Peebles Golf Club  
Penrith Golf Club  
Performance54  
Peruvian Golf Federation  
Peterculter Golf Club  
Peterhead Golf Club  
PGA of Nigeria  
PGA of Australia  
PGA of Belgium  
PGA of GB&I  
PGA of Holland  
PGA of Italy  
PGA of South Africa  
PGA of Ukraine  
PGA Tour  
PING  
Pitreavie (Dunfermline) Golf Club  
Players 1st  
Pleasington Golf Club  
Polish Golf Union  
Polish Ladies Golf Association

Pollok Golf Club  
Port Bannatyne Golf Club  
Portlethen Golf Club  
Portpatrick Dunskey Golf Club  
Portuguese Golf Federation  
Powfoot Golf Club  
Preston Golf Club  
Prestonfield Golf Club Limited  
Prestwick St Cuthbert Golf Club  
Pyle and Kenfig Golf Club  
Radyr Golf Club  
Ranfurly Castle Golf Club  
Ratho Park Golf Club  
Ravelston Golf Club  
Redditch Golf Club  
Renfrew Golf Club  
Renfrewshire Ladies County Golf Association  
Rothesay Golf Club  
Royal Burgess Golfing Society of Edinburgh  
Royal Dornoch Golf Club  
Royal Musselburgh Golf Club  
Royal Porthcawl Golf Club  
Royal Portrush Golf Club  
Royal Spanish Golf Federation  
Royal Troon Golf Club  
Saline Golf Club  
Scotsraig Golf Club  
Scottish Golf  
Selkirk Golf Club  
Shetland Golf Club  
Singapore Golf Association  
Slovak Golf Association

South Ronaldsay Golf Club  
Spey Valley Golf Club  
Sports Marketing Surveys  
Sri Lanka Golf Union  
St Boswells Golf Club  
St Fillans Golf Club  
St Medan Golf Club  
St Michaels Golf Club  
Stackstown Golf Club  
Stirling Golf Club  
Stoke by Navland Hotel, Golf and Spa  
Stonehaven Golf Club  
Stranraer Golf Club  
Strathendrick Golf Club  
Strathlene Buckie Golf Club  
Strathpeffer Spa Golf Club  
Strathtay Golf Club  
Sunshine Ladies Tour  
Swansea Bay Golf Club  
Swanston Golf Club Ltd  
Swedish Golf Federation  
Swiss Golf Association  
Syngenta  
Tadmorton Heath Golf Club  
Tarland Golf Club  
TaylorMade  
The Bishopbriggs Golf Club  
The Gog Magog Golf Club  
The Heath Golf Club  
The Musselburgh Golf Club  
The Royal and Ancient Golf Club of St Andrews

The Shire London Golf Club  
Thornhill Golf Club  
Thornton Golf Club  
TopGolf  
Torwoodlee Golf Club  
Trentham Park Golf Club  
Tunisia Golf Federation  
Turnhouse Golf Club Ltd  
Uganda Ladies Golf Union  
UK Golf Federation  
Ukrainian Golf Federation  
Ullapool Golf Club  
University of Ulster  
Uphall Golf Club  
Venezuelan Golf Federation  
VisitScotland  
Wales Golf  
Walton Heath Golf Club  
West Kilbride Golf Club  
West Lothian Golf Club  
Westhill Golf Club  
Westray Golf Club  
Wigtown & Bladnoch Golf Club  
Wigtownshire County Golf Club  
Williamwood Golf Club  
Wishaw Golf Club  
Women and Golf  
World Deaf Golf Federation  
Zambia Golf Union  
Zambia Ladies Golf Union  
Zimbabwe Golf Association





# CUSTOMER EXPERIENCE.



### BE FLEXIBLE

Those new to golf are unlikely to understand its quirks, and women in particular prize flexibility. Consider if your club could become more flexible when it comes to dress codes, gender-specific playing times, no phones in the clubhouse, fee structures and members-only areas.



### BE SOCIAL

Among the benefits of joining a golf club, women tend to list the opportunity to socialise highest. We also know the social aspects of golf to rank highly among girls. Create an atmosphere which promotes friendship and inclusivity over competition, and involve current members in activity involving beginners wherever possible.



### FACILITY IMPROVEMENTS

We know that when families seek leisure activities, they consider the quality and variety of facilities. Priority parking, provision of a creche, play areas within sight of parents, family-based classes or classes for mums and guardians which run alongside junior classes, and even simple improvements like better maintained changing rooms, are important factors.

# CLUB MANAGEMENT.

Clubs with greater equal gender representation at committee or board level are more likely to (whether consciously or not) develop a culture in which female participation is encouraged more successfully. Consider the following as a goal within your **#FOREeveryone** activity to see the greatest success.



### AIM FOR 50/50 SPLIT

Clubs which have an equal gender split in decision-making positions have a greater chance of understanding the preferences of a wider membership and guest demographic.



### INVOLVE MALE MEMBERS AND OFFICIALS

Often, female club matters are reserved for the female members or Lady Captain. To drive real change in club mentality and culture, it is important to find ways of involving the male membership and club officials.



### WORKING GROUP

Consider establishing a 'Women and Girls' working group with as wide a cross-section of members and club officials as possible to develop a cohesive strategy for attracting and retaining more women and girls.



### BUILD A TEAM OF VOLUNTEERS

A consistent and co-ordinated drive towards gender balance cannot occur without volunteers to sustain the club's mission. Plan for illness, holidays and volunteer apathy by continually integrating more individuals. Your national association can provide advice on volunteering and training.



### MARKETING

Effective marketing will increase the impact of your work to increase female participation. Those responsible for your club marketing should be aware of key diary dates and events, and incorporate this into your club's story-telling. See pages 37-43 for further marketing advice.

# CLUB ENVIRONMENT RESOURCES.

Click on the download links below to access resources which will allow you to consider club culture and environment.

S.W.O.T. Analysis

SWOT ANALYSIS

The following document has been designed to help individual golf clubs assess the current environment and identify areas for improvement. It is a template that can be used to create a SWOT analysis for your club.

SWOT stands for Strengths, Weaknesses, Opportunities and Threats.

Strengths are the positive attributes of your club that give you an advantage over other clubs.

Weaknesses are the negative attributes of your club that give you a disadvantage over other clubs.

Opportunities are the positive external factors that could benefit your club.

Threats are the negative external factors that could harm your club.

STRENGTHS:

WEAKNESSES:

OPPORTUNITIES:

THREATS:

DOWNLOAD NOW

**Suggested use:** This template can be used to conduct your S.W.O.T. analysis prior to making any formal changes

Member Questionnaire

SAMPLE MEMBER QUESTIONNAIRE

Member questionnaires are an invaluable tool in helping to understand the needs and preferences of the members of your club. This questionnaire is designed to help you gather this information.

It covers a range of topics including:

- Demographics
- Club usage
- Club facilities
- Club services
- Club environment

HAVE YOUR SAY

YOUR GOLF CLUB

BACKGROUND INFORMATION

1. How old are you?

2. Are you?

3. How long have you been a member?

4. What was your main reason for joining the club originally?

DOWNLOAD NOW

**Suggested use:** A questionnaire for current members in order to understand more about your strengths and weaknesses

Volunteer Recruitment Assets

BE A LEADER IN THE CLUBHOUSE

Volunteers are the backbone of any successful golf club. They help to create a welcoming and enjoyable environment for all members.

There are many ways to get involved, from helping with the clubhouse to organizing social events.

Find out more about the opportunities available and how you can make a difference to your club.

DOWNLOAD NOW

**Suggested use:** To recruit a team of volunteers

R&A | Toolkit

# PARTICIPATION PROGRAMME.

31



# COACHING AND PARTICIPATION.

Creating opportunities for women and girls to learn in bespoke scenarios has proven to be a successful way to first experience the sport. Creating a strategy which carefully plots out golfers' first steps on the participation pathway as part of your #FOREeveryone activity could result in lifelong love for the sport.



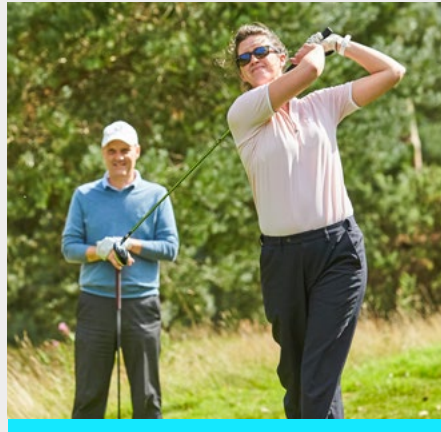
## TASTER SESSIONS

Schedule and market opportunities for women and girls to try golf in a free of charge and accessible way. Taster sessions can attract a new audience without asking them to commit from the offset.



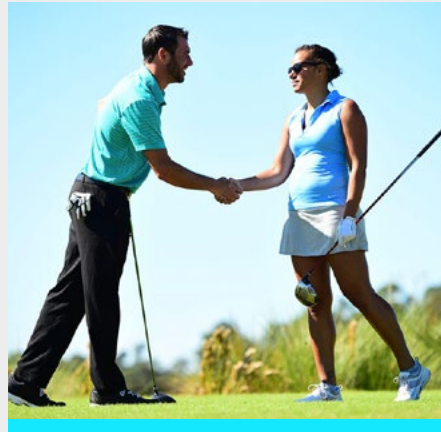
## OPEN DAYS

Open Days allow the community to see you as a welcoming and accessible facility. Give free access to club facilities and schedule fun golf and non-golf activities. Open days for schools can be arranged with Active Schools Co-Ordinators.



## MARKETABLE EVENTS

Being creative in establishing events for beginners could generate greater interest than traditional coaching. Consider how promoting Mother/Father & Daughter coaching, 'Nine and Wine' occasions, 5-Day Crash Courses or Summer Camps may appear more appealing. See page 43 or assets to help market taster sessions, open days and other events.



## MEET & GREET

As you raise awareness, interested parties may require further encouragement before enquiring. Promoting the opportunity for guests to come along to a regular 'Meet and Greet' may provide impetus to find out more.



## FUN, FIRST AND FOREMOST

Any new golfer's first experience of the sport should encourage them to have fun, first and foremost. Neither children nor adults who have yet to develop the dexterity to succeed at golf enjoy over exposure to its technical aspects.



## INTRODUCTORY MEMBERSHIP

Committing to a full membership can be difficult for beginners taking first steps in golf. Providing options, such as introductory memberships, can reduce the perceived financial risk. Creating a reduced cost option over a longer period will allow the member to better integrate.



## APRÈS GOLF

For some new participants, time spent off the golf course is as important as time on it. As well as coaching sessions, think about how you can introduce your guests to the club by providing post-coaching refreshments or social activities.



## ENCOURAGE REFERRALS

Those already connected to the club (members, parents, siblings, partners) should be your first port of call to generate interest in introductory sessions. Not only is this direct form of marketing cost effective, it allows you to speak to an audience already aware of your product.



## BUDDY PROGRAMME

For those who do take the first step on your participation pathway, integration into club life could be key. Speak to your members about establishing a buddy system.



# COMMUNITY ENGAGEMENT.

Making links with local community groups is a great way to target a large number of potential participants at the same time. Speaking to and getting involved in the community will raise the profile of the club and put you in mind for future visits and potential enquiries about participation.



## KNOWN COMMUNITY GROUPS AND CHARITIES

Creating relationships with local groups could be a direct route to attract new female members. Communicate to the local offices of charities your club may have raised money for, ask members if they have contact with community groups and speak to large employers in the area.



## COMMUNITY OCCASIONS

Are there events in the local area which drive high footfall? If so, can your club or facility be represented? Exhibiting at annual fetes, coffee mornings, bake sales or any other occasions could put you in front of interested individuals.



## SCHOOLS

Find out how golf could be incorporated into the curriculum with your help. Your Active Schools Co-Ordinator can offer advice, which could generate a pathway for young girls which starts in primary school. Teachers may also become interested.



## VISITING GROUPS

You may have groups which use your club for meetings. Advise them of your taster sessions or coaching programme and consider creating offers to encourage them to participate.



## THE BUSINESS COMMUNITY

It's no secret that business is best done on the golf course, so why not try to make connections with local business institutions. Major employers and local Chambers of Commerce could be looking for a setting to host their next meeting.



## EMBRACE THE UNKNOWN

Take to the internet to research which groups are active in your area. There may be organisations with a high number of female employees or users: mothers and toddlers, sports clubs, dance clubs, Girl Guides, universities and colleges, Women's Institutes, dieting organisations, church groups, etc.

# PARTICIPATION RESOURCES.

Click on the download links below to access resources which will allow you to build a participation pathway.

### Build Your Participation Programme



**Suggested use:** This step-by-step guide will help you to build your participation programme

### Buddy Programme



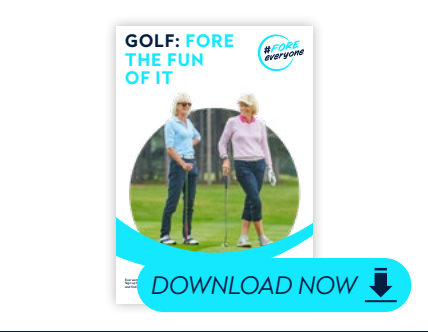
**Suggested use:** Recruit individuals for your buddy programme

### Member Referrals



**Suggested use:** These assets will allow you to achieve referrals from your membership

### Taster Sessions



**Suggested use:** Access assets that will help you promote an all-important taster session

### Open Days



**Suggested use:** Click on the image above to access assets to promote an Open Days

### Other Events



**Suggested use:** Be creative with the delivery of your event programme using these materials



## CASE STUDY

## WORKING TOGETHER FOR JOY IN JORDAN.



Growing women and girls' golf is a global quest. If Dubai and Qatar are perhaps most synonymous with golf in the Middle East, Jordan is making its mark too.

Since opening in October 2016, Ayla Golf Club – the country's first all-grass championship course – has strived to grow the sport in Jordan, supporting all ages and genders.

Working in tandem with the Jordan Golf Federation (JGF), the Greg Norman-designed venue in the southern city of Aqaba has worked hard to engrain itself into the local community.

## WHAT HAS BEEN THE KEY FOCUS?

- A golf in schools programme started in 2018 using short golf equipment and giving more than 2,000 children the chance to play golf at school, including more than 1,200 girls (lead by JGF technical adviser Amer Radee)
- At Ayla GC, a weekly 'Ladies Golf & Coffee Morning' is hosted on a Thursday with Chris Dodd, Head Golf Professional. The lessons cover all skills required for golf, with one lesson each month on-course, either on the Championship or Academy 9-hole Par 3
- Junior girls attend weekly 'Junior Roll-up' sessions every Wednesday and Saturday evening, hosted by Walid Abu Elsamid, Junior Development Coach

*"We are all making progress. The future is bright,"* Chris Dodd

Significantly, in April 2019, Ayla GC became the first venue in the Middle East to commit to the Women in Golf Charter, signed ahead of the staging of the Jordan Mixed Open. Ladies European Tour, Challenge Tour and Staysure Tour players came together for a 'world-first' to showcase mixed golf, as well as driving gender equality at the club and throughout Jordan.

*"The historic event helped promote a spike in ladies' interest domestically for a period after the event took place,"* notes Dodd. *"Ayla and Jordan gained worldwide exposure."*

## WHAT HAVE BEEN THE SUCCESSES?

- Both the Ayla Oasis Development Company and JGF have contributed to free golf learning classes on a weekly basis for local community juniors
- The JGF national team based in Amman (four-hour car journey to Aqaba) make monthly visits for up to 40 juniors (boys and girls) to experience a weekend of golf at Ayla GC
- Ayla GC and JGF member, Majd Najada, who first took up golf in 2016 utilising the 'Ladies Golf & Coffee Mornings' now represents the Jordan national team. In 2019, Najada succeeded in winning the ladies' category in the national amateur event, the Jordan Open
- The JGF are the only Arabic Federation to teach The R&A Rules School in Jordan, including three Jordanian women taking Level 1/2



*"We also have a very active lady on our board of directors at the Jordan Golf Federation, Hala Ghawi, in charge of finance,"* adds Hani Al Abdallat, President of the JGF. *"We are also one of the few Arabic federations who have ladies' representation in Women's Pan Arabic championships."*

Dodd adds: *"While we still have a long way to go before a clear core group of national lady and girl golfers is established in Jordan, we are all making progress. The future is bright."*



## MARKETING.



# WHAT'S THE MESSAGE?

Adopting modern marketing methods will allow your club to speak to its target audience with greater accuracy, minimal wastage and in a cost-effective manner. A connected approach across all marketing channels will enhance exposure as you move into the external communications phase of your activity. You do not need to be a marketing whizz to ensure your website, social media, club emails, advertising and PR tell a corresponding story.

Marketing begins with an understanding of who your audience is. For women and girls, the messages we are looking to promote are very different. Having a clear understanding of which messages may resonate with your target audience is paramount before undertaking marketing activity.

## GIRLS

SOCIAL	HEALTH	ROLE MODELS	FLEXIBILITY	EXPERIENCE
<ul style="list-style-type: none"><li>Have fun with friends both on and off the golf course</li><li>Make new friends in a fun and relaxed environment</li><li>Become part of our club</li></ul>	<ul style="list-style-type: none"><li>Enjoy spending time in the fresh air playing a sport that can help to keep you fit and healthy</li><li>Golf is a great way to enjoy sport at a slower-pace and with less physicality required</li></ul>	<ul style="list-style-type: none"><li>Follow in the footsteps of Georgia Hall, Leona Maguire, Carly Booth or Amy Boulden</li><li>Or choose a career in the golf industry like Henni Koyack, Di Dougherty or Iona Stephen</li></ul>	<ul style="list-style-type: none"><li>Wear what makes your feel comfortable</li></ul>	<ul style="list-style-type: none"><li>You don't have to have experience to enjoy golf</li></ul>

## WOMEN

SOCIAL	HEALTH	FAMILY	FLEXIBILITY	SELF-IMPROVEMENT
<ul style="list-style-type: none"><li>Meet like-minded individuals and enjoy a new social life, both on and off the course</li><li>Golf is for people from all walks of life and is far from the stereotypical image some people may hold</li></ul>	<ul style="list-style-type: none"><li>A single round can burn up to 1,500 calories.</li><li>Golf can be enjoyed by all ages and physical abilities, with no experience necessary to try it</li><li>Golf is a fantastic way to switch-off and de-stress</li></ul>	<ul style="list-style-type: none"><li>Golf is one of few sports which can be enjoyed by the whole family together</li><li>Spend time outdoors gaining an appreciation for nature and respect for fellow-competitors</li></ul>	<ul style="list-style-type: none"><li>Golf can be played in shorter forms, catering to the busy lifestyle of the modern woman</li><li>Golf is more flexible than ever, meaning relaxed dress codes and better value for money</li></ul>	<ul style="list-style-type: none"><li>Try a new challenge</li></ul>

# SOCIAL MEDIA MARKETING.

When we consider women are typically more active than men, and social media is now a part of growing up, its importance is obvious. Applying a few simple tips can help put you on your way to social success.

1

BE CONSISTENT

Keep your posting regular (ideally once a day for all channels) and of a consistently high quality in captions, images and video. Tailor your posts by channel.

2

TAILOR YOUR POSTS

Instagram is all about inspirational images, Twitter is great for reacting in the moment, while Facebook is great for video and longer form storytelling.

3

HOLD THE HARD SELL

Do not be compelled to feel like you are selling something. Be fun, inspirational or educational first, and let your product sell itself.

4

JOIN THE CONVERSATION

Positive responses to other conversations are a great way to increase engagement. It won't be central to your strategy, but don't be afraid to get conversational.

5

TAKE INSPIRATION

The best ideas are rarely new, so pay close attention to what other clubs or organisations you look up to in other sectors are doing for inspiration.

6

LINK ACROSS PLATFORMS

If one social channel is most successful, use it to draw attention to others. Always link to stories or new info posted on your website to drive traffic there.

7

REVIEW WHAT WORKS

Gauge your success on interactions and determine through trial and error which times, content strands and types of content work best for you.



# WEBSITE AND EMAIL.

## CLUB WEBSITE

Your website is your shop window. It doesn't need to tell the consumer everything, but it has to grab their attention.

A well functioning website is critical. The rule of thumb should be allowing the consumer to buy your product in no more than 6 or 7 'clicks'.

Make it easy for people to find relevant information by creating a Women and Girls section, which clearly details information such as how to get involved, coaching times, contact information, details on equipment and clothing and cost.

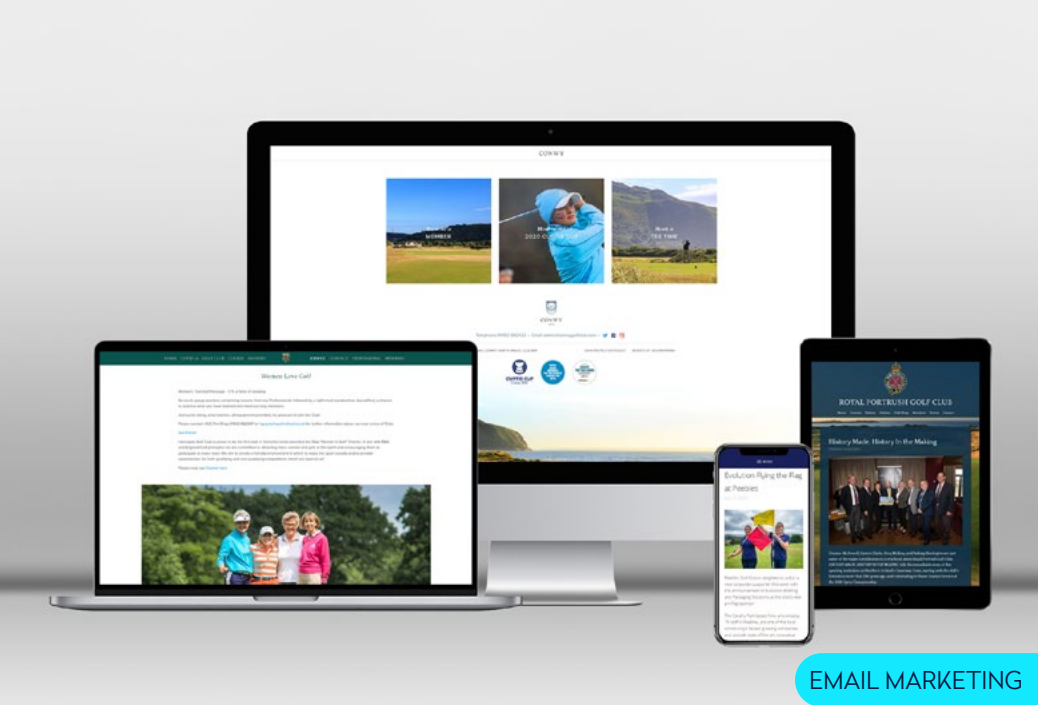
## EMAIL MARKETING

Email marketing is a great way to deliver club news to members. Resist the urge to include lots of information and instead send regular emails focussing on the 1-3 most important topics of the week, giving each one a strong call to action (usually leading people to your website) and using your very best imagery.

Your email marketing is only as strong as your database, so do everything you can to encourage members to opt-in to these communications. You can then speak to them en masse about women and girls opportunities.



CLUB WEBSITE



EMAIL MARKETING

# ADVERTISING AND PR.

## ADVERTISING

Whether we are talking social media advertising, local newspapers or national magazines, the simple rule of advertising is 'Return on Investment'.

Use the experience your club has from the past to determine best approach for the future. If your advertising activity is not driving enquiries, consider another approach.

## PR & COMMUNICATIONS

Your good work deserves attention! Communicate success stories, coaching programmes, money-saving offers and general club news through your owned channels but also by sending simple information to your local newspapers, radio stations, golf magazines and relevant influencers.

Always remember, a strong image goes a long way! Invite journalists from local media sources to your club for a game of golf or lunch to build relationships and provide you with a valuable contact when you have news worth shouting about.



ADVERTISING



PR & COMMS



The oldest and still the most impactful form of marketing – word of mouth! Ask your members to tell their friends, families and work-mates, and tell your own contacts whenever you get the chance. The opinions of acquaintances are still more trusted than any other form of communication.



**Suggested use:** Advertising assets allowing you to promote your womens and girls opportunities when the time is right



# SUGGESTED ACTIVITY TIMELINE.



## #FOREeveryone ACTIVITY TIMELINE.

Every club or facility's individual offer will be unique but, by using this timeline guidance, we believe venues will find success while building their own #FOREeveryone activity.

It may take you more or less time than suggested in this week-by-week plan, but you should be able to achieve support for your approach among members and attract new female golfers if you follow these steps.

Do remember that this plan is designed to integrate the idea of change with your board, members and staff prior to change taking place. Ensuring all parties are aware and supportive in the first instance is the best way to plan for success.

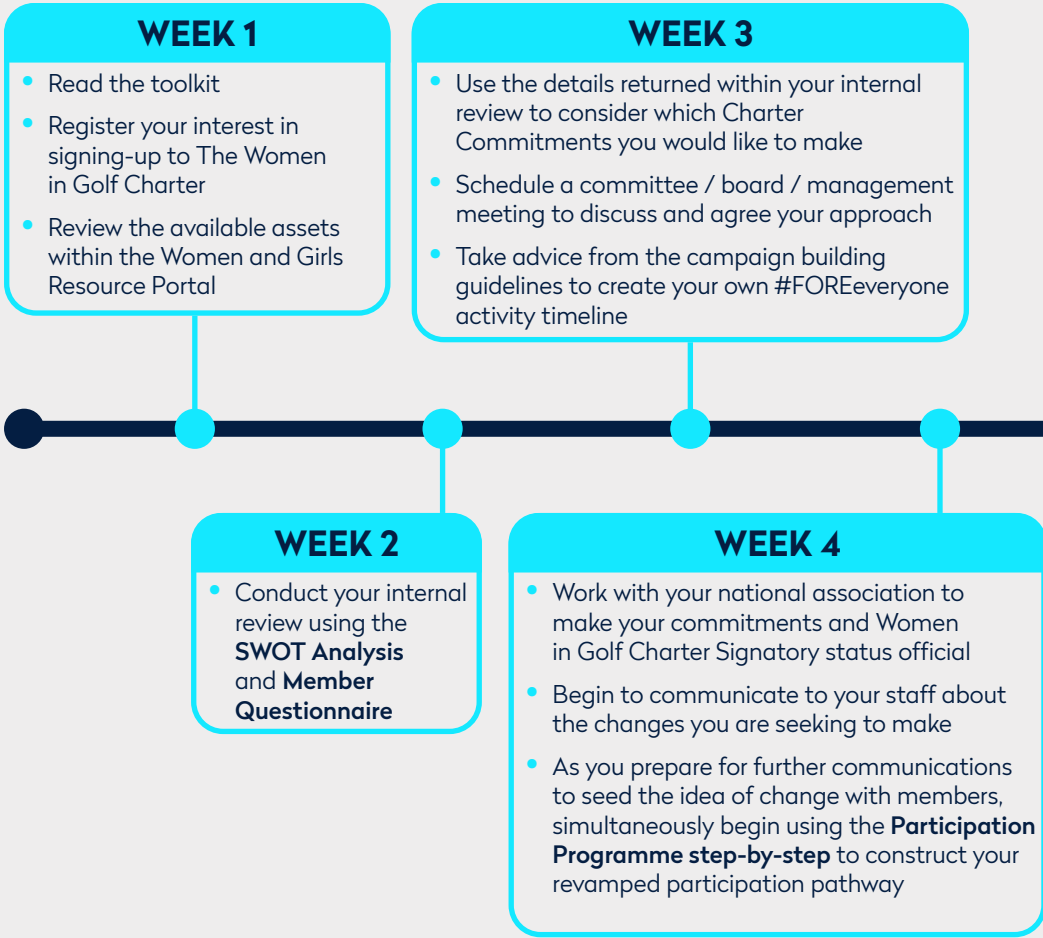
It will not happen overnight, so do start with your planning early and try to make consistent progress bringing in some of the considerations presented within this toolkit.

Good luck!

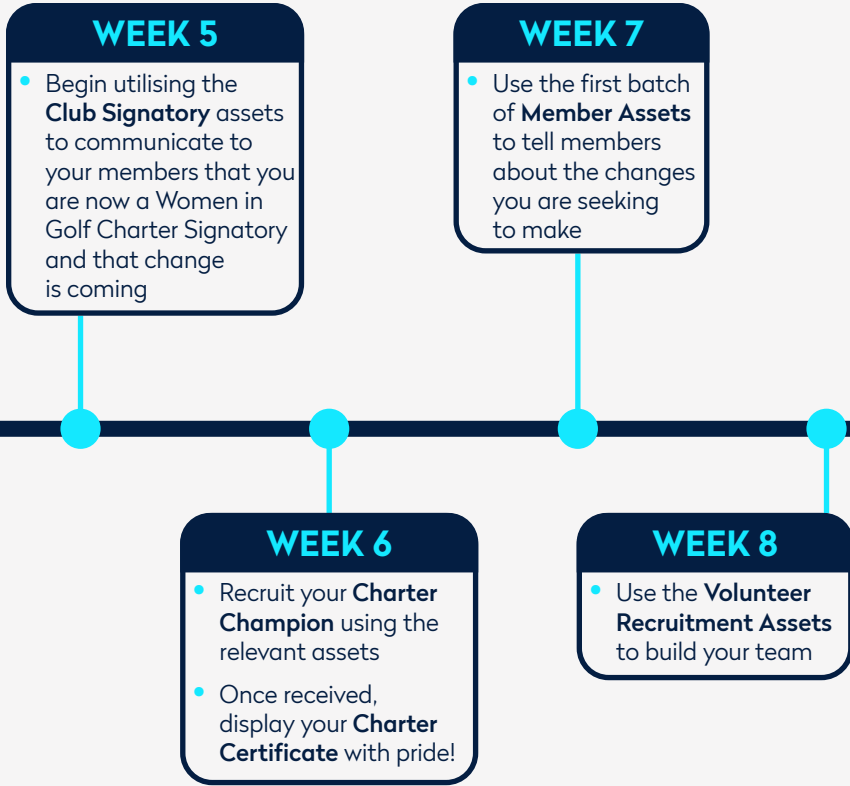


# #FOREeveryone CAMPAIGN TIMELINE.

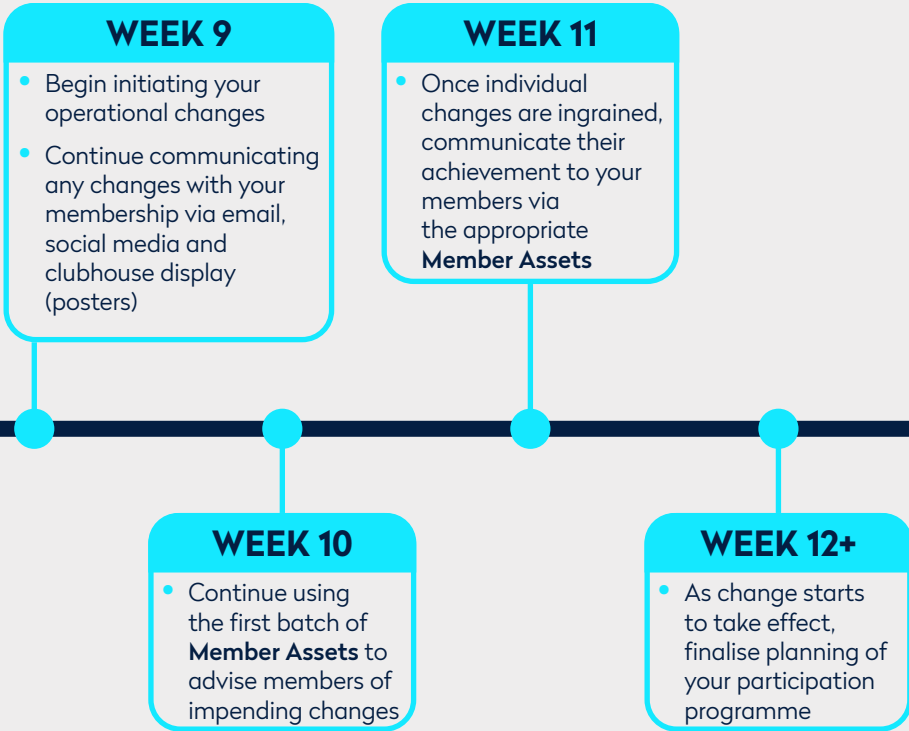
## PLANNING PHASE



## INTERNAL COMMUNICATIONS PHASE



## MAKING CHANGE HAPPEN PHASE



# SUPPORT FROM THE R&A

We want to ensure all signatories have the support they require when it comes to rolling out their own #FOREeveryone activity. The R&A will help by:

- 1 Leading the promotion of the #FOREeveryone campaign across GB&I to support golf club activity with a national, centralised approach
- 2 Working with R&A Patrons and other stakeholders across the golf industry to show their support for the campaign
- 3 Continuing to work with clubs to communicate success stories and new case studies via the portal, The R&A social channels and externally
- 4 Providing updated and new assets via the Resource Portal as determined necessary through club and facility feedback
- 5 Working with media and influencers to further explain the objectives of the campaign to golfing and non-golfing audiences
- 6 Conducting activations at R&A owned events in the future to engage with golfing audiences and drive interest in playing golf



# EXTERNAL COMMUNICATIONS.

Once change has started to take effect within your club, to the point you feel the welcome you offer and the conditions for newcomers would encourage them to stay with you, you may want to start thinking about external promotions.

The following will allow you to engage with an external audience and invite them to become part of your participation programme.

Begin using the external assets provided to speak to lapsed and non-golfers. As mentioned in the Participation Programme Step-by-Step, it is suggested that **Taster Sessions** for women and girls are the first activities scheduled to entice a new audience to take a first step into the participation pathway. **Open Days** and other **Marketable Events** should be considered at the right time for you

Ask your members if they have any friends or family who would be interested in joining your participation programme using the **Member Referral Assets**

Use the **Buddy Programme Recruitment** Assets to find members to assist you in making newcomers feel at home

Start conducting **community outreach** in order to recruit local participants using these assets

If it's right for you, use the **Advertising Assets** in order to promote the opportunities you are creating for lapsed and non-golfers



# GET IN TOUCH.

You will be able to access the Women in Golf Charter Resource Portal and many of the resources mentioned within this toolkit by clicking on the links provided.

These will help you to connect into our campaign, build your own **#FOREeveryone** activity, and to start making changes within your own club or facility.

We also want to hear any thoughts you may have about how we can continue to support the growth of women and girls golf. **#FOREeveryone** is designed to be a continued supporting mechanism for clubs in order to meet their long term goals. If you have any suggestions, comments or requests, please contact us via the details below:

FOREeveryone@randa.org 





Women in Golf Charter

**#FOREeveryone**

[RandA.org/FOREeveryone](https://RandA.org/FOREeveryone)