A toolkit to establish a more inclusive culture in golf

#FOREeveryone
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

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.

1. READ THE TOOLKIT
   There’s a lot of information in here, but it represents the most current best practice advice and research the industry has to offer, all in one package.

2. REGISTER INTEREST
   We want as many clubs as possible to come with us on this journey. Registering your interest on the resource portal will allow us to stay in regular conversation and for updates on advice, assets and content to be provided regularly.

3. CONSTRUCT YOUR OWN STRATEGY
   Use the advice contained in the toolkit and start thinking about how you could help define your strategy. Use the timeline on page 46 and the ‘Campaign Guidelines’ asset to start thinking about how your strategy can be rolled out.

4. USE THE ASSETS
   Once you have set your strategy, start using the rest of the assets provided to help you deliver it.

5. TALK TO US
   We want your feedback. This campaign is here to stay, and we want to know how we can make it work for everyone connected to the sport. Use the contact details on page 49 to give us your suggestions on how we can make it even better. #FOREeveryone!
Overview
1. Introduction
2. What is Gender Balance?
3. Reasons to be More Family Friendly
4. Women and Girls in Golf - Current Status
5. Enville Golf Club - Case Study

#FOREeveryone
6. Introducing #HEREeveryone
7. Becoming a Charter Signatory
8. Examples of Charter Commitments
9. #HEREeveryone Resource Portal
10. Charter Champions
11. Winning in Wales - Case Study

Club Environment
12. Understand Your Strengths and Weaknesses
13. Understand Your Target Audience - Girls
14. Understand Your Target Audience - Women
15. Customer Experience
16. Club Management
17. Club Environment Resources

Participation Programme
18. Coaching and Participation
19. Community Engagement
20. Participation Resources
21. Working Together for Joy in Jordan - Case Study

Marketing
22. What’s the Message?
23. Social Media Marketing
24. Website and Email
25. Advertising and PR
26. Direct, OOH and Word of Mouth
27. Club Marketing Resources

Suggested Campaign Timeline
28. #HEREeveryone Campaign Timeline
29. External Communications
30. Get in Touch
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 to unite with 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

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

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

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

5%
Golf currently only appeals to 5% of women in the UK

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

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’ decisions to play golf. These decisions are made based on perceived benefits to health, education and social wellbeing.

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.

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 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.

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.

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.

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.

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 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’ decisions to play golf. These decisions are made based on perceived benefits to health, education and social wellbeing.

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.

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 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.

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.

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.

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.

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.
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 this work, they organised golf for a younger generation to participate in through Girls Golf Rocks. It received further impetus in 2019, with the help of England Golf.

- Enville also signed up to the Women in Golf Charter and gained full support to expand its female involvement with a range of initiatives under the banner of a business strategy plan for female participation.

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 out to create the best set of drills and highlighted 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 new source of income for the Pro shop with lessons and club sales

“Enville’s 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 experience include:

- Listen and be approachable – mentoring partnerships have been key to the success of Enville’s Academy
- Provide realistic encouragement and make arrangements to dose intensity to accommodate girls in the clubhouse
- Use local media to promote activities regularly
- Join local groups and around your club and visit local schools to promote schemes
- Use of resources from growing bodies and tutors 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!”
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.

Create a single brand identity to unite golf’s efforts to get more women and girls into the game

Provide a suite of materials which clubs can use to organise and promote their own activities

Allow for connected campaign promotions across The R&A, national associations’ and The PGA’s social channels, websites and databases

Generate support from the wider golf industry which can, in turn, communicate #FOREeveryone and the opportunities being created to a much wider audience

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

How #FOREeveryone will support clubs and facilities:

THE SUPPORT

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 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

THE SUPPORT
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%)
- Supporting the National Women and Girls Golf Week campaign
- Providing on-course toilet facilities for females
- Increasing visibility of female and family-oriented imagery within club communications
- Commiting 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 #FOREveryone 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 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
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:

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

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
Brand Guidelines
Logos
Assets for Charter Signatories
Charter Champions

Suggested use: Guidelines to help you structure your own #FOREeveryone activity.
Suggested use: Brand Guidelines to help guide your use of the #FOREeveryone assets.
Suggested use: Variations of the #FOREeveryone logo for use across campaign assets and communications.
Suggested use: As a signatory, use these assets to tell your members about your support of the Women in Golf Charter, the changes you want to make and to celebrate change once achieved.
Suggested use: Resources to share and promote the role of your Charter Champion.

THE ROLE OF CHARTER CHAMPION

Dedicated person responsible for implementing a club’s or facilities’ Women in Golf Charter Commitments

A responsible individual who can own and drive the women and girls strategy

A new role to facilitate the increase in activity required to attract more women and girls through new events and coaching pathways

Singular contact for external or internal enquiries, someone to own communications relating to women and girls

Will work with The R&A and national associations to meet Charter Commitments

THE PERFECT CHARTER CHAMPION IS:

• A great communicator with strong organisational skills
• Reliable and has time to commit to building a programme for beginners
• Comfortable making newcomers feel right at home and able to connect new groups of people
• A strong team worker, who can unite the club behind a single objective – get more women and girls playing golf

ROLE AND RESPONSIBILITIES:

• Administer the commitments made by their golf club as a Women in Golf Charter signatory
• Work with The R&A and the national associations to apply best practice within our women and girls programme
• Communicate our club’s positive actions via our own communication channels and with external media sources
• Be the driving force behind changing the culture of our club and enhancing gender balance to safeguard the game for the future
Two clubs in Wales have reaped the benefits of 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. After nearly two years for a junior girl, staff looked at the present day and it is a very different story.

“Two clubs are 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 90% of competitions being competitive and all competitions are open to all on the club 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 hole’.

The innovative membership allows those in the beginner programme to play as many holes as they wish – up to 500 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 mixed, organising social events and helping newcomers secure their first handicap.

Over the last 12 months, 23 ladies have been involved in the 100-hole scheme and, in recent months, six became nine-hole members and two fully 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,” said Finlay. “We have also picked up new junior members from those ladies that have attended the club and have further impact with parties and special occasions.”

With Radyr also operating a more relaxed approach to dress codes, its mantra like Llanishen is very much fun and friendly.
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
- Girls are 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
- 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

APPRAOCH

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.

- Ensure your marketing materials include information about the mental and physical benefits of golf
- Encourage would-be golfers to bring a friend
- Schedule activities during weekends for women who are working full-time

Often competition is of lesser importance amongst women than having fun socially

- Remember not everyone wants to compete
- Structure coaching sessions to include ample time for socialising
- Create introductory occasions which put socialising first and golf second (e.g. wine and nine)

Research shows that women who have little experience of golf clubs believe them to be stuffy, elitist and male-dominated

- Open your doors to the public by marketing open days and taster sessions
- Use every opportunity to challenge preconceptions, whether that’s in the way the club or facility presents itself on social media or in how you greet visitors

Women are often responsible for childcare, so make decisions with family in mind

- Run family coaching sessions or adult and child sessions back-to-back
- 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

Women prefer to learn at their own pace and in a safe environment among other beginners in which they can avoid embarrassment

- Introduce women to the game in groups with individuals of a similar skill level
- Try to separate your groups from other golfers as far as possible (e.g. on a quiet loop of the course)
- 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

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 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 catering to new visitors. Take this one step further by discussing this approach with the membership. The #FORTHEEVERYONE 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 voicemail, should have necessary information on coaching, taster events and fees to hand.

UNDERSTAND YOUR TARGET AUDIENCE – WOMEN.

CHARACTERISTICS

APPRAOCH

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.

- Ensure your marketing materials include information about the mental and physical benefits of golf
- Encourage would-be golfers to bring a friend
- Schedule activities during weekends for women who are working full-time

Often competition is of lesser importance amongst women than having fun socially

- Remember not everyone wants to compete
- Structure coaching sessions to include ample time for socialising
- Create introductory occasions which put socialising first and golf second (e.g. wine and nine)

Research shows that women who have little experience of golf clubs believe them to be stuffy, elitist and male-dominated

- Open your doors to the public by marketing open days and taster sessions
- Use every opportunity to challenge preconceptions, whether that’s in the way the club or facility presents itself on social media or in how you greet visitors

Women are often responsible for childcare, so make decisions with family in mind

- Run family coaching sessions or adult and child sessions back-to-back
- 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

Women prefer to learn at their own pace and in a safe environment among other beginners in which they can avoid embarrassment

- Introduce women to the game in groups with individuals of a similar skill level
- Try to separate your groups from other golfers as far as possible (e.g. on a quiet loop of the course)
- 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

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 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 catering to new visitors. Take this one step further by discussing this approach with the membership. The #FORTHEEVERYONE 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 voicemail, should have necessary information on coaching, taster events and fees to hand.
<table>
<thead>
<tr>
<th>Country</th>
<th>Golf Association</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>Argentina Golf Association</td>
</tr>
<tr>
<td>Australia</td>
<td>Australian Sports Turf Managers Association</td>
</tr>
<tr>
<td>Austria</td>
<td>Austria Golf Club</td>
</tr>
<tr>
<td>Belgium</td>
<td>Belgian Golf Federation</td>
</tr>
<tr>
<td>Brazil</td>
<td>Brazilian Golf Confederation</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>Bulgarian Golf Association</td>
</tr>
<tr>
<td>Canada</td>
<td>Golf Canada</td>
</tr>
<tr>
<td>China</td>
<td>Chinese Taipei Golf Association</td>
</tr>
<tr>
<td>Colombia</td>
<td>Colombian Golf Federation</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>Costa Rican Golf Federation</td>
</tr>
<tr>
<td>Croatia</td>
<td>Croatian Golf Association</td>
</tr>
<tr>
<td>Cyprus</td>
<td>Cyprus Golf Federation</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>Czech Golf Federation</td>
</tr>
<tr>
<td>Denmark</td>
<td>Danish Golf Federation</td>
</tr>
<tr>
<td>Egypt</td>
<td>Egyptian Golf Federation</td>
</tr>
<tr>
<td>England</td>
<td>England Golf Union</td>
</tr>
<tr>
<td>Estonia</td>
<td>Estonian Golf Federation</td>
</tr>
<tr>
<td>Fiji</td>
<td>Fiji Golf Association</td>
</tr>
<tr>
<td>Finland</td>
<td>Finnish Golf Federation</td>
</tr>
<tr>
<td>France</td>
<td>French Golf Federation</td>
</tr>
<tr>
<td>Germany</td>
<td>German Golf Federation</td>
</tr>
<tr>
<td>Ghana</td>
<td>Ghana Golf Association</td>
</tr>
<tr>
<td>Greece</td>
<td>Greek Golf Federation</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>Hong Kong Golf Association</td>
</tr>
<tr>
<td>Hungary</td>
<td>Hungarian Golf Federation</td>
</tr>
<tr>
<td>Ireland</td>
<td>Irish Golf Union</td>
</tr>
<tr>
<td>Israel</td>
<td>Israeli Golf Federation</td>
</tr>
<tr>
<td>Italy</td>
<td>Italian Golf Federation</td>
</tr>
<tr>
<td>Japan</td>
<td>Japan Golf Association</td>
</tr>
<tr>
<td>Jordan</td>
<td>Jordan Golf Federation</td>
</tr>
<tr>
<td>Kenya</td>
<td>Kenya Golf Union</td>
</tr>
<tr>
<td>Lebanon</td>
<td>Lebanese Golf Association</td>
</tr>
<tr>
<td>Malaysia</td>
<td>Malaysian Golf Association</td>
</tr>
<tr>
<td>Mexico</td>
<td>Mexican Golf Federation</td>
</tr>
<tr>
<td>Netherlands</td>
<td>Dutch Golf Federation</td>
</tr>
<tr>
<td>New Zealand</td>
<td>New Zealand Golf Association</td>
</tr>
<tr>
<td>Norway</td>
<td>Norwegian Golf Federation</td>
</tr>
<tr>
<td>Pakistan</td>
<td>Pakistan Golf Federation</td>
</tr>
<tr>
<td>Peru</td>
<td>Peruvian Golf Federation</td>
</tr>
<tr>
<td>Portugal</td>
<td>Portuguese Golf Federation</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>Saudi Golf Federation</td>
</tr>
<tr>
<td>Scotland</td>
<td>Scottish Golf Federation</td>
</tr>
<tr>
<td>South Africa</td>
<td>South African Golf Association</td>
</tr>
<tr>
<td>South Korea</td>
<td>South Korean Golf Association</td>
</tr>
<tr>
<td>Spain</td>
<td>Spanish Golf Federation</td>
</tr>
<tr>
<td>Sweden</td>
<td>Swedish Golf Federation</td>
</tr>
<tr>
<td>Switzerland</td>
<td>Swiss Golf Federation</td>
</tr>
<tr>
<td>Taiwan</td>
<td>Chinese Taipei Golf Association</td>
</tr>
<tr>
<td>Turkey</td>
<td>Turkish Golf Federation</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>United Arab Emirates Golf Association</td>
</tr>
<tr>
<td>United States</td>
<td>United States Golf Association</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>England Golf Union</td>
</tr>
<tr>
<td>Venezuela</td>
<td>Venezuelan Golf Federation</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Vietnam Golf Association</td>
</tr>
<tr>
<td>Wales</td>
<td>Welsh Golf Union</td>
</tr>
<tr>
<td>World</td>
<td>World Golf Foundation</td>
</tr>
</tbody>
</table>
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 crèche, 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.

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

Suggested use: This template can be used to conduct your SWOT analysis prior to making any formal changes

Suggested use: A questionnaire for current members in order to understand the reasons and motivations for members

Suggested use: To recruit a team of volunteers

---

**CLUB ENVIRONMENT RESOURCES.**

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

- **SWOT Analysis**
- **Member Questionnaire**
- **Volunteer Recruitment Assets**

---

**PARTICIPATION PROGRAMME.**

To find out more about the #FOREeveryone campaign or The Women in Golf Charter, visit: RandA.org/FOReveryone

Thank you for completing this questionnaire.

It’s time to have your say. Our members are important to us and so we would love to hear your feedback in order to help make these commitments official as a Women in Golf Charter Signatory.

Agree the commitments that will drive positive change within your club

Study each section to ascertain those areas at the club that can be improved

Add all relevant Strengths (S), Weaknesses (W), Opportunities (O) and Threats (T)

**THREATS:**

**OPPORTUNITIES:**

**WEAKNESSES:**

**STRENGTHS:**

**OVERALL EXPERIENCE**

Based on your overall experience with [club] please state:

1. I would feel comfortable bringing my children to the club
2. The bar / restaurant staff are well informed on club matters
3. The club is active in communicating opportunities for new members
4. The golf club takes care to integrate new members
5. Members are encouraged to promote coaching and playing opportunities to their contacts
6. Members are provided with a suitable parking area
7. Members are encouraged to promote women in golf
8. How many years have you played golf in total? [scale 1-10, 1 = strongly disagree, 10 = strongly agree]
9. How likely is it that you would recommend the club to friends, family or colleagues? [scale 1-10, 1 = strongly disagree, 10 = strongly agree]
10. How likely is it that you will still be a member in two years? [scale 1-10, 1 = strongly disagree, 10 = strongly agree]
11. What is the reason you do not expect to be a member in two years? [scale 1-10, 1 = strongly disagree, 10 = strongly agree]
12. How do you feel about gender-free tees? [scale 1-10, 1 = strongly disagree, 10 = strongly agree]
13. The bar / restaurant staff are well informed on club matters
14. I would feel comfortable bringing my children to the club
15. The golf club takes care to integrate new members
16. Members are encouraged to promote coaching and playing opportunities to their contacts
17. The club is active in communicating opportunities for new members
18. Members are provided with a suitable parking area
19. Members are encouraged to promote women in golf
20. Club facilities for both genders are adequate and in a suitable state of repair
21. More midweek competitions
22. More evening competitions
23. What would encourage you to play in more competitions? [Tick one option]
24. How do you feel about gender-free tees? (These are tees which are defined by the yardage, rather than being directed towards use by either men or women)

**BACKGROUND INFORMATION**

Please indicate how much you agree or disagree with the following statements:

1. Are you a current member? [Tick one option]
2. Are you a past member? [Tick one option]
3. How long have you been a member? [1 = Less than a year, 2 = 1 - 5 Years, 3 = 6 - 10 Years, 4 = 11 - 20 Years, 5 = 20+ Years]
4. What were your main reasons for joining the club specifically? [Tick all that apply]
5. How many years have you played golf in total? (October-March) [1 = Less than once a week, 2 = Less than twice a week, 3 = More than twice a week]
6. What is your gender? [Tick one option]
7. What is your age? [Tick one option]
8. How many years have you been a member of [club]?
9. Do you currently reside in [place]?
10. How likely is it that you will still be a member in two years? [scale 1-10, 1 = strongly disagree, 10 = strongly agree]
11. What is the reason you do not expect to be a member in two years? [scale 1-10, 1 = strongly disagree, 10 = strongly agree]
12. How do you feel about gender-free tees? [scale 1-10, 1 = strongly disagree, 10 = strongly agree]
13. The bar / restaurant staff are well informed on club matters
14. I would feel comfortable bringing my children to the club
15. The golf club takes care to integrate new members
16. Members are encouraged to promote coaching and playing opportunities to their contacts
17. The club is active in communicating opportunities for new members
18. Members are provided with a suitable parking area
19. Members are encouraged to promote women in golf
20. Club facilities for both genders are adequate and in a suitable state of repair
21. More midweek competitions
22. More evening competitions
23. What would encourage you to play in more competitions? [Tick one option]
24. How do you feel about gender-free tees? (These are tees which are defined by the yardage, rather than being directed towards use by either men or women)

**Member Questionnaire**

Download Now
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 outset.

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 Nine occasions, 5-Day Crash Courses or Summer Camps may appeal or 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.

APRES 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 a 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.

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.

APRES 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 a 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.

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.

VISITING GROUPS

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

CONSIDER 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 a starting point.

EFOREEVERYONE

For further information please visit our website:
www.RandA.org/FOREeveryone

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: Reach 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 Day

Other Events

Suggested use: Be brave with the delivery of your event programme using these assets!
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 strives 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

“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. It all came together for a ‘world’s first’ to showcase mixed golf as well as driving gender equality at the club and throughout Jordan.

“The historic event helped promote its 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 using the ‘Ladies Golf & Coffee Morning’ 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 every authority on our board & directors of the Jordan Golf Federation, Hala Ghawi, in charge of Women’s affairs and Majd Majd, President of the JGF. We are also one of the few Arabic federations for now having representation in Women’s Arab Championship.”

Dodd adds: “While we still have a long way to go be-fore a clear core group of national lady and girl golfers is established in Jordan we are all making progress. The future is bright.”
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.


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.

2. TAILOR YOUR POSTS
   - Tailor your posts by channel. 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.

3. HOLD THE HARD SELL
   - Instagram is all about inspirational images, Twitter is great for reacting in the moment, while Facebook is great for video and longer form storytelling.

4. JOIN THE CONVERSATION
   - 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.

5. TAKE INSPIRATION
   - 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.

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

7. REVIEW WHAT WORKS
   - 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.
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 focusing 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.

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.

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.
DIRECT, OOH AND WORD OF MOUTH.

DIRECT MARKETING
It may not be high-tech, but direct marketing (usually meaning marketing via mail) still has its place. Try to eliminate wastage by targeting addresses which may be more likely to show interest (e.g. areas with a high volume of young families) and ensure your message and design is clear and has a strong call to action.

OUT OF HOME MARKETING (OOH)
Some Out of Home marketing solutions are more accessible to golf clubs than others, including placing posters into local businesses or placing creative upon billboards, bus shelters and street furniture. Up front costs can be higher but tactical placement may mean your message being seen by thousands of passers-by.

WORD OF MOUTH
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.

CLUB MARKETING RESOURCES.
Click on the download links below to access resources which will allow you to connect your marketing to #FOREeveryone.

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

- Week 1: Read the toolkit
- Week 2: Conduct your internal review using the SWOT Analysis and Member Questionnaire
- Week 3: Use the details returned within your internal review to consider which Charter Commitments you would like to make
- Week 4: Work with your national association to make your commitments and Women in Golf Charter Signatory status official
- Week 5: Begin utilizing the Club Signatory assets to communicate to your members that you are now a Women in Golf Charter Signatory and that change is coming
- Week 6: Recruit your Charter Champion using the relevant assets
- Week 7: Use the first batch of Member Assets to tell members about the changes you are seeking to make
- Week 8: Use the Volunteer Recruitment Assets to build your team
- Week 9: Begin initiating your operational changes
- Week 10: Continue using the first batch of Member Assets to outline members of impending changes

**INTERNAL COMMUNICATIONS PHASE**

- Week 2: Register your interest in signing up to The Women in Golf Charter
- Week 3: Review the available assets within the Women and Girls Resource Portal
- Week 4: Take advice from the campaign building guidelines to create your own #FOREeveryone activity timeline
- Week 5: Conduct your internal review using the SWOT Analysis and Member Questionnaire
- Week 6: Work with your national association to make your commitments and Women in Golf Charter Signatory status official
- Week 7: Begin utilizing the Club Signatory assets to communicate to your members that you are now a Women in Golf Charter Signatory and that change is coming
- Week 8: Use the Volunteer Recruitment Assets to build your team
- Week 9: Continue communicating any changes with your membership via email, social media and clubhouse display (poster)
- Week 10: Continue using the first batch of Member Assets to advise members of impending changes
- Week 11: Once individual changes are ingrained, communicate that achievement to your members via the appropriate Member Assets
- Week 12+: As change starts to take effect, finalize planning of your participation programme

**MAKING CHANGE HAPPEN PHASE**

- Week 1: Read the toolkit
- Week 2: Register your interest in signing up to The Women in Golf Charter
- Week 3: Review the available assets within the Women and Girls Resource Portal
- Week 4: Take advice from the campaign building guidelines to create your own #FOREeveryone activity timeline
- Week 5: Conduct your internal review using the SWOT Analysis and Member Questionnaire
- Week 6: Work with your national association to make your commitments and Women in Golf Charter Signatory status official
- Week 7: Begin utilizing the Club Signatory assets to communicate to your members that you are now a Women in Golf Charter Signatory and that change is coming
- Week 8: Use the Volunteer Recruitment Assets to build your team
- Week 9: Continue communicating any changes with your membership via email, social media and clubhouse display (poster)
- Week 10: Continue using the first batch of Member Assets to advise members of impending changes
- Week 11: Once individual changes are ingrained, communicate that achievement to your members via the appropriate Member Assets
- Week 12+: As change starts to take effect, finalize planning of your participation programme

**SUPPORT FROM THE R&A**

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

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 roll-out of Charter 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. Working 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 by 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