

# The R&A Playbook.



R&A



The R&A Playbook explains what we do as an organisation and why it is important for the long-term future of golf.

It is intended as a guide to The R&A's values, mission and goals and how it is going to achieve them.

For the wider golf industry or those who wish to know more about golf it serves as an introduction to The R&A and a useful summary of our role within the sport.



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# Golf's golden opportunity.

Golf has a golden opportunity to build on the surge in participation we have seen in many parts of the world which has accelerated during the pandemic. This could be the best chance we have ever had to bring large numbers of new people into the sport and we have to do all we can collectively to make this happen.

The R&A has changed significantly over the last few years and we continue to evolve as an organisation. We modernised the Rules codes and introduced a unified global handicap system for the first time. We enhanced The Open and the AIG Women's Open with clear ambitions of staging world class sporting events and crucially we implemented a modern and proactive business model that has given us financial stability and the wherewithal to seek to double our investment in the sport to £200 million over a ten-year period.

As The R&A embarks on its new five-year strategy, we have to be laser-focused on achieving our collective vision for the sport. We have to lead the sport of golf and help it modernise, change and adapt to a rapidly changing world. Now, more than ever, people want to enjoy healthy, social and fulfilling leisure pursuits and this is how we will deliver on the golden opportunity.

We have to attract more people from all backgrounds, genders and ethnicities to play more golf, more often. The message that golf is open to all has to go out loud and clear to new and wider audiences. We also have to demonstrate that we have a truly inclusive culture in our sport and embrace all formats and facilities that can bring people to golf who do not play it today.

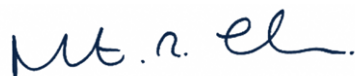
If we want future generations to enjoy golf as much as we do then we have to protect the natural environments in which it is played. We have to champion best practice in sustainable course management and provide the expertise and guidance the sport needs to have a fully sustainable future.

The R&A is a key player but certainly not the only player in this process. We have to leverage our network of partners and affiliated national associations and use our profile, through our championships, governance and development work, to promote the outstanding appeal of golf to every audience we can.

Our ambition for the sport is clear and very exciting. We are limited only by the speed at which we can move forward and we need to increase our financial resources to do more and do it faster.

Our ability to collaborate effectively not only with each other but with other bodies around the world will be central to successfully delivering on our objectives. We have to set the agenda not just write the cheque.

Our shared passion, energy and commitment to growing the sport is extremely powerful. If we can make it more appealing, accessible and inclusive then we can capitalise on this golden opportunity and ensure that golf is thriving for many years to come.



MARTIN SLUMBERS, CHIEF EXECUTIVE





# Purpose.



## WHY THE R&A EXISTS:

We are here to make golf more accessible, appealing and inclusive and to ensure it is thriving 50 years from now.

## WHAT DO WE MEAN BY THRIVING?

Participation in golf and awareness of the sport is growing.

The perception of the sport is improving.

The playing challenge across all formats of golf remains multi-faceted and engaging.

## THE R&A'S AMBITION IS:

To inspire current and future generations to say 'I love playing golf'.



# Vision.

THE WOMENS A  
TRANSFORMER



TO ENSURE THAT GOLF IS  
OPEN TO ALL.

We believe that golf is the greatest game that has ever been invented and should be enjoyed by people of all ages, backgrounds, genders and ethnicities.

We are here to strengthen the ecosystem of golf at all levels and to ensure it is sustainable both now and into the future.

Above all, we want to inspire more people in more places to enjoy the many physical, mental and social benefits of golf more often.



# Mission.



- 1 Govern golf to enhance the integrity, health and enjoyment of the sport.
- 2 Run inspirational and aspirational golf championships.
- 3 Invest in golf's development through our deep, connected and valued relationships around the world.
- 4 Use our global renown, heritage and roots in St Andrews to lead the global modernisation of the sport.



## THE R&A'S KEY STRATEGIC PRIORITIES OVER THE NEXT FIVE YEARS:

- 1 Increase the number of people playing all formats of golf and the frequency of play.
- 2 Improve the perception of the sport by building positive engagement with stakeholders.
- 3 Increase the appeal and profitability of The R&A's world class professional and amateur championships.
- 4 Increase diversification of business activities to grow profitability and enable The R&A to maximise its investment in golf.
- 5 Increase the global impact, influence and reputation of The R&A.
- 6 Build golf's reputation as a force for good in terms of sustainable management and agronomy.
- 7 Govern responsibly with a focus on the integrity and enjoyment of the sport.





# Values.

We deliver on our priorities with the values of our organisation at the forefront of our minds.

## COURAGE.

We stand up for what is right acting in the best interests of the sport, overcoming obstacles and being bold in leading the sport for today and for future generations.

## INTEGRITY.

We believe in doing the right thing, earning the trust of the people we work with, playing by the rules and always acting fairly and equally.

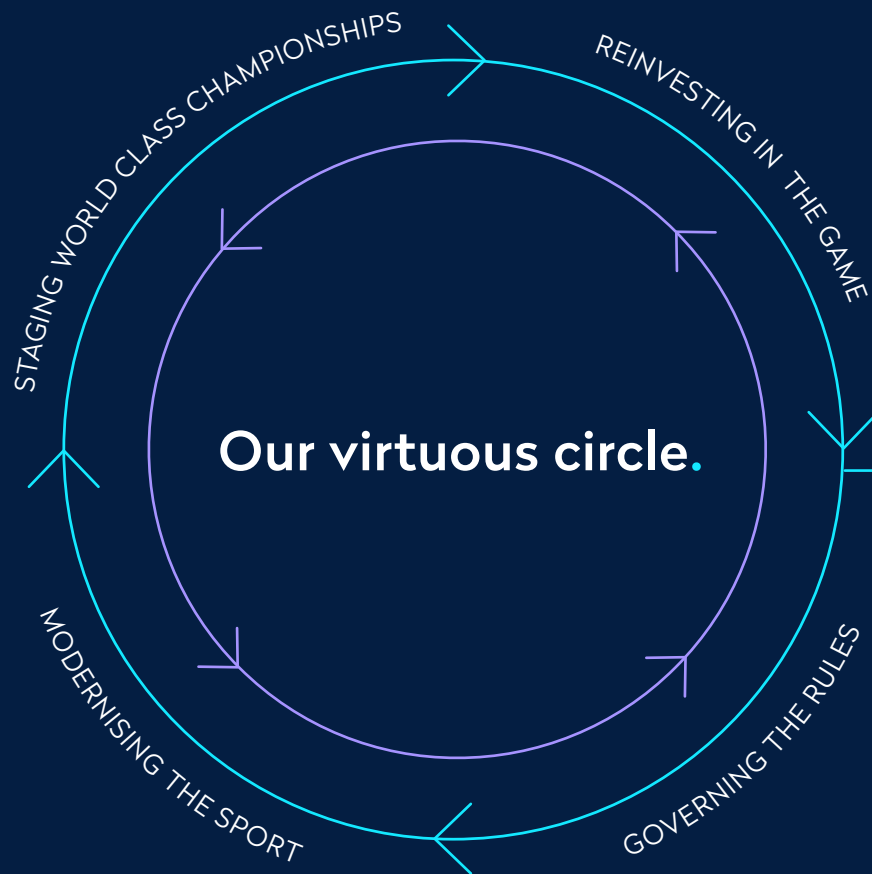
## INCLUSIVITY.

We are committed to growing the sport through greater inclusivity and diversity. Golf is for everyone and we are working towards a future where it is more accessible, enjoyable and appealing.





# How The R&A operates.



We lead golf in a spirit of partnership.

Everything we do is about nurturing and growing the sport to ensure it is thriving now and into the future.

We maintain the best traditions of golf in a modern way and are dedicated to making the sport stronger for the next generation.

+ IMPROVING GOLF'S APPEAL + DEMONSTRATING THE IMPACT OF INVESTMENT = GOLF THRIVING

Our unique position and profile within the sport enable us to inspire, influence and engage people all over the world to take up and follow golf.



# Enablers.



## PEOPLE

**The R&A's people are its greatest strength. They provide skills, knowledge, experience, passion and commitment to help it achieve its vision.**

Every individual's contribution to the organisation is valued and it provides the right environment for each person to develop their talents and fulfil their potential.

A diverse group of people with a wide and varied skillset, they share a common purpose to grow and sustain golf both now and for the future.



## TECHNOLOGY

**As a modern and forward-looking organisation, The R&A embraces technology in all its forms to enhance its capabilities, performance and security.**

It uses its experience and expertise in conjunction with business analysis and project management to identify and deliver strategic solutions that meets the organisation's needs.

These solutions are sustainable, scalable and re-usable, while delivering meaningful and measurable benefits to its work.

Through a change programme, The R&A is working to establish and embed digital transformation within its operating model to enable effective delivery of its strategy.



## COMMUNICATION

**Telling the story of The R&A in engaging and impactful ways to a growing and broader audience around the world is a key function of the organisation.**

The message is delivered through many different channels but with a clear, strong and consistent narrative about what it sets out to achieve and why it's important.

This also involves enhancing the reputation of the organisation, maintaining its positioning on key issues in the sport and positively influencing perceptions of golf at all levels of society.



## FINANCE

**The goal is to maintain the financial security of The R&A by working collaboratively across all areas.**

The growth of the organisation is supported by providing expert analysis, rigour and guidance to ensure that it achieves its goals in financially sound ways.

This is being done by introducing modern, technology-based systems and processes, enhancing reporting and measurement capabilities and improving the experience for colleagues.





# Increasing revenues to reinvest more.

## GOALS

Realise the value of all R&A championships and capitalise on the commercial potential of our development strategy.

Achieve growth through diversifying our commercial activities that enables us to significantly increase our investment in golf and move faster.

Apply our new philosophy to drive growth across The R&A's reach, revenue and reputation leveraging a range of commercial models from acquisition to organic growth.

## APPROACH

### COMMERCIAL

Continue to elevate both our professional and amateur championships, expanding their global reach and reputation whilst enhancing revenues and profitability.

Provide a world class experience for fans, client and commercial partners at all of our championships.

Build innovative, long-term and successful media partnerships.

Develop and enhance our championship brands to elevate the standing of our championships.

Grow our audience and direct relationship with golf fans globally through The One Club, our social and digital channels and third party platforms.

Review, evolve and develop market leading commercial assets to successfully sustain and grow a thriving commercial partnership programme.

### DIVERSIFICATION

Cultivate philanthropic funding.

Identify and create new commercial propositions and profitable growth to increase The R&A's ability to reinvest back into the sport.

Support and appropriately commercialise golf development and governance activities.

Identify opportunities to deploy our financial resources to support our strategic priorities, increase our profitability and reduce the over-reliance on The Open.

## SUCCESS IS...

Sustaining existing profitability while seeking to grow and create new and diverse revenue streams to help increase our investment in the development of the sport.

## THE R&A'S RESPONSIBILITY TO GOLF

The R&A's role within golf is not just to govern the sport or stage professional and amateur championships, it is to develop and sustain the sport for current and future generations.

It sets out to maximise revenues in order to stage major championships with competitive prize funds and world class venues for the players but also to fund its ambitions to ensure golf has a sustainable and prosperous future.

As a governing body, The R&A has to discharge its responsibility to sustain the sport as a whole. This obligation is at the core of our values as a professional organisation and why we do what we do for golf.

## INVESTING REVENUES IN SUSTAINING GOLF

The R&A is investing **£200 million** in sustaining golf over ten years...



**Golf development £100m**



**Governance activities £55m**



**Amateur championships £30m**



**Other support £15m**



## FINANCIAL GOALS



- Increase the profitability of The Open to support The R&A's ambitions to grow and sustain the sport.
- Achieve profitability of the AIG Women's Open.
- Ensure financial stability and continued ability to govern the game in the event of unforeseen circumstances which impact on revenues.
- Achieve the revenues necessary to funding the strategic plan.
- Diversify revenue streams to reduce reliance on The Open.
- Identify opportunities for capital allocation, including potential partnerships and acquisitions.
- Ensure The R&A Group of companies remains financially robust for the future.



# Our world of golf.

143

COUNTRIES



28

CHAMPIONSHIPS



41.7

MILLION GOLFERS\*



200

EMPLOYEES



157

AFFILIATE ORGANISATIONS

2,500

ROYAL AND ANCIENT GOLF CLUB MEMBERS WORLDWIDE



10,000

PLAYERS IN THE WORLD AMATEUR GOLF RANKING

\*On-course golfers worldwide, excluding US and Mexico

# Heritage.



1754

**The Royal and Ancient Golf Club of St Andrews** was founded as the Society of St Andrews Golfers in 1754. As one of the oldest and most prestigious golf clubs in the world it took on responsibility for overseeing the Rules and staging championships before the formation of The R&A Group in 2004. The club has approximately 2,500 members from around the world and supports the committees which oversee the work of The R&A.



1860

**The Open** is golf's original Championship. Played since 1860 on iconic links golf courses, it is the sport's most international Major Championship with qualifying events on every continent. For one week each year, the pursuit of the famous Claret Jug trophy is the focus of the sporting world, followed globally by millions of fans.



2004

**The R&A Group** was formed in 2004 to assume responsibility for governing golf and running a series of golf's most prestigious championships including The Open. It has now taken on responsibility for running the AIG Women's Open and jointly stages the Senior Open presented by Rolex. The R&A reinvests the revenues generated by these championships in developing the sport and supporting its long-term prosperity and sustainability through its network of affiliated national associations and partners.



2021

The museum opened in 1990 as the British Golf Museum to house the Club's collection of golfing artefacts and memorabilia which date back to an original collection in the 1800's. Following an extensive redevelopment in 2021, **The R&A World Golf Museum** opened to visitors with redisplayed and reimagined galleries that tell the history of golf through a series of immersive and interactive displays.



2022

The R&A invests in supporting golf at all levels from grassroots to the professional game. As well as reinvesting the revenues generated by The Open back into the game, The R&A introduced a philanthropy programme to augment

these funds and help it to do more to sustain the long term of future of golf around the world. Funds raised under this programme will be reinvested in the sport through **The R&A Foundation**.







# Governance.



## GOAL

To govern responsibly with a focus on the integrity and enjoyment of the sport.



## APPROACH

- **Continue to govern responsibly across all rules disciplines.**  
Work collaboratively and with agility to continue to modernise the rules and ensure they reflect the way the game is played.
- **Strengthen The R&A's longstanding governance role through collaborative leadership.**  
Build on network of national associations and reach out to a wider group of partners to work with them to promote the rules and share best practice.
- **Complete a review of the Equipment Rules.**  
Review the Equipment Rules following the conclusion of the Distance Insights process to ensure the balance between skill and technology is maintained.
- **Finalise and implement a new Amateur Status code.**  
Introduce the new Rules of Amateur Status, which are easier to follow and to apply, and monitor them to ensure they are an effective code for the modern game.
- **Increase the use of the rules, engaging directly with golfers.**  
Engage more widely with golfers through digital channels to promote greater use of the rules and the World Handicap System around the world.
- **Raise The R&A's educational credentials.**  
Further develop The R&A's leading global role in educating golfers regarding all of the rules codes, including handicapping.



## SUCCESS IS...

Modernising the Rules, ensuring they remain relevant and make a positive contribution to the appeal of the sport.



# Championships.



## GOAL

To reinforce The R&A's championships as the pinnacle of the sport.



## APPROACH

- Enhance the reach, reputation and profitability of the championships.
- Provide a world class experience and develop the brands to build stronger affinity with fans around the world.
- Become leaner and fitter at all championships by maximising profitability and controlling costs.
- Build a cohesive venue strategy when selecting venues to host championships.
- Invest in growing the AIG Women's Open, elevating its brand, appeal to players, fans and commercial and broadcast partners.
- Reinforce the status of The R&A's amateur championships as being at the pinnacle of the sport for each age group.
- Demonstrate leadership in inclusiveness by creating championships with men and women playing together.



## SUCCESS IS...

Broadening the appeal, profile and status of the championships at the same time as maximising profitability and future proofing venue plans.



# Golf Development.



## GOALS

Increase the number of people playing all formats of golf and the frequency of play.

Improve the perception of the sport by building positive engagement with stakeholders.

Increase the global impact, influence and reputation of The R&A.



## APPROACH

- Create compelling propositions for golf's highest potential audiences.
- Engage all golfers and high potential new golfers.
- Transform women's and girls' golf.
- Increase the international breadth of inspirational professional golfers.
- Develop and align golf facilities (eg The R&A's new centre at Lethamhill in Glasgow) and formats of play.
- Create a Global Development Alliance to enhance golf's ability to perform.



## SUCCESS IS...

Proactively engaging with anyone who plays golf across all formats and facilities and building a stronger, more inclusive and appealing sport.

Tapping into a significant latent market for players and breaking down key barriers to entry.

Delivering a product experience relevant for all golfer segments and breaking down barriers related to cost, convenience, enjoyment and confidence.

# Sustainable Golf.



## GOALS

Raise standards with adoption of practical solutions.

Increase perception of golf as a positive contributor amongst internal and external stakeholders.

Enhance perception of The R&A as a proactive leader.



## APPROACH

- Protect golf with focus on sustainable agronomy.
  - > The R&A takes ownership of sustainable agronomy solutions, expertise and standards.
- Promote positive impact of golf in sustainability.
  - > Positively influence legislators and golfers regarding golf's benefits.
- Source greater funding for sustainability.
  - > Leverage commercial partnerships and philanthropic opportunities.



## SUCCESS IS...

The R&A leveraging the power of its brand, resources and global connections to protect golf courses from climate change and legislative threats.

Positively influencing standards in sustainable agronomy across golf facilities and improving perceptions of golf as a force for good in terms of its impact on nature and resources.

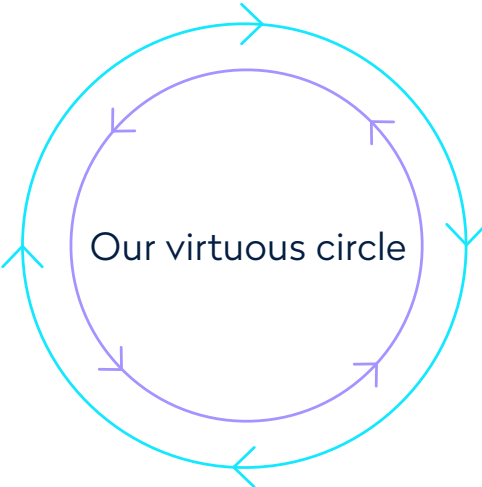


# Summary.

## Our purpose

We are here to make golf more accessible, appealing and inclusive and to ensure it is thriving 50 years from now.

## How we operate



## What we are doing

- Governance
- World class championships
- Development
- Sustainability

## How we deliver

- People
- Technology
- Communication
- Finance

## Why we are doing it

To invest  
**£200m**  
in growing golf around the world over ten years.

The text is positioned to the left of a vertical stack of several £200 banknotes. At the bottom of the stack, a single banknote is shown in more detail, with the '£' symbol visible.



# Talk to us.

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The logo for R&A features the letters 'R' and 'A' in a white, serif font. A light blue dot is positioned at the top right of the 'A', with a thin white line extending from it to the right, ending in a small blue dot. The background is a dark blue gradient with large, curved, lighter blue shapes.

[www.randa.org](http://www.randa.org)