



The Future for European Club Management Education

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- Perhaps over 50,000 people in a senior management role in clubs across the continent of Europe
- Golf Clubs
- Tennis Clubs
- Equestrian Clubs
- Sailing Clubs
- City Clubs
- And many others....
- Club managers working in neighbouring non-EU countries are welcomed in CMAE





- The Vision

- To have a structured professional development programme, leading a club manager up to and beyond certification
- To demonstrate to club committee and owners that club management is a job that requires skilled and talented individuals who have proved they can handle the challenges
- Club management should be a natural career path for hospitality, sports and leisure industry professionals



- CMAE Salary & Benefits Survey 2010
 - Thanks for everyone who completed the survey
 - Over 1,100 management staff at clubs in 20 countries
 - Full report will be published in May
 - Here are some highlights.....



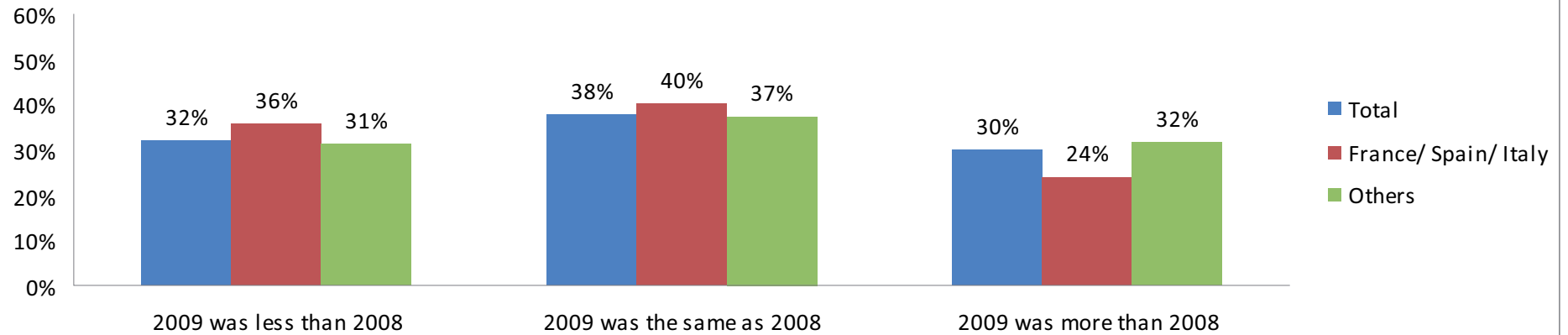
- CMAE Salary & Benefits Survey 2010
 - 56% currently invest in staff training
 - Of those clubs that invested in staff training and education, only 26% said they included training for management personnel in the budget (14.5% of total clubs)
 - 35% would like to invest in training, but have no budget



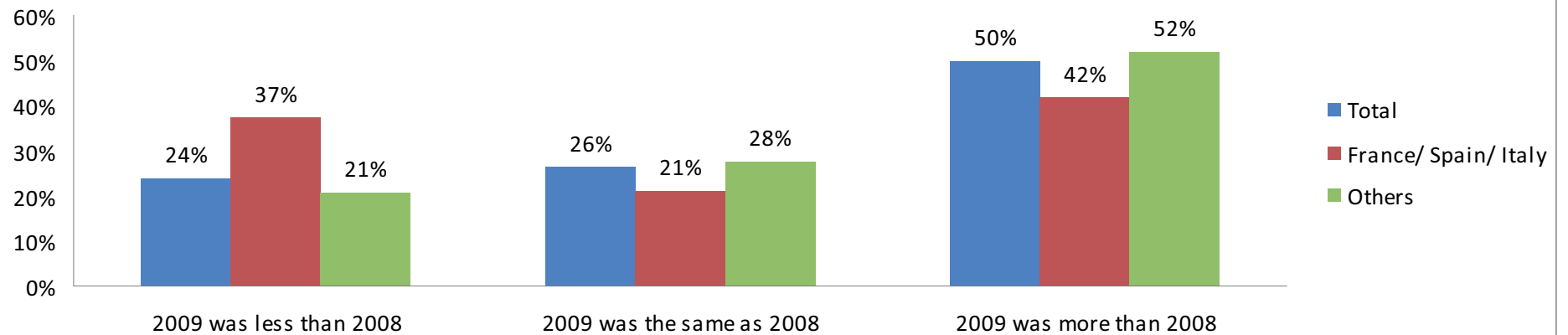
- And in the Western Europe region:
(Spain, Portugal, France and Italy)
 - Only 16% of clubs invested in management training (26% average across Europe)
 - Just over a quarter of managers said they planned to leave their current jobs within 2 years
 - 81% would move to another country to progress their career (75% European average)



Revenue from membership joining fees

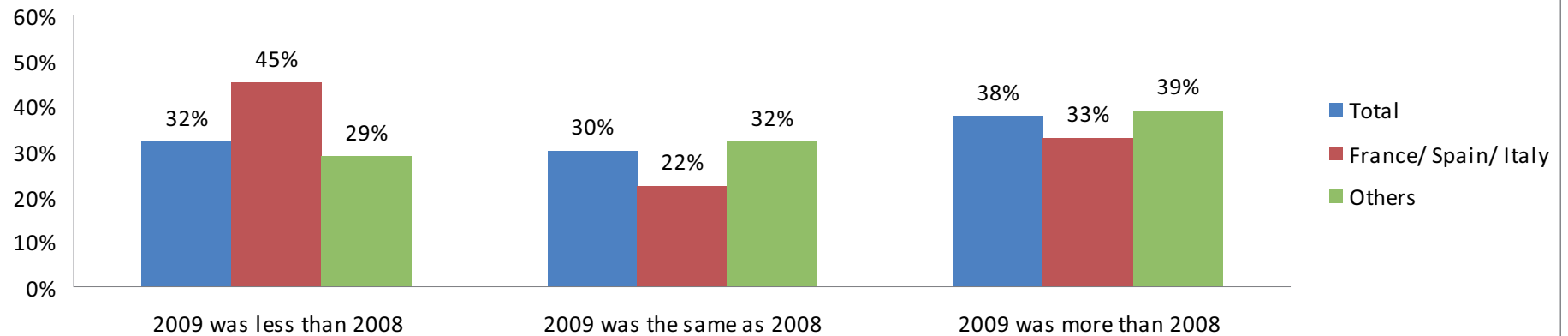


Revenue from annual membership fees

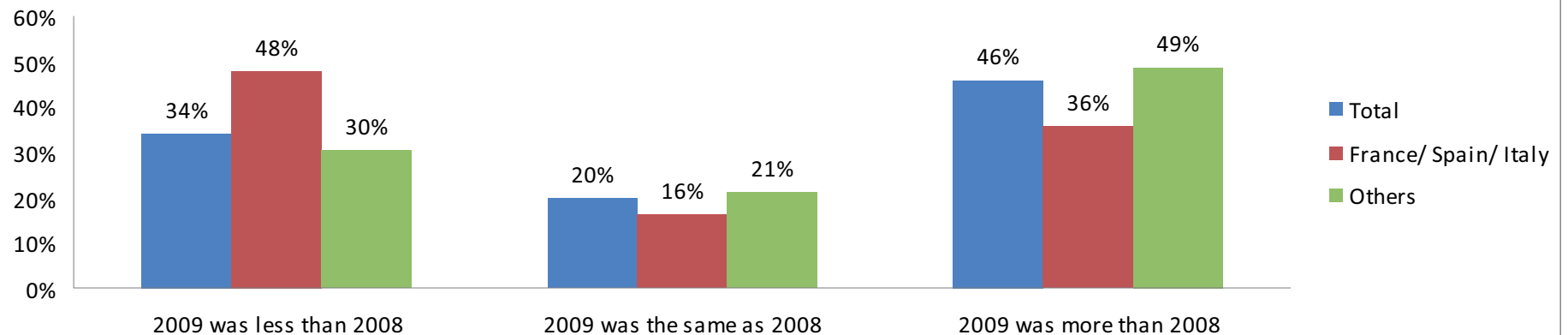




Revenue from food and beverage revenue



Revenue from visitor revenue (green fee only)





***“Education is an ornament in
prosperity and a refuge
in adversity”***

Aristotle



- **Structured Professional Development**
 - Learning the required skills,
 - To the required standards,
 - To help you achieve your professional and personal goals and objectives



- Academic Partners to help us



Golf & Tourism Academy



PROFESSIONSHØJSKOLEN
University College Nordjylland



- CMAE Certification Programme
 - Announced in 2007
 - First CCM exams in October 2008
 - CCM Exams offered on two occasions each year
 - Professional development is our challenge



- European Competency Survey
 - Originated by Dr Jason Koenigsfeld
 - Examines the importance and priorities for a club managers role, to help us ensure we are teaching the skills and knowledge required for the role of a club manager in Europe
 - Allows us to properly structure the programmes and the CCM Exam



- Competency Survey - Update
 - Over 100 club managers have responded to date
 - If you started the survey, please go back and complete this as soon as possible
 - We need some more input please, so look for email in the next few days
 - Results will be published later in the year



***“Give a man a fish and
feed him for a day.
Teach him how to fish and you
feed him for a lifetime”***

Stephen R. Covey



- CMAE Education Policy Board
 - Club managers and academic partners
 - Responsible for overseeing the Certification programme across Europe (CCM)
 - And the creation of a professional development pathway for club managers
 - Working with our affiliate partners in each country



- Professional Development

- To lead club managers to:

- **Certified Club Manager (CCM)**

and

- **Certified Chief Executive (CCE)**





- The Proposal

- Four Six-Week Courses

- Club Members and Customer Service
 - Golf, Sports and Leisure Club Management
 - Governance and Leadership in Clubs
 - Finance and Regulation for Clubs



- E-Learning Courses

- Each lasting 6 weeks, requiring the learner to do one hour a day, 5/6 hours a week (min 36 hours)
- Resources and reading material online
- Learner to complete assignments
- Discussions in 'virtual' classroom
- Tutor completes assessment based on the learners work and contributions



- “Principles” and “Practices”
 - E-learning programme will teach the “Principles” of club management
 - Internationally accepted values and philosophy of club management
 - National programmes teach the “Practices” of club management
 - National cultures, laws and regulations that are specific to one country



- Club Management Manuals
 - A manual to accompany each of the four courses
 - Written by academics and club management professionals





- A 'blended learning' programme
 - European e-learning programmes for the essential principles

combined with

 - National programmes in every country teaching the local practices



- For experienced managers



- Refresher courses on core skills
- An opportunity to ‘plug the gaps’ in your knowledge
- You can become a more successful club manager, and more valuable to your employer



- For people new to the club business
 - Four courses to understand the key principles
 - When combined with experience and knowledge of local practices,
 - You can become a more successful club manager and more valuable to your employer



- Tracking Professional Development
 - Ideally, this will be a web-based personal record system
 - Accessible to the individual by password
 - Administrator access by Regions and Affiliate Partners to 'verify' attendance and achievement
 - For consideration and development in 2010/11



***“Education is the most powerful
weapon which you can use
to change the world”***

Nelson Mandela



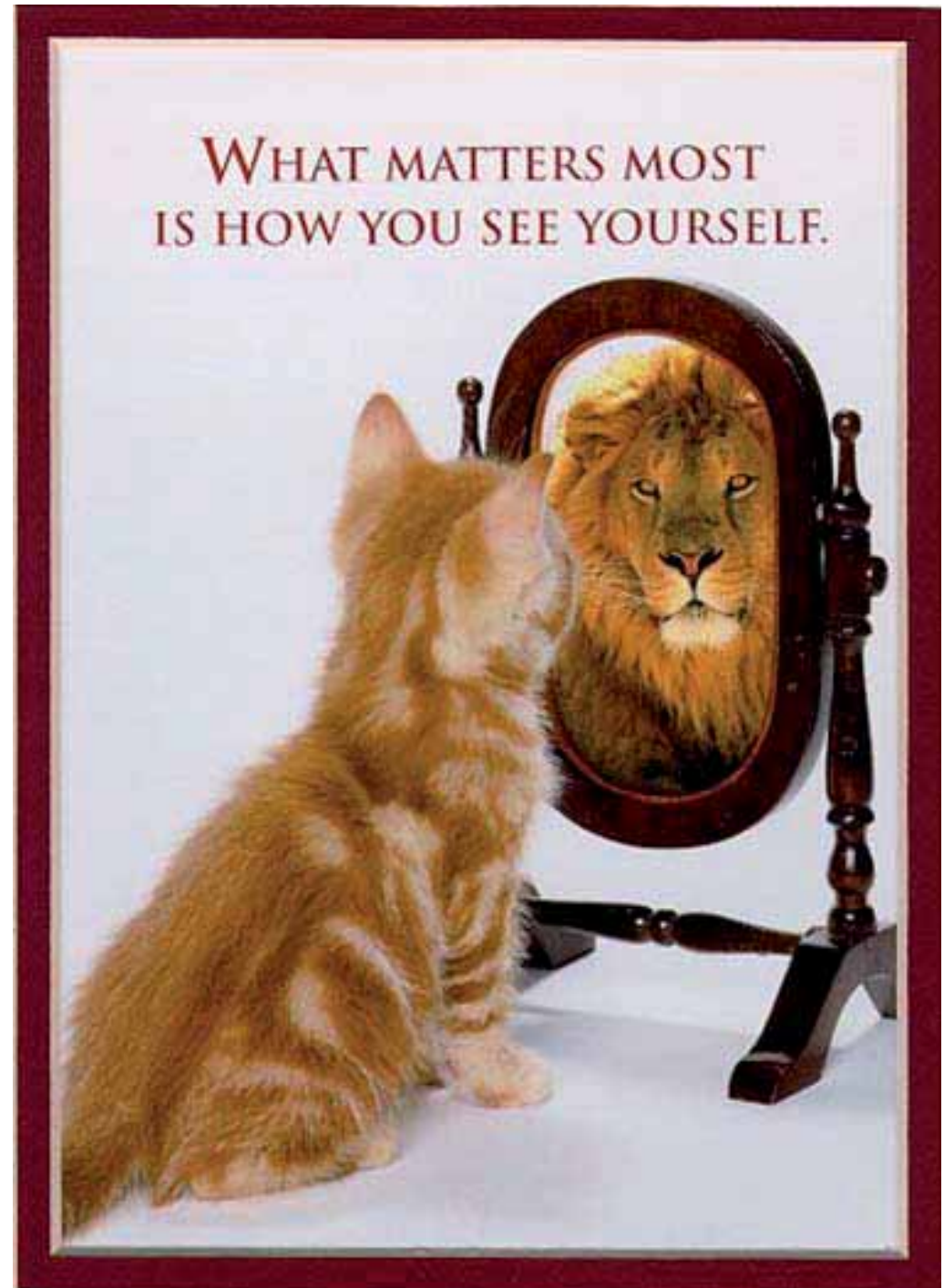
- Convincing the employers
 - At every opportunity, we must inform and educate employers (club committee members and commercial owners)
 - Clubs will struggle to be successful without trained people to manage them
 - 20 years of management experience in another career is not the training required to manage a club



- Relationships with Golf Organisations
 - The CMAE enjoys positive relationships with the European Golf Course Owners Association and many of the golf governing bodies of Europe
 - Spreading the message will be an on-going and continuous process
 - By working together, we can achieve more than we can on our own



- Club managers will have the learning tools to do the job
- The rest is up to you.....





- CMAE Corporate Partners
 - Our thanks to those companies who are helping us fulfil our mission
 - We appreciate their support and friendship
 - A new addition to announce.....



- Bernhard & Company
 - “Better grass for less money”
 - Club Managers and Golf Course Superintendants working closer together



Premier
Corporate
Partners



Corporate
Partners



Official
Suppliers





Thank you for listening



- Panel Discussion
 - Jim Singerling
 - Chief Executive, CMAA
 - Nigel Cartwright,
 - Chairman, CMAE Education Policy Board
 - Fernando Fernandez Carmena
 - Managing Partner, NFC Network
 - Javier Garcia Benavente
 - Director, Solutencia Green