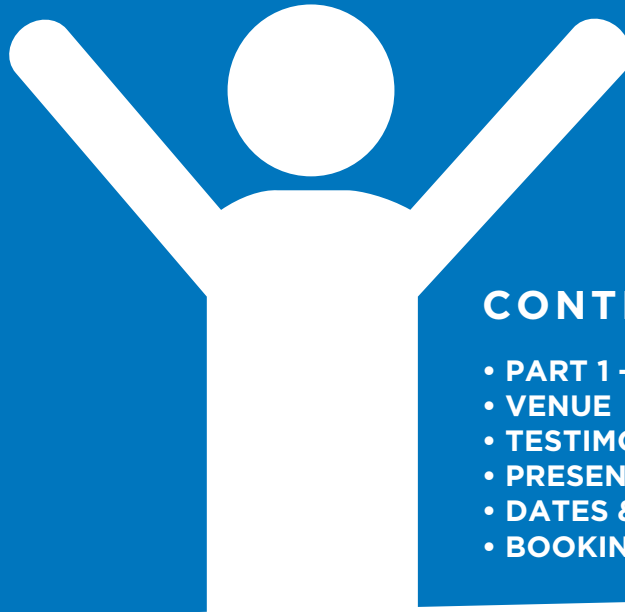




## PART 1



- **PART 1 – COURSE CONTENT**
- **VENUE**
- **TESTIMONIALS**
- **PRESENTERS**
- **DATES & RATES**
- **BOOKING FORM**



## COURSE DATES

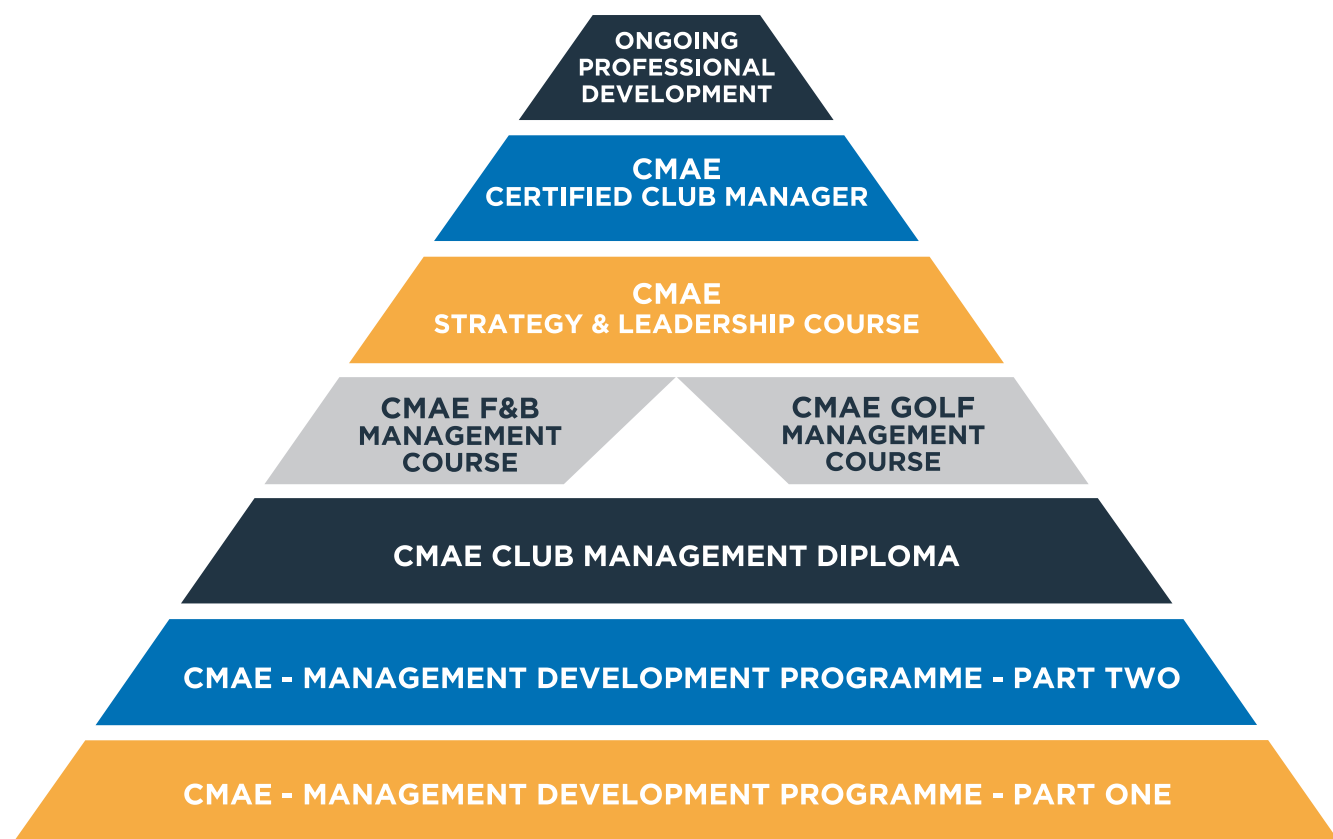
### PART ONE

2-6 MARCH 2020

### VENUE

Golfresort De Purmer, Purmerend  
Westerweg 60  
1445 AD Purmerend  
purmerend@BurgGolf.nl

# MANAGEMENT DEVELOPMENT PROGRAMME



These courses form the first building blocks for those who wish to work towards taking their CCM exam.

Full details can be found by following the link below:  
[www.cmaeurope.org/education/mdp](http://www.cmaeurope.org/education/mdp)



*Get to the top of your game...*

## OVERVIEW OF PARTS 1 & 2

In these challenging economic times Club Managers are under greater pressure than ever from their committees, owners and members to create and implement business strategies that guarantee the continued success of their clubs.

CMAE and NVG are working together to improve the quality of leadership on management level both in the club and on the course.

Club Secretaries/Managers invariably come into the industry with some strong skills sets brought with them from a previous career, and this comprehensive training programme can now supplement these in each of the core competency areas of the modern club manager:

- **STRATEGY & LEADERSHIP**
- **FOOD AND BEVERAGE MANAGEMENT**
- **INTERPERSONAL SKILLS**
- **ACCOUNTING & FINANCIAL MANAGEMENT**
- **MEMBERSHIP & MARKETING**
- **STATUTORY COMPLIANCE**
- **HUMAN RESOURCES & PROFESSIONAL RESOURCES**
- **GOLF, SPORTS AND RECREATION MANAGEMENT**
- **FACILITIES MANAGEMENT**
- **CLUB GOVERNANCE**

### PART 1

Part 1 is a week long course targeted in particular towards those managers who have the ambition to become a manager or existing - either new to a post, recently appointed or simply want to enhance their knowledge so that they may better serve their club committee, owners and members. At the end of the week, those taking the course will have an excellent grasp of the basics in every area of club business, and will have established a valuable network of support for their career in this industry.

### PART 2 - POSSIBILITY FOR NEXT STEP

The Part 2 course is also a week long and builds on the foundations of Part 1 to focus on strategic and business planning, performance and service standards, and the professional and communicative skills to develop every aspect of both the individual's performance and that of their club. At the end of Part 2 there is an optional examination to attain the CMAE Diploma in Club Management.



**MANAGEMENT  
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# PART 1

## COURSE CONTENT

Part 1 is a week long course targeted in particular towards those managers who are either new to a post, recently appointed or simply want to enhance their knowledge so that they may better serve their club committee, owners and members. At the end of the week, those taking the course will have an excellent grasp of the basics in every area of club business, and will have established a valuable network of support for their career in this industry.

The curriculum and learning outcomes have been provided by the Club Managers Association of Europe and this training course is endorsed by the Club Managers Association of America as part of the educational pathway to the Certified Club Manager (CCM) qualification. NVG and NGF are hosting the programme.

### CLUB GOVERNANCE

The structure, the process and the politics. You will explore best practice in this area and discover the common traits of the most effective volunteer committees.

### MARKETING IN CLUBS

Gone are the days when a club could afford to ignore the opportunities presented by effective marketing campaigns. Whether your club is aiming to recruit members or attract visitors, this course will give you the basics of that plan, considering current trends, modern social media and the use of demographic tools.

### STATUTORY COMPLIANCE & RISK MANAGEMENT

To help you sleep peacefully at night you need to know that you have all the basics covered with regard to Health & Safety, Employment Law and many other legal hurdles facing your club. Experts, familiar with private clubs in each of these areas of law, will be on hand to give you the knowledge that will help keep you and your Club out of court.

### THE FOOD & BEVERAGE BASICS

Whether your operation is in house or outsourced, there is far more Member focus on this area of the business than ever before. Gaining knowledge of stock control, menu construction, bar set up and industry standards will enable you as a modern manager to balance the conflicting demands of delivering great food and beverage with achievable financial results.

### INTRODUCTION TO CLUB ACCOUNTING AND BUDGETING

Financial Management is the most common competency area to trip up a Club Manager. This session will begin to build your knowledge, credibility and most importantly confidence so that you are better prepared to handle financial statements such as the profit & loss, balance sheet and budgets.



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## **THE IMPORTANCE OF SERVICE IN CLUBS**

In this competitive environment there is always a competitor willing to look after your customers. You will learn how to guide your staff so that they react correctly to the many opportunities they have to impress a customer each year, and to remind members why they should renew their subscription for the following year.

## **MANAGEMENT & DELEGATION**

There is only one of you, so how can you create a supportive environment to help manage change in your club? You will learn what are the do's and don'ts of effective delegation in a club.

## **EFFECTIVE STAFF MANAGEMENT WITHIN A CLUB**

Managing staff in a club environment is especially challenging but is the key to high performance & member satisfaction. You will learn sound HR principles and management skills to support you in this goal.

## **THE BASICS OF STRATEGIC PLANNING**

Without a plan your club can spend many hours and many pounds heading in the wrong direction. This course will help you start the process of plotting the best way forward for your club so that your management team and committee are pulling in the same direction.

## **FACILITY MAINTENANCE**

Often overlooked until it is too late, your facilities need to reflect the short and long term aspirations of your club, taking into account customer demand, safety, legal requirements, financial restraints and many other factors. Learn to plan for the future through a combination of maintenance and capital investment programmes.

## **CREATING A MEMBER EVENT AT YOUR CLUB THAT WON'T HAVE TO BE CANCELLED**

"We put on these great events, and nobody comes!" You will be told the ten key ingredients to a successful event at your club.

## **EFFECTIVE MEMBER COMMUNICATIONS**

Members demand up to date, well written and appropriate communication, which will consume much of the club managers daily life. You will be given techniques to best manage this part of your job in the context of a modern club utilising modern technology.

## **CAREER DEVELOPMENT AND PROFESSIONALISM**

We are lucky to work in places where our customers choose to spend their leisure time, but despite that fact, job satisfaction can be hard to find. We will establish how to obtain the correct training and focus to cement the trust of your committee and your members.



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# VENUE

**Golfresort De Purmer, Purmerend**  
**Westerweg 60**  
**1445 AD Purmerend**  
purmerend@BurgGolf.nl



Close to Amsterdam, between Zaandam, Edam and Volendam is located Golfresort the Purmer.

A perfect location, with a beautiful golf course, beautiful bedrooms and a full range of conference and banquet facilities. In this cosy golfclub you will meet an enthusiastic and sympathetic team of committed and professional staff who are ready to pamper you every day. Here everything is arranged down to the last detail. Unlimited pleasure. That is BurgGolf. BurgGolf Golf Resort Purmer offers 100 hotel rooms in the Hampshire Golfhotel Waterland Golf course.

This 36-hole championship course and the 9-hole PAR-3 course is laid out under the architecture of Tom McAuley and Bruno Steensels. The golf course is characterized by the combination of four 9 holes. Due to the different track loop combinations, this accommodation offers 10 different 18-hole courses and 4 different 9-hole courses. Beautiful golf courses and unprecedented opportunities for the true golf enthusiast.



**MANAGEMENT  
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# PRESENTERS

The MDP pathway has been designed by the club industry for the club industry. The curriculum is delivered by external specialists with a history of working in the club industry and experienced qualified Club Managers.

## Presenters for MDP Part 1 in Amsterdam will include:

### Darshan Singh

Darshan has a wealth of expertise in human resources development, strategic planning, organization design, facilitating change, recruitment, and performance management.

A high energy, results orientated human resources, people development professional with over 25 years of international experience in the UK, Europe, South-East Asia, Middle East, and North Africa, across a broad-range of sectors.

Conscientious and energetic personality with well developed HR, leadership and communication skills enables him to deliver high quality ConsulTraining to build sustainable individual, team and organization capability.

Contact: [darshan@mtiworldwide.com](mailto:darshan@mtiworldwide.com)

### Steven Brown, Inn-Formation

Steven is Supreme Commander of Inn-Formation, a company established in 1987 and dedicated to providing his clients with tried and tested solutions on all issues relating to FOOD and BEVERAGE operations in the world of golf.

Steven has been working with F & B outlets since 1971 and has a wealth of practical experience to share with the golfing community which he achieves through training/development programmes, presentations at national golfing forums and via his one to one consultancies at golf clubs throughout the UK and Europe.

His unique and engaging style of delivery and communication lead him to being acknowledged as the foremost advisor on all matters food and beverage in the world of golf, and his ability to provide practical solutions to clients concerns means that he is well placed to work alongside those many well established golfing organisations that exist throughout the UK and Europe that support the golfing community.

Contact: [herinn@aol.com](mailto:herinn@aol.com)

### Duncan Ritchie

Having qualified as a Chartered Accountant with KPMG, Duncan worked in the Software Industry in various finance positions, ranging from Financial Accountant to Vice President Finance & Admin. Most of the work was with USA Software Companies expanding into the International arena.

Having been acquired by Oracle Corporation, Duncan has acted as a Financial consultant and business adviser. One of his tasks was to create a training programme for non financial people, and he now focuses on four areas: Corporate; Families; Schools and Sports managers.

Duncan is currently a governor of Wellington College, Eagle House prep school and is also Treasurer of the Berkshire Golf Club.

Contact: [ds\\_ritchie@hotmail.com](mailto:ds_ritchie@hotmail.com)

### Torbjörn Johansson

Served as CEO for the Swedish Golf Club Management Association and facilitated the Golf Club Manager Education programme for 7 years. Torbjörn started working for the Club Manager Association of Europe in October 2017 and is now a regular presenter on the programme.

Contact: [torbjorn.johansson@cmaeurope.org](mailto:torbjorn.johansson@cmaeurope.org)

Other presenters will be announced nearer the date.



**MANAGEMENT  
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# TESTIMONIALS

"The MDP Level 1 course is without a doubt one of the best courses I've been on. I learned so much during the course of the week that I will take home and implement in my current role as Club Manager. The presenters were fantastic, especially Darshan and Kevin, who really knew their stuff and brought the best out of us. Another highlight was meeting so many new people and making contacts for life. Overall the whole week was such a good experience and I would definitely recommend to anyone looking to further their career - John Jackson, Club Manager, Sale Golf Club"

"Thank you, I have developed an informal peer support network that I am sure will be valuable to me in the coming years."

"Lit my fire and left me with a burning desire to go ahead and continue to develop as a manager and enable me to drive my club forward."

"A one-stop shop that covers all areas of golf club management"

"A great insight in to the breadth of skills required to be a club manager of the future."

"Anybody not undertaking the course is at a clear disadvantage in the industry."

The course content was excellent with a good balance between theory and practical application, which I think was a great way to learn. The material we covered was up to date and highly relevant to my role and the sharing experiences with tutors and delegates have given me valuable new tools and techniques that I seek to apply into my golf management activities - Miguel Palhota, Golf Director, Igassu Falls Golf Club

"I learned more in one week than in 5 years of college"

"The future and possibly saviour of golf clubs in the UK and Ireland"

"To meet so many likeminded people who have the same desires and issues, with whom we can discuss and find the best way forward - superb!"

"Education is the key to success. If you want to have a successful club and career, this is the best place to start."

"What a week, the amount of information was just phenomenal! My head feels like it's going to explode, so I'll take the weekend to relax. Next week I'll start looking at the information I've been given. I'm sure it will last for years and years to come and help me in my career."

## PRICES

DATES	RESIDENTIAL
2 - 6 MARCH 2020	€1850 + VAT Includes 4 nights accommodation Dinners and Drinks

**MANAGEMENT  
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# BOOKING FORM

## MANAGEMENT DEVELOPMENT PROGRAMME

**NAME** (BLOCK CAPITALS PLEASE)

**CLUB** (BLOCK CAPITALS PLEASE)

**POSITION AT CLUB:**

**CONTACT TEL:**

**E-MAIL**

**CMAE MEMBERSHIP No (NOT OBLIGATORY):**

**PLEASE SELECT RELEVANT PRICE OPTIONS:**

☐

**PART 1 - MANAGEMENT DEVELOPMENT PROGRAMME, €1850 + VAT**

INCLUDES 4 NIGHTS ACCOMMODATION, DINNER & DRINKS EACH DAY

☐

**SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - €69**

PLEASE LET US KNOW IF YOU REQUIRE ACCOMMODATION ON THE SUNDAY NIGHT

**PAYMENT METHOD:**

☐

**CHEQUE**

☐

**BACS**

☐

**INVOICE TO CLUB**

**Bookings are not guaranteed until payment is received in full.**

**Please read the information on cancellations and amendments on page 10.**

**TO BOOK, PLEASE RETURN BOOKING FORMS TO:**

Debbie Goddard  
Association Manager - CMAE  
1b Bagshaw Close  
Ryton on Dunsmore  
Warwickshire, CV8 3EX  
Tel: +44 (0) 2476 692359  
Email: [debbie.goddard@cmaeurope.org](mailto:debbie.goddard@cmaeurope.org)

**MANAGEMENT  
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## **RULES OF ATTENDING AN MDP FOR CMAE**

When attending a Manager Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

### **Expected circumstances**

If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

### **Unexpected circumstances**

As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

### **Leaving early / Arriving late**

CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see “Expected circumstances”. Travel problems – see “Unexpected circumstances”.

### **Consequences of not attending**

If for any reason not communicated before or see “unexpected circumstances” the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.



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## **EXPECTED CONDUCT FOR CMAE EVENTS & PROGRAMMES POLICY**

CMAE has established minimum expectations of behaviour for participants at all CMAE programmes, events, and conferences, including but not limited to the CMAE European Conference on Club Management, Think Tanks, Seminars, Management Development Programmes (MDP) and all other CMAE continuing education and professional development programs, summits, and conferences (each, an “Event” and, collectively, “CMAE Events”). This policy applies to all individuals on premises at CMAE Events. It is intended to supplement any other applicable CMAE policies.

### **Expected Conduct**

CMAE is dedicated to providing a safe, hospitable, inclusive, and productive environment for all participants at CMAE Events.

Participants are expected to conduct themselves in a professional manner, to communicate with respect and consideration for others, and to refrain from conduct that is (or may be perceived to be) harmful to other participants, themselves, CMAE staff, and/or third parties.

Types of conduct that CMAE considers inappropriate includes, but is not limited to:

- Harassment, which is defined for purposes of this policy to include unwelcome or offensive verbal, visual, or physical contact directed at any employee, member, contractor, or other individual, including conduct, comments or images that a person would reasonably find offensive;
- Deliberate intimidation, threatening, stalking, or following;
- Photography or recording without permission;
- Sustained disruption of talks or other events.

Disruptive, discriminatory, or harassing behaviour of any kind will not be tolerated. Note that conduct acceptable to one person may be offensive to another. Some examples of unacceptable behaviour are:

- Verbal comments such as epithets, derogatory comments, slurs or unwanted sexual comments, advances, or invitations;
- Visual conduct such as derogatory posters, photography, cartoons, drawings, or gestures;
- Physical conduct such as assault, unwanted touching, or blocking normal movement patterns;
- Interfering with the work of another because of his or her race, sex, age, ability, religion, national origin, or any other protected characteristic;
- Threats of physical harm or demands for sexual favours.



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## **Consequences of Participant Engagement in Inappropriate Conduct**

Event participants asked to stop engaging in inappropriate conduct are expected to comply immediately.

CMAE, in its sole discretion, will determine the nature of the participant conduct that warrants corrective action as well as the corrective action to be taken. Corrective action may take any of the following forms: verbal warning; expulsion from the Event; expulsion from the Event with no refund of conference fees; bar from future CMAE Events; and/or notifying appropriate authorities. Any or all of these actions can be omitted as CMAE deems appropriate, in its discretion.

Retaliation for reported violations will not be tolerated and will trigger additional sanctions.

## **Reporting Violations**

If you believe you are being subjected to inappropriate conduct, believe someone else is being subjected to inappropriate conduct, or have any other concerns, please do not hesitate to contact CMAE staff who can work with CMAE leadership to resolve the situation. CMAE staff will assist those experiencing inappropriate conduct to enable them to feel safe for the duration of the Event. If you or someone else is in immediate danger, please contact hotel security or local law enforcement. Violations of this Code are taken seriously and should be promptly reported to any CMAE staff present at the Event or to CMAE's President.



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## **BENEFITS OF CMAE MEMBERSHIP**

### **Eligibility to gain the Club Management Diploma and coveted Certified Club Manager (CCM) designation**

Only CMAE members can apply to sit the Club management diploma and CCM exams, and in doing so, join the elite group of club managers from all over the world that have demonstrated a detailed and in-depth knowledge of their chosen profession.

### **Access to education opportunities**

The CMAE, together with our regions and affiliate partners across Europe regularly stage one and two-day educational events, from workshops and seminars to conferences. CMAE members will enjoy being welcomed at any of these events, giving access to an unrivalled network of educational opportunities.

### **Biannual conferences**

CMAE organises a biannual conference for its European members to compliment the annual CMAA World Conference. In 2016 our Annual conference will be in London and will be held in conjunction with the CMAA's BMI International event. CMAE members who are also MDP delegates also gain complimentary access to the CMAA' World Conference which represents a saving of \$950!

### **The Global network of club managers**

Membership of the CMAE gives you the chance to meet and build relationships with colleagues doing the same jobs at clubs all over Europe, and also in the USA, Canada, South Africa, Australia and many other regions of the world. These relationships can not only be personally beneficial, but also for members of the club where you work. You can help them perhaps visit and experience some of the great clubs of the world, and this will help you, as their club manager, clearly establish yourself as the professional club manager and the source of expertise and knowledge in your field.

### **Members' zone on CMAE website**

Our members' zone on our website allows members to track their education credits as well as using it as an educational resource to access a host of 'best practice' articles, white papers and benchmarking articles on club industry matters.

### **Online Business Networking and Support**

We invite all CMAE members to participate in our business networking group in LinkedIn – exclusively for CMAE members. This group will enable you to share thoughts and ideas with other CMAE members, ask for help and support or start discussions and debates on issues of the day.

### **CMAE e-newsletter**

All CMAE members receive ClubNetworker, our monthly e-newsletter which is packed full of information and news about the activities of the CMAE, regions and affiliate partners, industry news and jobs, events diary and much more.

### **Clubhouse Europe Magazine**

CMAE members receive a free hard copy of our quarterly magazine, Clubhouse Europe

Other online publications – Every month, the CMAE provides its members with copies of various other online industry publications, including:  
Tribal Tuesday  
Club Networker  
Education Networker

### **Career opportunities service**

With the help of our partners CMAE provides CMAE members with access to job opportunities, careers advice and most recently, the ability to advertise for staff free of charge on the web.

### **Access to other clubs**

Perhaps one of the most undervalued benefit is that as a CMAE member, you will be welcomed at the vast majority of clubs around the world.

*Get to the top of your game...*





### THE MDP IS BROUGHT TO YOU BY THE CMAE IN ASSOCIATION WITH:

- **DUTCH GOLF FEDERATION**
- **NETHERLANDS GOLF COURSE ASSOCIATION**
- **GOLF COURSE ASSOCIATION EUROPE**

### ABOUT NVG & GCAE

Due to changed market conditions for the golf industry, there is logically a strong increase in the need for knowledge exchange at the golf courses. In order to continue to meet the expectations of customers, it is important that employees continue to develop. Investing in staff by offering courses, training courses, workshops and master classes can make an important contribution to this.



The NVG and GCAE believes education is the root and foundation of a successful golf facility. The NVG and GCAE works with several industry associations and educational institutions in developing educational programmes for golf course owners and managers. through our annual european Golf business Conference, the GCAE delivers industry leading speakers from around the world to share with european owners the latest trends in golf.



### CLUB MANAGERS ASSOCIATION OF EUROPE (CMAE)

CMAE's goal is to develop knowledgeable, well-educated, talented and qualified managers for the club industry of Europe, who possess all the required skill-sets to manage clubs of all types.



The days when an employer (whether a private members club or corporately-owned club) has to recruit from other industries and professions to find people to manage their clubs should be a distant memory, and the club management industry should follow the example set by many of our colleagues in other sectors of the sports and hospitality industry (i.e. hospitality industry professionals, sports coaches and administrators, grounds, facility and property managers etc.) whereby their own qualifications and certification benchmarks become the acceptable common standards of knowledge required to do the job.