

# 2016 Strategic Plan



## Club Managers Association of Europe

**REDACTED VERSION**

**June 2016**

## TABLE OF CONTENTS

I. INTRODUCTION .....	3
II. VISION AND MISSION OF CMAE .....	4
III. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (“SWOT”), ASPIRATIONS AND RESULTS (“SOAR”) .....	5
IV. OVERVIEW OF MARKET .....	8
V. STRATEGIC GOALS AND OBJECTIVES .....	9
VI. ACTION PLAN .....	23
RESTRICTIONS .....	28

## SCHEDULES

- I. CMAE Membership Structure
- II. Summary Findings from Stakeholder Interviews
- III. Member Survey Report
- IV. Financial Review Summary
- V. DRAFT Corporate Partner Framework
- VI. Progress Monitor – ‘Traffic Light Definitions’

## I. INTRODUCTION

The Club Managers Association of Europe (“CMAE”) established a goal to develop a comprehensive plan for its use in serving its alliance, affiliate and sponsor partners to the highest and greatest extent attainable. In November 2015, CMAE engaged Global Golf Advisors Inc. (“GGA”) to facilitate an update of its existing Strategic Plan to cover the next five years 2016 - 2020. The strategic planning process included an analysis of information provided by CMAE, a board input session, individual interviews with representatives from numerous stakeholder groups, and a strategic planning survey of the membership. The result is the Strategic Plan that is documented herein.

CMAE is the professional association for managers of membership clubs in Europe, the Middle East and North Africa. CMAE is also an ‘umbrella’ organisation for national and regional professional associations which represent club managers and secretaries throughout this territory. In total CMAE currently has 12 Alliance Partners, 29 Affiliate Partners, and 13 Corporate Partners. There is a limited number of ‘direct’ CMAE members (those who are not a member of an affiliate or alliance partner).

The primary objective of CMAE is to encourage the education and advancement of club managers; to assist club officers and members, through their managers, to secure the utmost in efficient and successful operations; and to promote and advance friendly relations among people connected with the management of clubs and other associations of similar character.

The strategic planning process revealed that *communication, partner engagement and relevance, and internal performance management* are the key issues with which the CMAE leadership must reckon. This Strategic Plan has been developed with a focus on solutions that will improve the efficiency and effectiveness of the association, increase market penetration, and make CMAE more relevant to its member’ and partners’ needs. Through the member survey, managers identified several key issues at their clubs for 2016. Staff training and membership growth and retention, are among the topics that are most important and require improvement in performance rating.

This Plan focuses on the topics and opportunities that will have the most significant impact on professional development and stimulate engagement among alliance and affiliate partners. Once the CMAE has addressed any shortcomings the priority will shift towards expanding market reach, and delivering value to corporate partners.

An effective and living Strategic Plan must be selective, identifying targeted priorities rather than addressing every stakeholders’ needs and preferences. CMAE and its servant leaders have much important work to do over the five-year lifecycle of this Plan; not every issue mentioned in this Plan, but the priorities identified here will make the greatest difference in strengthening CMAE.

## II. VISION AND MISSION OF CMAE

### VISION

The Vision of CMAE is essential to the forward-looking Strategic Plan and is necessary to help position CMAE for continued success and on-going sustainability. The current Vision Statement for CMAE is:

**“To be the leading organisation delivering club management educational programmes with the relevant certification and accreditation opportunities to all of Europe’s club managers.”**

The Vision Statement was highly supported in the CMAE’s strategic planning survey (97% of members that responded agree or strongly agree with Vision Statement) and should remain unchanged:

### MISSION

The CMAE is committed to advancing the profession of club management throughout Europe; to build and share knowledge through education and professional development; to develop best practice within the club industry and to assist members to build a positive network of support across Europe and beyond.

The purpose of CMAE is, to assist managers at all levels of the club industry in attaining the highest levels of personal performance ultimately leading to internationally accepted certification for the benefit of their clubs, their members and themselves.

CMAE will remain highly relevant and deliver exceptional value to its stakeholders by responding to new information and communication technologies and to feedback consistently garnered from club managers and partners.

### III. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (“SWOT”), ASPIRATIONS and RESULTS (“SOAR”)

**Table 1: CMAE Strengths | Weaknesses | Opportunities | Threats Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Education programs (Completed Education Pathway, Globally Recognised, Audited, Face to Face)</li> <li>• Effective Education Board and Full-time Director of Education</li> <li>• Strong, capable and highly committed board eager for progress</li> <li>• An education program and reputation for developing leadership excellence</li> <li>• Membership highly willing to assist CMAE engage with others</li> <li>• Certified Club Managers eager to contribute to CMAE success</li> <li>• Strong Industry Network</li> <li>• Positive Brand Association and Differentiation</li> <li>• Proven results from SGU research</li> </ul>	<ul style="list-style-type: none"> <li>• Member engagement</li> <li>• Internal and External Communication</li> <li>• Value to Sponsor Partners</li> <li>• Value for Alliance Partners</li> <li>• Limited opportunities to engage managers not wishing to participate in education pathway</li> <li>• English-only education resources</li> <li>• Inadequate market information</li> <li>• Low market penetration (boards/committees and managers)</li> <li>• Accessibility of Education</li> <li>• Poor education credit management</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Develop a more effective and focused board environment</li> <li>• Support Alliance Partners with NGB engagement and support</li> <li>• Support Alliance Partner member growth through member referral program and expanded market reach</li> <li>• Create a highly valued Corporate Partner Program</li> <li>• Create platform for ‘top club’ leaders to engage with CMAE</li> <li>• There is significant appetite for an annual European Conference</li> <li>• Expanding education programs and networking opportunities</li> <li>• Offer new services of benefit to CMAE Alliance Partners</li> <li>• Alumni</li> <li>• Expand CMAE reach and penetration</li> <li>• Engage with clubs outside of city and golf sectors</li> <li>• Support face-2-face education with online infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Competitor educational programming</li> <li>• Breakaway of regions and alliance partners</li> <li>• Highly influenced by CMAA Strategy</li> <li>• Loss of relevance to members</li> <li>• Member retention due to low engagement</li> <li>• Apathy</li> <li>• Inaccessibility of Education – cost, availability, language</li> </ul>

CMAE is braced with strengths and opportunities that enable substantial upside. The current weaknesses and threats require alert and nimble tactical solutions. The analysis of Strengths, Opportunities, Aspirations and Results (“SOAR”) reveals untapped possibilities for CMAE. The SOAR analysis is shown in Table 2, below:

**Table 2: Strengths | Opportunities | Aspirations | Results Analysis**

<b>Strengths</b>	<b>Opportunities</b>
<b>What are the greatest strengths?</b>	<b>What is possible?</b>
<ul style="list-style-type: none"> <li>• Education programs (Completed Education Pathway, Globally Recognised, Audited, Face to Face);</li> <li>• Full-time Director of Education;</li> <li>• Strong, capable and highly committed board eager for progress</li> <li>• An education program and reputation for developing leadership excellence</li> <li>• Significant goodwill from those on and through the pathway</li> <li>• Certified Club Managers eager to contribute to CMAE success</li> <li>• Strong Industry Network;</li> <li>• Brand Differentiation;</li> <li>• Proven results from SGU research</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a more effective and focused board environment</li> <li>• Support Alliance Partners with NGB engagement and support</li> <li>• Support Alliance Partner member growth through member referral program and expanded market reach</li> <li>• Create a highly valued Corporate Partner Program</li> <li>• Create platform for ‘top club’ leaders to engage with CMAE</li> <li>• There is significant appetite for an annual European Conference</li> <li>• Expanding education programs and networking opportunities</li> <li>• Offer new services of benefit to CMAE Alliance Partners</li> <li>• Recognise and Embrace the value of the Alumni</li> <li>• Expand CMAE reach and penetration</li> <li>• Engage with clubs outside of city and golf sectors</li> <li>• Support face-2-face education with online infrastructure</li> </ul>
<b>Aspirations</b>	<b>Results</b>
<b>What is preferred future?</b>	<b>What are the measured results?</b>
<ul style="list-style-type: none"> <li>• Establish and Sustain CMAE leadership excellence</li> <li>• Further improve relevance and quality of education programs</li> <li>• Full engagement of every club manager and assistant throughout the territory</li> <li>• Establish Awareness and Merit of CMAE with every Club Board/Committee/Owner throughout the territory</li> <li>• Secure National Governing Body support for all Alliance Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce best governance practices which support and measure high board performance and leadership</li> <li>• Improve the retention rate of MDP 1 participants progressing to MDP 2 by 5% in 2016 and by 20% by year five</li> <li>• Award 20 new CCM’s by 2020.</li> <li>• Increase program relevance and quality (as measured by member survey) each year by a factor of 15% cumulatively over five years</li> </ul>

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Deliver a close and valuable relationship with each Alliance and Affiliate partner</li><li>• Become the benchmark for Corporate Partner value</li><li>• Increase accessibility and participation in all levels</li><li>• Become a “go-to” resource for CMAE managers</li></ul> | <ul style="list-style-type: none"><li>• Develop, implement and measure a targeted communication plan to present appropriate messages to the club manager and committee/board/owner at every club through the territory within five years</li><li>• Identify and grow membership numbers through Alliance partners by 10% 2016, a further 10% in each subsequent year until 2020 equating to a total increase of 61% increase in members.</li><li>• Host a minimum of 1 Pathway Program annually in each Alliance Partner territory by 2020</li><li>• Secure NGB funding/resource commitment for 5 alliance partners by 2020</li><li>• Re-invigorate corporate partnership program - grow income by 10% each year – achieve satisfaction rate equivalent to that of education evaluation score</li><li>• Deliver a European Conference in 2017 and each subsequent year with an annual participation increase of 15%</li></ul> |
|--|---|

## IV. OVERVIEW OF MARKET

Due to the CMAE membership structure (Schedule I) there is a lack of clarity as to the number of CMAE members across the territory and the clubs to which they are affiliated. In order to assess market penetration and effectively monitor the performance of efforts to improve this, an exercise in member identification with Alliance Partners will be essential. To expand market reach CMAE will require a deeper understanding of key market factors which will only be achieved through such cooperation.

CMAE provided a 'member database' (for which contact details are recorded) which listed [REDACTED] individuals representing [REDACTED] different clubs (golf, city and sporting). CMAE also provided an estimate of total members (both direct and within the Alliance Partner network) of [REDACTED] (excluding Spain).

Extrapolating the data from the member survey indicating that 79% of these members are employed at a golf facility, this would equate to [REDACTED] CMAE 'golf members' in Europe. The 2015 R&A 'Golf Around the World' report cites the existence of 2,936 private and 4,467 public golf clubs in Europe.

Of the member database, 25% responded to the call to participate in the Strategic Planning Survey. This market sample and response rate indicates that there is a low level of engagement with CMAE even from those on its central database (albeit this is consistent with CMAA Chapters in North America).

As a representative sample, the Member Survey identified the following profile of CMAE's membership;

- 59% are between 30 and 49 years of age. 40% are aged between 40 and 49.
- 93% are male.
- 79% of members represent golf-related properties
- 64% are GM/CEO/COO at their club, 70% of which have a membership of more than 500. 27% manage a membership of more than 1,200.
- 26% of clubs represented in the member survey have an annual revenue of less than €1,000,000 / Stg£750,000. 63% of clubs have an annual revenue below €4,000,000 / £3,000,000.

All of this data should be validated once a qualified membership database is established.



## V. STRATEGIC GOALS AND OBJECTIVES

CMAE, like most professional associations, competes for the attention and engagement of its audience. Thus, the inflection point for the association is *bona fide* engagement of its members (both directly and through its Alliance and Affiliate Partners) in relevant and easy-to-use ways. CMAE must also establish and demonstrate value for each of its partners. To do so will rely on a truly close relationship with each to understand their requirements, expectations, measurement of such value and to provide the platforms through which value can be demonstrated and measured.

Finally, the Association must rely largely on the the leadership of a voluntary board made up of club managers who are dedicated to their own professional work responsibilities. This highlights the necessity for a focused, measurable structure of governance which will support leadership excellence and extract the best value from and for this voluntary commitment.

The following are seven goals and objectives for CMAE to undertake during the upcoming five-year time window:

- 1. Establish and sustain CMAE leadership excellence;**
- 2. Expand and maximize the market reach of CMAE to establish regular communication with every club manager and committee/board/owner in the territory;**
- 3. Increase member participation in CMAE events and activities by 25% in year one and growing to 25% participation rate by year five;**
- 4. Increase program relevance (as measured by member survey) each year by a factor of 25% cumulatively from year one through year five;**
- 5. Increase total CMAE membership (across all categories) by 10% annually for the next five years;**
- 6. Re-invigorate corporate partnership program - grow income by 10% each year – achieving satisfaction rate equivalent to that of education evaluation score; and**
- 7. Establish and Sustain a European Conference on Club Management.**

## FULL COPY

This is a redacted copy of the strategic plan. A copy of the entire plan is available to current members of the Club Managers Association of Europe by application to Debbie Goddard at [debbie.goddard@cmaeurope.eu](mailto:debbie.goddard@cmaeurope.eu) or +44 2476 414999 ext 206.

## RESTRICTIONS

This REDACTED report is strictly intended for use by the Club Managers Association of Europe. It includes edits to protect the confidentiality and sensitivity of information revealed in the full version. It is not to be reproduced or used for any other purpose other than outlined above without our prior written permission in each specific instance. GGA assumes no responsibility or liability for losses occasioned to the directors or shareholders, or to any other parties as a result of the circulation, publication, reproduction or use of this report and analysis contrary to the provisions of this paragraph.

GGA reserves the right (but will be under no obligation) to review all calculations included or referred to in this report and, if we consider it necessary, to revise our conclusions in light of any information existing at the report and valuation date which become known to GGA after the date of this report.

**GGA instructs that its analysis must be considered as a whole and that selecting portions of the analysis or the factors considered by us, without considering all factors and analyses together, could create a misleading view of the process underlying the recommendations and conclusions.** The preparation of a Strategic Plan is a complex process and is not necessarily susceptible to partial analysis or summary description. Any attempt to do so could lead to undue emphasis on any particular factor or analysis.

**GGA**

*June 2016*