



#### **PRESIDENT**

Marc Newey CCM  
Roehampton Club  
England

#### **VICE-PRESIDENT**

David Roy CCM  
Crail Golfing Society  
Scotland

#### **DIRECTORS**

Daniel Asis CCM  
Oliva Nova Golf Resort  
Spain

Pierre Chevallier  
NGF Golf  
France

Javier Revireigo  
Valderrama Golf Club  
Spain

Ascanio Pacelli  
Terre dei Consoli GC  
Italy

Julian Small  
Jumeirah Golf Estates  
Dubai, UAE

Cindy Schoenrich  
Gstaad Yatch Club  
Switzerland

Michael Newland  
Royal Porthcawl GC  
Wales

#### **EPB CHAIRMAN**

James Burns CCM  
Milltown Golf Club  
Ireland

#### **ENGLISH REGION PRESIDENT**

David Balden CCM  
The Caledonian Club  
England

#### **SCOTTISH REGION PRESIDENT & HON. TREASURER**

Anthony Gill  
Brora Golf Club  
Scotland

#### **DIRECTOR OF EDUCATION**

Michael Braidwood CCM

## **TO ALL MEMBERS OF THE CMAE**

Dear Member,

As President I thought it important to update Members on the progress the Board and staff have made behind the scenes over the last few months following my presentation at our AGM in Dublin at the end of 2015.

We took the decision in November of last year, that the Association needed to revise its Strategic Plan. We believed it was critical that CMAE defines long-term success and how this would be achieved.

We believed that it was vital we follow best practice in putting in place a Strategic Plan that would serve as a legacy to the Boards that follow and clarify not only the vision for the Association, but the tactics and resources required to achieve it. We also felt we needed a focus for a tool by which we could monitor and measure progress.

Finally, we also made a decision that to give the process the best opportunity for success, it must be thorough, inclusive and independent, and be carried out by specialists in the sector. We engaged GGA – one of the club industry's most respected strategic planning firms, who have completed such plans for hundreds of clubs around the world as well as Associations similar to our own, including CMAA.

The process, coordinated by GGA Partner Rob Hill, was very thorough. GGA began with eight weeks of market research which included:

- A member survey measuring member profile, engagement, relevance, satisfaction and value.
- 28 individual interviews and focus group sessions were carried out with stakeholders including Alliance Members, Affiliate Members, Corporate Partners, Educators, both members and non-members.
- A financial and market analysis

## **THE CLUB MANAGERS ASSOCIATION OF EUROPE**

Office 8, Rural Innovation Centre | Unit 169 – Avenue H | Stoneleigh Park | Warwickshire | CV8 2LG | United Kingdom  
Tel: +44 (0) 247 669 2359 | Fax: +44 (0) 247 641 4990 | [www.cmaeurope.org](http://www.cmaeurope.org)

**For more details of the CMAE's MDP Programme and all our activities, please visit [www.cmaeurope.org](http://www.cmaeurope.org)**



#### **PRESIDENT**

Marc Newey CCM  
Roehampton Club  
England

#### **VICE-PRESIDENT**

David Roy CCM  
Crail Golfing Society  
Scotland

#### **DIRECTORS**

Daniel Asis CCM  
Oliva Nova Golf Resort  
Spain

Pierre Chevallier  
NGF Golf  
France

Javier Revireigo  
Valderrama Golf Club  
Spain

Ascanio Pacelli  
Terre dei Consoli GC  
Italy

Julian Small  
Jumeirah Golf Estates  
Dubai, UAE

Cindy Schoenrich  
Gstaad Yatch Club  
Switzerland

Michael Newland  
Royal Porthcawl GC  
Wales

#### **EPB CHAIRMAN**

James Burns CCM  
Milltown Golf Club  
Ireland

#### **ENGLISH REGION PRESIDENT**

David Balden CCM  
The Caledonian Club  
England

#### **SCOTTISH REGION PRESIDENT & HON. TREASURER**

Anthony Gill  
Brora Golf Club  
Scotland

#### **DIRECTOR OF EDUCATION**

Michael Braidwood CCM

This process ensured that all stakeholders contributed and that the strategies developed were highly informed. Leveraging the insights from this research, the resulting plan was mandated by the Board in April this year. As you will see, it reaffirmed the Association's vision and identified seven key strategic objectives in support of this vision for the next 5 years. These are to:

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 programme 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 programme - 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.

The Strategic Plan, coordinated by GGA, also included an Action Plan for the next 12 months, which is what the Board is now focussed upon. We have established 7 working groups, each of which is headed up by a Board or staff member, that will assume responsibility for implementing various components of the plan. These are as follows:

**Membership** - Daniel Asis (Spain)

**Communications** - Debbie Goddard (CMAE HQ)

**Education** - James Burns (EPB Chair, Ireland)

**Regions, Alliance and Affiliate Partners** - Cindy Schoenrich (Switzerland)

**Corporate Partners** - Michael Newland (Wales)

**National Governing Bodies** - Magnus Jiven (Sweden)

**Conference** - David Balden (England)

As a largely voluntary organisation from Clubs across Europe, the more support and involvement CMAE has from our members and partners in implementing this plan, the more success we will have in establishing a career educational pathway for Club Managers. We know from all our MDP Course delegates how much they value the education they have received and how much they and their Clubs value the qualifications they have gained as a result.

#### **THE CLUB MANAGERS ASSOCIATION OF EUROPE**

Office 8, Rural Innovation Centre | Unit 169 - Avenue H | Stoneleigh Park | Warwickshire | CV8 2LG | United Kingdom  
Tel: +44 (0) 247 669 2359 | Fax: +44 (0) 247 641 4990 | [www.cmaeurope.org](http://www.cmaeurope.org)

**For more details of the CMAE's MDP Programme and all our activities, please visit [www.cmaeurope.org](http://www.cmaeurope.org)**



I therefore urge all of our members to contribute to the Association's success by giving us as much of your precious time, experience and valued expertise as you can afford. Please contact [michael.braidwood@cmaeurope.eu](mailto:michael.braidwood@cmaeurope.eu) our Director of Education, to discuss how you can contribute.

**PRESIDENT**

Marc Newey CCM  
Roehampton Club  
England

**VICE-PRESIDENT**

David Roy CCM  
Crail Golfing Society  
Scotland

**DIRECTORS**

Daniel Asis CCM  
Oliva Nova Golf Resort  
Spain

Pierre Chevallier  
NGF Golf  
France

Javier Revireigo  
Valderrama Golf Club  
Spain

Ascanio Pacelli  
Terre dei Consoli GC  
Italy

Julian Small  
Jumeirah Golf Estates  
Dubai, UAE

Cindy Schoenrich  
Gstaad Yatch Club  
Switzerland

Michael Newland  
Royal Porthcawl GC  
Wales

**EPB CHAIRMAN**

James Burns CCM  
Milltown Golf Club  
Ireland

**ENGLISH REGION PRESIDENT**

David Balden CCM  
The Caledonian Club  
England

**SCOTTISH REGION PRESIDENT &  
HON. TREASURER**

Anthony Gill  
Brora Golf Club  
Scotland

**DIRECTOR OF EDUCATION**

Michael Braidwood CCM

Best regards

Marc Newey CCM  
President

**THE CLUB MANAGERS ASSOCIATION OF EUROPE**

Office 8, Rural Innovation Centre | Unit 169 - Avenue H | Stoneleigh Park | Warwickshire | CV8 2LG | United Kingdom  
Tel: +44 (0) 247 669 2359 | Fax: +44 (0) 247 641 4990 | [www.cmaeurope.org](http://www.cmaeurope.org)

**For more details of the CMAE's MDP Programme and all our activities, please visit [www.cmaeurope.org](http://www.cmaeurope.org)**