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
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.
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 our Director of Education, to discuss how you can contribute.

Best regards

Marc Newey CCM
President