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
MDP FOOD & BEVERAGE

This exciting next step on the MDP Pathway aims to develop the delegates Food & Beverage knowledge to improve the hospitality experience at their Club. The tools will be provided to manage and raise standards in front of house operations, controlling costs, driving sales and to be able to work closer to their team to achieve better results. This program is applicable to Clubs with all levels of turnover and those working with contract caterers.

How the Food & Beverage experience plays a vital role and key to success in a Club environment.

The costings breakdown, margin and how to turn your bar/catering into a profitable operation in conjunction with your team or contract caterer.

Stocktaking and its role in ensuring that your margin is protected.

Key elements of Menu Engineering & Design focusing on local produce & provenance to increase your sales and get the feel good factor.

How Health & Nutrition plays an important part in today’s modern lifestyle and how to communicate this to your Members through your menus.

Effective plate presentation and standards with tools and experience.

A practical experience of cooking a meal from start to finish within a large kitchen and understanding the pressures of the kitchen environment.

HACCP Legislation for the Club Manager and how to run a compliant kitchen.

Important steps and planning to ensure that you have a successful event at your Club.

Getting the most from the Wine List, educating your team to upsell from House Wine!

Achieve more sales and margin from selling a quality coffee and tea product to your members.

How to get buy in from your team to deliver a higher standard at your Club and to change old habits.

Marketing and communicating to your membership your enhanced food & beverage offering.

Manage and analyze feedback fairly to constantly drive forward your product and get results.

Delegates will be working on creating an action plan based on their learning and networking during the course of the week with the goal to be able to return to their Club and have the tools to implement short, medium and long term improvements.
The Barceló Marbella hotel is a welcoming, colonial-style hotel located in Guadalmina, one of Marbella’s most exclusive neighbourhoods. It is located right in the heart of the Costa del Sol and just 40 minutes from Malaga Airport, next to magnificent beaches, the best golf courses in Southern Europe and the exceptional range of leisure options available in Puerto Banús.

The space and luminosity of the rooms, along with the excellent hotel services, guarantees an ideal stay for couples, families or friends. And for those who love to relax, the hotel also features a wellness centre with a fitness studio, sauna, Turkish bath and a large sun terrace with Balinese beds.

Offers a varied range of cuisine with live show cooking in the buffet restaurant, as well as the option of enjoying the best sporting events in the new sports bar.

For those who would like to enjoy a high level of comfort, the hotel offers unique Club Premium services, an exclusive concept of services and facilities created by Barceló Hotels & Resorts.

There is a convention centre with capacity for up to 1,500 people, a magnificent plenary room and 9 sub-committee rooms, all of which enjoy natural light.
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.

THE CURRENT TEAM OF PRESENTERS FOR THE MDP F&B COURSE IS AS FOLLOWS

<table>
<thead>
<tr>
<th>Presenters</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steven Brown - Innformation</td>
<td><a href="mailto:herrinn@aol.com">herrinn@aol.com</a></td>
</tr>
<tr>
<td>Torbjorn Johansson - CMAE</td>
<td><a href="mailto:torbjorn.johansson@cmaeurope.org">torbjorn.johansson@cmaeurope.org</a></td>
</tr>
<tr>
<td>Les Roches International School of Hotel Management</td>
<td><a href="http://www.lesroches.es">www.lesroches.es</a></td>
</tr>
<tr>
<td>Javier Reviriego – Real Club Valderrama</td>
<td><a href="mailto:gm@valderrama.com">gm@valderrama.com</a></td>
</tr>
<tr>
<td>Michael Braidwood, Education City Golf Club</td>
<td><a href="mailto:mbraidwood@ecgolf.com">mbraidwood@ecgolf.com</a></td>
</tr>
<tr>
<td>James Burns, CCM, President CMAE</td>
<td><a href="mailto:james.burns@cmaeurope.org">james.burns@cmaeurope.org</a></td>
</tr>
<tr>
<td>Sharron Rutledge, InTouch</td>
<td><a href="mailto:sharron@intouchtdc.co.uk">sharron@intouchtdc.co.uk</a></td>
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</tbody>
</table>

Presenters subject to availability

PRICES

<table>
<thead>
<tr>
<th>Dates</th>
<th>Full Rate</th>
<th>Member Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - 6 November 2020</td>
<td>£1,650</td>
<td>£1,500</td>
</tr>
</tbody>
</table>

SEE NEXT PAGE FOR DETAILS

CANCELLATIONS & AMENDMENTS TO YOUR BOOKING

- All requests for cancellations and/or transfers must be received in writing.
- Changes will become effective on the date of written confirmation being received.
- The appropriate cancellation charge will apply based on the cost of your booking, as shown below.

<table>
<thead>
<tr>
<th>CALENDAR DAYS NOTICE BEFORE THE START DATE OF THE COURSE</th>
<th>REFUND APPLICABLE</th>
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</thead>
<tbody>
<tr>
<td>29 calendar days or more</td>
<td>Full refund minus a £30 plus VAT administration fee</td>
</tr>
<tr>
<td>Between 15 and 28 calendar days (inclusive)</td>
<td>50% refund minus a £30 plus VAT administration fee</td>
</tr>
<tr>
<td>Between 1 and 14 calendar days (inclusive)</td>
<td>No refund will be given</td>
</tr>
<tr>
<td>Failure to attend</td>
<td>Treated as late cancellation and no refund given</td>
</tr>
</tbody>
</table>

- In the event of an individual named on the booking form cannot attend, we will accept substitution of another delegate on the condition that written notification of the substitution has been received by us prior to the course date and an administration fee of £30 plus VAT has been paid.
- If the individual named on the booking form is unable to attend, and cannot or does not wish to transfer their place to another candidate, a percentage of the fee paid may be accepted as payment towards a place on the same or another course that takes place within 12 months following the originally booked event.
NAME: (BLOCK CAPITALS PLEASE)

CLUB: (BLOCK CAPITALS PLEASE)

POSITION AT CLUB:

CONTACT TEL:

E-MAIL:

CMAE MEMBERSHIP No:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS:

☐ FOOD & BEVERAGE MANAGEMENT
   2 - 6 NOVEMBER 2020

PLEASE SELECT RELEVANT PRICE OPTION:

☐ FULL RATE - £1,650
   INCLUDES COURSE, COURSE MATERIALS, ACCOMMODATION, BREAKFAST AND MIDDAY MEAL

☐ CMAE MEMBER - £1,500
   INCLUDES COURSE, COURSE MATERIALS, ACCOMMODATION, BREAKFAST AND MIDDAY MEAL

☐ SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £80
   PLEASE LET US KNOW IF YOU REQUIRE ACCOMMODATION ON THE MONDAY NIGHT BEFORE THE PROGRAMME

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 5.

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
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.
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 held in London in conjunction with CMAA’s BMI International event. In addition, CMAE members who are MDP delegates gain complimentary registration to the CMAA World Conference which represents a saving of $950!

The Global network of club managers
Membership of 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, China and other regions of the world. These relationships can be, not only personally beneficial, but also for members of your club. You can help them perhaps visit and experience some of the great clubs of the world, and this will assist you, as their club manager, to 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 operational procedures, 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 which has the latest industry updates and advice.

Career opportunities service
With the help of our partners CMAE provides 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...