

2020



MANAGEMENT DEVELOPMENT PROGRAMME

GOLF MANAGEMENT



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OUR COMPANY

Celebrating our first 100 years in 2014, we continue to strengthen our position as a leading worldwide provider of innovative solutions for the outdoor environment including turf, snow and ground-engaging equipment, and irrigation and outdoor lighting solutions.

Through a strong network of professional distributors, dealers and retailers in more than 90 countries, we proudly offer a wide range of products across a family of global brands to help golf courses, professional contractors, groundskeepers, agricultural growers, rental companies, government and educational institutions, and homeowners - in addition to many leading sports venues and historic sites around the world.

OUR PURPOSE

To help our customers enrich the beauty, productivity and sustainability of the land.

OUR VISION

To be the most trusted leader in solutions for the outdoor environment. Every day. Everywhere.

OUR MISSION

To deliver superior innovation and to deliver superior customer care.

OUR RELATIONSHIPS

The Toro Company's success is founded on a long history of caring relationships based on integrity and trust. These relationships are the foundation on which we build market leadership with the best in innovative products and solutions to make outdoor environments beautiful, productive and sustainable.

We are honored to have our products used at such notable sites and events as St Andrews Links in Scotland, Hazeltine National Golf Club, Baltusrol Golf Club (host of the 2016 PGA Championship), Hampden Park in Scotland, the Wimbledon Championships, the Super Bowl, Real Madrid Club de Fútbol in Spain, Rose Bowl Stadium, and the Walt Disney World® Resort.

We are proud to serve these and the many other venues around the world.

COURSE DATES

30 NOVEMBER - 4 DECEMBER 2020

VENUE

Fairmont

St Andrews

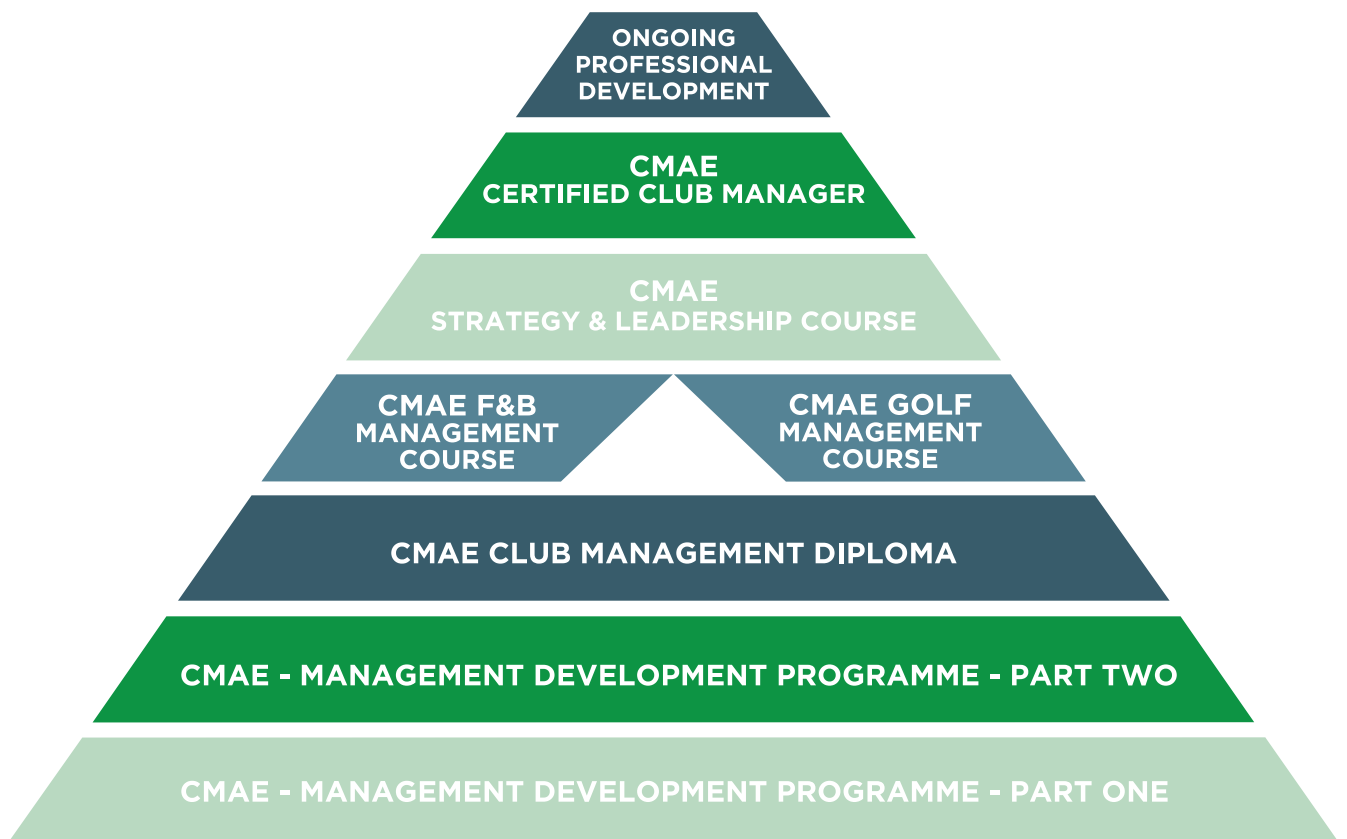
Scotland KY16 8PN

www.fairmont.com/st-andrews-scotland/

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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



Get to the top of your game...

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GOLF MANAGEMENT COURSE

This CMAE course is aimed at Managers with particular responsibility for successful golf operations.

The course is fully endorsed by the CMAA (Club Managers Association of America) as part of the Management Development Programme that provides a pathway to the globally recognised CCM qualification.

By attending this course, delegates will enhance their understanding of these cornerstones of a successful golf product at their clubs, including -

- **GOLF TOURNAMENT OPERATIONS**
- **WORKING EFFECTIVELY WITH YOUR COURSE MANAGER**
- **AN UNDERSTANDING OF TURF MAINTENANCE CHALLENGES**
- **UNDERSTANDING EXPENSIVE TOOLS IN THE GREENKEEPING TRADE**
- **WORKING EFFECTIVELY WITH YOUR GOLF PROFESSIONAL**
- **UNDERSTANDING OF RETAIL AND FLEET MANAGEMENT ISSUES**
- **THE BUSINESS OF GOLF TUITION AT YOUR CLUB**
- **THE HISTORY AND CONTINUED EVOLUTION OF THE GAME**
- **THE FUNDAMENTALS AND THE MYTHS OF GOLF TECHNOLOGY**
- **BENEFITS OF ENVIRONMENTAL & SUSTAINABILITY COMPLIANCE**
- **PRINCIPLES OF YIELD MANAGEMENT IN MAXIMISING TEE USAGE**
- **EFFECTIVE USE OF A AN ACADEMY**
- **THE POSSIBILITIES IN WORKING WITH CUSTOMER SERVICE EVERY DAY**
- **PUTTING IT ALL TOGETHER**

Where else could this training take place other than in the “Home of Golf”, where delegates will also benefit from additional evening tours in this famous golfing town.

The bodies responsible for advancing education within Scottish Golf have formed the Scottish Golf Education Partnership. This group ensures there is a full calendar of CPD & educational events for members of all organisations to assist their clubs.



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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 *CCM qualification.

TURF MANAGEMENT - A PERSPECTIVE FOR CLUB MANAGERS

Climate, soil type and grass plant are just three of the variables that affect the formulation of a turf management policy. This session will provide the club manager with the credibility to support the Course Manager in his/her execution of the Club's Course Policy Document and environmental management plan.

A "WORKING" RELATIONSHIP WITH YOUR COURSE MANAGER AND GREEN COMMITTEE

From presenters who have worked on both sides of fence, learn how to make sure that this most crucial of relationships is working, from communications with your members, harmonious meetings with the green committee to perennial questions about those old chestnuts like the "bunker on the 12th".

WALK THE COURSE AND LOOK THROUGH THE EYES OF THE COURSE MANAGER

We may see our golf courses every week but what does the Course Manager need to be on the look-out for on the most famous golf course in the world, the Old Course, St Andrews. Conclude this tour in the green-keeping facility of the St Andrews Links Trust, to see for yourself the benefits associated with quality machinery, and fully trained staff.

SHARPENING YOUR PENCIL

How you profit through performance and create success with thinking experience instead of golf club.

*CCM: Certified Club Manager, an internationally recognised standard of excellence attained by examination

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BRAND AWARENESS

Golf clubs and organisations need to be aware of their brand and what it tells people. We will be fortunate to hear from both Gleneagles as well as R&A on their brand and how they use it.

EVENT MANAGEMENT & TOURNAMENT SET UP

Hundreds of golfers turn up every week to your club without a thought given to how the event is organised, and that's exactly how it should be. Experts in tournament operations will provide best practice and FAQs to ensure your club competitions and events run smoothly.

GOLF TECHNOLOGY

The R&A are asked to review hundreds of new wonder-products that will revolutionise golf every year, so exactly what is their role in governing this area of the game and what are the facts and the myths regarding technology in golf.

CUSTOMER SERVICE OPPORTUNITIES

Have you ever wondered how many times your staff interact with a customer on a typical visit to your club? It is more than you may think, and clubs are often guilty of not grabbing these opportunities to impress a customer, build a bond with them, and have them tell others how great their own club is.

RETAIL & FLEET MANAGEMENT

Learn from industry experts what skills and insight are required to master these potentially lucrative aspects of your club's business.

HANDICAPPING & COURSE RATING

This is an area of the golf business that is crucial to creating the unique level playing field that golf enjoys, yet it is often misunderstood by the majority of participating golfers. This session will give you the knowledge and credibility to co-ordinate your club's needs in this area.

THE GOLF BUSINESS MODEL

The course will conclude by challenging you to prepare an action plan for your club which prioritises the learning points from the week, to ensure that your club is maximising the opportunities open to you and your club.

You will leave the course with specific objectives to achieve at your club, and clear evidence of the benefit of your week on the Management Development Programme.

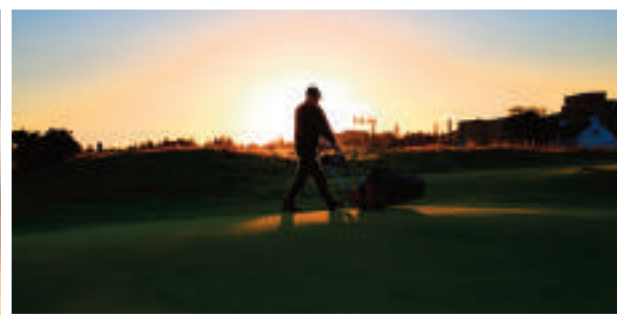
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PREVIEW

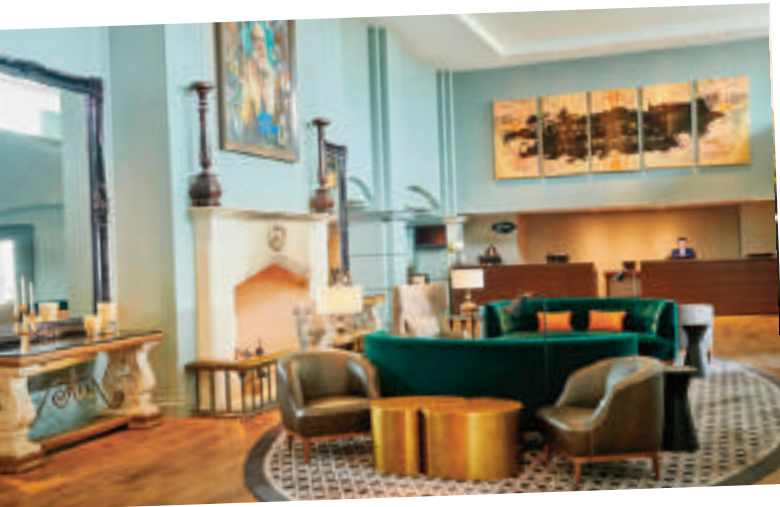


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VENUE

**Fairmont
St Andrews
KY16 8PN
www.fairmont.com/st-andrews-scotland/**

Set on a 520 acre estate with a unique coastal setting, Fairmont St Andrews encapsulates luxury, elegance and truly breath-taking surroundings in the 'Home of Golf'. A truly unique and special venue that makes your visit one to remember with its peaceful setting and stunning cliff top views of St Andrews and the North Sea.



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TESTIMONIALS

“The MDP golf management course is a must for anyone who is serious about furthering their knowledge within this area of the industry. Both the wide range of experienced speakers and fellow delegates from around the world gave me a greater insight into effective club management and hospitality operations. I drove home from St Andrews after five days of fun learning full of fresh ideas to put into practice for when I return to work at my club ”

Alex Day

Another great week with CMAE on Golf Ops, a variety of knowledgeable presenters, topics and once again great tribe to network with and build relationships. The venue made it all the more special with almost a ‘behind the scenes’ look into the golf operations at St Andrews Links Trust, a very special opportunity. *Iain Lancaster, Club Engagement Manager, England Golf*

“Simply un-missable for any club manager committed to developing their club and themselves in the golf industry.”

Peter Dawson, Andy Salmon & CMAA Course Auditor Jason Koenigsfeld.

“An invaluable week, with a fantastic line up of top class presenters makes this a one stop shop for Club Managers and industry official who need to know how the golf club should be managed on a wide variety of levels.”

“Completing the Golf MDP gave a great insight into all areas of the golf business including, retail, course agronomics, customer service and general club management. The sharing of ideas, thoughts and best practice made the course even more worth while.”

“A fantastic course to help you understand and change your overall perception of firstly the golf industry and secondly what is involved in running a golf facility.”

“A variety of content highly relevant for those working in the golf industry. A welcome opportunity to revise and refresh my understanding of subjects from industry-leading speakers, whilst exploring new topical subjects that are influencing the future of the business of golf.”

“ I was a little apprehensive but we covered how to manage the golf team more effectively and this is clearly a well balanced & structured course that both novices & experts can benefit from.”

“Where better to learn about the golf industry in depth than the Home of Golf ? The speakers were simply first class, and I would have no hesitation in recommending this course to those looking to further their knowledge and careers within the golf industry.”



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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.

THE CURRENT TEAM OF PRESENTERS FOR THE MDP GOLF MANAGEMENT COURSE IS AS FOLLOWS

John Grant - St Andrews Links Trust

Kevin Fish CCM - Contemporary Club Services

John Kemp CMDip - GEO

Gordon Mckie - St Andrews Links Trust

Andrew Jovett CMDip - Gleneagles

Steve Isaac - The R&A

David Roy CCM - Crail Golfing Society

Bill Sanderson - The Business Coach

Kevin Barker - The R&A

Presenters subject to availability

PRICES

Dates	Full Rate	CMAE Member Rate
30 NOV - 4 DEC 2020	£1,650	£1,500

Rate includes all course materials, accommodation, breakfast, midday meal and course tours. VAT is not applicable to the CMAE management development programmes.

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.
*excluding extenuating circumstances which will be charged at CMAE's discretion.

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

- 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.



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BOOKING FORM



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:

GOLF COURSE MANAGEMENT
30 NOVEMBER - 4 DECEMBER 2020

PLEASE SELECT RELEVANT PRICE OPTION:

FULL RATE - £1650
INCLUDES COURSE, CMAE MEMBERSHIP, ACCOMMODATION

CMAE MEMBER RATE - £1500
INCLUDES COURSE & ACCOMMODATION

SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £120
PLEASE LET US KNOW IF YOU REQUIRE ACCOMMODATION
ON THE SUNDAY NIGHT

RATES INCLUDES ALL COURSE MATERIALS, ACCOMMODATION, BREAKFAST, MIDDAY MEAL AND COURSE TOURS.

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

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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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...