



دبي سولف
DUBAI GOLF



MANAGEMENT DEVELOPMENT PROGRAMME

PARTS 1, 2 & 3 S&L



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COURSE DATES

Sunday 12th - Thursday 16th May 2019

VENUES

HOTEL

Park Hyatt Hotel

Dubai Creek Club Street

Dubai, United Arab Emirates

www.hyatt.com/en-US/hotel/united-arab-emirates/park-hyatt-dubai/

CONFERENCE

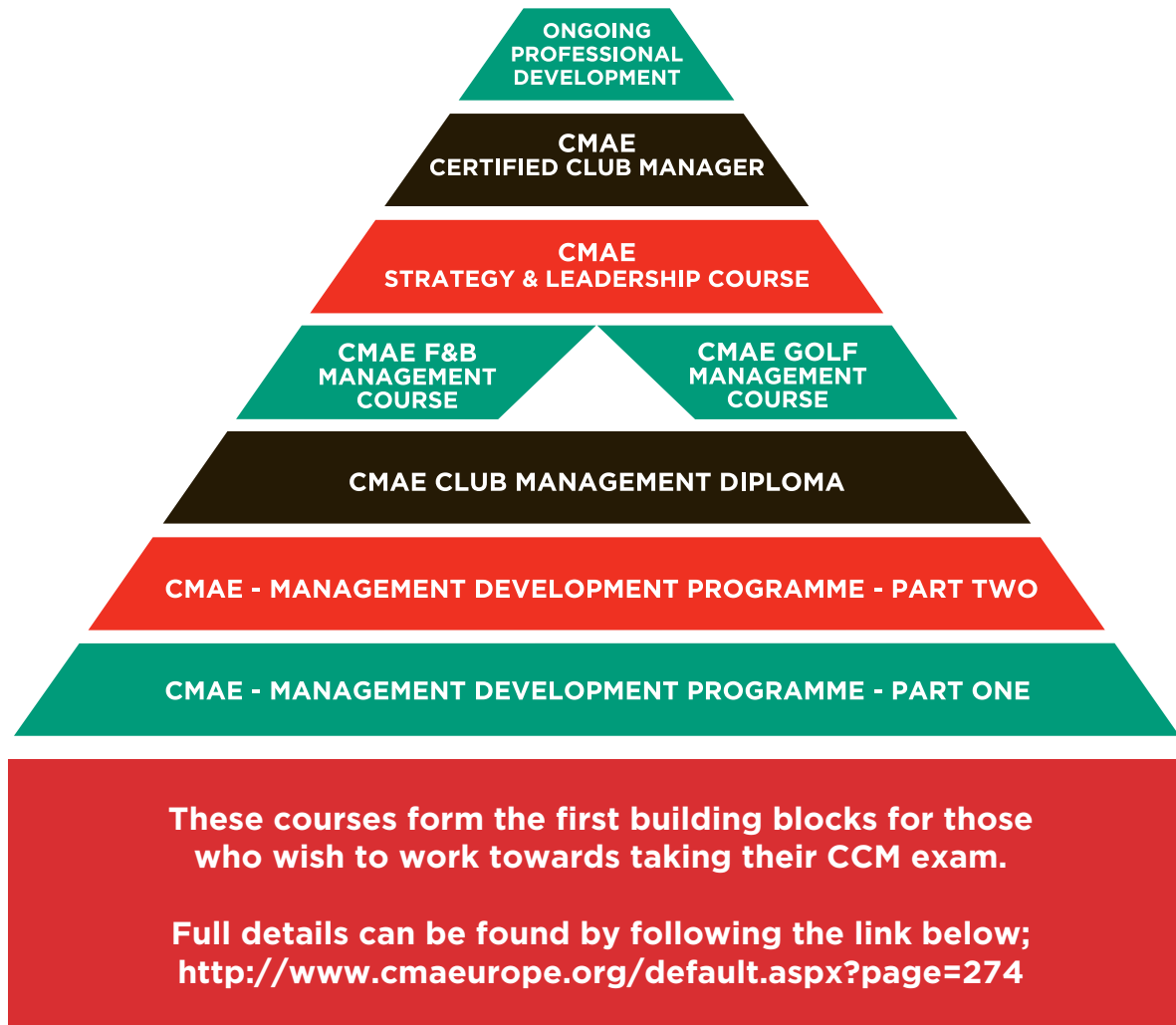
Dubai Creek Golf and Yacht Club

P.O. Box 6302

Dubai, UAE

www.dubaigolf.com

MANAGEMENT DEVELOPMENT PROGRAMME



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Get to the top of your game...

TESTIMONIALS

"I attended MDP 1 and then MDP 2, gaining the Club Managers Diploma in the process. What I found most beneficial from these 5 day courses was the chance to spend quality, uninterrupted time with fellow industry Professionals who each have their own individual challenges at their own Clubs. Each willing to share their opinions and experiences. It is rare to get such an opportunity and the amount of 'free' information I gathered during these sessions was invaluable. In my opinion, any industry manager looking for ways to gain additional knowledge and develop themselves would be wise to look into how the MDP Programme can help them with their career aspirations."

"Thank you, I have developed an informal peer support network that I am sure will be valuable to me in the coming years."

"Lit my fire and left me with a burning desire to go ahead and continue to develop as a manager and enable me to drive my club forward."

"A one-stop shop that covers all areas of golf club management"

"A great insight in to the breadth of skills required to be a club manager of the future."

"Anybody not undertaking the course is at a clear disadvantage in the industry."

"Fully recommend it, amazing, loads of information to think about and you can digest, think about it and put it into action"

"I learned more in one week than in 5 years of college"

"Of benefit to people about to start as well an aid to people already in post"

"The future and possibly saviour of golf clubs in the UK and Ireland"

"To meet so many likeminded people who have the same desires and issues, with whom we can discuss and find the best way forward – superb!"

"Education is the key to success. If you want to have a successful club and career, this is the best place to start."

"What a week, the amount of information was just phenomenal! My head feels like it's going to explode, so I'll take the weekend to relax. Next week I'll start looking at the information I've been given. I'm sure it will last for years and years to come and help me in my career."

PRICES

12TH - 16TH MAY 2019	CMAE MEMBER	CMAE NON-MEMBER*
RESIDENTIAL - 4 nights	AED 6995 + 5% VAT	AED 7300* + 5% VAT
NON-RESIDENTIAL	AED 5995 + 5% VAT	AED 6300* + 5% VAT

* Includes membership to your respective region until year end.



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BOOKING FORM

MANAGEMENT DEVELOPMENT PROGRAMME

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:

☐

PART 1 - MANAGEMENT DEVELOPMENT PROGRAMME
12TH - 16TH MAY 2019

☐

PART 2 - MANAGEMENT DEVELOPMENT PROGRAMME
12TH - 16TH MAY 2019

☐

PART 3 - MANAGEMENT DEVELOPMENT PROGRAMME: STRATEGY & LEADERSHIP
12TH - 16TH MAY 2019

PLEASE SELECT RELEVANT PRICE OPTION:

RESIDENTIAL RATE

INCLUDES 4 NIGHTS ACCOMMODATION

☐

MEMBER, AED 7344.75 (INCL 5% VAT)

☐

NON-MEMBER, AED 7665 (INCLUDES 5% VAT & CMAE MEMBERSHIP)

SATURDAY NIGHT ACCOMMODATION SUPPLEMENT, AED 595

PLEASE LET US KNOW IF YOU REQUIRE ACCOMMODATION ON THE SUNDAY NIGHT

NON-RESIDENTIAL RATE

☐

MEMBER, AED 6294.75 (INCL 5% VAT)

☐

NON-MEMBER, AED 6615 (INCLUDES 5% VAT & CMAE MEMBERSHIP)

PAYMENT METHOD:

☐

CHEQUE

☐

BACS

☐

INVOICE TO CLUB

TO REGISTER:

To register please contact Debbie Goddard Debbie.goddard@cmaeurope.eu

TO MAKE PAYMENT:

To make a payment please contact Fiona Ward at Dubai Golf, email: fward@dubaigolf.com

Bookings are not guaranteed until payment is received in full.

FOR FURTHER INFORMATION:

For more info contact Torbjorn Johansson torbjorn.johansson@cmaeurope.eu

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 be applied to the cost of your booking, as shown below.
- Any extenuating circumstances will be considered, 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 that 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 individual, then a part of the fee paid (after deduction of any relevant cancellation fee) 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.

PART 1

COURSE CONTENT

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 Certified Club Manager (CCM) qualification.

CLUB GOVERNANCE

The structure, the process and the politics. You will explore best practice in this area and discover the common traits of the most effective volunteer committees.

MARKETING IN PRIVATE CLUBS

Gone are the days when a club could afford to ignore the opportunities presented by effective marketing campaigns. Whether your club is aiming to recruit members or attract visitors, this course will give you the basics of that plan, considering current trends, modern social media and the use of demographic tools.

STATUTORY COMPLIANCE & RISK MANAGEMENT

To help you sleep peacefully at night you need to know that you have all the basics covered with regard to Health & Safety, Employment Law and many other legal hurdles facing your club. Experts, familiar with private clubs in each of these areas of law, will be on hand to give you the knowledge that will help keep you and your Club out of court.

THE FOOD & BEVERAGE BASICS

Whether your operation is in house or outsourced, there is far more Member focus on this area of the business than ever before. Gaining knowledge of stock control, menu construction, bar set up and industry standards will enable you as a modern manager to balance the conflicting demands of delivering great food and beverage with achievable financial results.

INTRODUCTION TO CLUB ACCOUNTING AND BUDGETING

Financial Management is the most common competency area to trip up a Club Manager. This session will begin to build your knowledge, credibility and most importantly confidence so that you are better prepared to handle financial statements such as the profit & loss, balance sheet and budgets.

THE IMPORTANCE OF SERVICE IN PRIVATE CLUBS

In this competitive environment there is always a competitor willing to look after your customers. You will learn how to guide your staff so that they react correctly to the many opportunities they have to impress a customer each year, and to remind members why they should renew their subscription for the following year.

MANAGEMENT & DELEGATION

There is only one of you, so how can you create a supportive environment to help manage change in your club? You will learn what are the do's and don'ts of effective delegation in a club.

EFFECTIVE STAFF MANAGEMENT WITHIN A CLUB

Managing staff in a club environment is especially challenging but is the key to high performance & member satisfaction. You will learn sound HR principles and management skills to support you in this goal.

THE BASICS OF STRATEGIC PLANNING

Without a plan your club can spend many hours and many pounds heading in the wrong direction. This course will help you start the process of plotting the best way forward for your club so that your management team and committee are pulling in the same direction.

FACILITY MAINTENANCE

Often overlooked until it is too late, your facilities need to reflect the short and long term aspirations of your club, taking into account customer demand, safety, legal requirements, financial restraints and many other factors. Learn to plan for the future through a combination of maintenance and capital investment programmes.

CREATING A MEMBER EVENT AT YOUR CLUB THAT WON'T HAVE TO BE CANCELLED

"We put on these great events, and nobody comes!" You will be told the ten key ingredients to a successful event at your club.

EFFECTIVE MEMBER COMMUNICATIONS

Members demand up to date, well written and appropriate communication, which will consume much of the club managers daily life. You will be given techniques to best manage this part of your job in the context of a modern club utilising modern technology.

CAREER DEVELOPMENT AND PROFESSIONALISM

We are lucky to work in places where our customers choose to spend their leisure time, but despite that fact, job satisfaction can be hard to find. We will establish how to obtain the correct training and focus to cement the trust of your committee and your members.



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PART 2

COURSE CONTENT

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.

A BUSINESS PLAN FOR YOUR CLUB

Few clubs have carried out a comprehensive analysis of their businesses to enable them to create a business plan. This course will provide you with the tools to do so, and a simple action plan for taking strategic thinking and business planning into your club.

SUCCESSFUL COMMITTEE STRATEGIES

Having clear direction and measurable goals for your club to pursue are key outcomes of this course. The other essential component for success in your career is to ensure that you have the support of your club committee and members. Learn the 20 lessons that have served successful managers well at successful clubs.

COMMUNICATION AND INFLUENCE

Communicating a vision for the club and implementing a strategic plan will require enhanced communication and influencing skills. This course will provide a strategy for building relationships in your club at every level to secure the sustainable success of the organization under your leadership.

LUMINA SPARK

“Lumina Learning” maintains a global network of practitioners who specialise in helping individuals to identify areas of underlying strengths, and make personal development plans to improve their performance and relationships in and out of the workplace. Club Managers across the globe have evaluated the Lumina Portrait as one of the most illuminating sessions within the MDP curriculum.

MANAGING PERFORMANCE

This session will allow you to evaluate the benefits of performance review at your club and provide you with a structured template system and action plan for immediate implementation. For clubs with a system in place, this session will enhance and re-energise your current practice and thereby improve employee engagement.

CONDUCT OR CAPABILITY? INVESTIGATING UNDER PERFORMANCE

Your staff handbook can guide you through the disciplinary or grievance procedures at your club which negatively affect your business. However this session will teach you to address issues before they reach a crisis by showing you how to conduct the essential unbiased investigation aimed at positively supporting staff who may be currently under performing.

SERVICE STANDARDS

Managers will discover the importance of a solid customer focused culture at their club and learn how to identify and set measurable front of house customer service standards. Delegates will ascertain how to use customer feedback to help set and maintain those values and how to implement an assessment programme to monitor the staff adherence. Delegates will also find out how to use this programme to train staff in service standards to achieve consistency throughout the club.

MANAGING CONFLICT

This session will raise the managers' understanding of the background to conflict and the behaviours they can personally display to prevent escalation of those issues which ultimately devour precious time and focus. Managers will learn to recognise their own physical and emotional signals, to help them maintain composure no matter what the source of conflict at the club while choosing to adopt a variety of positive protocols and processes.

TIME MANAGEMENT

As the manager is expected to be the "Jack of All Trades" in their club, this course will help improve personal effectiveness through better management of personal resources. Delegates will identify barriers to their effectiveness caused by themselves and others and employ practical techniques to improve productivity and performance.

CASE STUDY

Throughout the week of the course delegates will explore a typical club scenario in small workgroups and be invited to share their evolving views on the challenges facing this fictitious club, based on the personal learning outcomes of each education session.

OPTIONAL DIPLOMA EXAMINATION

Having attended Part 1 and Part 2, managers who wish to secure the new CMAE Diploma in Club Management may sit this optional examination. Having delivered their part of a group presentation of the case study, candidates sit a one hour multiple choice examination which is based on the learning outcomes from both courses and some typical experiences facing a modern club manager. A third final objective is to show that the theory learned during Part 1 & 2 has been successfully applied in the workplace by completing a work based assignment of the candidates' choosing. This can be any current and relevant challenge facing the manager at their workplace, stating the current scenario, tools used, evidence collected and research carried out to consider the possible solutions and selected outcome. Delegates must submit this final element of the examination within 90 days of completing the course.

OVERVIEW OF STRATEGY & LEADERSHIP

MDP 3 Strategy and Leadership is aimed at those managers who wish to learn how to enhance their management style and tap into their leadership potential in order to operate the club as a business.

Delegates will understand the responsibilities and characteristics required to exert the appropriate levels of power and influence so that their club can develop its creativity while focusing its strategic aims in line with its established culture and traditions.

Particular attention will be paid to establishing and enhancing an effective working relationship with the Committee, whilst mentoring, developing and leading the staff team. Delegates will also be invited to review their knowledge in all competency areas required to achieve success at their club and in their career.

One key component included within the week's learning is the Lumina Traits and Leadership Assessment. "Lumina Learning" maintains a global network of practitioners who specialise in helping individuals to identify areas of underlying strengths, and make personal development plans to improve their performance and relationships in and out of the workplace. Club Managers across the globe have evaluated the Lumina Portrait as one of the most illuminating sessions within the MDP curriculum.

- NATURE OF LEADERSHIP
- LEADERSHIP TRAITS
- RESULTS BASED ACCOUNTABILITY
- SITUATIONAL LEADERSHIP
- NEGOTIATION TECHNIQUES
- COMMITTEE STRATEGY SESSION
- MEMBER PARTICIPATION STUDY
- MANAGERIAL ACCOUNTING
- ETHICS
- EFFECTIVE MEMBER COMMUNICATIONS
- LUMINA SPARK
- ADVERTISING & MARKETING - DEMOGRAPHICS
- MENTORING
- SWIM & GYM FACILITIES PRINCIPLES
- PROFESSIONAL IMAGE
- LUMINA LEADER

*Please note that it is **not** obligatory for delegates to have attended one of our other MDP courses before attending this one.*

VENUE

Park Hyatt Hotel

We look forward to welcoming you to these residential training courses at the spectacular Dubai Golf Creek and Yacht Club, which will run from Monday 14th May to Friday 18th May, approximately 9am to 5pm.

The meeting rooms within the Dubai Creek Golf and Yacht Club provide a superb environment for the delivery of a modern business education course, with full flexibility for the varied styles of tuition and team-working. The Club has free Wi-Fi Internet access throughout.

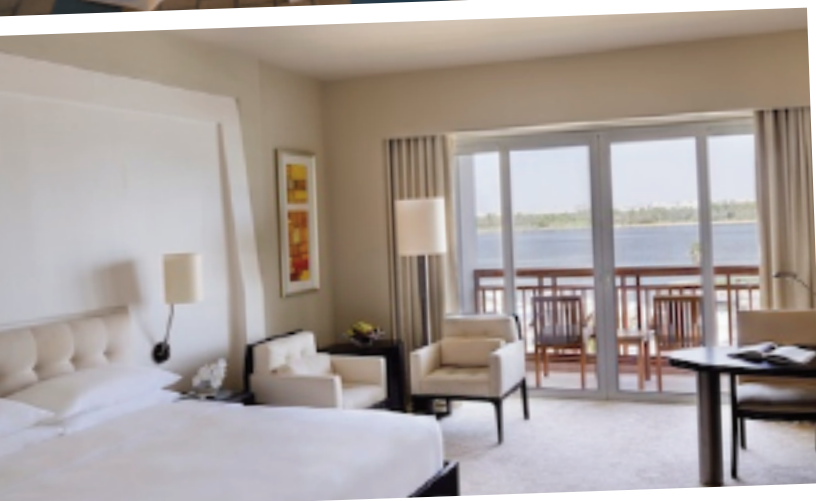
Accommodation is at the beautiful Park Hyatt which sits on the bank of the Dubai Creek and adjacent to the golf club.

The cost of each course includes four nights' accommodation (if chosen) and full breakfast at the hotel, and a 2 course buffet lunch and regular refreshments during the course. There will also be a wine education session on Monday evening, hosted by Dubai Golf. (On the other evenings delegates are free to make their own arrangements.)

By prior arrangement directly with the hotel it is possible to book on the Sunday night immediately before the course, at the delegate's own expense, to ensure a prompt and stress-free start on the Monday morning.

Opposite the course venue Dubai Golf & Yacht Club.
Daily Shuttle available.

Dubai Creek Golf & Yacht Club



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.

Presenters for MDP Part 1, 2 & 3 S&L in Dubai will include:

Michael Braidwood, CCM

Michael Braidwood is General Manager of Education City Golf Club in Qatar and the former Director of Education of CMAE. A Certified Club Manager and Advanced Fellow of the PGA, Michael is a very experienced Golf Industry Professional. Michael has a solid educational background and qualified to be an assessor for the PGA's Director of Golf Program in 2012.

Michael's previous experiences have seen him hold the following positions: Operations Director for Braemar Golf Developments (2010 – 2014), Prior to that, Michael was the CEO of Bahrain International Golf Course Company (2008 – 2010) overseeing four business units and representing their interests in the Riffa Views development project. Before being promoted to CEO, Michael was General Manager of the Riffa Golf Club, Bahrain (1998 – 2008). Before moving to Bahrain, Michael was a Golf Professional at The Gleneagles Hotel, Scotland.

Contact: michael.braidwood@cmaeurope.eu

Darshan Singh - Business Consultant

Darshan is a high energy, results orientated human resources and people development professional with over 25 years of international experience in the UK, Europe, South-East Asia and Middle East, across a broad-range of sectors. A conscientious and energetic personality with well developed HR, leadership and communication skills enables him to deliver high quality training to build sustainable individual, team and organization capability. Darshan has a wealth of Consulting expertise in HRM, Strategic Planning, Business Development, Facilitating Change, Recruitment & Selection, Performance Management, Talent Management and Succession Planning, Graduate Development Programs, Coaching & Mentoring, Management & Leadership training design, and delivery. His passion lies in developing people to reach their true potential.

Contact: darshan@mtiworldwide.com

Bill Sanderson, www.thebusinessperformancecoach.com

Bill has been in constant demand as a business coach, to all types and sizes of business, for over thirty years. Bill guides, motivates and inspires in equal measure but always through the delivery of exceptional performance.

Bill has built a unique reputation for delivering performance, through business and management coaching, with a specific application to the golf industry. Bill works with The PGA, PGAsE, CMAE, EGCOA and many PGAs of Europe. He works across Europe and Asia Pacific with national golfing bodies, commercial groups, manufacturers, Golf Clubs plus Golf Professionals and Club Managers. As a regular facilitator and presenter, at all levels, of the highly successful MDP programme Bill is now a well-established member of the CMAE design and delivery team.

Contact: bill@thebusinessperformancecoach.co.uk

Jeffrey Kreaflle

Jeffrey Kreaflle is the General Manager/CEO of Congressional Country Club in Bethesda, Maryland. After more than twenty-five years and working at nine private clubs, he is a respected leader in club management and a driving force behind one of the top Clubs in the United States. Jeffrey is in his fifth season at Congressional, with previous roles that included leading Bellerive Country Club in St. Louis, MO; Marbella Golf & Country Club in San Juan Capistrano, CA; and Wayzata Country Club in Minneapolis, MN.

Additionally, Jeffrey is a featured writer for the industry, having authored a regular column for Club & Resort Business and The McMahon Report. He served on several national committees and is a regular guest speaker on a variety of leadership topics.

John Bull, HEAD OF HIGH PERFORMANCE, Management Futures

A specialist in leadership and organisational performance, John has led international research projects into high performing environments in business, sport, science and technology - in particular the impact of leadership on creating the right environment for high performance to flourish

While predominantly based in the UK & Ireland, John also works across Europe and in his native New Zealand. He brings experience from a wide range of sectors with clients including: GB Boxing, British Swimming, New Zealand Rugby, HSBC, Balfour Beattie, Orange, Proctor & Gamble, the Royal Marines, local government and economic agencies.



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PRESENTERS

Kevin Fish CCM

Kevin has over twenty years of experience in the club industry, including nine years serving as the Manager of the Glen GC in North Berwick, during which time he won the UK Club Manager of the Year award & was in the first group of Managers to secure the CCM designation in Europe. He spent seven years with the National Governing Body for golf in Scotland where he led a team specializing in supporting golf clubs to take a more business-like approach to their operations through a combination of effective governance, business planning and manager development.

Kevin was the Chairman of the CMAE Education Policy Board that introduced formal structured education to the club industry in Europe and as the Governance Gatekeeper in Europe consistently achieves high evaluations from delegates across the continent. He now sits on the CMAA Professional Development Committee responsible for overseeing the curriculum throughout the globe.

Kevin now runs his own training and consultancy firm Contemporary Club Leadership Ltd where he aims to help clubs do the right things, right.

Contact: 07398155908 or kevin@ccl.services

Susan Stevenson

Susan is an experienced senior level executive with over 20 years experience in a multicultural professional environment. She has exceptional abilities to enable organizations and individuals to realize their full potential and positively impact desired business results.

Susan has recently co-authored the book "Polar Bears and Penguins", focusing on fostering the most diverse workforce into one of a "high performing" culture even under very challenging economic circumstances. The book is being launched in October 2017 at the Entrepreneurs Organization conference in Fort Lauderdale, Florida, USA. After the launch, it can be purchased on Amazon.

With an international perspective on business, Susan consults clients on their recruitment, selection and organizational development strategies to improve performance and deliver strong ROI.

Susan was born in Prince Edward Island, Canada. She has worked in the Middle East, Europe, North American, Bermuda and Barbados for international hotel companies, golf resorts, retail, financial, aviation, logistics and telecoms sectors.

Susan specializes in Business Planning, Human Resource Planning, Career Planning, Recruitment and Selection, Performance Management, Leadership Development, Service Excellence, Employee Engagement, Team Building and Recognition and Reward

Contact: suejstevenson@yahoo.ca

Chris May, CCM

With over twenty five years experience in the golf industry, currently Chief Executive Officer of Dubai Golf which owns and manages Dubai's leading golf clubs, Emirates Golf Club and Dubai Creek Golf and Yacht Club. Dubai Golf has been at the forefront of developing golf in the Gulf region, in particular promoting Dubai as a golfing destination and annually hosting prestigious European Tour events with the Omega Dubai Desert Classic and the Omega Dubai Ladies Masters.

Dubai Golf also manages Almouj Golf, Muscat, Oman. The Greg Norman designed course is Dubai Golf's first managed course outside of the United Arab Emirates, and is recognised as one of the top three courses in the gulf region.

Previous career experience in the UK include managerial roles at the Jack Nicklaus designed London Golf Club, Woodbury Park Golf and Country Club for former Formula One World Champion Nigel Mansell and Marriott Tudor Park Golf and Country Club.

Chris graduated from Loughborough University and Nottingham Trent University where he successfully achieved an MSC in Recreation Management and a BSC in Sport Science.

Chris has run both the London and New York marathons, as well as many half marathons and 10km races, and continues to play squash, ski, run and bike in an attempt to keep fit! Chris is married to Clare and has two young daughters Gracie and Jodie.

In 2010 Chris became the first person in the Gulf region to successfully pass the CCM examination through CMAE and has since achieved re-certification in 2015. Dubai Golf hosted the first MDP1 course in the region last year and will host both MDP1 and MDP2 courses in May 2017, providing aspiring managers with invaluable educational opportunities.

Contact: CMay@dubaigolf.com

Other presenters will be announced nearer the date.



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PLEASE NOTE: RAMADAN

Please note that our programmes will be running during the Holy month of Ramadan.

During this time we need to respect the customs and culture with regard to Ramadan, this will include:

- Not eating and drinking in public (Eating and drinking will be permissible in the meeting room and dining room)

- There will be no live music in the bars / restaurants in Dubai during this period

Thank you for respecting this important cultural period.

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.

Annual conferences

CMAE organises an annual conference for its European members to compliment the annual CMAA World Conference.

The Global network of club managers

Membership of the 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 and many other regions of the world. These relationships can not only be personally beneficial, but also for members of the club where you work. You can help them perhaps visit and experience some of the great clubs of the world, and this will help you, as their club manager, clearly 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 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.

Career opportunities service

With the help of our partners DPSM Consultants, Timberlake Golf and Colt Mackenzie McNair, the CMAE provides CMAE 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 under-valued 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...