

With the support of



Nov 17th-21th, 2014

Les Roches Marbella
International School of
Hotel Management

Málaga

***"The illiterate of the
twenty-first century will not
be those who cannot read
or write but those who
cannot learn, unlearn and
relearn."
Alvin Toffler***

CMAE & ClubManagerSpain

GOLF CLUB MANAGEMENT DEVELOPMENT PROGRAM

LEVEL ONE

In these challenging economic times Club Managers are under greater pressure than ever from their committees, owners and members to create and implement business strategies that guarantee the continued success of their clubs.

Club Secretaries/Managers invariably come in to the industry with some strong skill sets brought with them from a previous career, and this comprehensive training programme can now supplement these in each of the core competencies areas of the modern club manager.

- Club Governance
- Accounting & Financial Management
- Strategy & Leadership
- Golf (& Sports) Operations
- Facilities Management
- Membership & Marketing
- Human Resources & Professional Resources
- Interpersonal Skills
- Food and Beverage Management
- Statutory Compliance

The week long training course is targeted in particular at those managers who are either new to post, recently appointed or simply want to enhance their knowledge so that they may better serve their club committee, owners and members. At the end of the week, those taking the course will have an excellent grasp of the basics in every area of the club business, and will have established a valuable network of support for their career in this industry.

The Royal Spanish Golf Federation and the bodies responsible for advancing education within Spanish Golf support the development of the Management Development Programme for club managers, as the optimum way to build and strengthen a solid base of sound economic practices to assist their clubs.

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.

Private 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 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 at bargain prices.

Introduction to club accounting and budgeting

The most common competency area to trip up a Club Manager is a lack of knowledge or credibility in this area. This course will prepare you to handle financial statements including the P&L, balance sheet, operating, cash and capital budgets, as well as provide you with tips for budgeting and a review of the pros and cons of leasing equipment.

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 in those 1 million opportunities they have to impress a customer this year, and remind members why they should renew their subscription this winter.

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 dos and don'ts of effective delegation in a club.



Golf Operations for Club Managers

Balancing the golfing demands of members and visitors whilst taking care of the bottom line is a skill often learned on the job, but you will have access to world authority figures from the R&A, PGA and SGU who will give you the best help available.

Golf course maintenance for club managers

You may never cut a green or stripe a fairway, but as the Club Manager you will learn what you need to know to lead a more effective team and deliver the golf course that your members want. Industry experts from BIGGA will be on hand to deliver a Club Managers appreciation of the Course Managers work.

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 utilizing 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



COURSE PRESENTERS

This training course has been designed by the club industry for the club industry, and will be delivered by a combination of experienced Club Managers and external specialists who have worked for many years with private clubs.

Sessions will develop every day between 9am and 5 pm. Lunch and coffee breaks will be served at Centro Nacional RFEG cafeteria. Sessions will be delivered in English. PowerPoint presentations and written material will also be provided in Spanish.

LES ROCHEs MARBELLA INTERNATIONAL SCHOOL OF HOTEL MANAGEMENT



Les Roches Marbella is the leading Spanish institution in developing managers for the international hotel and leisure industries. Les Roches Marbella's focus is also the continuous education and highly specialized development of professional managers and employees for golf clubs, both through its annual master program on Golf Club Management as well as other courses in collaboration with ClubManagerSpain.



NEXT COURSE DATE AND PRICES

Noviembre 17-21, 2014 *Special price for affiliates to the CMAE or ClubManagerSpain. *Special discount to the first 10 registrations (-100€). *No accommodation required (-200€)	LEVEL 1 Les Roches Marbella	€ 1.400 (1694,00. 21% VAT Inc.) € 1.100 (1294.70 21% VAT Inc.) € 1.000 (1210.00 21% VAT Inc.) € 800 (968.00 21% VAT Inc.)
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The course will award **30 Education Credits** for the CCM certification.

Price includes:

30 hours of lectures, all course materials, 5 night accommodation in double room (**Hotel La Dehesa del Duque**), breakfast, daily lunch, and coffee-brakes all included.



REGISTRATION FORM

Name

Club

City and Country

Charge of employment

E-mail address

Telephone

Affiliation number to ClubManagerSpain or CMAE

By ticking this box I confirm that I have made a payment for €..... to the following bank account:

IBAN ES0200610329010003080115

Payment concept: "Registration. 3rd Edition MDP Level 1, Marbella"

As these places are limited, please confirm your registration as soon as possible.
For further information please contact ClubManagerSpain at +34 646 791 484, or email:
info@clubmanagerspain.com

