

MANAGEMENT DEVELOPMENT PROGRAMME



GOLF MANAGEMENT

29 NOVEMBER - 03
DECEMBER 2021



THE TORO COMPANY



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

MDP GOLF MANAGEMENT

29 November - 03 December 2021

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DEVELOPMENT
PROGRAMME

VENUE

Fairmont
St Andrews
Scotland KY16 8PN



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



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 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 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.

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.



FAIRMONT ST ANDREWS

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

"MDP Golf was the ultimate experience in Golf Operations, Where else would you find a better place to learn about excellence in golf operations, than from the experts from the R&A and St Andrews Links Trust. The line up of worldwide experts presenting was first class. Literally there was no better environment to share passion, network and learn about golf operations than in an environment steeped in history and at the same time tasked with developing golf for future generations" - **Mohammed Attallah CCM, Madinaty Golf Club / Egyptian Golf Federation**

"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, Dreamland Golf Club**

"A fantastic week again on MDP Golf Management. We bonded almost instantly as delegates on this course. I'm always challenged on these training weeks on how I run my Club and how I could do things better. I leave the week tired from the classroom sessions but motivated to change my behaviour as a Club Manager. I constantly ask myself whether I can afford to take the time away from the Club to attend the CMAE training sessions, however I should be saying how can I afford not to go, as every time I get new ideas and initiatives to improve my Club". - **Howard Craft CMDip, Berkhamsted Golf Club**

"MDP Golf was a superb week. As with every MDP, the quality of presenters was the of the highest standard delivering insightful and actionable content that in this instance was extremely relevant to all levels of club with a golf course. Discussions amongst the colleagues in the room during sessions and in the evenings over dinner were as equally valuable sparking more actionable ideas. The week gave me many takeaways from ensuring we introduce new practices as well as challenging existing ones." - **Mark Wycherley CMDip, Waterlooville Golf Club**



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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.

John Grant – St Andrews Links Trust

Andrew Jovett CMDip - Gleneagles

Kevin Fish CCM - Contemporary Club Services

David Roy CCM – Crail Golfing Society

John Kemp CMDip – GEO

Bill Sanderson – The Business Coach

Gordon Mckie – St Andrews Links Trust

Kevin Barker – The R&A

Presenters subject to availability

PRICE

Course	Dates	Full Rate	CMAE Rate
MDP Golf	29 Nov - 03 Dec 2021	£1,780	£1,600

CANCELLATIONS AND AMENDMENTS TO BOOKINGS

- 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.

BOOKING FORM

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DEVELOPMENT
PROGRAMME

NAME: (block capitals please)

CLUB: (block capitals please)

POSITION AT CLUB:

PHONE NUMBER FOR WHATSAPP:

E-MAIL:

CMAE MEMBERSHIP NO:

POSTAL ADDRESS:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS

MDP GOLF MANAGEMENT

29 November - 03 December 2021

PLEASE SELECT RELEVANT PRICE OPTION:

FULL RATE £1,780

Includes course, accommodation, CMAE membership, VAT & all course materials

CMAE RATE £1,600

Includes course, accommodation & all course materials

SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £120

Please tick this if you require accommodation on the Sunday night

PLEASE SELECT PAYMENT METHOD:

BANK TRANSFER

CREDIT / DEBIT CARD

Bookings are not guaranteed until payment is received in full.

Please read the information on cancellations and amendments on previous page.

PLEASE RETURN BOOKING FORMS TO:

office@cmaeurope.org

RULES OF ATTENDANCE

When attending a Management 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.