



# MDP

MANAGEMENT DEVELOPMENT  
PROGRAMME

## Executive Education with a Global Certification

A structured education programme for  
managers in clubs in Europe, Middle East  
& Northern Africa



[www.cmaeurope.org](http://www.cmaeurope.org)





# Introduction

The Club Management Association of Europe (CMAE) was formed in April 2001 by leading club managers keen to network and create a structured education programme to support them in their roles at their clubs and lay down a framework from which future managers would benefit.

The CMAE's **MANAGEMENT DEVELOPMENT PROGRAMME (MDP)** described in this brochure, is therefore the result of over 10 years of work by a dedicated group of club managers, educationalists and leading industry figures worldwide, to whom the CMAE and the club industry owe a debt of gratitude.

The CMAE MDP is a series of courses and learning opportunities designed not only for those working as club general managers, club secretaries and in other senior positions at sports, city and business clubs today, but also for those who aspire to these roles in the future. Whether you are a student leaving university seeking a career in club management, an existing club manager seeking to improve your knowledge and skills, or an established business manager seeking a new challenge in the club industry, the CMAE Management Development Programme is for you.

## The story so far

Since the introduction of our MDP courses in 2011, we have run over 130 MDP courses in 15 countries to over 2775 delegates. We now have over 500 Club Manager Diploma (CMDip) holders and 71 Certified Club Managers (CCM).

Developed in  
association with



**CLUB  
MANAGEMENT  
ASSOCIATION  
OF AMERICA**

# Contents

Why is club management education important?	3
11 Core Competencies of Club Management	4
What is the Management Development Programme	6
Course Content	7
MDP Part 1 - Club Operations	8
MDP Part 2 - Building & Managing the Club Team	9
MDP Food & Beverage Management	10
MDP Golf Management	11
MDP Sport & Recreation Management	12
MDP Part 3 - Strategy & Leadership	12
Course Dates and venues	13
Testimonials	14
Case Studies	15
Certification	16
MDP International	17
CMAE & CMAA Conferences	18
Our Partners	19



# Why is Club Management Education Important?

## IMPORTANT FOR CLUB COMMITTEES AND OWNERS

The owners of clubs, whether they are a committee or board in a private members club, or an owner or corporation at a proprietary club, are demanding more of their club manager in today's increasingly competitive and challenging business environment.

The CMAE believe that a comprehensive education programme, incorporating robust and challenging certification, is required to equip club managers with the tools they need to fulfill the role expected by Club Committees and Owners.

Clubs must be prepared to invest in training and professional development for their club manager and management team if their club is to remain competitive and successful.

## IMPORTANT FOR CLUB MEMBERS

An educated manager, with access to industry experts and a network of colleagues at other clubs, can ensure their team delivers the best service available to their club members to ensure that their club is managed as efficiently as possible and the facilities provided are maintained to the highest possible standards, for current and future generations of members to enjoy.

## IMPORTANT FOR THE CLUB INDUSTRY

If our industry is to prosper and clubs continue to flourish in a very competitive leisure industry, the leadership required will be better served through a robust programme of education and training. Our programme will educate tomorrow's leaders and managers today! With a benchmark qualification recognized throughout the world (CCM), club managers can demonstrate their credibility in the job and ensure cross-fertilisation of skills, knowledge and ideas as they manage ever more successful clubs around the globe.





# 11 Core Competencies of Club Management

The general manager of a club has a wide range of responsibilities and the expectations of members and visitors are growing and changing constantly. By analysis (studies made in the US and at Bournemouth University support this), the CMAE believes the components of successful club management can be defined by the following core competencies of a club manager:

## CLUB GOVERNANCE

- Board best practice
- GM Performance reviews
- Board self-evaluation
- Strategic planning
- Club mission and vision
- Governance Succession plan
- Board and committee orientation
- Roles and responsibilities
- Board goals and objectives
- Meeting management
- Club industry challenges

## INTER-PERSONAL SKILLS

- Communication skills
- The dynamics of teams
- Responding to conflict
- Evaluate and accept responsibilities
- Working harmoniously with others
- Transparency
- Listening skills
- Effective presenter
- Speed reads
- Negotiation

## MEMBERSHIP & MARKETING

- In-house publications
- Media relations
- Membership acquisition and retention
- Marketing strategies for clubs
- Marketing planning
- Traditional and digital media
- Societal trends
- Publicity
- Public relations
- Situation analysis
- Marketing research

## LEADERSHIP

- Professional image and dress
- Effective negotiation
- Member contact skills
- The manager as a leader
- Personal Strategic plan
- Self-improvement
- Time Management
- Ethics
- Critical Thinking skills
- Change Management
- Innovation
- Coaches
- Mentorship
- Delegation
- Empower others
- Core values
- Motivation
- Empathetic's
- Represent club brand

## ACCOUNTING, FINANCE AND DATA ANALYTICS

- Principles of club accounting
- Understands financial standards
- Data analytics
- Financing capital projects
- Audits
- Budgeting and financial analysis
- Tax for clubs
- Computing and software systems
- Cash flow forecasting
- Office administration
- Salaries and benefits administration
- Data collection systems
- Variance analysis
- Benchmarking
- Lease vs buy

# 11 Core Competencies of Club Management

## EXTERNAL AND GOVERNMENTAL INFLUENCES

- Legislation
- Data protection
- Regulatory agencies
- Club law
- Economic theory
- Alcohol regulation
- Independent contractors
- Copyright
- Health & Safety Law
- Safe and secure working environment

## GOLF, SPORTS, RECREATION AND WELLNESS

- Golf
- Wellness
- Tennis / health & fitness
- Sport
- Recreation
- Spa
- Fitness
- Aquatics
- Family and youth programming
- Trends
- Retail offerings
- Financial planning and operating budgets
- Sports emergency protocol
- Sport etiquette

## FACILITIES MANAGEMENT

- Preventative maintenance
- Housekeeping
- Insurance & risk management
- Security
- Business continuity
- Project management
- Managing contractors
- Energy and resource management
- Renovation
- Capital projects

## FOOD & BEVERAGE MANAGEMENT

- Service standards
- Menu development
- Functions and themed events
- Nutrition and food science
- Equipment
- Pricing concepts
- F & B personnel
- Ordering / receiving / controls / inventory
- Wine list development
- F & B trends
- Understand competitors
- F & B laws

## INFORMATION TECHNOLOGY

- Integrated technology
- Technology strategy
- Technology management
- Cybersecurity
- Back up and disaster recovery plans
- Member data management
- Reservation systems
- Software selection
- Planning for technology

## HUMAN & PROFESSIONAL RESOURCES

- Employee relations, policies, recruitment, selection, orientation and onboarding
- Employee culture
- Performance reviews
- Management styles
- Stress management
- Organisational development
- Work-life balance
- Club job descriptions
- Human resource strategy
- Confidentiality
- Compliant



# What is the Management Development Programme?



**\*Continuing Professional Development**

In order to supplement the existing skillsets of club managers, the CMAE has developed six classroom-based courses, each of which will be of 5 days duration (Monday to Friday).

1. MDP Part 1 Club Operations
2. MDP Part 2 Building & Managing the Club Team
3. MDP Golf Management
4. MDP Food and Beverage Management
5. MDP Sport & Recreation Management
6. MDP Part 3 Strategy and Leadership

The first two – MDP Parts One and Two cover all core competencies, to ensure that those who complete these courses will understand the broad range of issues that a club manager must know.

MDP Golf Management, Food & Beverage Management and Sport & Recreation Management each explore their named subjects more deeply and comprehensively and follow on from the first two courses in a logical learning progression.

MDP Part Three Strategy & Leadership, concentrates on the club manager as a leader and enables attendees to develop their strategic thinking and planning and to equip themselves as leaders in their clubs and in the profession.

In short, this is a structured and comprehensive education programme for club managers.

# Course Content

## MDP PART 1 – CLUB OPERATIONS

This first training course on the Management Development Programme will help managers to explore the basic elements of their profession in a comprehensive manner. There is a pragmatic, hands-on approach, ideal for managers who are new to post, recently appointed or who simply wish to enhance their knowledge of all eleven core competencies, so that they may better serve their clubs and committees in every area of the club business.

### COURSE CONTENT

- Club governance – the structure, the process and the politics
- Marketing for clubs – attracting members and visitors. effective communications including Social Media.
- Statutory compliance and risk management
- The food and beverage basics – in house or outsourced
- Introduction to club accounting and budgeting
- The importance of service
- Effective management and delegation
- The basics of strategic planning
- Facility maintenance
- Career development
- HR
- Change Management
- Operational Excellence



Manchester  
2022



## MDP PART 2 – BUILDING AND MANAGING THE CLUB TEAM

This course will help Club Managers to improve their management and critical thinking skill levels including time management, negotiation, team building and conflict resolution. The course is applicable to all levels of Club Manager who wish to enhance their knowledge in areas including team performance, personal development and strategic planning. There will be particular focus on developing the strategic plan for your club, and ensuring that your team is adequately managed, supported and motivated to achieve the club's ambitions.

An optional (diploma) examination is available to delegates who wish to evidence their learning.

### COURSE CONTENT

- Strategic/Business planning
- Successful committee strategies
- Staff performance management/motivation systems.
- Building the team
- Time and stress management
- Managing conflict & managing relationships
- Negotiation techniques
- Communicating club decisions & business writing
- Lessons to learn from a Management/Leadership case study
- Guiding the politics of governance Manager survival techniques - from those who know
- Using technology at your club
- Lumina Spark: Self Awareness Tool



## FOOD & BEVERAGE MANAGEMENT

This course is relevant to all club managers, as it provides an insight into the delivery of food and beverage services within successful clubhouse operations. It will take an in depth look at food and beverage operations from a management and control perspective. Delegates will study trends in menu and service delivery, as well as evolving legal requirements. Particular attention will be paid to the creation of successful unique or themed events and how best to plan their marketing. The course will also enable managers to create and deliver appropriate training sessions for clubhouse staff to ensure that service excellence is the norm at their club.

## COURSE CONTENT

- F&B Profitability
- F&B Costings and wages
- F&B Management accounting
- Food preparation and cooking
- F&B experience at high-class venue
- Special events planning
- Compliance for the Club Manager
- How to market and promote your F&B product
- Menu engineering
- Customer service experience
- How to bring your team together to deliver new standards
- Manage and analyse feedback for better results



**Montreux  
2022**



## GOLF MANAGEMENT

This course is aimed at Managers with particular responsibility for successful golf operations. By attending this course, delegates will learn to maximize their working relationship with the key personnel employed in this area of the business, including the Course Manager, Professional and Club Manager. The course will cover in detail areas such as agronomy, golf shop operations, merchandising, fleet management, tournament operations and business planning to fit with the club's overall aims and traditions. Delegates will have a thorough understanding of the history, evolution and future trends of the golf industry, to better serve their clubs and committees.

## COURSE CONTENT

- Working with your course manager
- Agronomic conditions
- Environmental challenges
- History and Golf Academies
- Golf retail operations and merchandising
- Golf tournament operations
- Business planning
- Working with your golf pro
- Golf tuition as a business
- The business of golf carts



**St Andrews  
2022**



## SPORT AND RECREATION MANAGEMENT

This course is aimed at Managers who want to have a wider view of sports, fitness, recreation and wellness operations. By attending this course, delegates will experience all parts of the club world when it comes to these elements. The course will cover a lot of areas within racket sports, aquatics and junior programming as well as recreational sports but also listen to the trends within wellness and fitness.

Delegates will have a thorough understanding of the history, evolution and future trends of the wellness in clubs, to make better decision for the future for their clubs and committees.

## COURSE CONTENT

- Tours of sport clubs
- Running a multiple Sports Facility for members
- Racquets, Tennis, Squash & Racket sports
- Fitness programming
- Facility design
- Lawn Games
- Junior programming
- Event management
- Hiking/Biking/Family programming
- Motor sports and heritage
- Nutrition
- Incorporating wellness into your life and club
- Indoor & outdoor pool management
- Aquatics operations
- Yachting programming





## MDP PART 3 - STRATEGY & LEADERSHIP

This course is aimed at those managers who wish to learn how to enhance their management style and tap in to their leadership potential in order to operate the club as a business. Delegates will understand the responsibilities and characteristics required to exert the appropriate level of power and influence so that their club can show the creativity to focus its strategic aims in line with its established culture and traditions. Particular focus will be paid to establishing and enhancing an effective working relationship with their committee, whilst mentoring, developing and leading their 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.

### COURSE CONTENT

- The management to leadership model
- The changing nature of Club culture
- Developing and effective training / mentoring programme
- Nature and traits of leaders
- Situational leadership
- Creativity and club management
- Strategic planning for clubs
- Financial Management
- Effective Member comms
- Lumina Traits & leadership assessment
- Technology & Social media in clubs
- Negotiation techniques
- Professional image
- Marketing to demographics
- Club Ethics





# Course Dates & Venues

The CMAE is working with our national and regional partners across Europe, Middle East and Northern Africa to deliver MDP courses at venues throughout the continent that are convenient and cost-effective. At the time of going to print, MDP courses are being staged in Scotland, Spain, Portugal, Sweden, Ireland, Netherlands, England, UAE, Egypt, Wales and online. Please refer to our website for dates on upcoming events.

For details of forthcoming courses, including dates, venues and costs, please visit  
<https://www.cmaeurope.org/mdp-courses/>

**"Education is the most powerful weapon which you can use to change the world"**

NELSON MANDELA

**"Do something today that your future self will thank you for"**

SEAN PATRICK FLANERY

# Testimonials

We all need inspiration. The MDP 2, presented by industry experienced professionals, experts in their fields, encouraged me to reflect on my own skills and how I can develop this, it also helped me to improve my communication with others and be more productive within my team while creating a more positive workplace; practical sessions really helped.

**Alexandra Almeida, Portuguese Golf Federation**

This course is a must take for any current or aspiring Club Managers. A week packed full of information as well as providing invaluable connections for my future in the industry

**Ryan Evans, Assistant Secretary/Manager, Pyle and Kenfig Golf Club**

This was my first MDP and it was an excellent insight into our shared challenges of the world of private members' clubs. I learned a lot both from the course, and my fellow delegates and would thoroughly recommend this to all those who aspire to a long and successful career in Clubland.

**Claire Llewellyn, Managing Director, The Lensbury Resort**

Having attended MDP 1,2 and Golf, I was keen to experience Strategy & Leadership. The course was excellent from start to finish with takeaways from all the topics covered. The passion and delivery from the educators made it a fun learning environment and with likeminded colleagues in attendance it's a must do course. It's a full-on week of learning, which can only enhance your knowledge and it's a great way to expand your industry network.

**Dean Nelson, General Manager, Emirates Golf Club**

What an amazing week! A 5 star experience and lots of hands-on learning. Every Club Manager should make this a priority in their further education pathway.

**Ben Hatch, General Manager, Thonock Park Golf Club**

The MDP Food & Beverage was a fantastic week and I left with mountains of information and ideas to work on at my own club. The course combines classroom learning with practical, hands on experiences and I would highly recommend it to anyone in the club industry. Having the opportunity to discuss industry best practice with a great group of likeminded people just made the experience even more worthwhile!

**Andrew Travers, General Manager, Turnhouse Golf Club**



# Case Studies



## SUSAN GETS HER DREAM MOVE

Originally from South Africa, Susan Bohlmann came to the UK in February 2019, with the dream of joining the golf industry and eventually settling in Scotland. Susan embarked on the CMAE education pathway, making a personal investment in both MDP's 1 & 2 gaining her Club Management Diploma. Shortly after her move to the UK, Susan got her first club role as Membership Sales Manager at Sherfield Oaks Golf Club. Susan then attended the CMAE European Conference in Cascais, Portugal in 2019 and a couple of months later was rewarded with her dream move to the Scottish Highlands after being appointed Office Manager at Brora Golf Club.

## CCM GETS JOB AT ONE OF WORLDS FINEST CLUBS

At the age of 32 Adam Walsh became one of the youngest Certified Club Managers when he passed the CCM exam in November 2018. Nine months later he was appointed as the General Manager at Sunningdale Golf Club. Tristan Hall CCM, Secretary of Sunningdale Golf Club, who appointed Adam to the job was asked whether the CCM qualification was an influencing factor in the recruitment process. "The simple answer is yes. When we got down to the final six candidates we discovered that they were all involved in CMAE and its education pathway and two of the six were CCM's. This was highlighted as a desired attribute of the candidates".



## FROM LAW TO THE CLUBHOUSE

Marc Tarrago Freixa was a PGA professional turned lawyer and worked within the golf sector in 11 different countries and also worked in various law firms before realising what he loved was club management. Marc embarked on the MDP programme completing MDP 1, 2, 3 and Golf Operations with his goal to become a CCM. In March 2020 Marc was appointed in his first General Managers role at Costa Daurada Tarragona Sports center. "The specific training of the MDP has been essential to achieve the position of GM. The MDP on the other hand are not only training is to be able to share knowledge with other colleagues in the sector and create an international network."

Marc is now General Manager at the Canary Golf Federation.





# Certification

The CMAE Management Development Programme provides this certification at two levels:

## **CLUB MANAGEMENT DIPLOMA (CMDip)**

The Club Management Diploma (CMDip) is awarded to those clubs managers who participate in the CMAE's Management Development Programme (MDP) Part One and Part Two courses and then submit a work-based assignment for assessment. Subject to a satisfactory passmark in this assessment, and for a piece of work submitted by the delegate based on their experiences at their club, club managers will be awarded the CMAE Club Management Diploma.

## **CERTIFIED CLUB MANAGER (CCM)**

The CCM is the highest recognised certification globally in the Club industry. The CCM designation has been the hallmark of professionalism in club management since 1965 and is the cornerstone of CMAE's member recognition programme. It is a valuable and widely respected mark of a manager's commitment to professional development and the club industry.

The CCM designation is awarded to club managers who can prove that they possess a good working knowledge of all of the core competencies, by passing the CCM Exam to the minimum standards. The CCM exam takes place on one day, in two sessions. Candidates are allowed a maximum of 7 hours to complete the exam.





# MDP International

In 2023 CMAE announced the first ever MDP International.

The event was the first of its kind to be hosted by CMAE, in collaboration with the CMAA delegates were able to experience educational and experiential opportunities with some of the top U.S Clubs and their managers.

Chevy Chase Club, Congressional Country Club, Bretton Woods Recreation Centre and The Cosmos Club were some of the venues visited during the event giving delegates a once in a lifetime opportunity to experience these historic clubs both on and behind the scenes.

MDP International is set to take place every two years giving delegates the opportunity to experience club culture in countries outside of Europe, Middle East and Northern Africa.



**"Education is the passport  
to the future, for tomorrow  
belongs to those who  
prepare for it today"**

MALCOLM X

# CMAE & CMAA Conferences

The CMAE is working with our partners in each country to provide club managers with a range of educational opportunities at local, regional, national and international levels (and there is a wide variety of workshops, seminars and conferences already in place in many countries). In addition, the CMAE is closely involved with two conferences:

## **CMAA World Conference on Club Management**

Organised annually by CMAA at a USA venue each year, this 5 day conference attracts in excess of 3,500 managers from across the world, offering a wide range of education sessions and featuring top class speakers.

## **CMAE European Conference on Club Management**

Organised biannually by CMAE at a venue in Europe every two years. This three day conference attracts over 200 club managers from throughout Europe, Middle East and North Africa to learn “best practices” from the very best in our industry as well as participating in excellent networking sessions.

Dates, details and venues for these two conferences, together with registration forms, can be found on the CMAE website, [www.cmaeurope.org](http://www.cmaeurope.org)

**"Education is simply the  
soul of a society as it  
passes from one  
generation to another"**

GILBERT K. CHESTERTON





# CMAE Partners

## Premier Corporate Partners



## Corporate Partners



## Official Suppliers



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