BMI

BUSINESS MANAGEMENT INSTITUTE

PART ONE

13-17 SEPTEMBER 2027



COURSE DATES

PART ONE
13-17 september 2027

VENUE

Hilton Hotel
3 Thomas Steers Way
Liverpool
L1 8LW



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

OVERVIEW OF PART 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 into the industry with some strong skills sets brought with them from a previous career, and this comprehensive training programme can now supplement these in each of the core competency areas of the modern club manager:

- **CLUB GOVERNANCE**
- **ACCOUNTING, FINANCE AND DATA ANALYTICS**
- **STRATEGY & LEADERSHIP**
- **GOLF, SPORTS, RECREATION AND WELLNESS**
- **FACILITIES MANAGEMENT**
- **MEMBERSHIP & MARKETING**
- **HUMAN RESOURCES & PROFESSIONAL RESOURCES**
- **INTERPERSONAL SKILLS**
- **FOOD AND BEVERAGE MANAGEMENT**
- **STATUTORY COMPLIANCE**
- **INFORMATION TECHNOLOGY**

PART 1

Part 1 is a week long course targeted in particular towards those managers who are either new to a 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 club business, and will have established a valuable network of support for their career in this industry.

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PART ONE

COURSE CONTENT

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 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.

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 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.

PART ONE

COURSE CONTENT

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 IN 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.

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 & PROFESSIONALISM

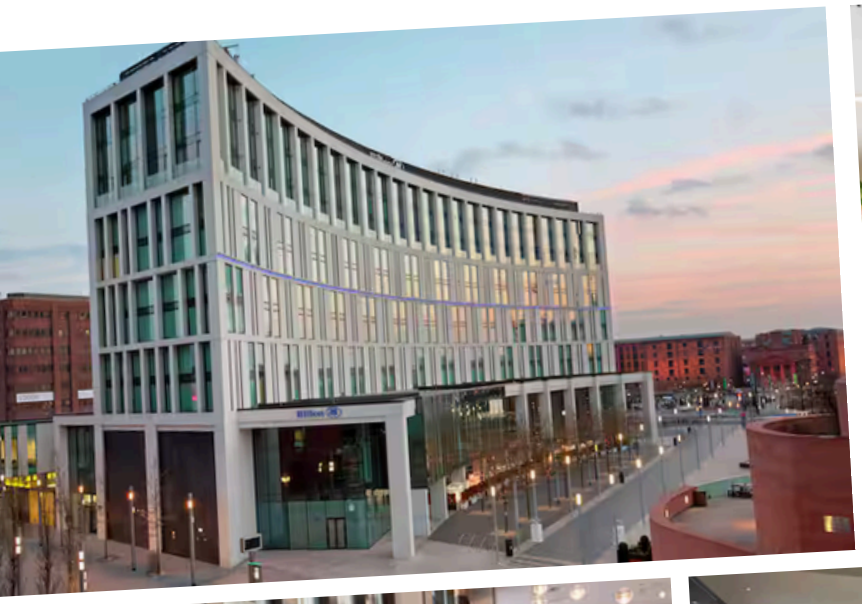
We are lucky to work in places where our customers choose to spend their leisure time, but despite that fact, job satisfaction can be hard to find. We will establish how to obtain the correct training and focus to cement the trust of your committee and your members.

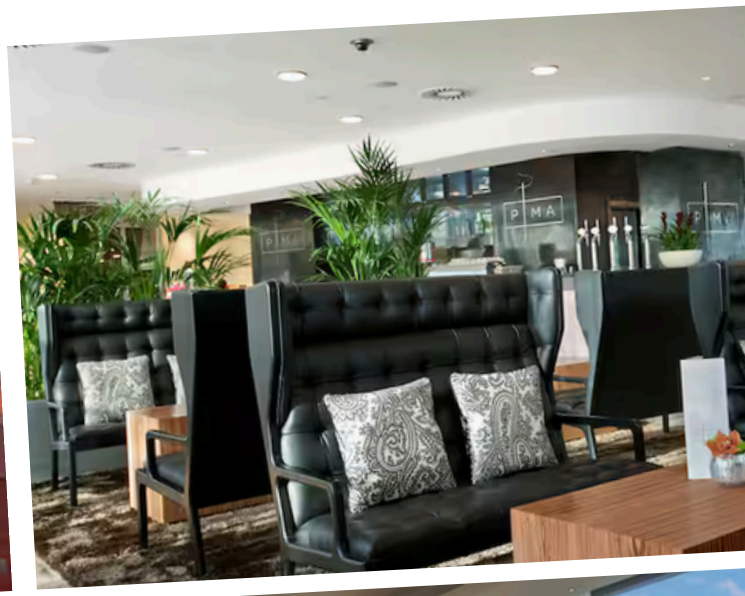
VENUE

HILTON HOTEL LIVERPOOL

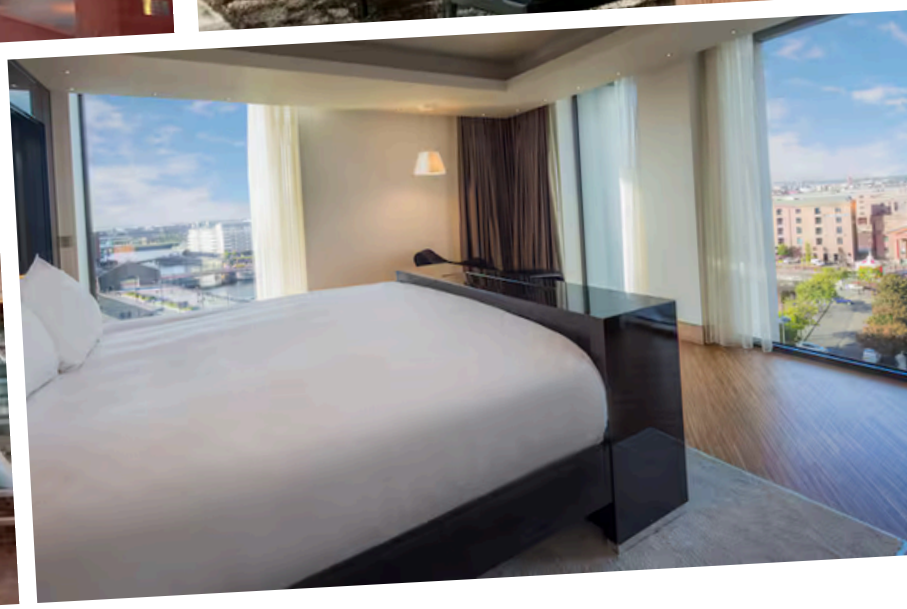
3 Thomas Steers Way, Liverpool L1 8LW

Built on the site of the Old Customs House, find our riverside hotel within 6 minutes of Liverpool ONE, World Museum, and Royal Albert Dock. The Beatles Story and Hill Dickinson Stadium, home to Everton Football Club, are within 10 minutes. Liverpool Central Station is just 15 minutes away. Enjoy our fitness center and bar with seasonal terrace.









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TESTIMONIALS

"BMI Part 1 is set out in a way in which delegates can interact with one and other sharing ideas and experiences which are usually applicable to your specific club. The speakers CMAE use are fantastic with vast amounts of knowledge in their specific sector. Over the course of the week I learned many great take home points and made friends for life, whom I will be continuing my development pathway with in the future. I cannot recommend this highly enough." - **Dale Corrin, Club Manager, Stanton on the Wolds Golf Club**

“When you are looking for to broad your skills and knowledge in club management I would highly recommend this program to any of my colleagues. I got to know new delegates in person, networking and spending an effective week reflecting on my work at the club. The week put together how to organize och structure my daily work in a more efficient way. The new methods learned in bringing people together at my club will bring benefits to our client in the future. BMI1 felt like a great enhance in management skills for me.” **Nina Katajainen, Archipelagia Golf**

“BMI 1 in Helsinki was overall great week from both education/learning and networking point of view” **Jussi Kuusela, CEO, Hirsala Golf**

"BMI1 was a fantastic experience, learning and networking with a great bunch of like-minded professionals all looking to enhance career and professional development. All of the speakers were very passionate and gave a great insight into all aspects of club management. A full-on week of learning, which increased my knowledge and has given me invaluable connections for my future within the Golf industry. I would definitely recommend to any manager looking to further their career" - **Richard Johnstone, Course Manager, Nairn Dunbar Golf Links**

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PRESENTERS

The BMI 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.

Bill Sanderson	Business Consultant	bill@thebusinessperformancecoach.com
Michael McCormack CCM	CMAE	michael.mccormack@cmaeurope.org
Jules Murray	Spider on the Wall	jules@spideronthewall.com
Kevin Fish CCM	Contemporary Club Leadership	kevin@ccl.services
Darshan Singh	MTI Consulting	Darshan@mtiworldwide.com

Presenters subject to availability

PRICE

Course	Dates	Full Rate	CMAE rate	PEP Rate
Part 1	13-17 September 2027	£2850	£2350	£2600

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
60 calendar days or more	Full refund minus a £30 plus VAT administration fee
Between 30 and 59 calendar days (inclusive)	50% refund minus a £30 plus VAT administration fee
Between 14 and 29 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.

CMAE ALLIANCE PARTNERS

You can save £500 on your BMI delegate fee if you are a member of one of our alliance partners.

Membership of any of our Alliance Partners grants you automatic membership of the CMAE and the member rate on all of our BMI's. To take advantage of these significant savings we recommend you join your local association before booking.

Country	Alliance Partner	Join
Denmark	GAF Denmark	Website
England	CMAE England	Website
Finland	Finnish Golf Managers Association	Website
France	Association des Directeurs de Golf de France	Website
Germany	Golf Management Verband Deutschland	Website
Hungary	Hungarian Club Managers Association	Email
Ireland	Club Management Association of Ireland	Website
Italy	Associazone Italia Tecnici di Golf	Website
Norway	GAF Norway	Website
Portugal	Associação dos Gestores de Golf de Portugal	Website
Scotland	CMAE Scotland	Website
Spain	CMAE Spain	Website
Sweden	GAF Sweden	Website
Switzerland	Swiss Golf Managers	Website
MENA	CMAE MENA	Website

Preferred Education Partners

Membership of our Preferred Education Partners will grant you the PEP rate, saving £250 on your BMI fee.

UK Golf Federation
Golf Course Association of Europe
Hospitality Financial and Technology Professionals

BOOKING FORM

NAME: (block capitals please)

CLUB: (block capitals please)

POSITION AT CLUB:

PHONE NUMBER FOR WHATSAPP:

E-MAIL:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS

☐ **BMI PART ONE**
13-17 September 2027

PLEASE SELECT RELEVANT PRICE OPTION:

☐ **FULL RATE £2850** *(FOR NON-MEMBERS)*
Includes course, accommodation, CMAE membership, VAT & all course materials

☐ **CMAE RATE £2350** *(FOR CMAE MEMBERS / MEMBERS OF OUR ALLIANCE PARTNERS)*
Includes course, accommodation & all course materials

☐ **PEP RATE £2600** *(FOR MEMBERS OF OUR PREFERRED EDUCATION PARTNERS)*
Includes course, accommodation & all course materials

☐ **SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £135**
Please tick this if you require accommodation on the Sunday night

PLEASE SELECT PREFERRED PAYMENT METHOD:

☐ **BANK TRANSFER** ☐ **CREDIT / DEBIT CARD**

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 Buisiness Management Institute 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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