BMI

BUSINESS MANAGEMENT INSTITUTE

STRATEGY & LEADERSHIP

17-21 MAY 2027

DUBAI GOLF

CLUB BENCHMARKING EMEA

COURSE SPONSOR

CLUB BENCHMARKING

CLUB BENCHMARKING EMEA

OUR STORY

Club Benchmarking was founded in the United States in 2009 in response to a clear and urgent need for facts to guide decision making in the private club industry. Soon after becoming involved in governance of his home club in Massachusetts, Founder Ray Cronin realized the discussions and decisions of club boards and committees were being driven by opinion in the absence of facts and data.

Club Benchmarking went on to create the market for data-driven insight in the club industry by gathering financial, operational and compensation data from more than 1,000 clubs. Their efforts began in North America and expanded to Australia in 2013. In late 2022, Club Benchmarking EMEA was born and work began in Europe and Middle East.

In-depth analysis of industry data and accompanying trends has generated fact based insight that is changing the dialogue in club boardrooms and allowing clubs to make sound decisions. Insights range from clarifying the financial outcome in F&B to determining Key Performance Indicators that relate to sustainable financial success over time. Club Benchmarking is on a mission to foster healthier clubs, more empowered managers, and more strategic boards by elevating fact over opinion.

BENCHMARKING PLATFORM SECTIONS

The Club Benchmarking Financial Platform is a subscription-based online management tool that allows you to accurately evaluate and benchmark your club's financial & operational performance against the industry's largest and most accurate standardized database.

CAPITAL PLANNING (COMPASS)

Are you tired of outdated furniture, potholes in the car park, or wondering how to fund replacements like irrigation systems and kitchen equipment? The answer is COMPASS; a comprehensive asset management framework compromising a state of the art, application-specific capital planning software platform backed by Club Benchmarking's proven capital planning process and the support and expertise of our team.

MEMBER ENGAGEMENT BENCHMARKING

Club Benchmarking goes beyond basic members satisfaction to explore what motivated your members to join, what they value most about that connection and how likely they are to stay as members and to encourage others to join.

TEAM ENGAGEMENT BENCHMARKING

Club Benchmarking offers the industry's only benchmarked, club-specific analysis of employee engagement, providing critical perspective on employment practices and club culture through the eyes of your staff

OTHER SERVICES

- Facilitation of Forward Looking Plans
- Board / Committee & Staff Education / Club Management Education
- Governance Policies, Procedures & Operational Reviews

BMI BUSINESS MANAGEMENT INSTITUTE

COURSE DATES

BMI PART 3 STRATEGY & LEADERSHIP
17-21 May 2027

VENUE

W Abu Dhabi – Yas Island
YAS ISLAND,
ABU DHABI
UNITED ARAB EMIRATES
131808

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 STRATEGY & LEADERSHIP

BMI 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**
- **FINANCIAL MODELLING & CAPITAL PLANNING**
- **ETHICS**
- **EFFECTIVE MEMBER COMMUNICATIONS**
- **ADVERTISING & MARKETING - DEMOGRAPHICS**
- **PROFESSIONAL IMAGE**
- **LUMINA LEADER**

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

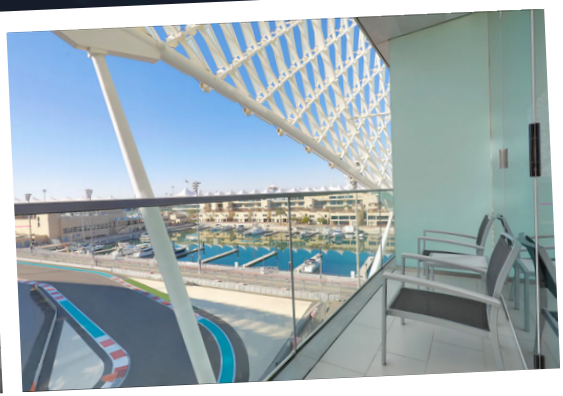
VENUE

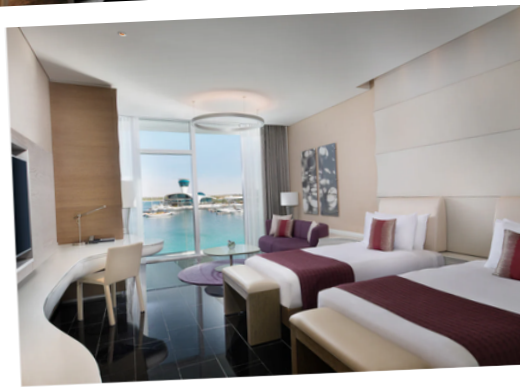
W ABU DHABI – YAS ISLAND

Yas Island, Abu Dhabi, United Arab Emirates, 131808

From sunrise treats to sunset rituals, W Abu Dhabi – Yas Island is your go-to for all things local. Rev up at our 5-star hotel for an exhilarating island getaway. Our luxury hotel is the one and only hotel on top of the racetrack offering 499 guest rooms and suites with direct access to the track for guests to enjoy the roaring sounds of the racecars or the tranquility of marina vistas. Inspirational architecture unravels in the form of a welcome area & bespoke welcome desks. Welcoming features include Whatever/Whenever canoe desks, referencing the Abu Dhabi waterways and the mode of travel to the city.

W Abu Dhabi – Yas Island is the ultimate dining and nightlife destination with 7 unique restaurants and bars. Fuel up at FIT, our spa, or experience the modern kids' zone. Our hotel offers a total of 3,520 square meters of event space, including the Great Room, 7 studios, and 4 strategy and outdoor terraces for meetings and social gatherings.





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TESTIMONIALS

"BMI 3 was a fantastic week of learning from some of the best in the industry. The speakers as always are some of the best the industry has to offer. I really felt that BMI 3 gave us a deeper dive into what really matters in club management and the insights gained will provide me with many immediately actionable improvements in my own management. Special mention for Toby who brings a lot of fun and passion to the week" **Ian Brennan**, **Golf Operations Manager, Emirates Golf Club**

"The BMI 3 Strategy and Leadership course in Prague has been a game changer for me in terms of understanding the complexities of successful club management and leadership. The lessons learnt during this course will last a lifetime and have challenged the perceived paradigms associated with a common way of thinking and judgmental bias surrounding strategy. This was further enhanced by sharing this week with likeminded professionals who are all striving to accomplish personal growth in the industry" **Mike McKenna CCM, General Manager, Amata Springs Country Club**

""Attending the BMI Strategy and Leadership program was a truly inspiring and enriching experience. The presenters were absolutely first class—engaging, insightful, and deeply knowledgeable in their fields. Each session offered practical takeaways and thought-provoking perspectives that I've already begun applying in my own professional environment." - **Kenton Brunson CCM, Director of Agronomy at The Mid Ocean Club, Bermuda**

BMI Strategy & Leadership in Prague was a superb week. These weeks, apart from the great education and networking opportunities, simply challenge your mindset and thinking. The Lumina Leader session was a particular highlight and one that has given me much to think about both now and in the future as I develop in the industry." **Charles Molony, Assistant Secretary, Royal Cinque Ports Golf Club**

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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
John Bull	Management Futures	john.bull@managementfutures.co.uk
Jeffrey Kreafle	Congressional Country Club	jskreafle@ccclub.org
James Burns CCM	Club Benchmarking	jburns@clubbenchmarking.com

Presenters subject to availability

PRICE

Course	Dates	Full Rate	CMAE rate	PEP Rate
Part 3	17-21 May 2027	£3100	£2600	£2850

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	Association of 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

BMI BUSINESS MANAGEMENT INSTITUTE

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 3 - STRATEGY & LEADERSHIP**
17-21 May 2027

PLEASE SELECT RELEVANT PRICE OPTION:

☐ **FULL RATE £3100** *(FOR NON-MEMBERS)*
Includes course, accommodation, CMAE membership, VAT & all course materials

☐ **CMAE RATE £2600** *(FOR CMAE MEMBERS / MEMBERS OF OUR ALLIANCE PARTNERS OR REGIONS)*
Includes course, accommodation & all course materials

☐ **PEP RATE £2850** *(FOR MEMBERS OF OUR PREFERRED EDUCATION PARTNERS)*
Includes course, accommodation & all course materials

☐ **SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £185**
Please tick this if you require accommodation on the Sunday night

PLEASE SELECT 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

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RULES OF ATTENDANCE

When attending a Business Management Institute 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, BMI 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.