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**BMI III GM/COO Learning Objectives**

**Communication Objectives:**

* List and define the main elements of the communication process
* Understand the importance of being audience-centered in creating messages
* Understand goals of communication and how they impact communication outcomes

**Member Engagement Objectives:**

* Understand marketing as a member engagement process.
* List and define strategies and tactics for member engagement.
* Demonstrate the ability to integrate social media best practices into club marketing plans.
* List five communication strategies for connecting with club members.
* Identify how member engagement builds your club’s brand.

**Negotiation Objectives:**

* List and define the main elements in setting up a negotiation
* List the skills necessary to create an integrative negotiation
* Understand the communication elements necessary to build an effective negotiation strategy

**Club Tour**

* Describe leadership and club structure
* Explain the Club Model
* Give examples of what’s new at the Club

**Club Governance – Working with Club Boards and Committees**

* Identify key traits, competencies, and skills that are most often expected by club boards.
* Explain five key metrics that are important for a club’s operational and organizational success.
* Discuss operational best practices that differentiate the highest-performing clubs from their lower-performing counterparts

**Club Technology Trends**

* Assess the effectiveness of security measures implemented by clubs to protect data and systems.
* Identify and analyze measurement challenges related to maintaining system integrity in club operations.
* Explain how big data and AI are utilized in club marketing and operational decision-making.

**Marketing Forces/Principles**

* Understand the broader definition of marketing necessary in this digital and highly competitive club business environment.
* Define the four marketing pillars (Cs) that a club must use to position itself and determine its most effective marketing strategy.
* Learn why club marketing is moving into a broader concept of the experience economy.

**Turfgrass Management**

* Introduce turfgrass species and describe their use on golf courses.
* Describe basic turfgrass management practices.
* Describe factors that influence turfgrass quality and performance.

**Assessing, Planning and Executing Facility Projects**

* Manager will be able to develop a structured facility assessment for their club.
* Manager will be able to develop and lead a collaborative design and construction team, understanding the critical nature of stakeholder input.
* Manager will be able to plan, prepare and implement the construction phase of the project.
* Manage will be able to provide critical evaluation and feedback throughout the design and construction phases.  Specifically related to scope schedule and budget.

**Crisis Communication**

* Identify the three types of crises (Immediate, Emerging, Sustained) and distinguish between emergency and controversy situations.
* Describe the appropriate roles and responsibilities of staff, Board, and leadership during emergency situations at the Club.
* Understand the Timeline Cycle of News & Information that needs to be communicated within the first 36 hours of a crisis.
* Evaluate appropriate spokesperson roles in critical communication situations and defend the rationale for centralized messaging.
* Understand the basics of creating a Crisis Communication Plan

**Retirement & Benefits**

**This section to be updated to relate to New Zealand law, specifically Kiwi Saver Act 2006**

* Identify and understand the financial responsibility associated with providing Kiwi Saver benefits as it relates to an individual, club, and Board Member.
* Make sense of the legal and compliance related items of sponsoring or adopting into a Kiwi Saver plan.
* Outline and examine the items and priorities that are required with developing a Personalized Financial Mission Statement.
* Point out how Behavioral Finance decision making impacts investment actions and choices.
* Describe and summarize the current investment markets through benchmarking comparisons of the various investment opportunities available.
* Interpret current trends and best practices that are being utilized within the CMAA and CMA NZ Club environment, and how best to determine if and how they can be implemented at your club.

**Case Study Objectives**

* Provide a forum for BMI III participants to assess the relevance of club management and operations principles presented in class sessions to a specific club situation.
* Enable BMI III participants to plan implementation strategies for changes to a club’s organizational culture.
* Facilitate the development of the BMI III participants’ leadership and team interaction skills as they interact with peers in case study activities.

**Golf Operations**

1. Provide an overview of PGA of New Zealand
2. Describe current golf trends
3. Explain basic tactics helpful in hiring a golf professional and describe his or her role in club operations
4. Review important concerns in and best practices for effective golf operations:

* Golf shop merchandising, controlling, and pricing
* Planning tournament and event operations
* Range, instruction, and golf play
* Golf Technology and practice facilities

1. Discuss how golf operations impact the member/guest experience

**Giving Effective Feedback**

• Identify five management truths that are applicable to every leader

• Analyze your own tendencies regarding feedback to better provide feedback to others

• Prepare effectively for future employee feedback sessions

**Applying the Language of Finance**

* **Understand the Statement of Activities**
  + Learn its purpose, how to read it, and what insights it provides about a club’s financial operations.
* **Understand the Statement of Financial Position**
  + Understand what it shows, how to interpret it, and what kind of financial health indicators it reveals.
* **Grasp the Private Club Financial and Business Model**
  + Explore how clubs operate financially and what makes their structure unique.
* **Analyze Revenue and Expenses**
  + Identify where the money comes from and where it goes in a private club setting.
* **Evaluate Financial Performance Over Time**
  + Understand what factors drive financial success—or struggles—year over year.
* **Communicate Financial Concepts Effectively**
  + Learn how to explain the club’s financial and business model to Boards, Finance Committees, and members in a clear and compelling way.
* **Use Strategic Key Performance Indicators (KPIs)**
  + Identify key KPIs, how to calculate and interpret them, and how to use them for informed decision-making and leadership.

**The Law and Club Operations**

* To learn relevant principles of Tort Law
* To analyze actual court cases to learn how lawyers think and argue
* To develop a set of proactive “next steps” to use upon returning to work.