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## 2016 Strategic Plan



### Florida Chapter Club Managers Association of America

**PRIVATE AND CONFIDENTIAL FOR THE BOARD OF DIRECTORS**

January 2016

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### ATTACHMENTS

1. Detailed Member Survey Report
2. Member Survey Results Interpretation Brief for the Board

## I. INTRODUCTION

The Florida Chapter Club Managers Association of America (“FLCMAA” or “the Chapter”) established a goal of developing a comprehensive plan for its use in serving its club manager members to the highest and greatest extent attainable. In June 2015, FLCMAA engaged Global Golf Advisors Inc. (“GGA”) to assist the Chapter in organizing and conceptualizing its strategic options and priorities as an update for the existing Strategic Plan. The strategic planning process included listening intently to members, gathering market information, review and analysis of information, and solicitation of member feedback via focus groups, interviews, and a strategic planning survey of the membership. The result is the Strategic Plan that is documented herein.

FLCMAA is the professional association for managers of membership clubs in the state of Florida. In total FLCMAA has 656 members across all classifications, and its members manage more than 320 country clubs, golf, city, and yacht clubs. The primary objective of FLCMAA is to promote and advance friendly relations among people connected with the management of clubs and other associations of similar character; to encourage the education and advancement of its members; and to assist club officers and members, through their managers, to secure the utmost in efficient and successful operations.

The association is a subsidiary of the Club Managers Association of America (“CMAA”). FLCMAA is recognized as CMAA’s largest Chapter and represents nearly 10% of all CMAA members worldwide. Members of FLCMAA meet regularly for education and networking events in four geographic regions around the state: Everglades, Gator, North / Sunshine, and Seminole.

The strategic planning process revealed that *member engagement* and *relevance* are the key issues with which Chapter leaders must reckon. This Strategic Plan has been developed with a focus on solutions that will increase value to members, increase participation levels, and make FLCMAA more relevant to its member’ needs.

Through the member survey, managers identified several key issues at their clubs for 2016. Capital and long-term planning, staff training, and member growth and retention are among the topics that are most important but are rated poorly at Chapter events and programs. This Plan focuses on the topics and opportunities that will have the most significant impact on professional development and stimulate engagement among members. Once the Chapter has addressed any shortcomings the priority will shift towards membership growth and expanding market reach.

An effective and living Strategic Plan must be selective, identifying targeted priorities rather than addressing every members' needs and preferences. FLCMAA and its servant leaders have much important work to do over the three-year lifecycle of this Plan; not every issue mentioned in this Plan, but the priorities identified here will make the greatest difference in strengthening the Chapter.

## II. MISSION OF FLCMAA

The Mission of FLCMAA is essential to the forward-looking Strategic Plan and are necessary to help position FLCMAA for continued success and on-going sustainability. The Mission Statement was highly supported in the Chapter's strategic planning survey and should remain unchanged:

The current Mission Statement for FLCMAA is:

***“To promote and advance friendly relations between and among persons connected with the management of clubs and other associations of similar character, encourage education and advancement, and assist members to secure the utmost in an efficient and successful operation.”***

The strategic planning survey revealed that almost nine-in-ten (88%) members agree or strongly agree with Mission Statement.

### III. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (“SWOT”)

FLCMAA enjoys distinct internal advantages of category leadership and superiority in professional education and accreditation; its weaknesses arise from an inconsistent Chapter platform which yields unreliable membership growth and low engagement. The table below summarizes the 2015 FLCMAA SWOT Analysis.

**Table 1: FLCMAA Strengths | Weaknesses | Opportunities | Threats Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Partnership program</li> <li>Good managers</li> <li>Excellent leadership through Chapter management and the Board</li> <li>Education programs</li> <li>Networking opportunities</li> <li>Board makeup, effort, and transparency to fellow members</li> <li>FLCMAA television</li> <li>Members that would recommend FLCMAA to fellow managers</li> <li>Strong Conference and Event series</li> </ul>	<ul style="list-style-type: none"> <li>Low engagement and participation by members</li> <li>Value measures are low in several areas</li> <li>Lack of programming for managers of mandatory membership communities</li> <li>Limited opportunities and programs for mid-level managers</li> <li>Inadequate information regarding the number of clubs in Florida</li> <li>Low consistent engagement and participation from members</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Improve education programs and networking opportunities</li> <li>Offer new services of benefit to FLCMAA members</li> <li>Member growth through member referral program and expanded market reach</li> <li>Develop manager key competencies via programs and services</li> <li>Expand the reach and penetration FLCMAA brings its members</li> <li>Improved education and programs for mid-level managers and other employees</li> <li>Implement educational topics of most interest</li> </ul>	<ul style="list-style-type: none"> <li>Loss of relevance to members</li> <li>Chapter competition and confusion</li> <li>Member retention due to low engagement</li> </ul>

FLCMAA is braced with strengths and opportunities that enable substantial upside. The current weaknesses and threats require alert and nimble tactical solutions. The analysis of Strengths, Opportunities, Aspirations and Results (“SOAR”) reveals untapped possibilities for FLCMAA. The SOAR analysis is shown in Table 2, below:

**Table 2: Strengths | Opportunities | Aspirations | Results Analysis**

<b>Strengths</b>		<b>Opportunities</b>	
<b>What are the greatest strengths?</b>		<b>What is possible?</b>	
<ul style="list-style-type: none"> <li>Partnership program</li> <li>Good managers</li> <li>Excellent leadership through Chapter management the Board</li> <li>Education programs</li> <li>Board makeup, effort, and transparency to fellow members</li> <li>FLCMAA television</li> <li>Members that would recommend FLCMAA to fellow managers</li> <li>Strong Conference and Event series</li> </ul>		<ul style="list-style-type: none"> <li>Improve education programs and networking opportunities</li> <li>Offer new services of benefit to FLCMAA members</li> <li>Member growth through member referral program and expanded market reach</li> <li>Develop manager key competencies via programs and services</li> <li>Expand the reach and penetration FLCMAA brings its members</li> <li>Improved education and programs for mid-level managers and other employees</li> <li>Implement educational topics of most interest</li> </ul>	
<b>Aspirations</b>		<b>Results</b>	
<b>What is preferred future?</b>		<b>What are the measured results?</b>	
<ul style="list-style-type: none"> <li>Full engagement of every club manager and assistant</li> <li>Reduce dues and increase participation in all levels</li> <li>Sustain FLCMAA leadership excellence on the national level</li> <li>Become a “go-to” resource for FLCMAA managers</li> <li>Be the best CMAA Chapter</li> </ul>		<ul style="list-style-type: none"> <li>Membership growth to 721 in 2016, 793 in 2017, and 872 in 2018. A 10% growth factor each year</li> <li>Increase member participation in events and activities by 25% in year one and 35% by year three</li> <li>Increase program relevance (as measured by member survey) each year by a factor of 25% cumulatively over three years</li> <li>Re-invent corporate partnership program and grow by 10% each year</li> </ul>	

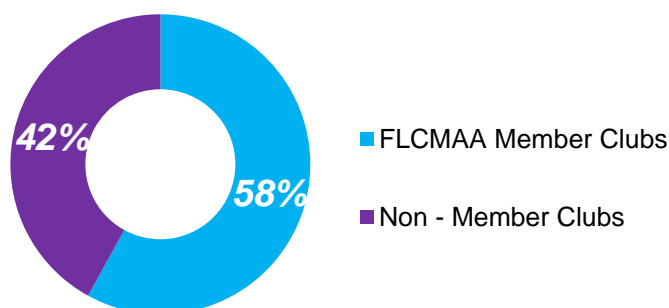
## IV. OVERVIEW OF MARKET

In total, FLCMAA has 656 members across all classifications, and its members manage more than 320 country clubs, golf, city, and yacht clubs. To expand market reach and increase membership FLCMAA will require a deeper understanding of key market factors.

Outlined below are key market statistics related to the 320 private clubs that are part of FLCMAA:

- According to data from the National Golf Foundation, there are 371 private golf clubs in the state of Florida. With 215 private golf clubs being members, the capture rate for FLCMAA among private golf clubs is 58%, as shown below in Diagram 1.

**Diagram 1 – FLCMAA Market Capture Rate**

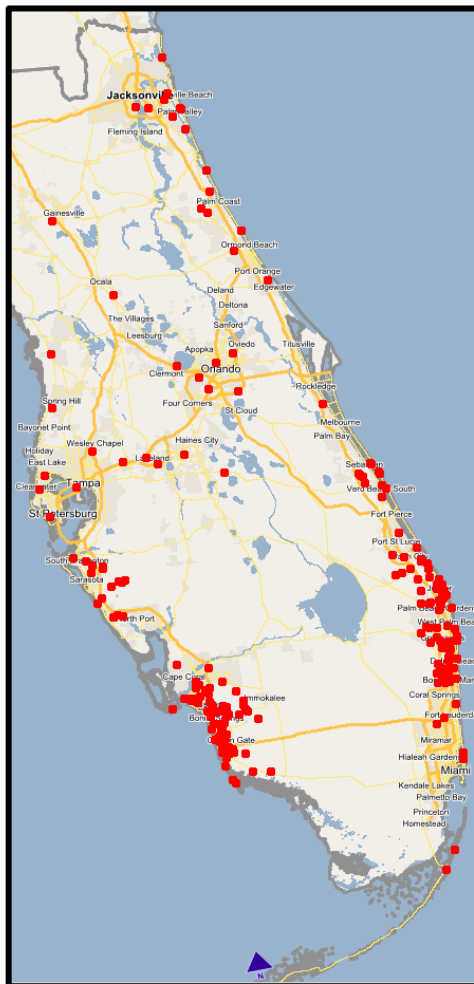


- In total, there are 156 private golf clubs that are not members of FLCMAA currently.
- The other 105 clubs that are members of FLCMAA are a combination of city clubs, yacht clubs, social clubs, and a small sample of non-private golf clubs.
- Of the 105 clubs, three-in-ten (30%) clubs are yacht clubs. Overall, FLCMAA is well represented by yacht clubs with a capture rate of approximately 80%.

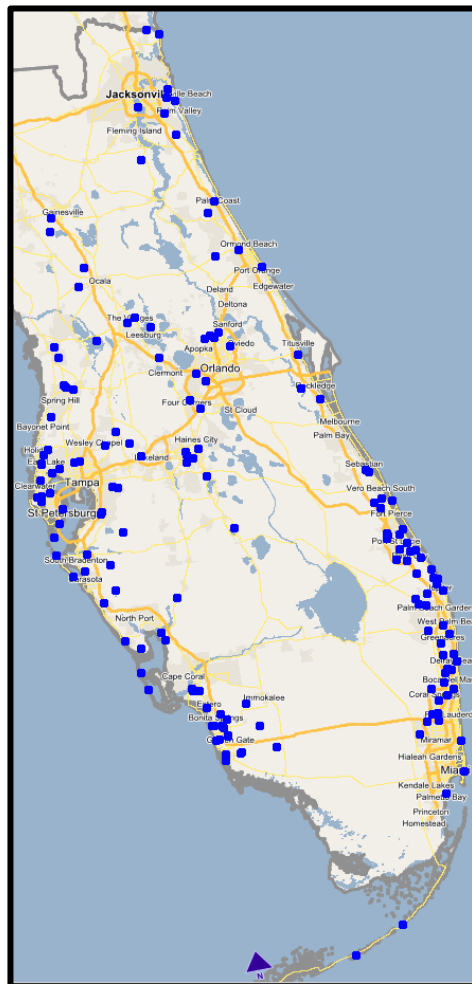
To reveal any geographical market trends that may exist, the mapping analysis below considers all private golf clubs in Florida, and highlights those that are FLCMAA member clubs compared to those that are not FLCMAA members.

**Diagram 2 – FLCMAA Member Clubs and Non-Member Clubs**

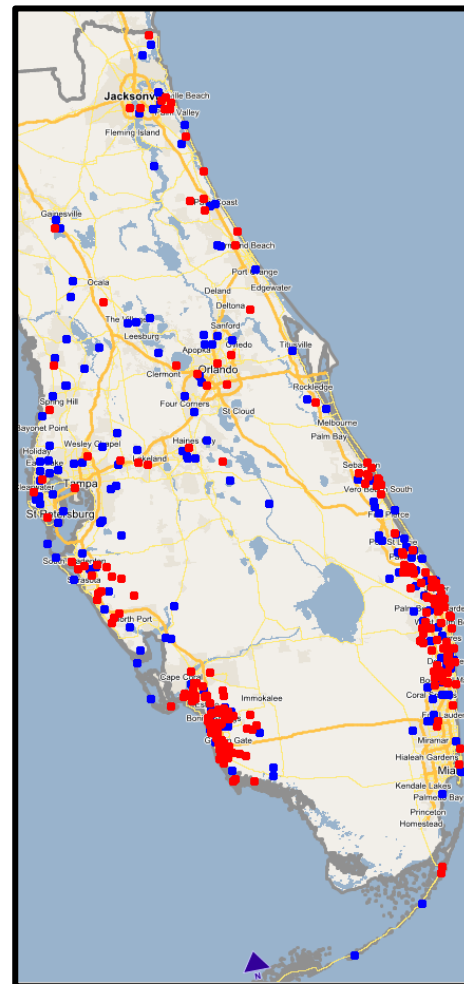
*FLCMAA Member Clubs*



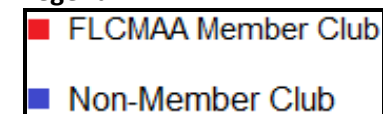
*Non-Member Clubs*



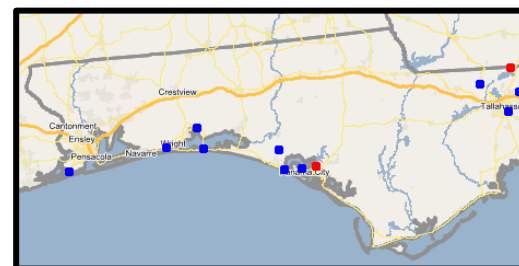
*All Florida Private Clubs*



**Legend**



*Florida Panhandle Clubs*





Outlined below are key observations regarding the location of FLCMAA member clubs and non-member clubs:

- FLCMAA sources the majority of member clubs from two concentrated areas; the East coast from Miami up to Jupiter, and the West coast from Naples up to Fort Myers. Other member clubs are more scarcely located around Tampa, Orlando and the northern part of Florida.
- The analysis reveals that Tampa, the area between Sarasota and Fort Myers, and the area surrounding Orlando are the primary ‘untapped’ markets where FLCMAA has been less successful and experienced a lower capture rate.
- Southwest Florida and the east coast from Miami to Jupiter are the markets where FLCMAA has the highest concentration of members. There remain very good opportunities in both of these areas for further membership growth and higher capture rates.
- All marketing and communication planning efforts will be developed to align with the distribution of existing FLCMAA member clubs and clubs that do not belong to FLCMAA.

The attached Appendix provides a contact directory of the 156 private golf clubs in Florida that are not represented currently by members of FLCMAA.

## V. STRATEGIC GOALS AND OBJECTIVES

FLCMAA, like most professional associations, competes for the attention and engagement of its members. Thus, the inflection point for the Chapter is *bona fide* engagement of its members in relevant and easy-to-use ways. The facts are that the Chapter (a) achieves the active engagement of roughly one-in-three of its members; (b) serves a state characterized by a large concentration of potential club manager members – roughly 55% of whom are actually FLCMAA members; and (c) assertively pursues new programs, activities, and events in order to sustain the circumstances described here. Thus, FLCMAA must re-double its efforts to recruit and retain its members' attention and engagement.

Not all is bleak for FLCMAA; the Chapter is served by club managers who are dedicated professionally to their work responsibilities; and yet, find time away from work, family and friends to engage in Chapter leadership. Further, new initiatives – such as FLCMAA.tv - to make the Chapter more accessible for its busy, conflicted and time-constrained members. Following are six goals and objectives for FLCMAA to undertake during the upcoming three-year time window:

1. Expand and maximize the market reach of the Chapter to establish regular communication with every club manager working in Florida-based clubs;
2. Increase total Chapter membership (across all categories) by 10% annually for the next three years;
3. Increase member participation in FLCMAA events and activities by 25% in year one and growing to 35% participation rate (attendance in two or more FLCMAA educational programs) by year three;
4. Increase program relevance (as measured by member survey) each year by a factor of 25% cumulatively from year one through year three;
5. Sustain FLCMAA leadership excellence on the national level; and
6. Re-invent FLCMAA corporate partnership program by 10% each year for the next three years.

The Strategic Plan for FLCMAA requires a layered and multi-faceted approach. Detailed below are the specific strategic goals and objectives, suggested directions, and options for the next three years:

**1. Expand and maximize the market reach of the Chapter to establish regular communication with every club manager working in Florida-based clubs:**

FLCMAA currently has 656 members from 320 private membership clubs across the state of Florida. Each member club is represented by nearly two members, on average.

In order to expand market reach FLCMAA must:

- a. Maintain a list of all private clubs in Florida.
- b. Develop – and maintain – a contact directory of all club managers and mid-level management from Florida-based clubs.
- c. Implement a marketing and communication plan focused on all key target stakeholders.

The 2015 member survey revealed that three-in-four (76%) members are employed at golf clubs or country clubs. This is consistent with the actual distribution of FLCMAA member clubs with 68% of 320 member clubs being private golf clubs or country clubs. Overall, there are 156 private golf clubs or country clubs that are not members of FLCMAA. In 2016, FLCMAA will focus on bolstering the contact database of private clubs with golf as a primary asset.

As FLCMAA expands its directory of Florida-based clubs and managers, the focus will shift to marketing and communication objectives. FLCMAA communicates with multiple market segments – internal and external. The communications and marketing plan requires constant updating and a broader market reach through an expanded network of contacts.

FLCMAA Marketing and Communication Objectives

The performance requirements and standards of FLCMAA communications are high by comparable standards. FLCMAA will maintain vigorous and robust attention to expending and increasing its communications imprint. The Information Age is upon us, and FLCMAA will be an effective, reliable, and constant communicator.

Among its top communication objectives, FLCMAA will:

- Establish and maintain the awareness of key market segments for constant education and continuous professional development.
- Enhance the communication capabilities of the Association with its stakeholders using highly efficient methods.
- Articulate the value proposition for clubs and managers using reiterative messaging and redundant media options.

#### Key Messages

The primary message of FLCMAA is the advancement of the club management profession through continuous learning and professional development. Some of the desired impressions intended through FLCMAA communications are:

- The high standards of education and professional competency and the benefits afforded to highly accomplished and certified managers.
- The requirement for continuous learning and improvement.
- The dedication and commitment of club managers to provide their club members with safe and enriching lifestyle experiences.
- The long-standing commitment to the profession of club management.

All actions and communications will sustain these key messages and the values communicated with the Mission of the Association:

*“To promote and advance friendly relations between and among persons connected with the management of clubs and other associations of similar character, encourage education and advancement, and assist members to secure the utmost in an efficient and successful operation.”*

#### Key Marketing and Communication Actions

- a. Develop and sustain a comprehensive FLCMAA Communications Plan.
- b. Expand the reach, efficiency and effectiveness of the FLCMAA communications capability and platform.
- c. Review and update key message criteria.
- d. Measure communication effectiveness of FLCMAA Communications Plan.

**2. Increase total Chapter membership (across all categories) by 10% annually for the next three years:**

To reach the growth objectives in the Strategic Plan, FLCMAA will need to increase total Chapter membership by 65 members in 2016, increasing to 79 members by 2018, or an average of 72 members per year.

**Table 3 – Required Membership Growth To Achieve 10% Annual Growth Rate**

	2016	2017	2018
Number of Members (Jan 1 <sup>st</sup> each year)	656	721	793
Required New Members Each Year	65	72	79

Membership retention is the top priority. To achieve the membership growth objectives, member retention must be solidified. The low participation levels indicate that many members are not engaged and should be considered ‘at risk’ of disconnection or resignation.

In order to reach the growth objectives FLCMAA will employ the following tactics:

Capitalize on Member Referrals

Three-in-ten members have stated in the member survey that they know other club managers that are not members of FLCMAA and have expressed a willingness to help engage club managers throughout the state of Florida.

To stimulate action, FLCMAA will develop a member referral program whereby members benefit – through creative incentives – from recommending a new member. Certifications and designations are highly valued achievements among members and are the most valuable potential rewards. Potential incentives include hour credits, discounts to events such as Summer Conference, or benefits/opportunities for staff who are not yet members. Further, recognition is a powerful tool in member recruitment, and the most active recruiters will be recognized in Association communications.

### Expanded Market Reach

In addition to bringing in new members through a referral program, it will be important to contact all clubs in Florida that are not members of FLCMAA in order to understand what might stimulate their engagement and cause them to join.

Part of the Communication Plan will include a strategy to reach non-FLCMAA clubs and stimulate their engagement in membership. The attached Appendix summarizes a list of 156 private golf clubs that are currently unrepresented in FLCMAA.

Historically, FLCMAA has been very successful in attracting yacht clubs, achieving a 75% conversion rate of all Florida-based clubs. A list of all non-FLCMAA yacht clubs are included in the attached Appendix.

Understanding that each club is represented by two members (average of 2.0 per club), it is important to focus on how many new clubs must be attracted in order reach the desired membership growth.

**Table 4 – Estimated Number of Member Clubs Required To Achieve 10% Annual Growth Rate**

	2016	2017	2018
Required New Members Each Year	65	72	79
Estimated Required Number of New Clubs	33	36	40

To reach the growth objectives in this Strategic Plan, FLCMAA club representation will need to increase from 320 to approximately 430 over the next three years. Because there are only 156 private golf clubs that are not represented by FLCMAA, member growth will need to come from new sources, which include:

- i. Increased capture rates from city clubs, beach clubs, and resort-based clubs.
- ii. Higher participation levels per club beyond the average 2 members per club.

**3. Increase member participation in FLCMAA events and activities by 25% in year one and growing to 35% participation rate (attendance in two or more FLCMAA educational programs) by year three:**

The fact that the Chapter only engaged one-in-three of its members in the recent member survey is a concern. Participation is a key performance measure that will be tracked in all events, activities and surveys going forward. Low participation rates should be viewed as an indicator that member retention is at risk. While the Chapter has learned that the most active members are highly satisfied with FLCMAA, a key focus of this Strategic Plan centers around achieving higher levels of member attention and engagement.

It is vital to understand what will stimulate interest from those that are not engaged. Typically, the factors that engage club managers most relate to:

- Need to increase professional skills;
- Professional education;
- Increasing relevance to our members;
- Individual ambition to improve oneself;
- Opportunity of networking; and
- Personal interests and growth.

However, FLCMAA will investigate and understand exactly what they must do in order to stimulate interest and participation. To accomplish this the Chapter will:

- a. Acquire a list from GGA with all members that did not participate in the survey.
- b. Develop a robust follow-up program to connect with all non-responding members in order to gain insight as to why they did not participate, and to further inquire as to what they are looking to get out of the Association and how their needs can be met.
- c. Make eight to ten efforts to engage with these members; and if they continue to be unresponsive, it should be assumed that they do not have an interest in FLCMAA.
- d. The development of a 'mini-poll' will be a good mechanism to collect the feedback in a systematic, measurable fashion.

### Conferences and Event Participation

Feedback from the recent member survey revealed that members are quite pleased with Chapter conferences. In general, members believe that three conferences per year is the right amount, three days per event is appropriate, cost and value for money is strong, and venue selection was rated favorably. The best opportunities to increase participation in conferences include:

- More resort orientated venues that are family-friendly;
- A more cost effective – second – hotel option; and
- Opportunities for committed managers to bring subordinates and colleagues on attractive rates and programs.

### Improve the Value Proposition

Delivering a high quality education program is currently the only area that meets members' expectations from a value perspective, according to the member survey. In order to improve overall participation in events, activities, and educational programs, the Chapter must develop a strategy to improve the value they deliver members in the following areas:

- Opportunities for social interaction and networking;
- Developing management staff at their club;
- Statistics and data regarding club management performance;
- Skill development in club/Board governance; and
- Advocacy on key issues with legislation.



**4. Increase program relevance (as measured by member survey) each year by a factor of 25% cumulatively from year one through year three:**

People may not want to join the Chapter because overall relevance is low. Relevance should be measured through annual membership surveys that ask the following questions from the 2015 Member Survey:

- Ranking of FLCMAA programs and services;
- Importance of FLCMAA activities;
- Familiarity with different membership options;
- The value FLCMAA delivers its members;
- Member participation; and
- Educational topics of interest.

Success will be measure through overall improvement of roughly 8% each year or 25% cumulatively from year one through three.

Key Areas of Focus

Based on the member survey results, the key areas of focus for 2016 – *to increase relevance* – will be:

- a. Education – *focus on improving an already great education program*;
- b. Networking;
- c. More involvement for mid-level management;
- d. Value for money; and
- e. Alliance with CMAA National.

Key Issues for 2016

Through the member survey managers identified several issues at their club for 2016. Capital and long-term planning, staff training, and member growth and retention were topics that were flagged as key issues, but are generally rated poorly at Chapter events and programs.

### Other Key Objectives and Actions

The strategic planning process has revealed other actions which will increase relevance among members and will be addressed over the next three year period:

- a. There is a desire by members for increased involvement from mid-level management. Mid-level managers need mentors and learning opportunities. These people are the future of FLCMAA.
- b. Enable managers to be seen by their members as a source of knowledge and information.
- c. Develop a 'great minds' group of Florida club members who can add to educational strength.
- d. Increased focus on programs for managers of mandatory members clubs within residential communities.
- e. Improve the programs and services that help managers develop their competency. Club managers reported that their greatest needs related to technology, facility management, accounting and financial management.
- f. Implement education topics that will improve relevance, which are:
  - Effective communication to club members;
  - Accounting and financial management;
  - Hiring and developing engaged staff;
  - Food and beverage operations;
  - GM round table discussions; and,
  - Staff motivational programs.
- g. The cost burden of simultaneous membership between FLCMAA/CMAA is a hindrance that must be addressed.

**5. Sustain FLCMAA leadership excellence on the national level:**

Leadership within the Florida Chapter is capable and dedicated. This strength must be preserved and developed. In addition, this strength must continue to be projected nationally in order to sustain Florida's position as a professional leader in Chapter excellence, governance and engagement. The Florida Chapter has a history of national leadership; this history should be expanded upon through the engagement of Florida-based managers on the national level.

Specifically, FLCMAA needs to continue to provide professional and, especially, dedicated training in leadership science and art. FLCMAA will fulfill this goal when its officers and rising members are trained as leaders of thought, principle and presence.

**6. Re-invent FLCMAA corporate partnership program by 10% each year for the next three years:**

Non-dues dollars constitute an important component of the overall financial model for chapters within professional associations. FLCMAA must re-double its efforts for strengthening and expanding its corporate reach for the combined purposes of preserving affordable levels of member engagement, expanding the business reach of the Chapter, and enabling the Chapter with greater relevance in order to enhance member engagement.

Progressive growth for non-dues dollars is the most reliable approach to accomplishing the Mission of the Chapter, while keeping the cost of participation and professional growth attainable for Florida-based managers.

## VI. ACTION PLAN

The table which follows highlights and summarizes FLCMAA's Strategic Goals and Objectives as determined by the Board of Directors. Some the recommendations outlined herein are not detailed in the Action Plan below for 2016. Each year the Board of Directors will be responsible for developing and adhering to a Strategic Action Plan. The Strategic Action Plan has been broken down into four key areas of focus, which are *Education, Engagement, Communication, and Membership*. The strategic planning recommendations should serve as the foundation for many of the strategic action items each year; however, the Board must be alert to changes in market conditions and update the Strategic Plan and Action Plan accordingly:

**Table 5: Summary of 2016 Strategic Action Plan**

Education	
Increase program relevance	
a.	Measure relevance through annual membership surveys.
b.	Increase involvement from mid-level management.
c.	Increase focus on programs for managers of mandatory members clubs within residential communities. <ul style="list-style-type: none"> <li>The member survey revealed that approximately 38% of members are associated with mandatory membership communities.</li> </ul>
d.	Improve the programs and services that help managers develop their competency. Develop education that hits all levels of management tenure.
e.	Implement targeted-to-segment education topics that will improve relevance, which were outlined in the Strategic Plan as important: <ul style="list-style-type: none"> <li>Effective communication to club members;</li> <li>Accounting and financial management;</li> <li>Hiring and developing engaged staff;</li> <li>Food and beverage operations;</li> <li>Crisis communications</li> </ul>
f.	Co-create plan with Membership input on Regional Education Speakers/Competencies

Engagement	
Increase member participation in FLCMAA events and activities.	
a. Annual Survey: Develop a robust follow-up program to connect with all non-responding members	
<ul style="list-style-type: none"> <li>Inquire as to why they did not participate, and to further inquire as to what they are looking to get out of the Association and how their needs can be met.</li> <li>Make two to three efforts to engage with these members; and if they continue to be unresponsive, it should be assumed that they do not have an interest in FLCMAA.</li> </ul>	
b. Periodic Survey: Develop a 'mini-poll' and other cost-effective means of engagement to collect the feedback in a systematic, measurable fashion.	
c. Evaluate the effectiveness of hard-copy communications, such as direct mail postcards and fliers intended to engage club management personnel not yet engaged with FLCMAA.	
d. Scholarship Programs: Increase participation in FLCMAA and CMAA Scholarship Programs.	
e. Track Member participation	
f. Continue Guest Program	
Communication	
Expand and maximize the market reach of the Chapter to establish regular communication with every club manager working in Florida based clubs.	
a. Develop and sustain a comprehensive FLCMAA Communications Plan.	
<ul style="list-style-type: none"> <li>The Communications Plan should effectively convey the key messages of the association: <ul style="list-style-type: none"> <li>The high standards of education and professional competency and the benefits afforded to highly accomplished and certified managers.</li> <li>The requirement for continuous learning and improvement.</li> <li>The dedication and commitment of club managers to provide their club members with safe and enriching lifestyle experiences.</li> <li>The long-standing commitment to the profession of club management.</li> </ul> </li> </ul>	
b. Expand the reach, efficiency and effectiveness of the FLCMAA communications capability and platform.	
<ul style="list-style-type: none"> <li>Leverage existing and new technology platforms to launch the communications program, such as FLCMAA TV, Facebook, LinkedIn, and Email.</li> </ul>	

- |   |
|---|
| c. Measure communication effectiveness of FLCMAA Communications Plan.   |
| d. Develop an FLCMAA social network, where every member can have a 'profile' similar to Facebook. Or, leverage existing platforms to achieve a similar objective. <ul style="list-style-type: none"> <li>The most important function of a network like this is the ability to crowd source valuable information for managers, from managers. The association needs an 'idea exchange'</li> <li>Members need to know the responsibilities of various job positions at their Club before entering their roles, far beyond the depth to which can be observed in a typical 'job description'.</li> <li>Develop a 'great minds' group of Florida club members who can add to educational strength.</li> </ul> |
| e. Reinvent Chapter Annual as season recap  |

### Membership Growth

Increase total Chapter membership

- |   |
|---|
| a. Develop a member referral program whereby members benefit – through creative incentives – from recommending a new member. <ul style="list-style-type: none"> <li>Potential incentives include discounts to events such as Summer Conference, or benefits/opportunities for staff who are not yet members.</li> </ul> |
| b. Contact all clubs in Florida that are not members of FLCMAA in order to understand what might stimulate their engagement and cause them to join. <ul style="list-style-type: none"> <li>GGA has provided a list of 156 private golf clubs that are currently unrepresented in FLCMAA.</li> </ul>                     |

### Corporate Partner Program

Re-invent FLCMAA corporate partnership program to maximize financial assistance to Chapter operations

- |   |
|---|
| a. Maximize non-dues revenue streams <ul style="list-style-type: none"> <li>Reinforce corporate relationships on a regular basis. This should be included as part of the communications plan.</li> <li>Assess potential synergies or advertising opportunities and clearly communicate the potential of such relationships/partnerships to relevant parties.</li> </ul> |
| b. Consider new program based on revenue sharing  |

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***Global Golf Advisors Inc.***

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