



**FLORIDA
CHAPTER**
CLUB MANAGEMENT
ASSOCIATION OF AMERICA

GOLD PARTNER



FLCMAA Strategic Data Initiative

Kenny Buchanan, Executive Director - Florida
Mike Morin, Director of Data Management & Research
Ray Cronin, Founder & Chief Innovator

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The Real Issue

- It is 2024 – the middle of the 3rd decade of the 21st century.
- There are very few businesses operating today that do not apply data-driven business intelligence
- Why wouldn't a club and the club's General Manager embrace data?



The Real Issue

- Finance and financial outcomes are obviously mission critical.
- Ultimately, your efforts are related to member satisfaction – but there is a scorecard – the finances of the club.
- Do you really have the data and insight necessary to debate with a volunteer leader?
- Do you study the data? Are you an expert on the finances in your club/department?



The Real Issue

- How do you get the data that you will inevitably need?
- Do you do it proactively and systematically or.....
- Do you send an email to your peers asking them to do unnecessary work?
- The Chapter Leadership is aiming to make a strategic change to how FLCMAA members share data.
- Are you and your club in or out?



The Real Issue

- FLCMAA members represent ~330 clubs
- CB has received 2023 trial balance files from 110 FLCMAA clubs
- CB has received 2023 trial balance files from a total of 124 Florida clubs

Alignment

- FLCMAA chapter leaders are committed to delivering best-in-class education and resources.
- Club Benchmarking is the recognized leader in data analytics for the private club industry.
- CB has been partnering with FLCMAA to support its members for more than a decade.
- The FLCMAA Strategic Data Initiative is an ongoing partnership, not a project. We are collaborating with chapter leaders for the benefit of chapter members.



Chapter Benefits

The Club Benchmarking/FLCMAA partnership is aimed at developing an accurate, reliable, centralized resource to support data-driven leadership in the Florida Chapter.

- Club Benchmarking will provide full data management services and support for use and application of data for FLCMAA chapter leaders, chapter members and their clubs.
- Chapter members and leadership will gain standardized data and apples-to-apples benchmarking focused on the unique requirements of the Florida club market.



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Direct Member Benefits

- Data already submitted through participation in CMAA National surveys or through your Club Benchmarking subscription will be accounted for to simplify and streamline your participation requirements.
- Participants in Phase 1 data gathering will receive a summary report of the findings.
- Future phases of the initiative will further simplify participation and expand access.
- All FLCMAA members have complimentary online access to the Strategic Monthly Dashboard with peer group, regional and national benchmarking capabilities.



Phase 1: Actual Results

- The initial survey was disseminated on June 28.
- To date, 21 clubs have completed the survey. ☹️
- Of the 330 clubs represented by the chapter, 220 have not yet submitted a trial balance.
- We are aiming to get 50% of the 330 clubs in the chapter to complete the survey and submit a 2023 trial balance file.
- The original deadline was July 19th . The deadline has been extended to Friday, August 2nd .
- Let's GO!!!!



Phase 2: Potential

- We can't get to Phase 2 without succeeding in Phase 1.
- This is an evolution in your industry and in your career.
- It is like the smartphone revolution. Could you live in 2024 successfully without a smartphone?
- Can you be a truly successful manager/leader in 2024 without data?



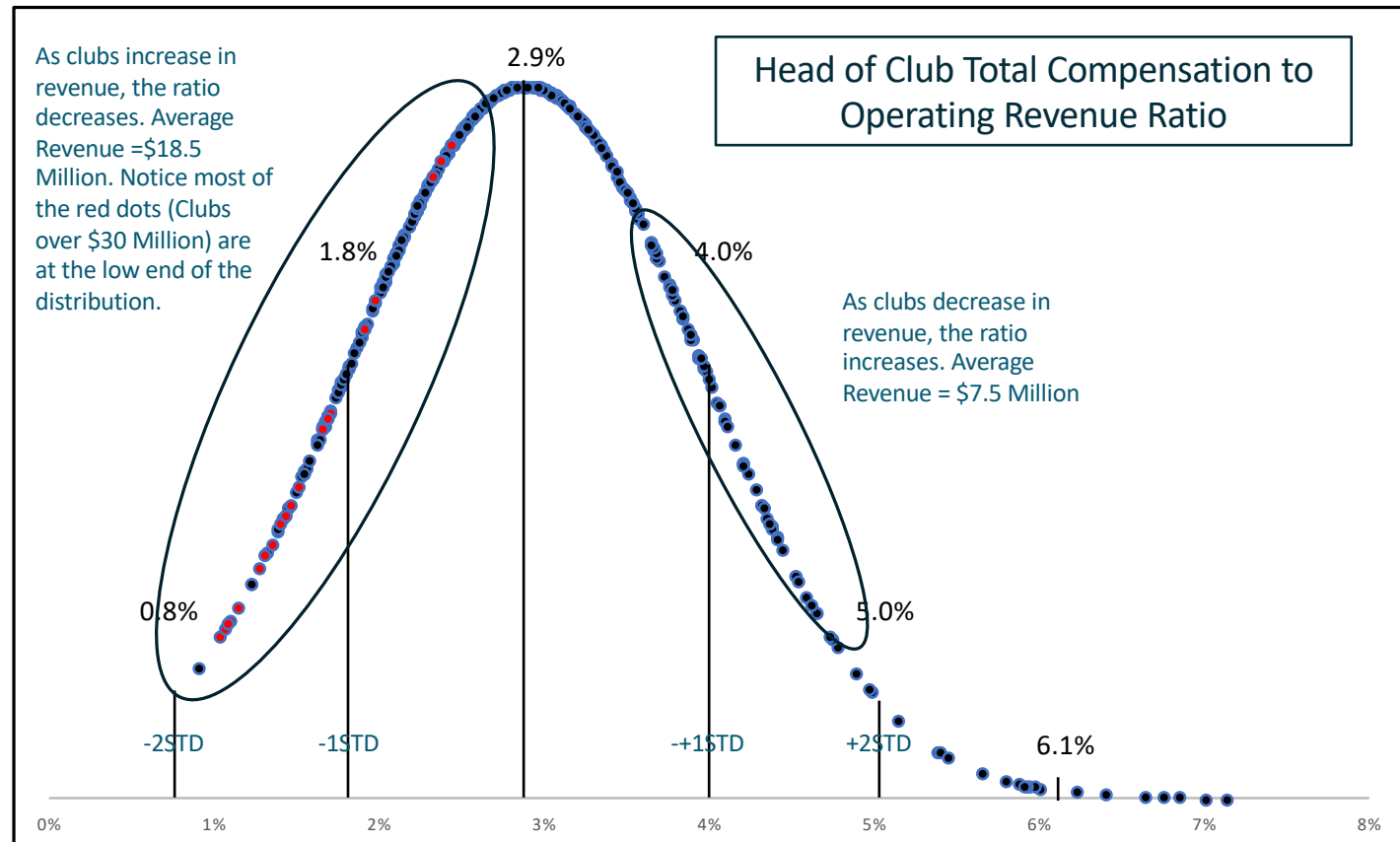
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Legend:
All Clubs in Database: ●
Clubs 30M+ Total
Revenue: ●

Average	2.9%
STD	1.1%
STD +1	4.0%
STD +2	5.0%
STD +3	6.1%
STD -1	1.8%
STD -2	0.8%

STD = Standard Deviation

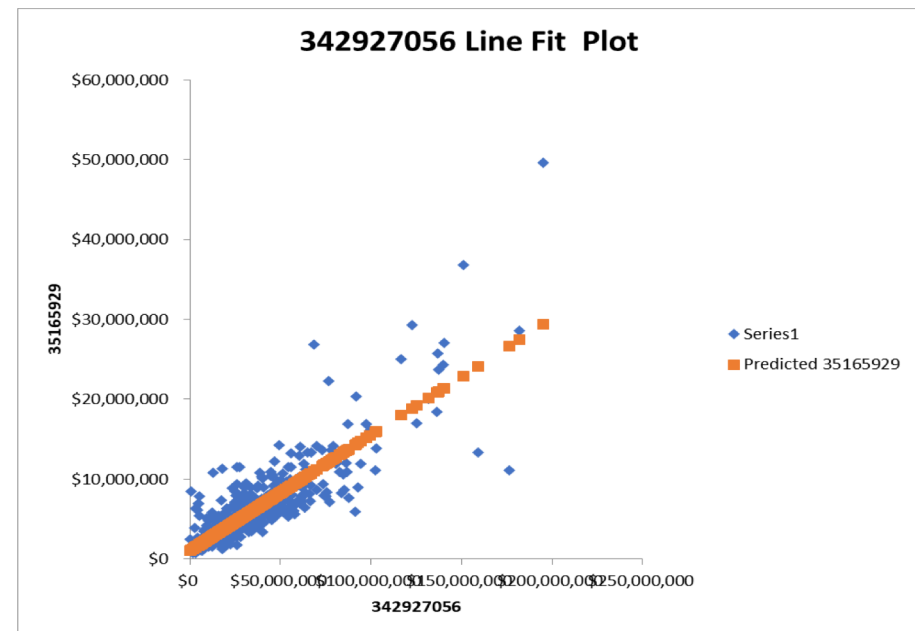
- +/-1 Standard Deviation comprises 68% of the variation
- +/- 2 Standard Deviations comprises 95% of the variation
- +/- 3 Standard Deviations comprises 99.7% of the variation



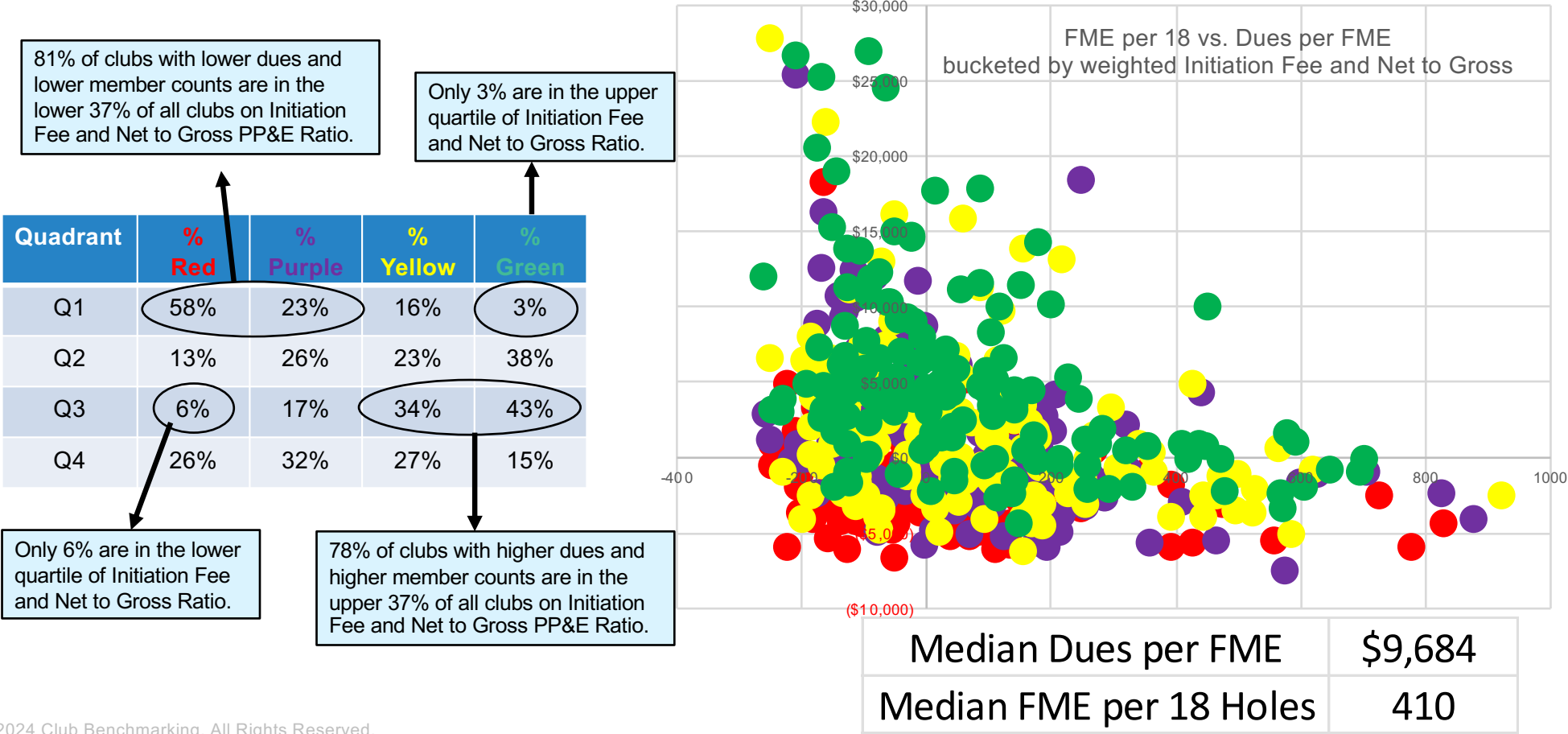
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- We have run three regressions
 - Plant and Equipment (71%)
 - Plant and Equipment and Amenity Subsidy (92%)
- Dues aren't "an option."
- We don't need to guess.
- The footprint, as measured by Gross PP&E, drives the need for dues revenue.
- Clubs are high-fixed-cost businesses. The larger the footprint, the more dues we need.

Regression Statistics					
Multiple R	0.843336				
R Square	0.711215				
Adjusted R	0.710719				
Standard Error	2445284				
Observations	584				
ANOVA					
	df	SS	MS	F	Significance
Regression	1	8.57E+15	8.57E+15	1433.34	4.2E-159
Residual	582	3.48E+15	5.98E+12		
Total	583	1.21E+16			



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Thank You!

Our mission is to foster healthier clubs, more strategic Boards
and more empowered managers by elevating fact over opinion.

www.clubbenchmarking.com

