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# Florida CMAA Strategic Planning Update

20 June 2016

REVIEW AND DISCUSSION OF 2016 FL CMAA  
MEMBER SURVEY | STRATEGIC PLAN



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## FL CMAA Member Survey Discussion Outline

1. OVERVIEW OF SURVEY METHOD
2. DISCUSSION OF KEY QUESTIONS
3. ANALYSIS OF FINDINGS



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## Overview of Survey Method

- ▶ FL CMAA Board – One-on-One Interviews  
October 2015
- ▶ Regional Focus Group Sessions  
October 7<sup>th</sup>, 19<sup>th</sup>, 20<sup>th</sup> and 21<sup>st</sup>
- ▶ 2016 FL CMAA Launch  
October 21<sup>st</sup>, 2015
- ▶ Survey Closed  
November 27<sup>th</sup>, 2015



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Member  
Survey  
Discussion of Key  
Questions

**QUESTIONS / KEY  
OBSERVATIONS  
FROM FL CMAA  
MEMBER SURVEY**



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## FL CMAA Member Survey Response Rate

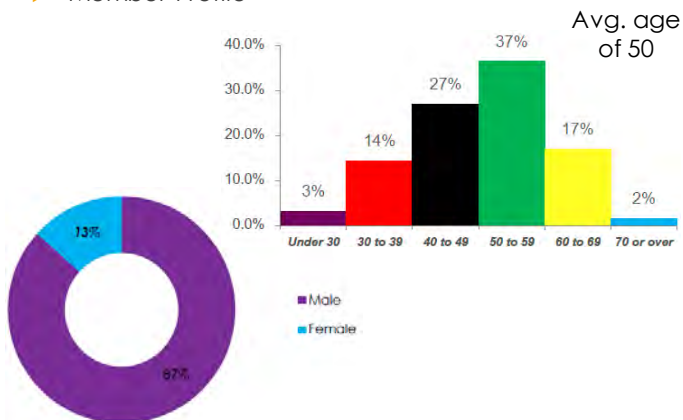
Member Category	Sent	Received	Response %
GM Member	318	111	35%
<b>Total</b>	<b>657</b>	<b>183</b>	<b>27%</b>
2015 CMAA (US)	-	-	26%
* Confidence Level	-	-	95%



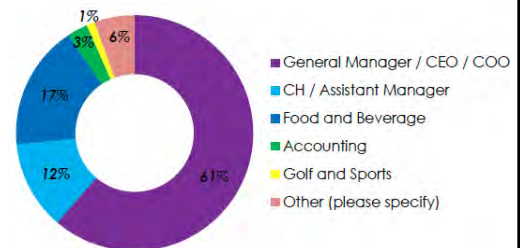
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## Survey Results: Respondent Profile

### Member Profile



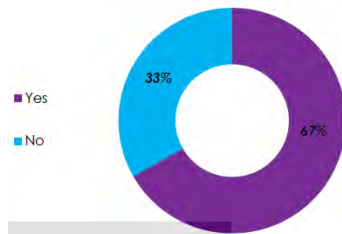
### Position in Club





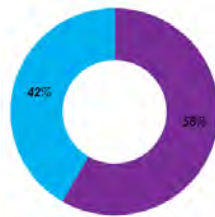
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## Survey Results: Club Profile



### Community Based

67% of respondent clubs are situated within residential communities



### Mandatory Membership

58% of community clubs are located in mandatory membership communities (39% of all clubs)



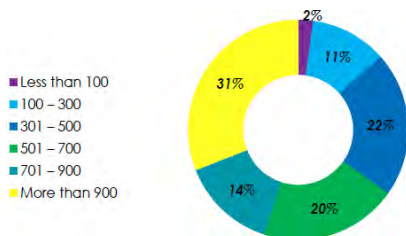
### Club Category

55% are country clubs; 21% are golf club and 10% are yacht clubs.



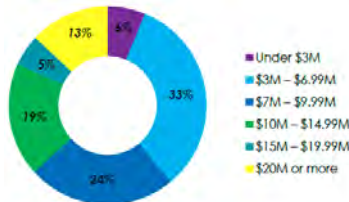
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## Survey Results: Club Profile



### Club Size

31% have more than 900 members; 22% have 301 to 500 members; 20% serve 501 to 700 members



### Annual Club Gross

61% of respondents works at clubs grossing more than \$7 million annually. 6% have less than \$3 million / year gross.

**Mean: \$28,582**  
**Median: \$15,000**

### Education Budget

Median annual education budget at respondent clubs is \$15,000





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### Member Survey: Seminole Region Represents 45%

Distribution of respondents points to areas of concentration and areas of opportunity for FL CMAA.

## Survey Results: Important issues

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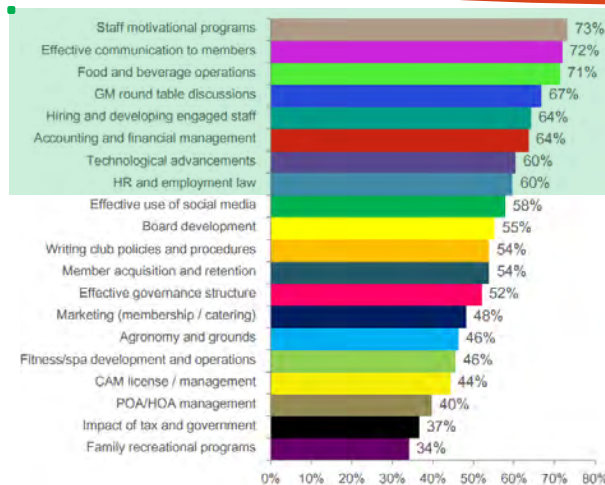
Member Retention Service New Members Success  
Governance Going Club Insurance Capital  
Health Care Planning Future  
Membership Sales Renovation Play  
Growth Management Staff Attracting Facilities Staffing  
Recruitment Expansion

### Most important issues being addressed at the Chapter

- Staff development and training
- Capital Improvements & Long-term planning
- Member growth and retention
- Recruiting Quality Staff
- Governance

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## Survey Results: Educational Topics



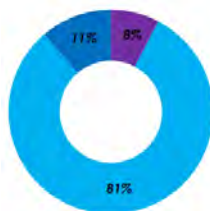
### Educational topics with interest of 60% or greater

- Staff motivational programs
- Effective communication to members
- Food and beverage operations
- GM round table discussions
- Hiring and developing engaged staff
- Accounting and financial management
- Technological advancements
- HR and employment law

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## Survey Results: Conference Planning is Excellent

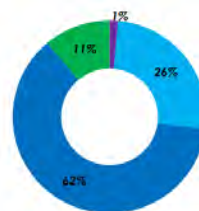


### Frequency of Conferences

81% believe the current number of conferences is adequate

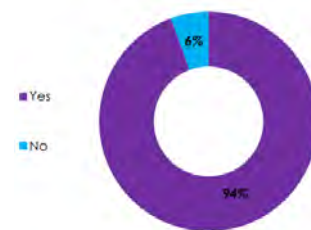
- More – There should be more than three conferences each year.
- No change – Three conferences per year is just the right amount.
- Less – There should be two conferences each year.
- Less – There should be one conference each year.

- 5 days or more
- 4 days
- 3 days
- 2 days or less



### Duration of Conferences

62% of respondents believe conferences should be 3 days, while 26% believe they should be 4 days.



### Venue selection

94% of members believe conference venue selection is appropriate.

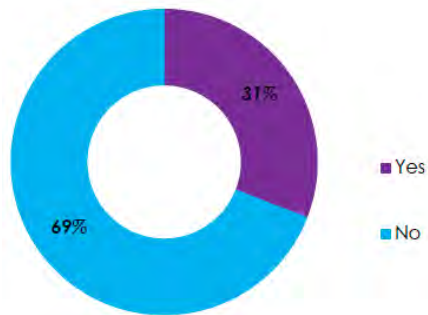
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There remains  
opportunity for  
growth.

## NET PROMOTER POWER



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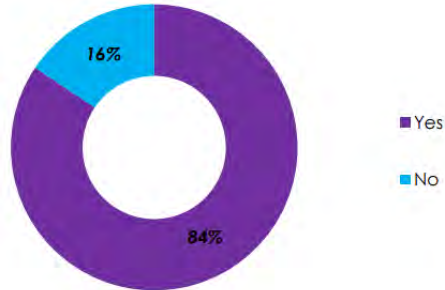


**31% Know a Club  
Manager Who Is not  
Now an FL CMAA  
Member**

**Opportunity for Growth: Non-Member Recruitment**



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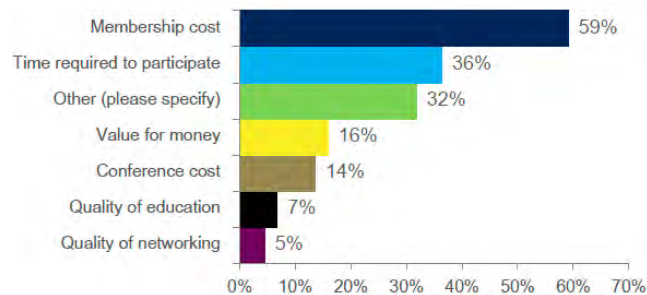
**84% of members are willing to help engage Club managers in the area who have not yet joined FLCMAA**

**Opportunity for Growth: Referral Program**



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## Reasons for Not Joining FL CMAA



**Membership Cost**

**59%**

**Time Requirement**

**36%**

**Other**

**32%**

(often not reimbursed by club)

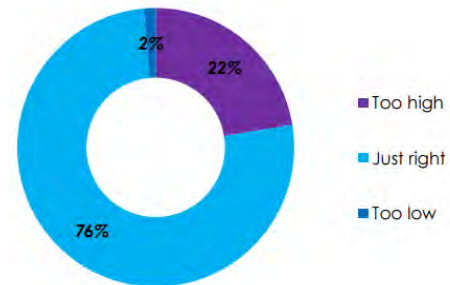


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## FLCMAA Costs are Appropriate

Three quarters of members (76%) believe the cost to be a member of FLCMAA is 'just right', while only 22% of respondents believe the cost is too high.

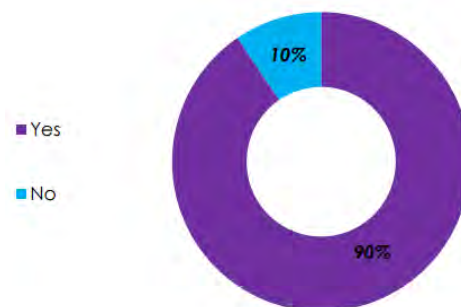
There is an opportunity however, to offer lower-cost alternative options for events and education.



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## FLCMAA Currently Meeting Expectations

Nine in ten (90%) of members indicated that the FLCMAA currently meets their needs and expectations.



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## Eight Takeaways for Action

1. Positive Overall Satisfaction
2. Member Costs Are Satisfactory
3. Education, Networking, Mid-Manager Engagement Are Important
4. Opportunities for Growth Exist
5. Hear and Interact with Members
6. Educational Content for Mandatory Membership Communities Is Needed Opportunity
7. Absolute Membership Engagement Is Strong
8. Logistics and Planning for Conferences Are Good

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## Member Survey Discussion Guidance

- KEY POINTS
- UNANSWERED QUESTIONS
- ACTIONS REQUIRED



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## Strategic Plan Review and Discussion



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*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.*

”

### FL CMAA MISSION STATEMENT

The mission of FL CMAA is supported by almost nine-in-ten (88%) of the standing members of the chapter.



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## Relevance is the key for success.

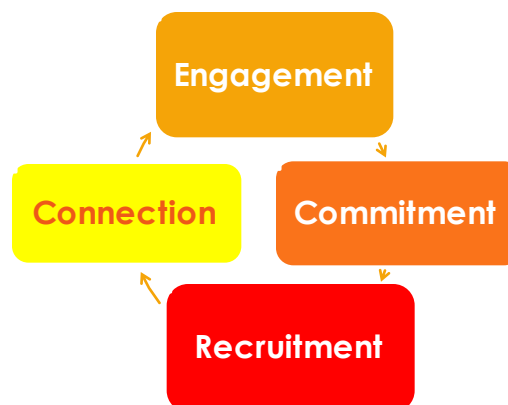
FL CMAA seeks increased relevance in the hearts and minds of Florida club managers and **engagement** is the watchword.



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## Relevance + Engagement

### Level 5 Relevance







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## Existing Statewide Member Distribution

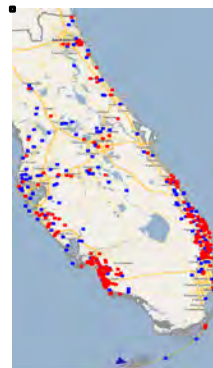
Member Clubs



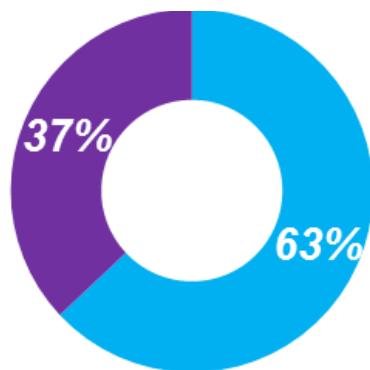
Non-Member Clubs



All Clubs



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■ FLCMAA Member Clubs

■ Non - Member Clubs

**371 Private Clubs in Florida = 63% FL CMAA Capture Rate**

Sources: National Golf Foundation and GGA



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## Critical Strategic Considerations

1. Sustained Growth Is Attainable
2. Focus to the North of Center
3. Leverage FLEP for Future Growth
4. Further Engage Florida Leaders
5. FL CMAA.tv Can Be a Game-Changer



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## Long-Term Goals for FL CMAA

- ▶ Expand Chapter Reach
- ▶ Increase Relevance for All Members
- ▶ Co-Create (with CMAA) Expanded Education Platform
- ▶ Increase Member Engagement
- ▶ Socialize Career Development



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## Discussion | Questions | Answers

Henry DeLozier

[hdelozier@globalgolfadvisors.com](mailto:hdelozier@globalgolfadvisors.com)

602.739.0488

