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**Building Our Next Club Success**

**<Template Pro Tips:**

* **Customize the information listed in brackets to reflect your Conference experience and illustrate the value in your attendance for your club.**
* **Use bullets and borrow the descriptions within the Conference App so you do not have to reinvent the wheel.**
* **Add photos from events and sessions if you have them.**
* **Delete all green text before sharing.>**

**Prepared by <YOUR NAME HERE>**

# Purpose and Objective

I am grateful for the opportunity to attend the Club Management Association of America’s recent 2024 World Conference and Club Business Expo held March 4-8, 2024, in Las Vegas, NV. This event brought together 3,800 club management professionals, industry leaders, and experts from around the globe to explore the latest trends, innovations, and best practices in club management. Attendees had the opportunity to participate in 65-plus education sessions, peer networking events, and preview the latest products and services available in the industry at the two-day Club Business Expo.

The World Conference provided five days of stellar educational programming engineered specifically for today’s operating challenges. Sixty-to-90-minute education sessions were presented by industry and business experts and showcased new solutions for the complex challenges facing today’s club management professionals—harnessing automated intelligence across your club operations; recruiting, building, and sustaining high performing club teams; exceeding member expectations; and more.

With up to 21.5 hours of continuing education credit available, the event helped me to boost my leadership skills, break down our operational challenges with the latest innovated club solutions, borrow new ideas and insights, bolster our new team through recruitment opportunities with the next generation, and collaborate with fellow professionals at the only event focused on the business of running a club.

This report's objective is to share all relevant takeaways and resources to help our team utilize the insights our club gained at the World Conference.

# Event Overview

**Day One: Monday, March 4**

The World Conference officially began at 11:30 a.m. with concurrent educational offerings. Session options included *Business Financial Intelligence: A Mindset and Skillset Few Staff Members Have and All Clubs Need; Emotional Intelligence (EQ) for Managers; Introduction to Admired Leadership: Why Should Anyone Follow You; Leverage Your Advantage: Advocacy for Club Managers;* and *Wine Trends; Sustainability, Creative Wine Events, and Ways to Sell More Wine to Your Membership.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

After a brief lunch break, concurrent education sessions continued with *Club Tech Pulse Check – AI Foundations for Club Managers; HR Re-imaged: Key Trends Influencing the Future of the Workforce; The Nominating Process and Effectively Using the Skills Matrix to Create a Great Board; The Power of Body Language;* and *The Style Code: Developing an Influential Leadership Style.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

Presented at 2:15 p.m., the day’s General Education Session featured motivator and author of *What Do You Want to do Before You Die?* Ben Nemtin. Nemtin shared his personal struggles and his bucket list quest and how it helped to shape his life and work. His presentation helped provide inspiration and understanding for asking key questions to our teams and our members.

**<SHARE ANY TAKEAWAYS.>**

Afterwards, there was one more block of concurrent sessions. Sessions included *Cash Out with Your Controller: Unlocking the Controller/Club Manager Partnership; Ditching the DEI Script: A Raw and Real Approach to Inclusion in Clubs; How Gratitude & Celebration Can Connect Your Staff Back to Your Why;* and *How to Measure Board Effectiveness with Board Evaluations.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

**Day Two: Tuesday, March 5**

Our day kicked off with the official Opening Business Session where attendees heard from featured speaker and author of the national bestseller, *Unreasonable Hospitality: The Remarkable Power of Giving People More Than They Expect* Will Guidara*.* Guidara shared his perspective as the former co-owner of Eleven Madison Park, which, under his leadership, received four stars from the New York Times, three Michelin stars, and in 2017 was named #1 on the list of the World’s 50 Best Restaurants. His presentation focused on the little things, systemizing and scaling hospitality, and making it impactful to the individual member/guest at the point of impact.

**<SHARE YOUR KEY TAKEAWAYS.>**

The day continued with 90-minute concurrent education sessions including *Beyond Handshakes: Memory Techniques for Unforgettable Club Experiences; Ceremony and Coaching from Centre Court; Diversity from an Inside Perspective; How the Best Club Boards Are Differentiated from Ordinary Club Boars;* and *Unlocking Talent: Upskilling and Reskilling for Future-Ready Workplaces.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

Following a one-hour lunch break, concurrent sessions resumed. These one-hour offerings included *Don’t Build Another Dashboard: Make Your Club’s Data Work for You; Making People Better Through Feedback; Supply Chain Attacks: When Third Parties Walk Threats to Your Door; The 2024 Elections – What’s at Stake for Your Club;* and *When Love Isn’t Enough.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

Education continued with 90-minute sessions pertaining to *Chase the Ace: Build A Strong Relationship Between Your Agronomy/Golf Operation; Do You Know the-Who, How, and When to Change Your Club Culture?; Forging a Team of Leaders; How to Implement the Best Practices from The Club Governance Handbook;* and *Let’s Get Serious About Club Communications*.

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The final block of concurrent sessions for the day included a General Education Session with DeMaurice Fitzgerald Smith, the 15-year Executive Director of the National Football League Players’ Association (NFLPA). Smith focused on the relationship between owners and employees and the power of principled decision making.

Other sessions included *Creating a Welcoming, Accessible, and Inclusive Environment at Your Facility* and *Building Your Personal Brand as a Leader in the Club Industry.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

**Day Three: Wednesday, March 6**

The day began at 8:00 a.m. with the Member and Chapter Awards Breakfast general session honoring celebrate the achievements of the Who’s Who of CMAA—amazing individuals meeting professional milestones, individual innovators, members, and local Chapters. After the awards presentations, we heard from Leadership & Peak Performance Specialist Navy SEAL Commander (Ret.) Rorke Denver. Throughout his action-packed, hair-raising combat career, Denver successfully led his troops through unforgiving special forces missions in challenging, do-or-die environments in multiple international hot spots. He shared his insights into making headway into your own battles. **<SHARE ANY TAKEAWAYS IF YOU ATTENDED.>**

Next, the two-day Club Business Expo was available to source and secure innovative solutions for our club. Nearly 300 companies serving the club industry were on site to showcase their new products and innovations.

 **<SHARE YOUR INTERACTIONs WITH A VENDOR/SERVICE PROVIDERS WHO MIGHT HAVE A SOLUTION OF INTEREST TO YOU CLUB.>**

**<ADD IN IF UTILIZED>**

From 1:00 to 3:00 p.m., I participated in the Career Opportunities and Mentoring Showcase, advertising our internships and entry-level positions to the hospitality student members in attendance. Approximately 150 students from top hospitality programs around the country attended this event and had access to explore our program information.

**<INSERT A SENTENCE ABOUT AN INTERACTION WITH A STUDENT WHO MAY BE INTERESTED IN WORKING FOR YOUR CLUB.>**

After the showcase, it was back to education for the remainder of the afternoon. Concurrent one-hour sessions included *Making the Time to Lead, Multicultural Communications; New Generation Membership Strategies: Tackling Modern Challenges with Modern Solutions; The State of the Race – Politics 2024;* and *Transforming the Finance Team into a Strategic Partner: Harnessing AI for Success.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

Afterwards, there was one more block of one-hour concurrent sessions. Sessions included *Navigating Change: Harnessing the Impact of a Well-Crafted Strategic Plan; Speak Up, Stand Out: Master the Art of Intentional Communication; The Power of Collaboration: When Marketing Meets Technology; Understanding the Difference Between Strategic, Facility, and Master Planning; What the Best Leaders Know About Relationships;* and *the Shark Tank Session.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

**Day Four: Thursday, March 7**

Monday’s education began at 8:30 a.m. with a general session featuring sports pioneer Susan O’Malley. She knows what it takes to be a leader in a tough business environment and how to create an organization from the ground up. Once an intern with the Washington Capitals and the Washington Bullets (now the Wizards), O’Malley joined Washington Sports and Entertainment (WSE) in 1986. Since that time, her groundbreaking business ideas and proactive approach to customer service brought her—and WSE—to the top of the sports business world. O’Malley focused on the elements of consistent leadership that make you successful.

 **<SHARE ANY TAKEAWAYS.>**

After the morning session, I returned to the Club Business Expo to continue researching solutions and options for our club. More than 75 of the companies were exhibiting for the first time.

**<SHARE YOUR INTERACTIONS WITH A VENDOR/SERVICE PROVIDERS WHO MIGHT HAVE A SOLUTION OF INTEREST TO YOU CLUB.>**

Following lunch, it was back to education. The first round of one-hour session offerings *Autonomous Mowing Programming: The Future Is Now; Beyond Membership: Cultivating a Deep Sense of Belonging; Cultivating Success: Strategies and Challenges in Club Capital Funding; Desperate to be Micro-Managed by Your Treasurer? Don’t Hire a True CFO;* and *Harnessing the Power of Member and Staff Voices.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The final 90-minute education sessions of the day featured *Getting the Right People on the Bus; Mastering the Art of Leadership and Food & Beverage Trends; Mindset of High Performing Teams; Proper Capital Planning is a Process, Not a Project;* and *What’s Next? The Future of Branding, Marketing, and Communications in the Private Club.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The day ended with an incredible Networking Event at Allegiant Stadium, site of Super Bowl LVII and home of the Las Vegas Raiders. It was a great way to make new connections and expand my network of club management professionals while gaining new ideas for future club events.

**Day Five: Friday, March 8**

It was another full day of education and opportunities to engage with fellow club management professionals. The day provided three different blocks of concurrent education and the final general education session.

The first block of 90-minute sessions began at 8:00 a.m. with *How AI Will Disrupt the Club Space – Five Examples You Can Implement Today; Keeping It REAL: Cultivating Resilience Through Adaptive Leadership; Kitchen Rules: Business Intelligence from the Back of the House;* and *Putting the Governance Puzzle Together.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The next round of 90-minute sessions included *Avoiding Lawsuits & HR Drama at Your Club: The Critical Tools for Leaders; How USA Pickleball Can Address Your Facility and Programming Nees; Improving Food and Beverage at Your Club: Using Data from Members to Improve Your Operation;* and *Leading Tomorrow.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

After a brief break for lunch, the final set of concurrent sessions *Achieving Lasting Impact: The Role of Emotional Intelligence in Club Leadership; Congratulations, You’re a GM…Now What? Successful Tools to Help You Lead Your First Club; Designing Employee Experiences; Gravitas: The Manner of Trust and Respect;* and *Leveraging Diversity to Build Inclusive Leadership and Drive Business Results.*

**<SHARE WHICH SPECIFIC SESSION YOU ATTENDED and INCLUDE A KEY TAKEAWAY.>**

The day ended at 3:30 p.m. with the official Closing Business Session, spotlighting endurance athlete Mark Beaumont. Mark Beaumont has made a career of World firsts and records in more than 130 nations and territories, made documentaries over 15 years, and published five books. Having cycled around the World twice, he now holds this 18,000-mile record in 78 days & 14 hours—achieving the famous “Around the World in 80 Days" for the first time by bicycle. He translated his performance and strategy planning in the expedition world into leadership and planning advice that would be helpful to any profession.

**<SHARE ANY TAKEAWAYS.>**

**Additional Activities**

**<ADD IN IF UTILIZED>**

**Idea Fair**

Between education sessions and networking breaks, I took the opportunity to browse the Idea Fair (think the science fair of great club operations ideas). There were more than 280 entries submitted by clubs from all over the country across 20 operational categories including events, holiday programs, staff management and incentives, membership development, cost/time-saving concepts, internships, and more. Archived digitally, these ideas will be available throughout the year for new programming ideas for our members and employees.

**<SHARE A SPECIFIC ENTRY THAT WOULD BE A GREAT IDEA AT YOUR CLUB>**

**<ADD IN IF UTILIZED>**

**Open Space**

Between sessions, I took advantage of the 30-minute Open Space sessions. These sessions included mini think tanks hosted by other club management professionals who suggest and host the topic, as well as sessions hosted by industry experts and session presenters. Options included *Saving Time & Money from the First Tee to the 19th Hole; Historic Women’s Clubs; Thrive Safely in an Ever-Changing Digital World: Your Club’s Cybersecurity Journey; Mic Up Your Club: Podcasting Made Easy;* and *The Future of Club Governance.*

**<LIST WHICH SPECIFIC OPEN SPACE YOU ATTENDED and SHARE A KEY TAKEAWAY.>**

**<ADD IN IF UTILIZED>**

**Recruitment**

I utilized the complimentary job boards to advertise our club openings and seek new talent for our team. These job boards are highly sought after by professionals seeking new opportunities on site.

**<INSERT A SENTENCE ABOUT AN INTERACTION WITH PROFESSIONAL WHO MAY BE INTERESTED IN WORKING FOR YOUR CLUB OR NUMBER OF LEADS GENERATED.>**

**Ideas for Immediate Implementation**

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| **Idea** | **Department** |
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**Ideas for Implementation in Q3&4 in 2024**

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| **Idea** | **Department** |
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**Planning for 2025-2028**

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# About CMAA, the CCM, and Future World Conferences

Founded in 1927, the Club Management Association of America (CMAA) is the largest professional association for managers of membership clubs with more than 7,800 members throughout the US and internationally. Our members contribute to the success of more than 3,000 country, golf, athletic, city, faculty, military, town, and yacht clubs. The objectives of the Association are to promote relationships between club management professionals and other similar professions; to encourage the education and advancement of members; and to provide the resources needed for efficient and successful club operations. Under the covenants of professionalism, education, leadership, and community, CMAA continues to extend its reach as the leader in the club management practice. CMAA is headquartered in Alexandria, VA, with 40 professional chapters and 40 student chapters and colonies. Learn more at [**cmaa.org**](http://www.cmaa.org).

The Certified Club Manager (CCM) designation was established in 1965. The CCM indicates that a club management professional has completed a rigorous course of study and training and shows a dedication to proficiency and expertise in club management. The CCM is the hallmark of professionalism in club management. It is a valuable and widely respected mark of a manager’s commitment to professional development and the club industry. In order to receive the CCM designation, one must be a Professional member of CMAA for at least six years, invest time in specified education requirements, attend at least one World Conference and Club Business Expo, and maintain activity within their local Chapter. After these conditions have been met, the individual must pass the CCM Exam. On-going maintenance requirements are required every five years for individuals to continue to use the designation. Attainment of the CCM title shows a long-term commitment to professional development and club management.

The 2025 World Conference and Club Business Expo will be held at the Tampa Bay Convention Center in Tampa, FL, February 4-8. Future Conferences are slated for Anaheim, CA (2026) and Chicago, IL (2027 – where CMAA will celebrate its 100th anniversary.)