

STRATEGIC PLANNING FOR CLUB MANAGEMENT

DATE: 22nd–23rd MARCH 2011

TIME: 9:00 am – 5:00 pm

SPEAKER: SYLVAN C BRABERRY

President/ CEO Club Advantage Inc.

VENUE: ISTANA HOTEL, KUALA LUMPUR

FEES: RM 1300 PER PAX

***Inclusive of welcome drinks, lunch, 2 coffee breaks, training materials and Certificate of Attendance*

COURSE OBJECTIVE

To give club managers, department heads and executive an in-depth understanding on how to set and execute a strategic plan with measurable goals and a road map to chart the various steps needed to execute your strategic plan.

COURSE CONTENTS

DAY 1 – 22nd March 2011

- The Industry Today—Dialogue on Challenges (Interactive)
- Case Study— A Practical Approach to Strategic Planning For Your Club (Interactive)
- Coming Up With A Strategic Planning Framework For Your Club And How To Apply It.
- Environmental Scanning— "The Underrated Power Tool"
- Application Of The SWOT And GAP Analysis When Formulating Corporate Strategies – A Practical Approach On How To Apply It To Your Organization
- Identifying Critical Success Factors
- Formulating Corporate Strategies For Your Club Organization

DAY 2 – 23rd March 2011

- The Decision To Re-invent, Re-brand, Your Club (Interactive)
- The Importance Of Financial Forecast In A Strategic Plan
- Analyzing Budgets Against Actual Performance
- Setting Key Performance Indicators (KPIs)
- The Importance Of The Right "Fit" When Assembling Your Management Team
- The Road Map For The Execution Of Your Strategic Plan
- Case Study—Providing Practical Solutions With a Strategic Plan

ABOUT THE SPEAKER



SPEAKER:
Sylvan C Braberry
PRESIDENT/CEO
CLUB ADVANTAGE, INC.

WHO SHOULD ATTEND

- Club General Managers
- Senior Management Staff
- Executives and Club Committees
 - Country Golf Club
 - Sport Club
 - Social Club
 - Member Club

**WHAT
PREVIOUS
PARTICIPANTS
HAVE TO
SAY OF THIS
TRAINING
PROGRAM**

Sylvan Braberry is currently President and CEO of Club Advantage Inc. Management trained, Sylvan brings with him more than twenty years of Club management experience. He was already a board member of a Country Club when he was in his twenties and was appointed Chairman of Changi Beach Club in 2003 to 2006 by the Singapore Sports Council. During his tenure there, he took the bold step and presented a strategic plan for the Club and re-branded it successfully during his tenure. He was also instrumental in bringing sports recognition to the Club winning accolades in bowling, tennis, snooker and tennis at national level for them.

Sylvan was appointed as a consultant by the Singapore Tourism Board for Food & Beverage in 2004 and went on to do reports on the food & beverage industry in Singapore and the region for them. He also served as consultant for Companies in Vietnam, Dubai, Indonesia and Singapore.

Sylvan has held various senior management positions since the early nineties with various multinational Companies in the region and finally pursued his passion for club management and went to work as General Manager of Warren Golf & Country Club in 2006. Within a space of eleven months, he earned the accolade as being arguably the best General Manager there.

In early 2007, Sylvan was personally head hunted to serve as Chief Executive Officer of Singapore Island Country Club (SICC) one of Singapore's most prestigious and arguably the world's richest Club. A position he held for 3 years. He earned the accolade as being the best CEO in the history of the Singapore Island Country Club.

Sylvan is currently pursuing his MBA and is authoring a book entitled "Strategic Planning for Club Managers". Sylvan has been regularly invited as guest speaker to numerous international conferences and seminars, notable establishments like the Asia Business Forum. He also spoke at the Club Managers Conference in 2006 on the Club Industry and also contributes articles on the need for Strategic Planning in featured magazines.

His experience and knowledge on Club Management is invaluable. Participants to this course would find it very informative and innovative.

“ The best program that I have attended on club management... very comprehensive .Sylvans personal experiences are invaluable for both managers and committees. ”

“ Participants would find new ways to improve their clubs performance I for one would use some of the pointers to be implemented by department heads ”

“ A very good program for all forward thinking club managers. This program provides numerous interesting strategies to make the club better for members. ”

“ Excellent lecturer..... very practical approach would be useful to all people in management.”



Sylvan wrote the Cover Story in the February 2011 issue of Asian Golf Business entitled;

“Clubs in the Region.....are they in a general state of decline?”

“Market competition and changing consumer trends are just part of the day to day realities of managing a club which we must accept. Clubs must adapt and strategize to stay ahead of the competition. There are clubs that do not have spanking new buildings and yet do very well and stay profitable. The hardware is just part of the enticement and niceties but the real in depth quality lies in the software and the overall quality of club management. ”

“Committees should set the big picture, appoint managers and empower them to manage and achieve these objectives with little interference. Managers should be appraised on their performance by targets/goals (KPIs) set by the committees which have been agreed upon beforehand. In this instance, clear lines would be drawn and responsibilities clear without the need for a blame game”

“We may opine that members themselves do not support their club so why not allow non members to use the facility to ensure better utilization of resources while trying to improve the bottom line? Question is; “Have we done enough to ensure member loyalty, pride and support for their own club”? Have clubs done enough for a member to be proud and say; “come to my club”.

“Management must take the lead here and be innovative and on the move to quickly identify changing preferences and member movement patterns in order to meet member’s expectations and stay ahead of the competition”.

“While clubs lament about declining memberships, patronage and revenue, the focus should be on creating the right mix of lifestyle experience, quality and service excellence to win back member’s confidence and support which is vital in ensuring that the club stays profitable and viable. After all, the member is the basis and the very reason for a club's existence and we should not lose focus on that.”



REGISTRATION FORM

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Please fill in this form using CAPITAL LETTERS

NAME / PARTICIPANT 1

POSITION

NAME / PARTICIPANT 2

POSITION

NAME / PARTICIPANT 3

POSITION

CONTACT PERSON

POSITION

DEPARTMENT

COMPANY / ORGANIZATION

ADDRESS 1

POSTCODE

STATE

TEL. NO.

FAX. NO.

EMAIL

PLEASE SUBMIT THIS FORM BY FAX / SCAN & EMAIL / POST TO:

Organized By

EICO EDUCATIONAL RESEARCHERS AND CONSULTANTS

67-2 Medan Setia 1, Plaza Damansara, Bukit Damansara, 50490 Kuala Lumpur

Tel: 603 2094 1259

Fax: 603 2095 0376

Email: eico@eicoconsultant.com

Web: www.eicoconsultant.com