



CLUB MANAGEMENT ASSOCIATION OF NEW ZEALAND

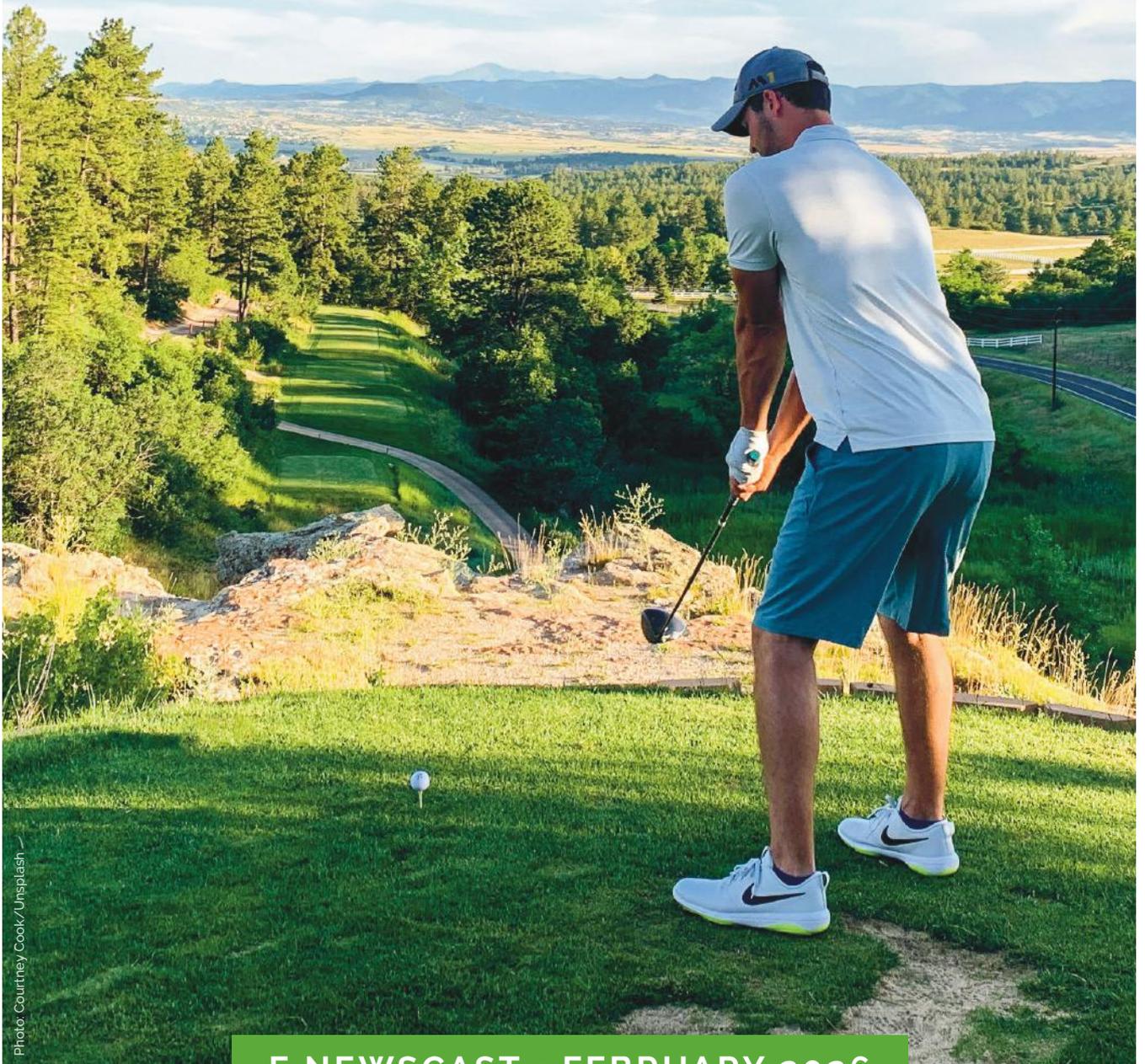


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Please circulate to Club General Manager/Manager, Club Administrator, PGA Professional, Golf Operations Manager, Course Superintendent, Food and Beverage Supervisor, Club President, Club Chairman.

Design: Debbie Dale Design • debbiedale.crevado.com

BMI COURSES 2026

NEW BMI LEADERSHIP PRINCIPLES COURSE ADDED

BMI Golf Management Course postponed to 2027



Photo: Yan Krukau/Pexels

BMI CLUB MANAGEMENT

APRIL 28 – MAY 1, 2026

This week-long 40-hour intensive program immerses managers in leadership simulations and case studies that reflect the dynamic realities of club operations. Collaborating with peers across experience levels, participants sharpen decision-making and gain deeper insight into the human and strategic dimensions of club leadership.

BMI CLUB MANAGEMENT LEARNING OBJECTIVES

- Employment Law
- IT Solutions for Club Managers
- Management
- Club Governance
- Club Marketing Solutions
- Club Culture and Leadership
- Diversity Equality Inclusion
- Staff Communication
- Lumina Spark
- Cybersecurity & Risk Awareness
- Leadership and Delegation
- Accounting Fundamentals
- Club Legal and Legislation
- Communication
- Strategic Recruiting



Photo: Edmund Dantes/Pexels

Click [HERE](#) to view course booklet, registration form and course timetable



BMI FOOD AND BEVERAGE MANAGEMENT

MAY 11-15, 2026

The BMI Food and Beverage Management course provides an in-depth look at food and beverage operations from a management and control perspective.

The five-day program offers a combination of classroom lecture and hands-on learning at various clubs throughout the Auckland area. Attendees will have the opportunity to visit the facilities at the Royal Auckland and Grange Golf Club and the Remuera Golf Club, view and experience the production and tasting facilities at Jacks Coffee and Dilmah tea, participate in a hands-on cooking experience at Main Course Cookery School hosted by Sonya Oyston and learn the art of tapping a keg and pouring a perfect pint compliments of Asahi Beverages.

BMI FOOD AND BEVERAGE MANAGEMENT LEARNING OBJECTIVES

- Food Service Marketing
- Kitchen Layout And Renovation
- Employee Diversity
- Alcohol Awareness
- Catering And Special Events
- Beverage Costing
- Sanitation And Safety
- Menu Engineering Applications
- Beverage Production: Tea & Coffee
- 'Garden To Table' Opportunities

Click [HERE](#) to view course booklet, registration form and course timetable

NEW
COURSE



Photo: Vlada Karpovitch/Pexels

BMI LEADERSHIP PRINCIPLES

SEPTEMBER 21-25, 2026

The BMI Leadership Principles course is also a week long course and builds on the foundations of the BMI Club Management Course to focus on strategic and business planning, performance and service standards, and the professional and communicative skills to develop every aspect of both the individual's performance and that of their club.

BMI LEADERSHIP PRINCIPLES LEARNING OBJECTIVES

- The Nature of Leadership
- Leadership Traits
- Leadership Goals Phases & Decisions
- Managing Relationships
- Power and Influence
- Situational Leadership
- Strategic Planning
- Optimizing Human Productivity
- Governance: Politics and Process
- Successful Committee Strategies
- Law
- The Manager as an Ethical Force
- Leadership Case Study
- Certification Update
- Managerial Accounting
- Lumina Leader

Click [HERE](#) to view course booklet, registration form and course timetable

COURSE ECONOMICS IN THE EXPERIENCE ERA

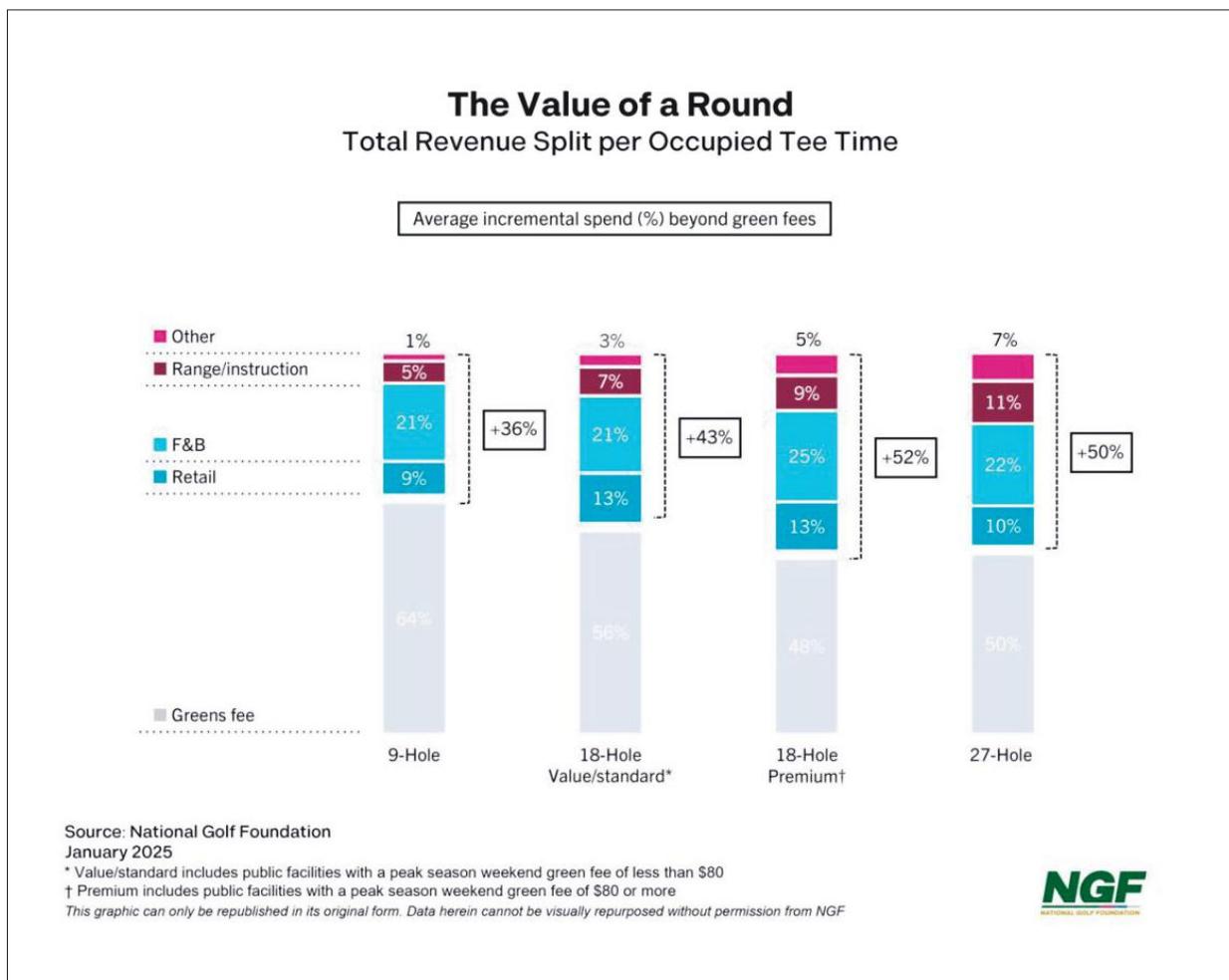
The economics of a golf club business hinges on the principle that each tee time is perishable inventory

Unused tee times result in lost revenue, not only from green fees but also from additional purchases like food, drinks, and equipment. For an average 18-hole club, total revenue per occupied tee time is estimated to be about 45% higher than just green fees alone.

Consider the impact of no-shows at golf clubs. An analysis of over 500 clubs and 10 million rounds revealed a no-show rate of 9%, resulting in an estimated \$1 billion in lost opportunity annually. The issue is significant and sensitive, as even a few missed tee times can erode margins, similar to a restaurant losing 5% of its income from a six-person no-show.

Interestingly, most lost inventory can be prevented or addressed. The analysis found that only 11% of abandoned rounds were due to unplayable conditions. This means improved policies (e.g., requiring a credit card to book green fees), communication (e.g., automated SMS reminders), and waitlist technology can curb most no-shows.

These tactics have already helped the restaurant industry mitigate the problem. OpenTable launched the "Show Up for Restaurants" campaign to highlight the impact of unused reservations and late cancellations. They also introduced a tool to identify 'flight risks' based on previous reservation activity, allowing staff to confirm attendance proactively. →





For an average 18-hole club, total revenue per occupied tee time is estimated to be about 45% higher than just green fees alone.

Managing inventory is just one part of the equation. The other—potentially larger—opportunity lies in re-imagining how fixed-capacity businesses can unlock revenue potential across customer touchpoints.

While most hospitality businesses are innovating to enhance customer journeys and drive revenue, many golf clubs still follow a narrow approach (book time > play golf > leave), limiting both satisfaction and growth. Forward-thinking club managers are transforming driving ranges into tech-enabled destinations and enhancing food and retail operations. Potential new revenue streams include

post-round contests, pop-ups, and local business partnerships.

The key shift is for club managers to think like experience designers, seizing every touchpoint as an opportunity to add value, not just facilitate the round. Peripheral offerings in golf, like those in hotels and airlines, can mitigate the risk of perishable inventory and open new growth avenues. Success in the competitive leisure market requires recognizing this dual opportunity.

Abridged – with thanks to the National Golf Foundation.

FIXING THE MEMBERSHIP GROWTH PROCESS

From Good Intentions to Strong Outcomes

Boards often agree that “membership growth will improve the club’s financial performance.” Where clubs fall short is in the **system** that turns that intention into sustainable results.

The solutions below outline how to strengthen each stage of the process.

IDEAS Move from opinions to evidence

Problem: Ideas are plentiful but rarely informed by data or expertise.

Solutions:

- Use membership data (trends, churn, joining patterns) to guide priorities.
- Benchmark against successful NZ clubs.
- Validate ideas with marketing or membership specialists.
- Apply a simple impact filter: long term value, feasibility, cost, and brand fit.

DECISIONS Shift from quick fixes to strategic products

Problem: Decisions often address short term budget pressure rather than long term growth.

Solutions:

- Anchor decisions to a 3 year membership growth strategy.
- Build a repeatable membership product suite (introductory, flexible, Women’s She Loves Golf programmes, Futures programmes, corporate).
- Use financial modelling to forecast ROI before approving initiatives.
- Ensure governance understands membership growth as a long term system, not a one-off campaign.

EXECUTION Treat membership growth as a professional function

Problem: Execution is the biggest failure point; clubs under-resource and under-plan.

Solutions:

- Develop full execution plans: target audience, messaging, channels, timelines, KPIs.
- Use multichannel marketing (email, social, website,

paid ads, partnerships).

- Assign clear ownership—committees advise, staff or contractors execute.
- Track performance weekly and adjust tactics based on results.
- Resource marketing properly as a revenue generating investment.

MEMBERSHIP SALES Build a pipeline, not a passive process

Problem: Clubs rely on enquiries rather than proactive sales and retention.

Solutions:

- Establish a structured sales pipeline: lead capture, follow-up, trial, conversion, onboarding.
- Train or appoint someone responsible for membership sales.
- Introduce member referral incentives.
- Strengthen onboarding and early engagement to reduce churn.
- Conduct exit interviews and intervene early with at-risk members.

Outcome: A Repeatable Membership Growth Engine. By strengthening these four areas, the club moves from adhoc efforts to a **professional, measurable, and sustainable membership system** that drives long term financial performance.



2026 GMA/ASTMA Conference and Trade Exhibition



Golf Management Australia (GMA) and the Australian Sports Turf Managers Association (ASTMA) are proud to again deliver Australia's largest golf industry conference and trade exhibit.

To be held at the Melbourne Convention and Exhibition Centre (MCEC) from Sunday, 21st June to Thursday 25th June, the 2026 GMA & ASTMA Conference & Trade Exhibition is supported by GMA's major partner, Schweppes, and will attract over 1,000 delegates from clubs and facilities throughout Australia.

The conference will focus on the knowledge needed to meet the future needs of golf management with sessions on leadership, sustainability, new practices and innovation. Conference topics will run concurrently with streams in leadership & management, golf course and sportsfields as well as combined workshops, panel sessions and networking events.

Showcasing the latest in golf related products, equipment and services, the trade exhibit will cover over 6,000m².

2026 GMA / ASTMA CONFERENCE AND TRADE EXHIBITION

21-25 June 2026

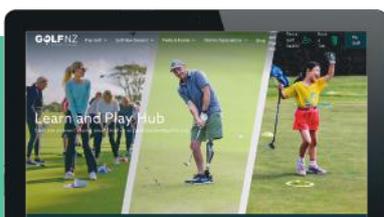
Melbourne Convention & Exhibition Centre

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The *Learn & Play* Hub

A national platform connecting more golfers to your club

Click [HERE](#) for more info

10 COST REDUCTION TACTICS

Advice from AI advisor & keynote speaker, Nicolas Boucher

 <h3>Benchmark</h3> <ul style="list-style-type: none">• Compare your overhead expenses to those of your industry peers or other units of your group.	 <h3>Increase your management span</h3> <ul style="list-style-type: none">• Identify a target of how many employees per manager on average your company should have.
 <h3>Kill non-critical tasks</h3> <ul style="list-style-type: none">• It's hard to ask everybody to reduce 10% of costs if you still have the same workload.	 <h3>Trim external services</h3> <ul style="list-style-type: none">• Look at any consulting, license, contractors and delay/reduce their services.
 <h3>Use natural attrition</h3> <ul style="list-style-type: none">• Natural attrition is the best opportunity a business has to challenge the status quo and rearrange its organization.	 <h3>Renegotiate framework agreement</h3> <ul style="list-style-type: none">• Classify your vendors by tiers and negotiate with the top ones better agreement where you can both look at non monetary benefits
 <h3>Negotiate with your headquarters</h3> <ul style="list-style-type: none">• Review which services you use. Either use them 100% but without any local costs or invest locally and do not use group services.	 <h3>Use the Colibri effect</h3> <ul style="list-style-type: none">• It means focusing on small changes and incremental improvements that can add up to significant savings over time.
 <h3>Reduce management layers</h3> <ul style="list-style-type: none">• Reduce the number of lines between an employee without management responsibility and the CEO.	 <h3>Reduce space</h3> <ul style="list-style-type: none">• When you reduce space you don't only reduce the rent. You also reduce energy, heating, water, facility management costs, repairs...

 Follow Nicolas Boucher

1. BENCHMARK

Compare your overhead expenses to those of your industry peers or other units within your organization.

Analyse areas such as finance costs as a percentage of revenue, HR costs per employee, and procurement costs as a percentage of total purchase volume.

As a result, this benchmarking exercise can highlight areas where you may be overspending and identify opportunities for improvement.

2. KILL NON-CRITICAL TASKS

To cut costs effectively, it is essential to evaluate your workload and identify any non-critical tasks and projects.

Additionally, by eliminating these non-essential activities, you can free up resources and focus on high-priority tasks that directly contribute to your core business objectives and long-term organisational sustainability goals. →

3. USE NATURAL ATTRITION

As you reduce non-critical tasks, leverage natural attrition as an opportunity to reallocate resources and trim your payroll costs.

Subsequently, by strategically managing staff turnover and planning for departures, you can minimize the need for immediate replacements and reassess your organizational structure.

4. NEGOTIATE WITH YOUR HEADQUARTERS

Challenge the assumption that group recharges are non-negotiable expenses.

In addition, review the services you receive from your headquarters and explore options to use them fully without incurring additional local costs.

Alternatively, invest locally in areas where it makes sense to do so and refuse to use and pay for redundant group services.

5. REDUCE MANAGEMENT LAYERS

Streamline your organizational structure by reducing the number of management layers. As a result, by minimizing the lines of communication between employees without management responsibilities and the **CEO**, you can enhance communication, foster empowerment, and reduce payroll costs simultaneously.

6. INCREASE YOUR MANAGEMENT SPAN

Set a target for the average number of employees per manager in your organization.

Also, challenge any teams that fall below this target, ensuring that managers are overseeing an optimal number of employees to promote efficiency and effectiveness.

7. TRIM EXTERNAL SERVICES

Review your expenditure on external services such as **consulting**, licensing, and contractors. Moreover, look for opportunities to delay or reduce their services, renegotiate contracts, or explore alternative, more cost-effective solutions.

8. RENEGOTIATE FRAMEWORK AGREEMENTS

Classify your vendors by tiers and prioritize negotiations with your top-tier vendors.

Seek better agreements that go beyond monetary benefits, considering factors such as time schedules, scope, and knowledge sharing.

By forging stronger partnerships, you can reduce costs while maintaining the quality of goods and services.

9. REDUCE SPACE

Evaluate your physical workspace and identify opportunities to downsize.

By reducing your office space, you can not only decrease rent expenses but also lower costs associated with energy consumption, heating, water usage, facility management, and repairs.

10. USE THE COLIBRI EFFECT

The Colibri effect teaches us the power of small efforts to make a significant impact.

Apply this principle to cost reduction by focusing on incremental improvements and small changes.

Furthermore, embrace a culture of continuous improvement, encouraging employees at all levels to identify and implement cost-saving ideas. Over time, these small changes will accumulate to generate substantial savings.

BONUS/LAST TIPS

- Encourage employees to contribute cost-saving ideas by implementing a suggestion program or offering incentives for innovative solutions
- Leverage technology to automate manual processes and streamline operations, reducing the need for excessive labour and cutting associated costs
- Continuously monitor and analyse your expenses to identify potential cost-saving opportunities and adapt your strategies accordingly
- **Learn how the top 10 processes for CFOs to control costs**

FINAL WORDS: COST-REDUCTION IS THE KEY TO GROWTH

Above all, implementing effective cost-reduction tactics is essential for businesses looking to enhance profitability, optimize resources, and gain a competitive edge. By benchmarking, eliminating non-critical tasks, leveraging natural attrition, renegotiating agreements, and other strategic approaches, you can successfully reduce costs without compromising quality or operational efficiency. Therefore, embrace a culture of cost consciousness and continuous improvement, and remember that even small changes can make a significant difference in your bottom line.

MEMBER RESOURCES

- Strengthening Club Governance: Insights & Actions
- 2025 Annual Salary Survey Results • Club Benchmarking 2025
- Executive Recruitment Service • CMA NZ News • Job Board

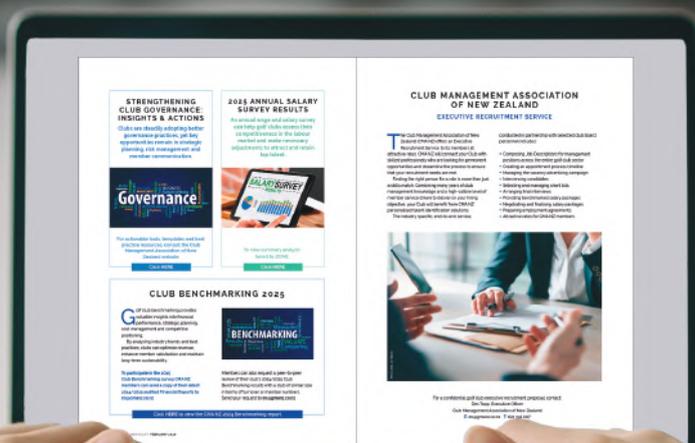


Photo: Cottonbro/Pexels

CLUB MANAGEMENT ASSOCIATION OF NEW ZEALAND

EXECUTIVE RECRUITMENT SERVICE

The Club Management Association of New Zealand (CMA NZ) offers an Executive Recruitment Service to its members at attractive rates. CMA NZ will connect your Club with skilled professionals who are looking for permanent opportunities and streamline the process to ensure that your recruitment needs are met.

Finding the right person for a role is more than just a skills match. Combining many years of club management knowledge and a high-calibre level of member service driven to deliver on your hiring objective, your Club will benefit from CMA NZ personalised talent identification solutions.

The industry specific, end-to-end service,

conducted in partnership with selected club board personnel includes:

- Composing Job Descriptions for management positions across the entire golf club sector
- Creating an appointment process timeline
- Managing the vacancy advertising campaign
- Interviewing candidates
- Selecting and managing short lists
- Arranging final interviews
- Providing benchmarked salary packages
- Negotiating and finalising salary packages
- Preparing employment agreements
- Attractive rates for GMA NZ members



Photo: Seb_ra/iStock

For a confidential golf club executive recruitment proposal, contact:

Des Topp, Executive Officer

Club Management Association of New Zealand

E: eo@gmanz.co.nz T: 021 392 007

CMA NZ NEWS

FROM THE BOARD ROOM



Matt Owen, Chair CMA NZ

We regret to record Matt Owen's intention to step down from his role as Chair of the CMA NZ Board. Matt has served on the Board for the past four years, including the last two as Chair, and has made an outstanding contribution. He has generously given his time not only to Association matters but also to supporting his team and fellow managers, helping ensure they are well prepared for the growing demands of an increasingly dynamic club management industry boosted by record membership growth.

A process is now underway to appoint a new Chair, as well as fill the vacant Auckland Branch Board Representative position.

FROM GOLF NZ

Statistics to the end of January

Affiliated members: 163 000 up 6.9% with significant increases noted in junior boys category

Player numbers: down 7 % reflecting the poor weather across the country

Club Confidence and Satisfaction Survey

Survey completed. Results to be advised via forums at district level.

Incorporated Societies reminder

Have you registered your new constitution to comply with the 2022 Act? If not and you need assistance you can contact Golf NZ.

Club Governance

In a bid to improve the standard of board management at club level Golf NZ has negotiated a deal with Golf Australia to introduce a 4-hour online course and a 1 and 1/2-day training course to zoom in on governance best practices.

For me personally, working at the coal face of club management and seeing some horrendous cases affecting the mental health of staff these educational courses haven't come soon enough.

CMA NZ Website goes live

Thanks to some tremendous work by Mat Eagleson and his team at Dot Golf, we are now the proud promoters of the new CMA NZ website. With a clean, refreshing look, user friendly access and many new features, the website will provide members with a multitude of club management information.

Look for an expanded Library of resources which is in the final stages of being loaded onto the site.



You can check out the new CMA NZ website by clicking [HERE](#)

JOB BOARD

GENERAL MANAGER



Waitikeri Golf Club

Click [HERE](#) to view the advert

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Hamilton Golf Club

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Windross Farm Golf Course

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BOARD MEMBERS 2025/2026

DIRECTORS



**NORTHERN BRANCH
REPRESENTATIVE & CHAIR**

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SOUTHERN SOUTH ISLAND
BRANCH REPRESENTATIVE**

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SUPPLIERS NOTICE BOARD

CLUB CAR TEMPO LITHIUM-ION GOLF CART



Designed with automotive styling, the Tempo is backed by proven engineering and a reputation for reliability. Plus, connected technology supports course management and golfer entertainment.

Click [2025 NEW TEMPO DASH AND LI ONE PAGER.PDF](#) to view more

IS THIS NEW ZEALAND'S SAFEST LITHIUM GOLF CART?

Throughout the Engineering and Development process prior to the launch of the Club Car Vanguard Lithium-ion Tempo we maintained a strong focus on safety. The result is a unique and automotive grade solution.

Click [HERE](#) to learn more

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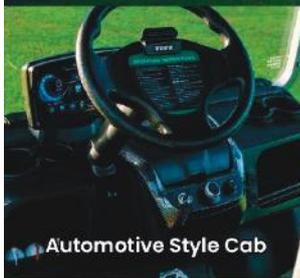
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DNA SPORTS IS YOUR GOLF CLUB'S TRUSTED PARTNER HELPING YOU WORK SMARTER, NOT HARDER.

Our expert consultants create tailored, results-driven strategies that power long-term success at the heart of your club.

We simplify your back-office systems, from accounting & membership to golf management software - so you can focus on growing your club.

With solutions built just for you, we're proud to be New Zealand's newest golf accounting specialists.

We understand the unique challenges community focused clubs face. That's why we deliver cost-effective, reliable, and tailored support designed to simplify your financial operations and keep your club running smoothly.

Reduced administrative burden, allowing your management to focus on core activities.

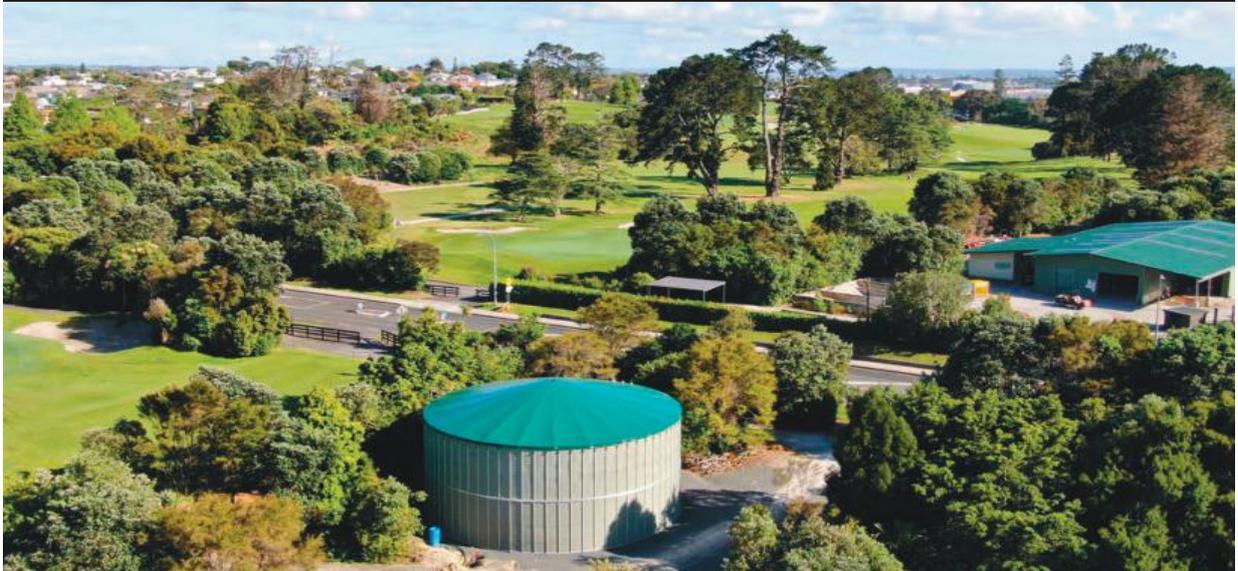


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ITS IN OUR GENES

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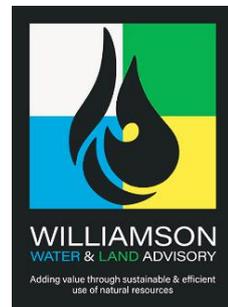
SUSTAINABLE LIQUID STORAGE UP TO 6 MILLION LITRES



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WWLA is a Water and Contaminated Land Consultancy currently working with multiple Golf Clubs on a range of different environmental and RMA planning services including Muriwai Links, Muriwai Downs, Huapai, Mangawhai and Thames.



Please get in touch if you need help with:

- Bore design and groundwater take consents
- Stream intake design and surface water take consents
- Pond or stream water quality issues
- Land drainage or stormwater issues
- Wastewater disposal, natural inland wetland assessment
- Management of legacy contaminated land

Click [HERE](#) to view more information

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HADLEY MANAGEMENT SERVICES

Click [HERE](#) to view more information



E: mike.hadley01@gmail.com M: 0274 450 976



Photo: Unsplash

CMA PARTNERSHIPS

OUR PLATINUM PARTNER



OUR GOLD PARTNERS

POWER TURF

Success from the ground up



JOHN DEERE

dotgolf

OUR EDUCATIONAL PARTNERS



BMI Business Management Institute Est. 1988



CLUB MANAGEMENT ASSOCIATION OF AMERICA

OUR PARTNERS



TURF SHAPES





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