



MIZNER

SESSION 2: MARK BADO ON ALIGNMENT
Different Clubs, Different Needs

BRAND OPERATING SYSTEM WEBINAR SERIES | HIGHLINE PARTNERS



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MEMBER RESEARCH



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Club Management Association of America Fellow

Mark began his career at Deloitte and is currently the General Manager at Mizner Country Club. Across his career, he has managed seven clubs, won multiple awards in club leadership, and was the Chairman of CMAA in 2020.

Deloitte.



Today's Focus:

MEMBERS JUDGE MOMENTS (5MIN)

COMPLEXITY BEHIND THE SCENES (5MIN)

MARK: DIFFERENT VALUES = DIFFERENT ALIGNMENT (10MIN)

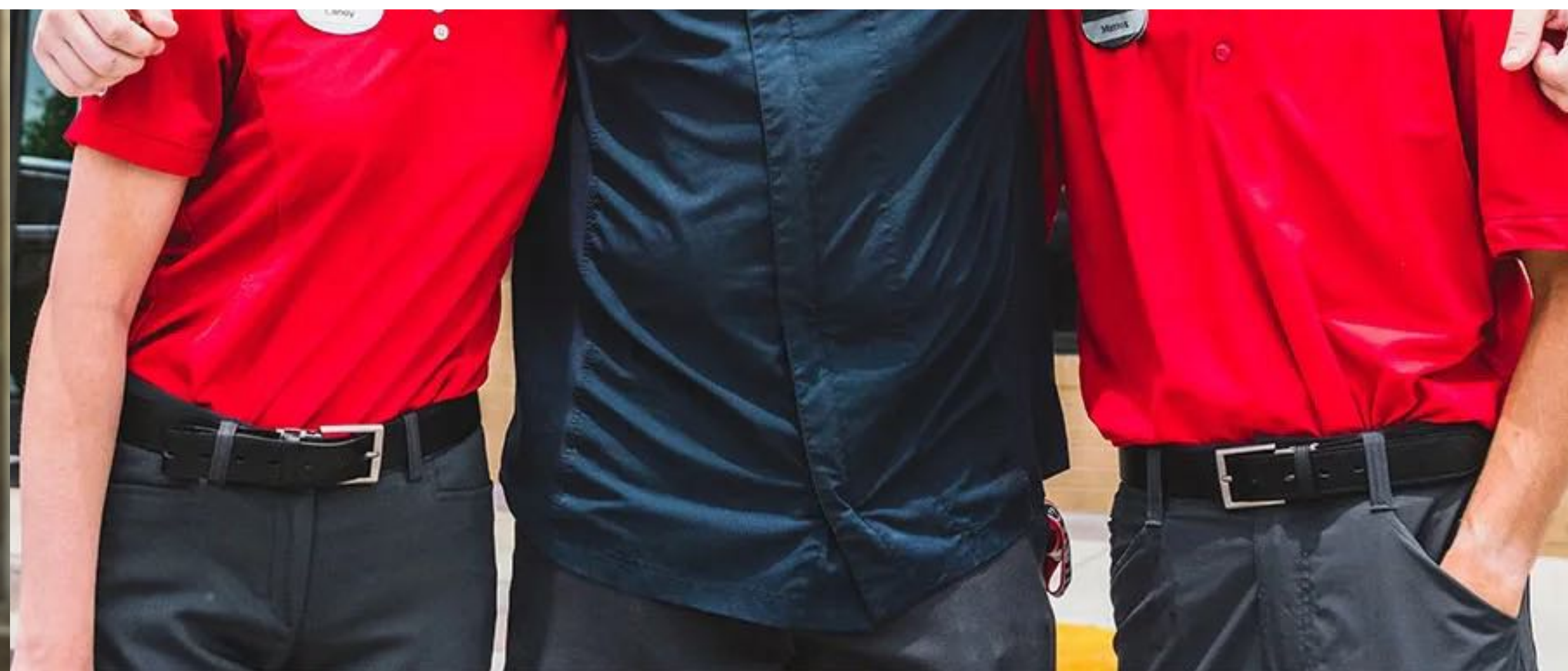
SYSTEM & STANDARDS: ONBOARDING & EXPERIENCE (15MIN)


TOOLS (5MIN)

QUESTIONS (10MIN)



Great Brand Experiences are **Rooted in Identity** and **Delivered Consistently** but ***Supported Invisibly***

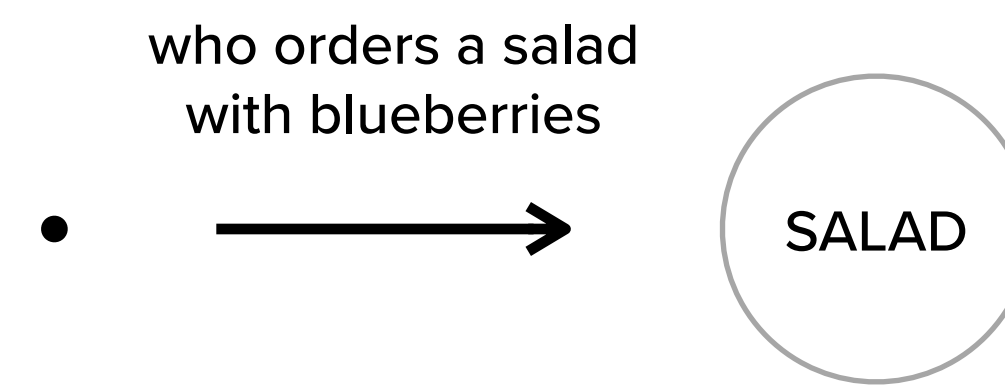


A photograph of a sophisticated hotel lobby. The room features a large, multi-tiered chandelier with numerous glowing spherical lights. In the center, a curved bar with a dark wood and metal finish is illuminated from below. A bartender is visible behind the bar. The space is furnished with dark leather armchairs, a yellow chair, and a side table. Large windows in the background offer a view of a city at dusk. The walls are paneled with wood, and the floor is covered in a patterned carpet.

Members think clubs are just another hospitality experience, but they understand that the Ritz wouldn't let them choose the carpet color. Why do they at their own club?

This is a member



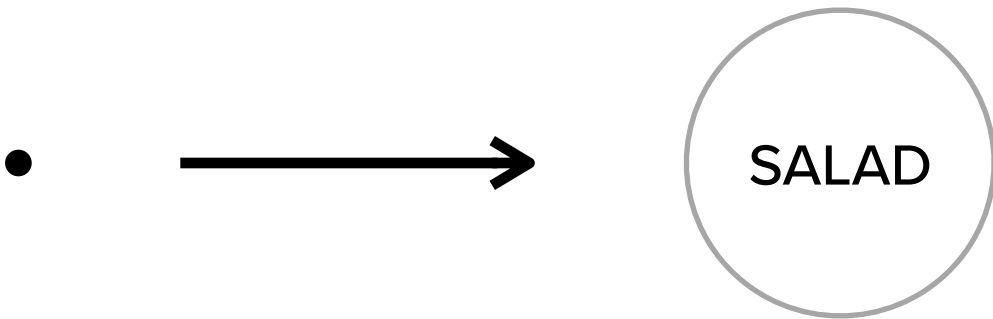


- The salad is good.

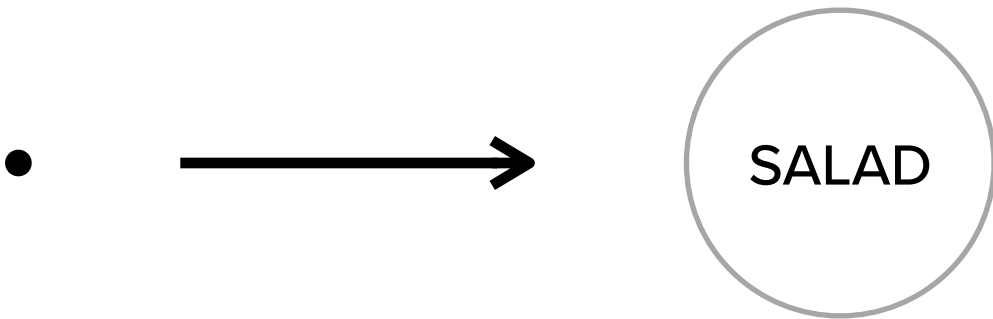


The member is happy.

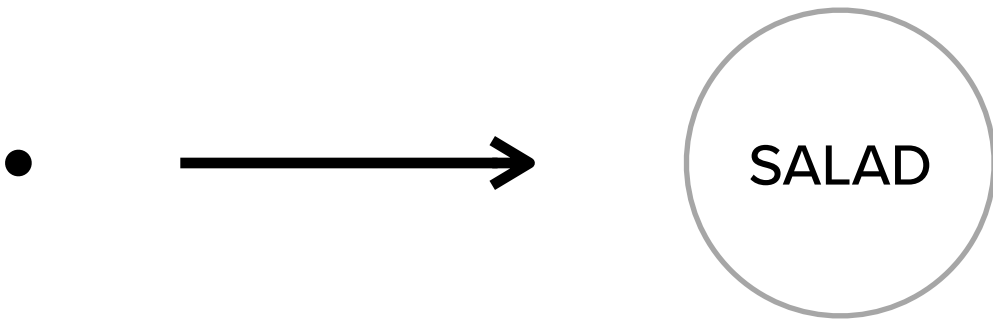












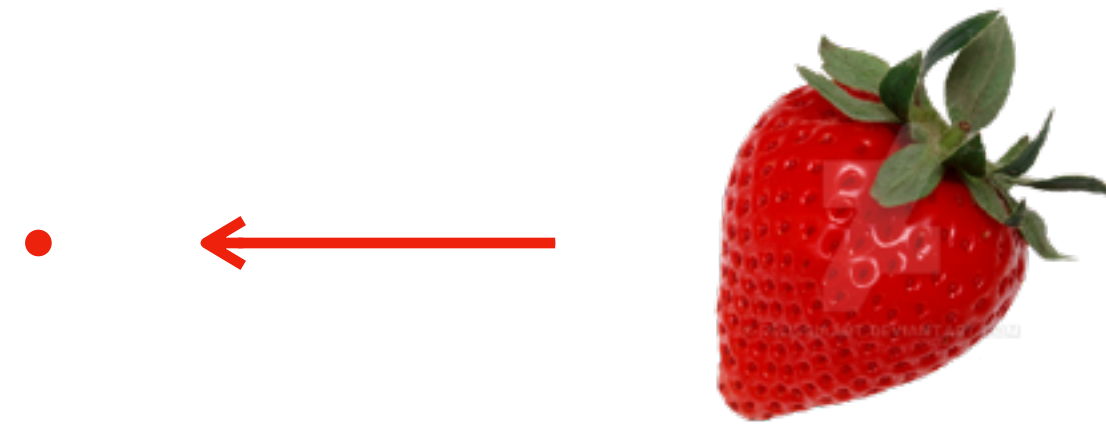
- The salad has strawberries

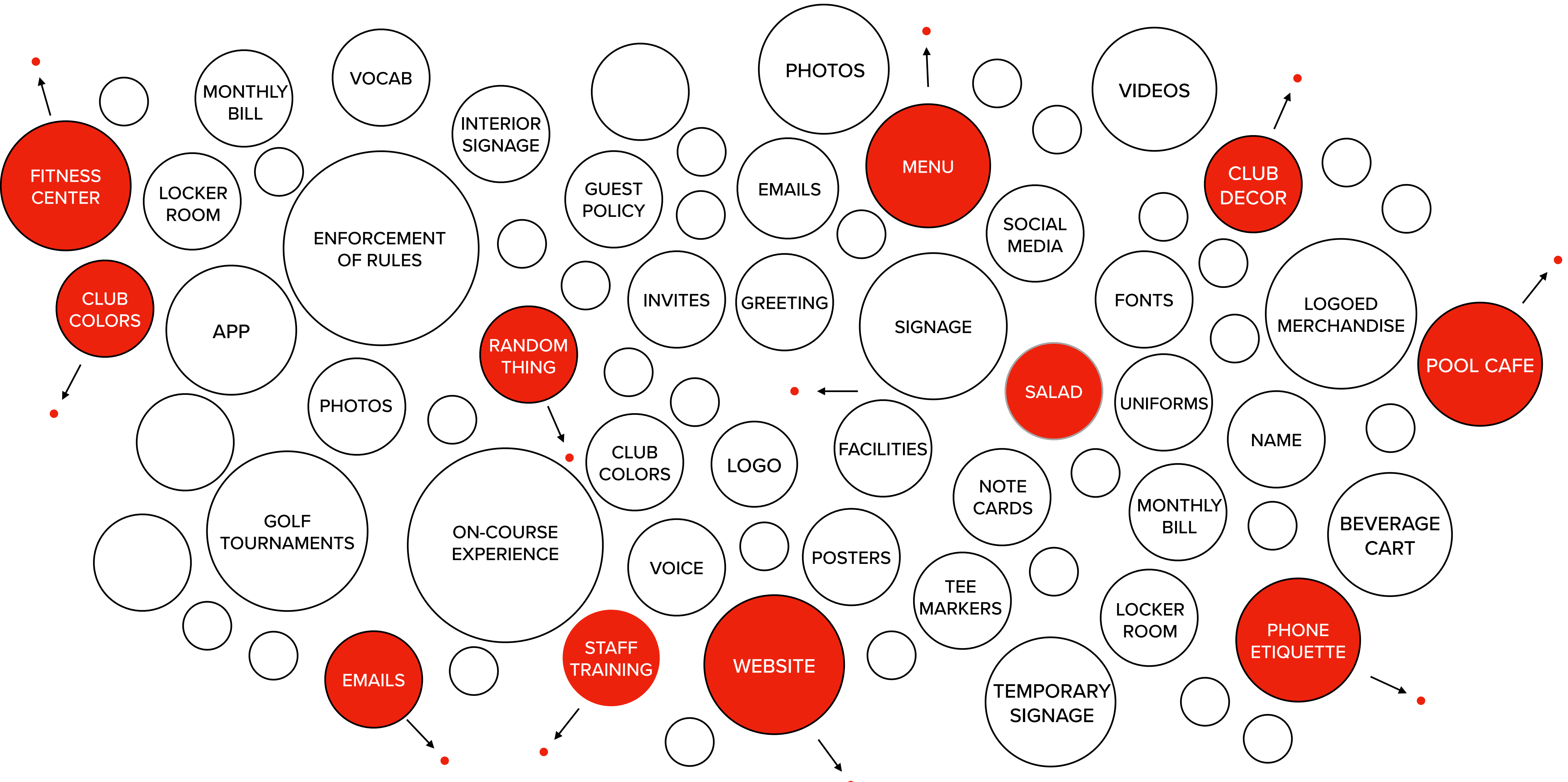


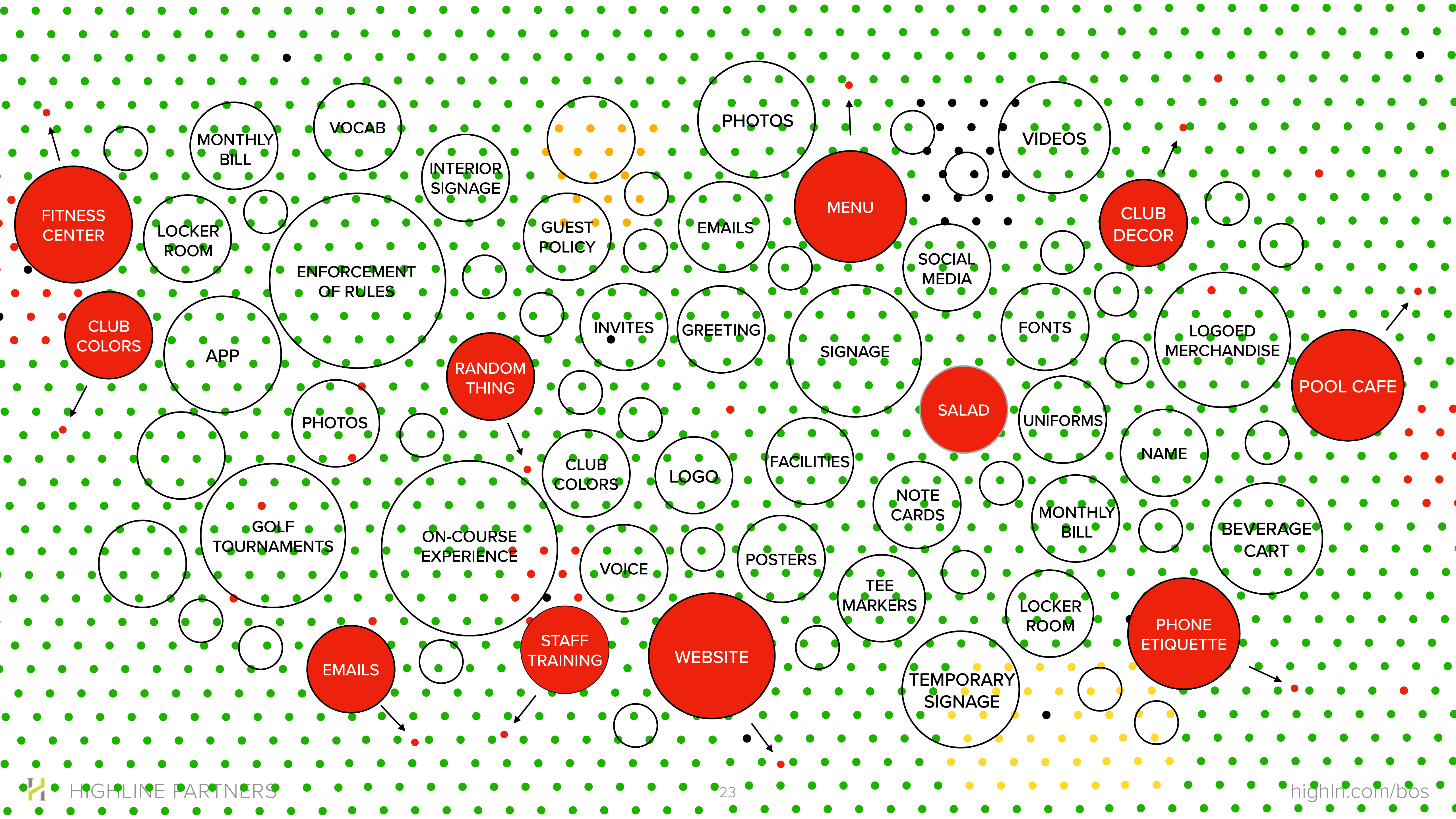
The member is not happy.

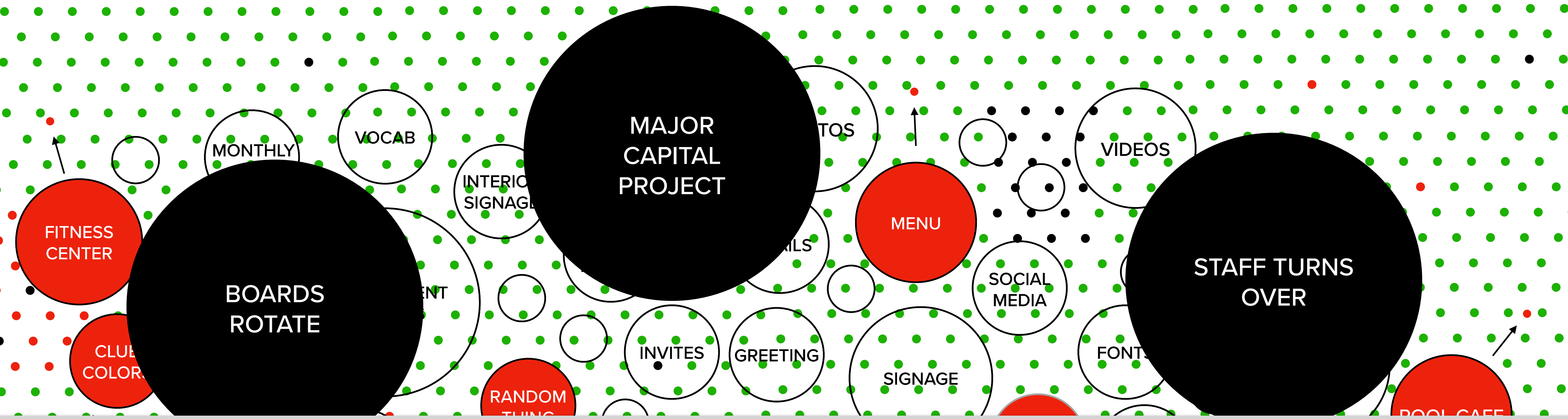


You can get it right six times.
The seventh is what they remember.

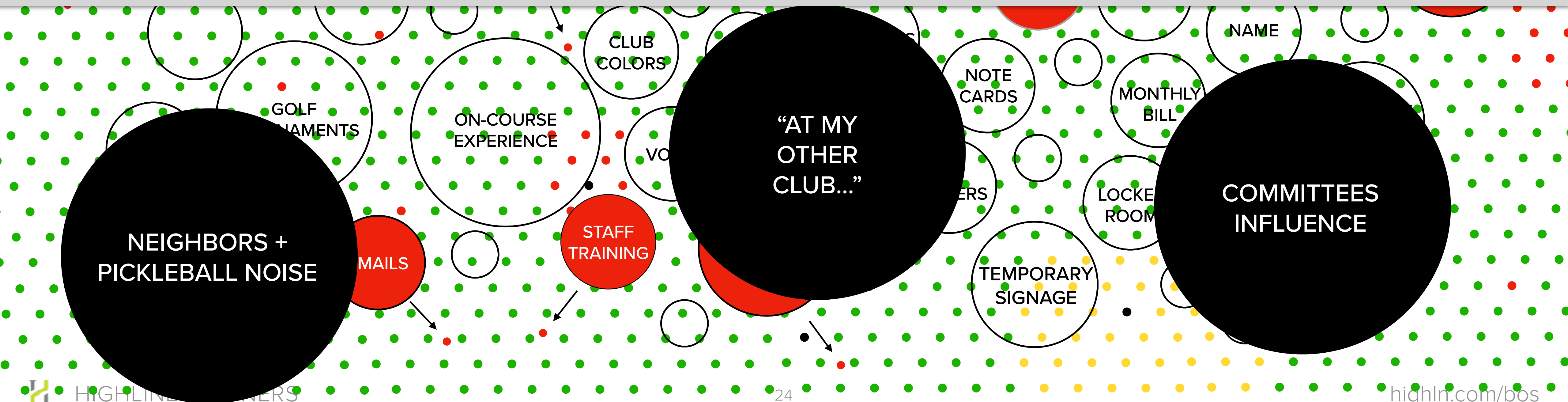








A JOB OF MANAGING MOVING PARTS AT SCALE



So, Mark, remind me again, why did you pick this career?

Leadership volatility is real: One president away...

To avoid being hostage to one board term, you need alignment on core values

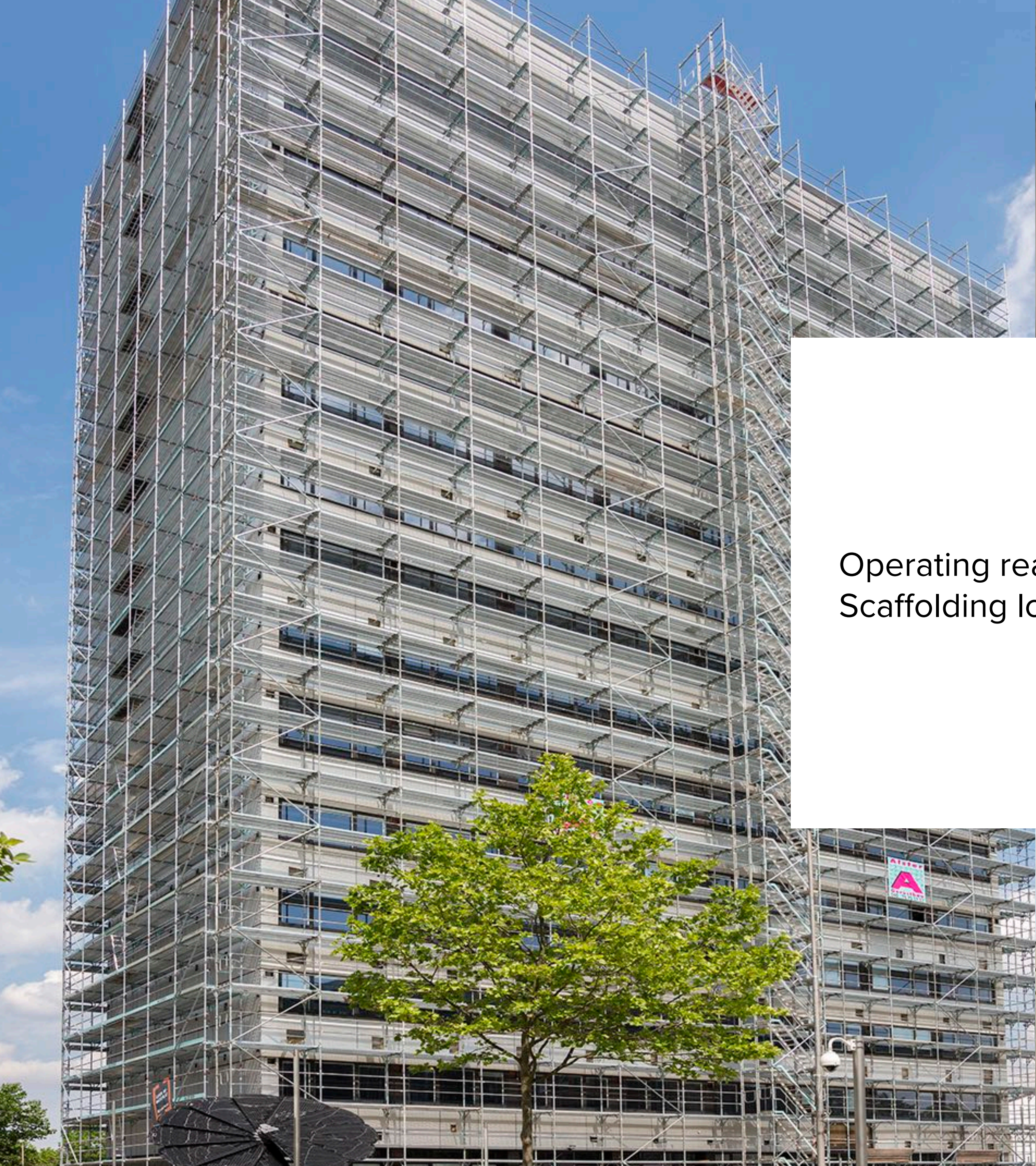
Once aligned, the goal is consistency across board terms

Consistency only holds with strong standards

Standards are the scaffolding that support core values

When Core Values Differ → Alignment Looks Different

- Residential club → alignment between club + community (HOA, real estate)
- Traditional club → alignment across generations and expectations
 - Family club → alignment on programming & where to invest
- Golf-first club → alignment around course access and priorities

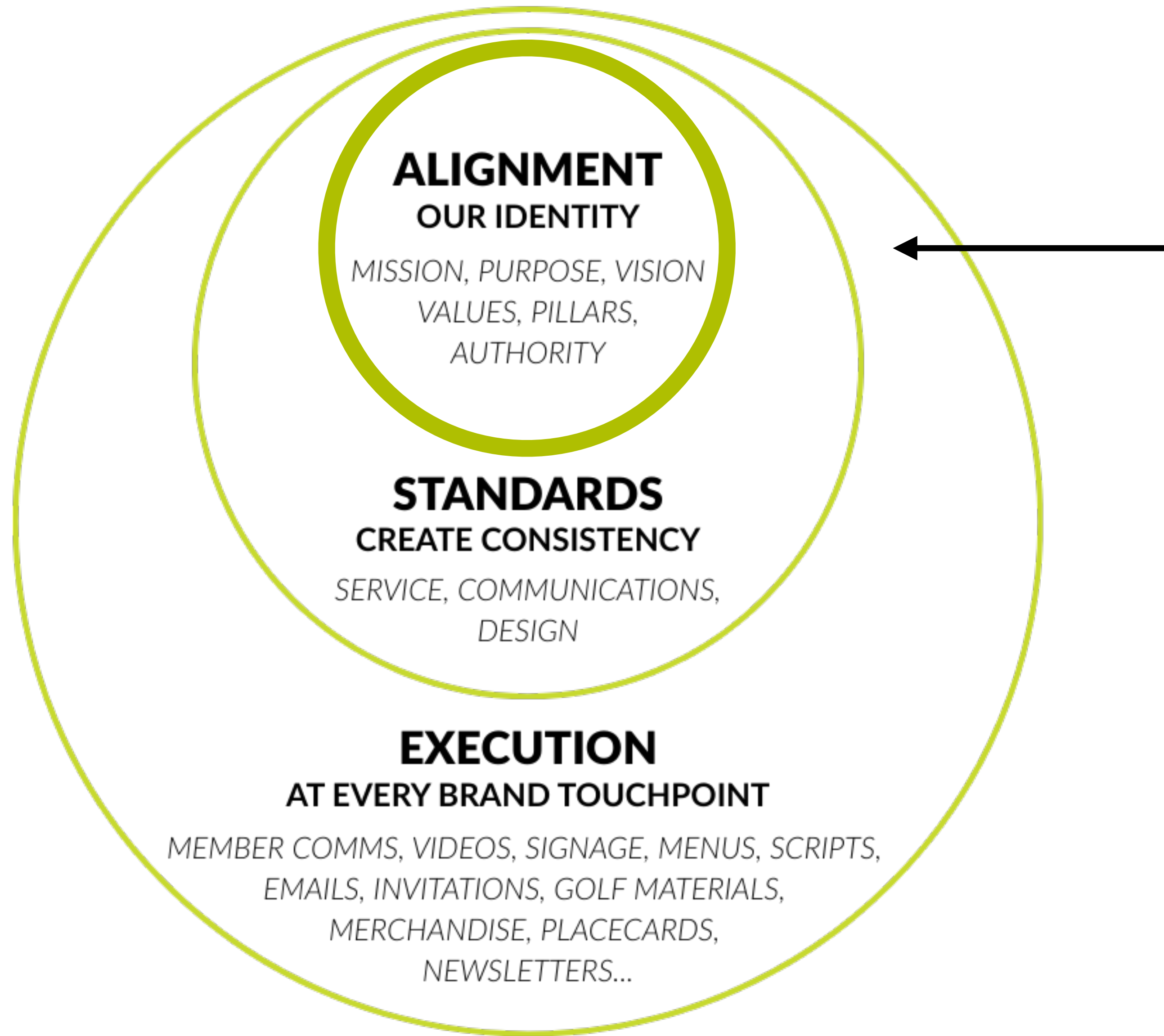


Operating realities differ →
Scaffolding looks different



BRAND OPERATING SYSTEM IS DESIGNED TO MANAGE COMPLEXITY





Alignment
around Mission, Vision
and **Core Values** is the
critical first step

Momente des Eintretens der Distanz l zwischen A und $A + dA$, x und $x + dx$, c und $c + dc$ liegen werden. $\varphi(c)$ und $\Phi(A)$ erfüllen daher die an sie gestellte Bedingung, wenn man $J = J^\infty$, daher

$$\frac{\Phi(A)}{l(A)} \varphi(c) = \frac{\Phi(A^\infty)}{l(A^\infty)} \varphi(c^\infty)$$

für alle A , A^∞ , c und c^∞ hat, welche der Bedingung genügen:

$$A + \frac{m c^2}{2} = A^\infty + \frac{m (c^\infty)^2}{2}.$$

$\varphi(c)$ und $\Phi(A)$ haben daher allgemein denselben Wert, den sie in dem speziellen Falle hatten, wo zwischen den materiellen Punkten Stoßkräfte tätig waren.

5.

Alles bleibe wie in der vorigen Aufgabe, nur bewegen sich die materiellen Punkte I und II statt auf einer Geraden

Bei Bildung dieser acht partiellen Differentialquotienten sind natürlich alle in den Ausdrücken $\delta A, \delta a \dots$ vorkommenden Größen durch die acht unabhängigen Variablen auszudrücken und ist δt durch seinen Wert $\delta l / (C \cos P - c \cos p)$ zu ersetzen. Dadurch ergibt sich

$$\begin{aligned} \frac{d\delta A}{dA} &= \frac{L \delta t c \cos P \cos p}{M C (C \cos P - c \cos p)} \\ \frac{d\delta a}{da} &= - \frac{L \delta t}{M C} \left[\cos P + \frac{a}{r \varrho} \sin P \cos (Q - \zeta) \right] \\ \frac{d\delta r}{dr} &= \delta t \left[\frac{\chi'(r)}{M \varrho} + \frac{a^2}{r^2 \varrho} - \frac{\varrho \chi'(r) \cos P}{M C (C \cos P - c \cos p)} \right] \\ \frac{d\delta c}{dc} &= \frac{L \delta t \cos^2 p}{m (C \cos P - c \cos p)} \\ \frac{d\delta \zeta}{d\zeta} &= \frac{\chi'(r) a \cos \zeta \delta t}{M r C^2 \operatorname{tg} \lambda} - \frac{L \delta t \sin P \cos (Q - \zeta) r \varrho}{M C a} \\ \frac{d\delta \lambda}{d\lambda} &= - \frac{L \delta t \cos p}{m c} - \frac{c (\cos P \sin \lambda - \sin P \cos \lambda \cos Q) \delta t}{C \cos P - c \cos p} \\ &\times \left[\frac{L \sin P \cos Q}{C M} - \frac{L (\cos P \sin \lambda - \sin P \cos \lambda \cos Q)}{m c} - \frac{\chi'(r) a \cos \zeta}{M C r} \right] \end{aligned}$$

$$\begin{aligned} &\times \frac{C \sin P - c (\sin P \cos \lambda - \cos P \sin \lambda \cos Q) \delta t}{C \cos P - c \cos p} \\ \frac{d\delta Q}{dQ} &= - \frac{L \delta t \sin P \cos Q}{\sin \lambda} \left(\frac{\cos \lambda}{M C} + \frac{1}{m c} \right) - \frac{c \delta t \sin \lambda \cos Q}{l \sin P} \\ &+ \frac{\chi'(r) \delta t a \cos (Q - \zeta)}{M C^2 r \operatorname{tg} P} + \left[\frac{L \sin P \sin Q}{\sin \lambda} \left(\frac{\cos \lambda}{M C} + \frac{1}{m c} \right) \right. \\ &\left. - \frac{\chi'(r) a \sin \zeta}{M C^2 r \operatorname{tg} \lambda} + \frac{c \delta t \sin \lambda \sin Q}{l \sin P} - \frac{\chi'(r) \sin (Q - \zeta) a}{M C^2 r \operatorname{tg} P} \right] \\ &\times \frac{c \sin P \sin \lambda \sin Q \delta t}{C \cos P - c \cos p}. \end{aligned}$$

Nach Substitution dieser Werte in die Formel (11), sowie der Werte für $\delta A, \delta a, \delta r \dots$ in die Formel (10) und Multiplikation beider Ausdrücke ergibt sich, indem sich alle anderen Glieder heben

$$\begin{aligned} &\frac{\chi^2 \sin P \cos \chi' \sin \chi'}{\varrho} dA da dr dc d\lambda d\zeta dP dQ \\ &= \left(1 - \frac{2 \delta c}{c} - \frac{\delta a}{a} \right) \frac{\chi^2 \sin P \cos \chi' \sin \chi'}{\varrho} dA da dr dc d\lambda d\zeta dP dQ, \end{aligned}$$

Fährt man so fort, so gelangt man endlich für den Zähler zu folgendem Ausdrucke

$$h \frac{\left[\Gamma\left(\frac{3}{2}\right) \right]^{n-1}}{\Gamma\left(\frac{3n-3}{2}\right)} (n\pi - k_1)^{\frac{3n-5}{2}} \sqrt{k_1} dk_1.$$

Dieser Ausdruck, bezüglich k_1 von Null bis $n\pi$ integriert, liefert als Nenner

$$h \frac{\left[\Gamma\left(\frac{3}{2}\right) \right]^n}{\left[\Gamma\left(\frac{3n}{2}\right) \right]} (n\pi)^{\frac{3n-2}{2}}$$

und es ist also die Wahrscheinlichkeit, daß k_1 zwischen k und $k + dk$ liegt

$$\frac{\Gamma\left(\frac{3n}{2}\right)}{\Gamma\left(\frac{3}{2}\right) \Gamma\left(\frac{3n-3}{2}\right)} \sqrt{k (n\pi - k)^{3n-5}} dk.$$

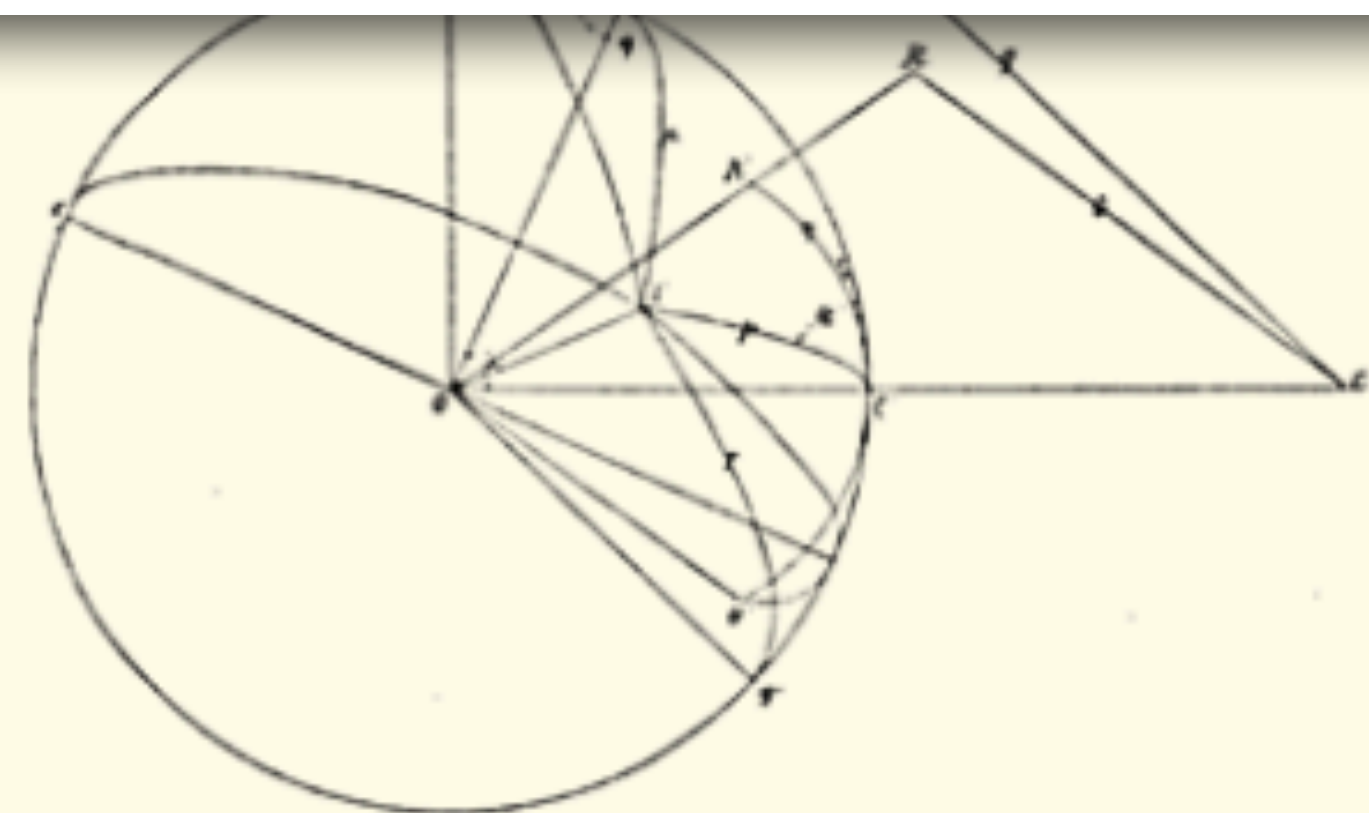


Fig. 10.

im Raume. Die beibehaltenen Buchstaben haben die frühere Bedeutung. Außerdem sei die Ebene des Papiers in Fig. 10

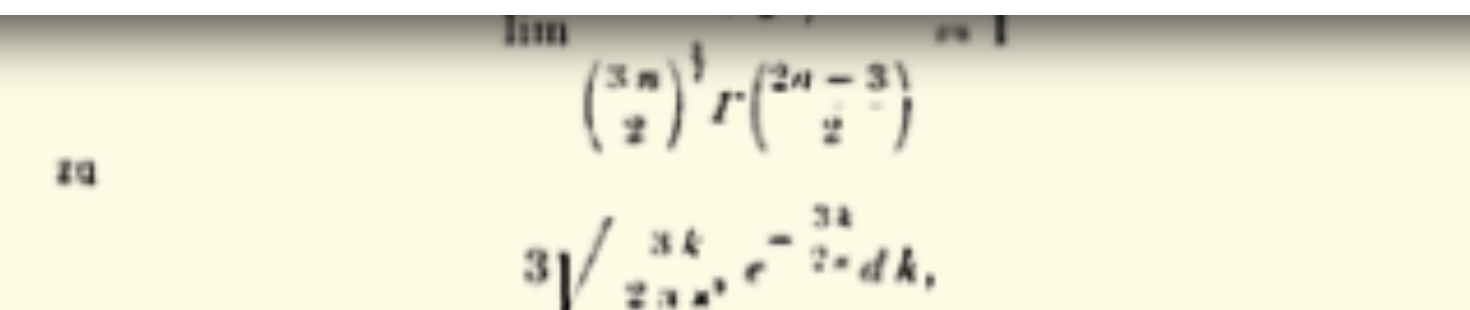
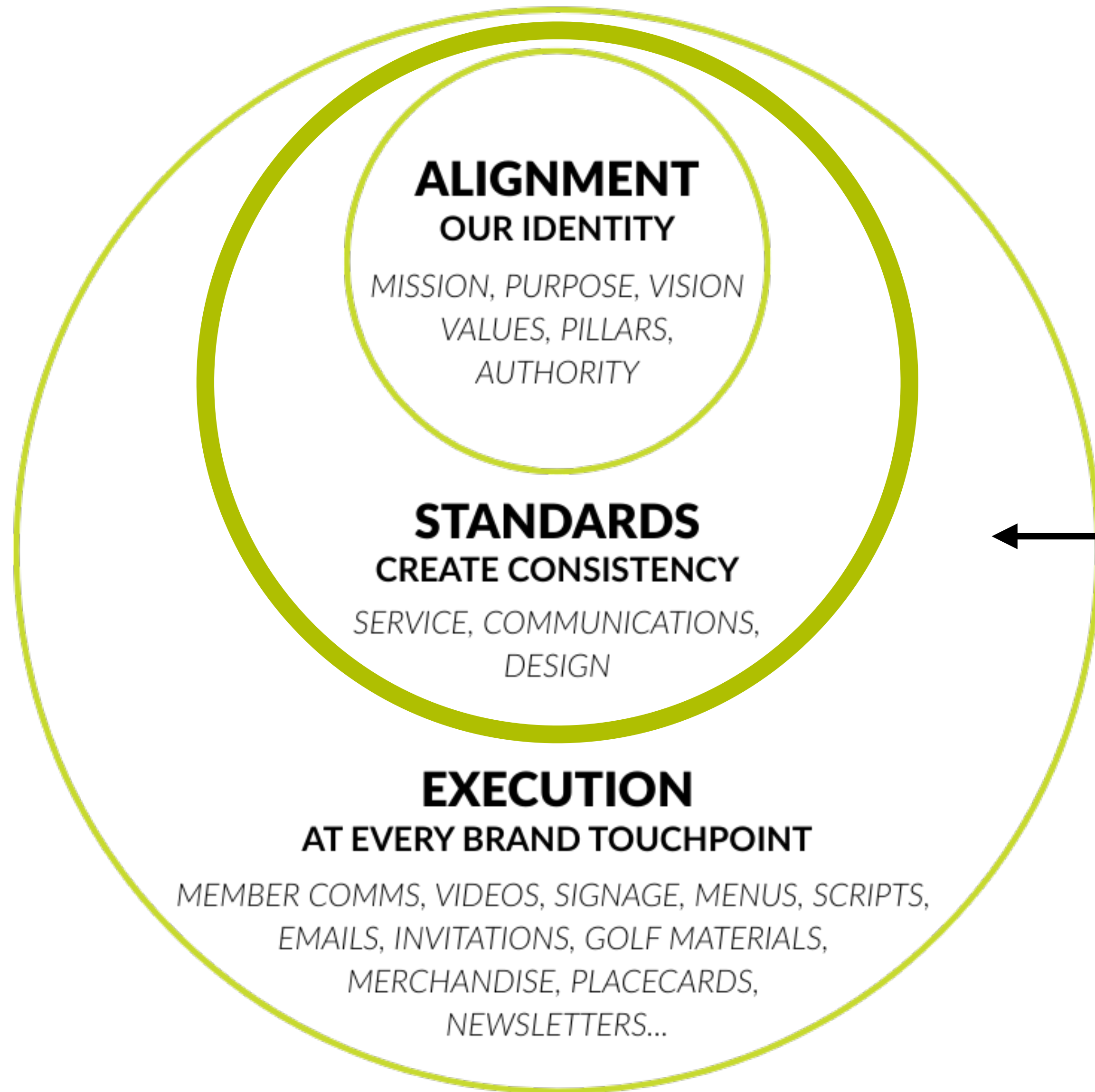


Fig. 3.

This enables us conveniently to represent the relation between the density and the square root of the mean square molecular velocity of a medium while it is being dilated or compressed.

Take Q as the origin of co-ordinates, and let QP represent v and PN the $\sqrt{\frac{1}{\Delta}}$. Join NQ . If the medium is compressed so that $\sqrt{\frac{1}{\Delta}}$ becomes TS , then shall v become QT , and if it dilates so that $\sqrt{\frac{1}{\Delta}}$ becomes UW , then shall v become QU .



Standards
provide structure
to Alignment

**CRITICAL WHEN
BUDGETS ARE TIGHT**

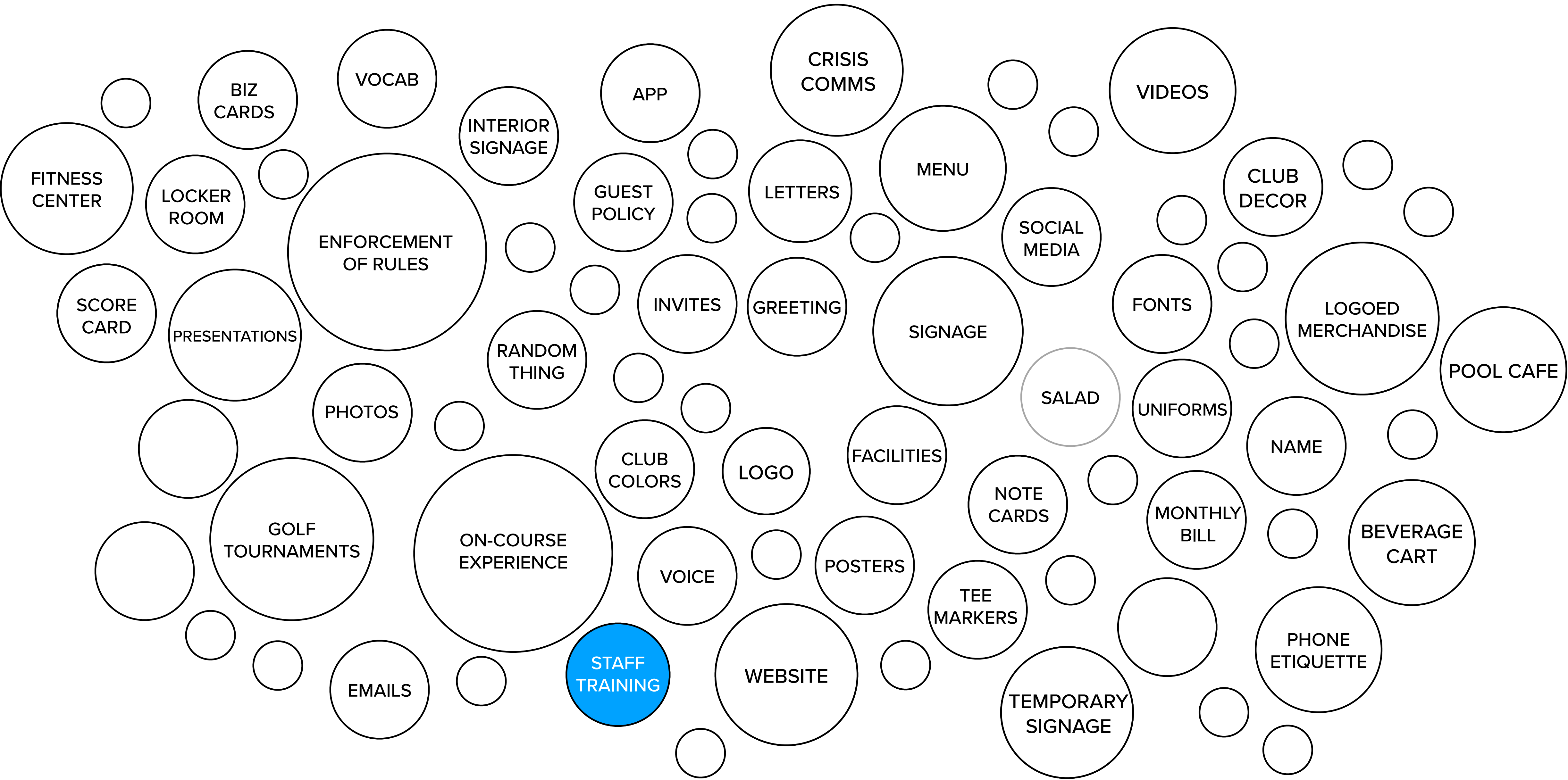
STANDARDS: ONBOARDING & TRAINING

Staff is the most personal delivery of your club's brand.



- Welcoming them with hospitality on arrival
- Educating them at Mizner University
- Equipping them with practical tools they need





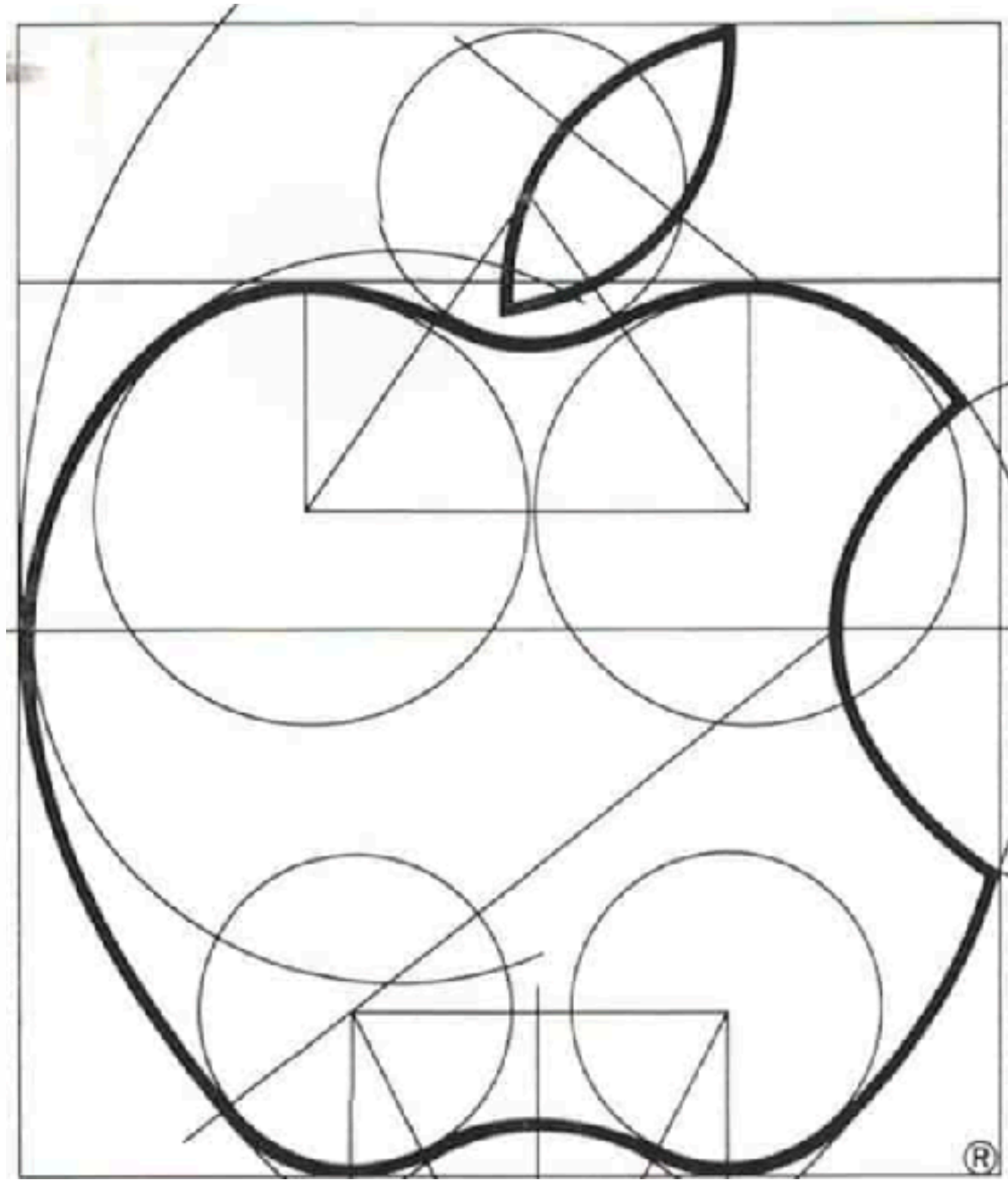


As humans, we can tell the difference between those who HAVEN'T invested...





And those who have.



Design Guidelines
are Important, but Limited



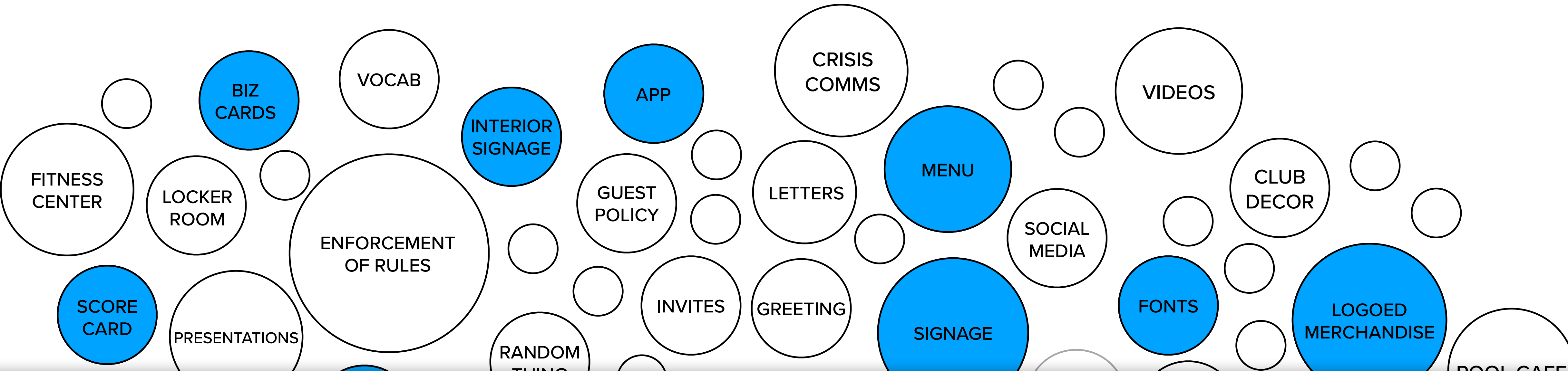
Brand Standards Govern
the Entire Experience



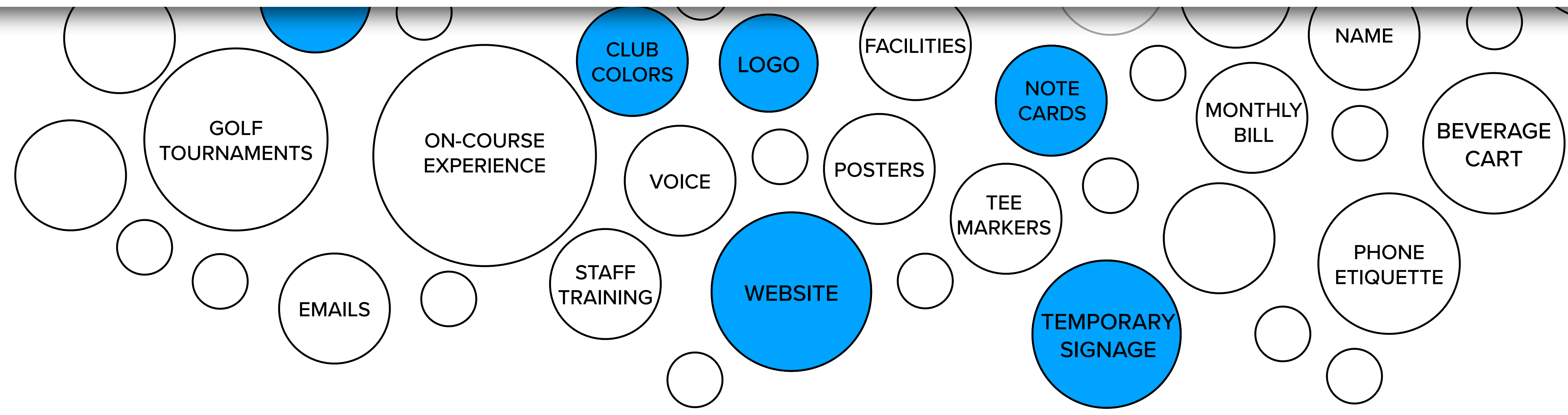
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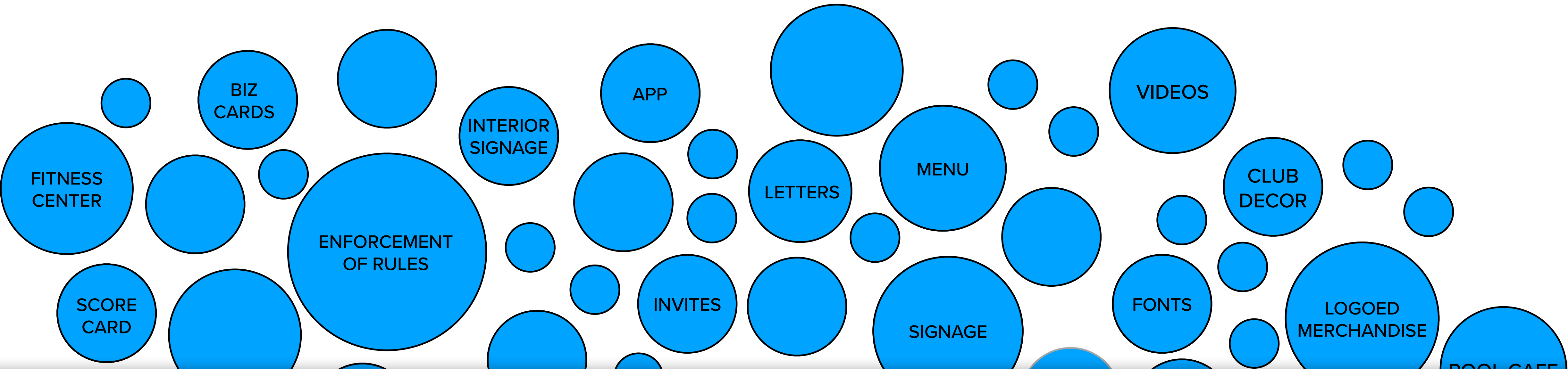


Brand Standards Govern
the Entire Experience

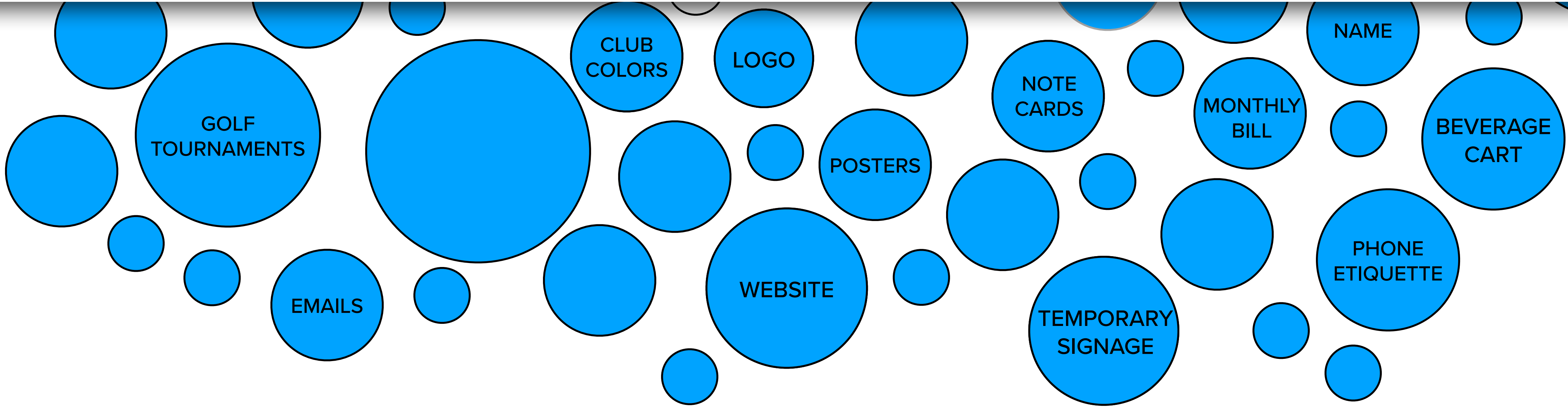


DESIGN GUIDELINES HELP YOU LOOK GREAT

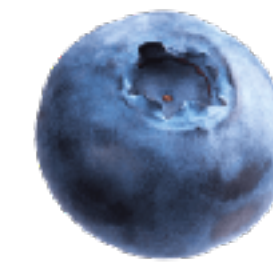




BRAND STANDARDS HELP EXPRESS YOUR CORE VALUES AT EVERY TOUCHPOINT



INCLUDING



BLUEBERRY SALADS.

	Without Standards	With Brand Standards
How you look	Everything we produce looks different	Design Standards: You always look great.
How people feel	Every message has a different tone	Communication Standards: Every message is tight.
How service is delivered	Every server is making up their own script	Service Standards: Every interaction rocks.
How decisions get made	Decisions depend on who is in the room	Governance Standards: Every decision is trusted.
How staff onboard	New hires guess what “good” looks like	Onboarding Standards: Everyone is on the same team.
How teams operate	Each department works in its own way	Operational Standards: Every experience delivers.
Member experience over time	The experience varies day to day	No other place measures up to your Club

	Without Standards	With Brand Standards
How you look	Everything we produce looks different	<p>Where to Start Where does alignment break down? What issues repeat? Where are decisions inconsistent?</p> <p>What to Look For Unclear expectations Inconsistent execution Gaps in presentation</p> <p>A Practical Step Use this framework to self-assess Learn from peer clubs Start with one area and build</p> <p><i>We can help with a brand audit.</i></p>
How people feel	Every message has a different tone	
How service is delivered	Every server is making up their own script	
How decisions get made	Decisions depend on who is in the room	
How staff onboard	New hires guess what “good” looks like	
How teams operate	Each department works in its own way	
Member experience over time	The experience varies day to day	

Thanks for joining us.

**National Club Association Conference
Ocean Reef Club**

April 19 - 22

MORE INFO:

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