



# BACK 9 CONSULTANTS

## THE BACK 9 TEAM

### **Pam Inman, CAE, IOM, CTP**

- Past President of the National Tour Association
- Past EVP & COO of the American Hotel & Lodging Association
- Past President & CEO of the Tennessee Hotel & Lodging Association and the Greater Nashville Hotel & Lodging Association

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### **Trisha Pugal, CAE**

- 25 year President CEO of the Wisconsin Hotel & Lodging Association and EVP of the Greater Milwaukee Hotel & Lodging Association
- Past Executive Director of the Wisconsin Park & Recreation Association
- Past Membership Director of the Wisconsin Bowling Proprietors Association

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## STRATEGIC CONSULTING FOR STATE & LOCAL HOSPITALITY ASSOCIATIONS

State and local lodging associations have demands that far exceed what their limited staffing levels can accomplish. Back 9 Consultants are Certified Association Executives (CAE's) with over 50 years of experience as state, local, and national lodging association executives. We understand constraints.

Our consultants will focus on your targeted goals to help your association achieve greater success. We understand the need to exceed leadership expectations without charging corporate level fees.

For a list of the specific services we can provide, please refer to the back page. General categories include:

- Staff & Contracted Services Efficiency
- Sustainable Strategic Planning
- Organizational Improvements
- Leadership Transitions
- Other Services Important to You

## CONTACT US

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## **HOW CAN WE HELP?** *Let Back 9 Consultants save you time & resources by helping with:*

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### **STAFF & CONTRACTED SERVICES EFFICIENCY**

- Provide recommendations for a Staff Organizational Chart, Clear Position Descriptions, and a customized Profile, no matter what the staff size, to clarify responsibilities & skills needed, plus information on your association to bring on board and retain good people
- Prepare a document to clarify expectations for a Contract Lobbyist and/or other contracted service providers that best meet your needs

### **SUSTAINABLE STRATEGIC PLANNING**

- Provide objective and confidential surveys of members and leaders to deliver invaluable data for Strategic Planning
- Facilitate a productive Strategic Planning Session with key Association Leaders leading to a consensus on a sustainable future direction for the Association
- Summarize the consensus in a clear and concise Strategic Plan document for Board consideration and approval

### **ORGANIZATIONAL IMPROVEMENTS**

- Provide a confidential survey of members and/or Leaders on one or more targeted topics with the results reported in an aggregate manner, to identify needs & expectations
- Analyze and recommend potential Leadership Structure changes to address the new environment for associations

### **LEADERSHIP TRANSITIONS**

- Protect the long-term stability of the organization before it is needed by establishing a CEO Continuity Plan that is uniquely for your association
- Assist with an objective CEO Search, if needed
- Provide a New Association CEO Briefing that covers unique association-specific financial/legal/operations data
- Provide an Orientation Content Outline for the Board

### **OTHER SERVICES IMPORTANT TO YOU**

- Customized to your size and type of organization