

# CLUB

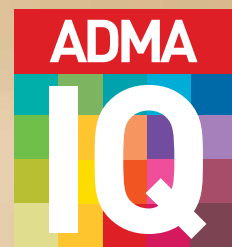
## Management



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FEBRUARY 2016



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CMAA launches Education Partnerships in 2016

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Featured Chair: Prelude



David Hiscox, ACCM President

# President's *Perspective*

2015 saw a relatively quiet year on the legislative front in NSW with stable government working together with industry, the certainty provided by the MOU is encouraging and demonstrates the benefits of a cooperative arrangement. Queensland has had nervous times as the new government beds itself in however as I discovered from my discussions around Queensland CMAA Zone meetings it is prepared to work with the industry to provide satisfactory outcomes for both government and the industry.

The Victoria Government is still to come to grips with the issue of perpetuity and ownership of machines, and it has been widely reported that the CMAA Federal Secretary has been actively involved in negotiations on behalf of club managers. It is the Association's view that the ability of clubs in Victoria to own outright or at the least have significant period of ownership of their EGMs is central to growing the industry and ensuring job security of our members.

In my previous report last edition, I detailed my concern in relation to the state of mental health of our club managers particularly at the CEO level and I have spoken on this further at all of the zone meetings I have attended. I would like to advise members that the Association will be circulating a survey early in 2016 to members to determine the depth of the issue, influences, board attitudes to CEOs in the board room, strategies to mitigate harassment and bullying by directors, education options and more.

You will also note when reviewing the program that at the National Congress to be held on 1 March 2016 at the AHGE in Brisbane that CMAA sponsor EC Lawyers partners' John Murray and Tony Johnston will be addressing these types of issues in their presentation. Further workshops and presentations have been scheduled to raise awareness amongst our managers and their boards and will strengthen the resolve the CMAA has with its confidential support and counselling service which is free of charge for members and their staff; **CMAA CARE Free Call 1300 464 262.**

Over the last year our association has had to represent a number of members in disputes with their employer where the original content of their Flexible Service Agreement had been unwittingly altered in good faith. The Flexible Service Agreement template provided by the association meets the requirements of Fair Work Commission, however in instances where these have been altered it has been problematic for the member as these minor changes to agreements change its intent and its nature. Please ensure that you provide any change to an agreement or renegotiated agreement to the association for

vetting regardless of how minor as later there could be unintended consequences to your employment if the relationship with your employer sours.

This edition of the magazine will arrive days before the 2016 AHGE, in its second year the Expo is going to be a success with trade space sold out and solid registrations for the Congress.

Congratulations to all our National Bursary recipients who will be acknowledged at the Bursary Dinner during the AHGE event, and thanks again to all our valued sponsors who provide us with the ability to provide world-class educational opportunities for our members.

Significantly in late 2015, our association successfully negotiated a number of significant strategic alliances in the professional development context which will see the CMAA partnering with some of the most recognised management training brands in Australia. These include the Australian Institute of Management (AIM), the Association for Data-driven Marketing and Advertising (ADMA), Bulls Eye Services, The WOW Institute and the Process Communication Model (PCM).

These partnerships will offer our members the ability to participate in a wide portfolio of high quality management training up to and including the MBA level, and on-line from their desks, mitigating the high cost of remote members having to travel vast distances and spending many days out of their clubs to attend training.

The focus of the CMAA education offering will be less on the RTO accredited model and more heavily on what the membership want ... access to customised, club specific information and knowledge presented by experienced club and hospitality managers.

The Executive Officer will provide more detail in his report, and Ralph should be congratulated for his work in bringing these esteemed education providers to the table and negotiating beneficial commercial terms. This is further evidence of the quality and relevance of our association that they are prepared to engage with us.

On Tuesday the 1st March 2016 prior to the AHGE in Brisbane, the association will also hold its Annual General Meeting where the results of the election of the new Federal Executive and Federal Council will be formally announced. I congratulate all those who were successful, and my best wishes to those who were not successful. To the new Executive our members have entrusted you with providing leadership in ensuring the sustainability or our great association and the wellbeing of all, it is a significant responsibility.

**The focus of the CMAA education offering will be less on the RTO accredited model and more heavily on what the membership want ... access to customised, club specific information and knowledge presented by experienced club and hospitality managers.**

# Executive Officer's Report



Ralph Kober,  
Executive Officer

## Key CMAA Strategic Partnerships for YOUR career development in 2016

The CMAA will continue to offer a wide array of quality supervisor and management level non accredited courses, in-house courses, summits and conferences specifically customised for the club industry and club management. The strategic partnerships listed below enhance that offering and will be a significant contributor to member professional development for career progression.

CMAA courses and events can be found on [www.cmaa.asn.au](http://www.cmaa.asn.au) as will the registration links for the various courses we offer in conjunction with our partners. Refer to page 6 and 7 for more partner details.

*Note you have to register via [www.cmaa.asn.au](http://www.cmaa.asn.au) to take advantage of the generous discounts offered with these partnerships.*

### Australian Institute of Management (AIM)

#### What's on offer?

Members & their staff can attract generous discounts *when registering via the CMAA* and now enrol for management qualifications:

- From Certificate 4 in Business, HR, Leadership & Mgt and more to the aspirational Master of Business Administration (MBA) level as well as nationally accredited short courses such as Ethics and Governance, Project Mgt and more.
- Delivery mode - face to face at AIM's campuses in Sydney, Parramatta, Brisbane, Canberra and Melbourne OR complete all courses on-line at your desk or home.

### Association for data-driven Marketing & Advertising (ADMA)

#### What's on offer?

Members & their staff can attract generous discounts *when registering via the CMAA* and now enrol in an array of short courses on-line at your desk or home & face to face including:

- Digital marketing foundations
- Analytics fundamentals
- Email marketing
- Email optimisation strategies
- Digital marketing channels
- Social media marketing essentials
- Twitter
- LinkedIn
- Instagram
- Facebook and more

### Bulls Eye Services: Gaming Customer Retention Tactics

#### What's on offer?

Members & their staff can attract generous discounts *when registering via the CMAA* and now enrol in a gaming focussed series of short courses within:

- Service Quality and
- Customer Intelligence streams

#### Courses include:

- Service Blueprinting
- Voice Of Customer
- Find and Fix Service Quality Gaps
- Understanding and Applying Big Data in gaming
- Advanced Excel for Gaming Professionals

### Process Communication Model (PCM)

#### What's on offer?

Members & their staff can attract generous discounts *when registering via the CMAA* and now enrol for the PCM over three days where you will open your eyes to:

- Assessing behaviour
- Connecting with others
- Motivating others
- Resolving conflict

PCM will provide a management tool which enables you to solve many of the people management issues which were previously unseen or misunderstood.

- Delivery mode – face to face.
- Class sizes 8 max.
- In-house or public venues
- 1 day staff level course available on request

### The Institute of WOW Customer Attraction Strategies

#### What's on offer?

Members & their staff can attract generous discounts *when registering via the CMAA* and now enrol for a seminar series presented by John Dwyer the 'Seinfeld Guy' called: 'If Disney ran your business what would it look like?'

- A half day seminar that focusses on customer attraction strategies;
- The Disney Customer Service experience;
- Case studies of successful businesses that adopted the Disney ethos
- And more
- Dates for seminar venues across NSW, Qld, Vic and regional areas start in February onwards



### Notice of Annual General Meeting

The Annual General Meeting of the Members of the Club Managers' Association Australia will take place at 9am on Tuesday 1 March, 2016.

The Annual General Meeting will be conducted in the Brisbane Convention Centre, Functions Centre Brisbane.

Members will receive 10 Activity Points for attending the Annual General Meeting and signing the Members' Register.

ALLAN PETER, ACCM, Federal Secretary



# CMAA **KEY** strikes **PARTNERSHIPS** for **YOUR** benefit

What does 2016 hold in store for you as a member of the CMAA? A whole lot more than you think!

I am excited to advise members that a number of significant strategic partnerships have been struck with prominent professional development providers commencing in early 2016. These partnerships will ensure that you the member will receive an improved professional development offering via the CMAA to maximise your access to high quality career development and knowledge regardless of where you live.

As the CMAA is repositioning itself as the premier provider of customised club industry specific training and development courses, seminars, summits and conferences, and relying less on its RTO offering, these providers will enhance and make more relevant the CMAA's place in the industry as the only genuine provider of professional development for management in the club industry.

Here's a snap-shop of these partnerships with a full range of their benefits and what you will receive when you register with them for courses via the CMAA featured on Page 5.



Australian Institute of Management

### Australian Institute of Management (AIM)

The partnership with AIM will provide members and their staff with the opportunity to engage with one of Australia's most prestigious management institutes for management training in a wide range of nationally accredited short courses and full qualification courses both face to face AND on-line.

The partnership with AIM also enables members and their staff, who enrol into any AIM courses via the CMAA/AIM portal on the CMAA website, to receive a discount on registration fees equivalent to an AIM member's rate (equates to a 10% discount). Gaining qualifications via the CMAA/AIM partnership will give students completing courses with the recognition of having undertaken education with one of Australia's most highly visible and respected management training institutions.





“These partnerships will ensure that you the member will receive an improved professional development offering via the CMAA to maximise your access to high quality career development and knowledge regardless of where you live.”



### Association for Data-driven Marketing and Advertising (ADMA)

The partnership with ADMA is unique for the club industry. The business environment has seen tremendous change and innovation over a very short period of time and will continue to evolve explosively especially in the manner and methods by which customers are digitally marketed to and the supportive data-base software systems mine customer preferences and personal information.

ADMA courses are offered in the main on-line with some face to face. Developed by industry professionals who draw not only on best-practice from around the world, but their own real world experiences, these education courses present essential skills and topics in an easily digestible form.

Courses offered on digital marketing and advertising, social media engagement and B2B/ B2M strategies.



### Bulls Eye Services: Gaming Customer Retention Tactics

If you want to drive gaming revenue in a significant way in your club you won't want to go past this exciting partnership CMAA and Bulls Eye Services, a leading strategic gaming 'think tank', have forged to offer a wide range of high impact high return seminars and courses for the gaming professional.

When it comes to clubs and the gaming products clubs offer, 'experience' is indeed the essence of club offering. Yet, as competition intensifies and pressures to cut costs escalate, many clubs tend to get away from their raison d'être, and try to compete on the basis of generic 'me too offerings' that fall short of customer expectations. Bulls Eye Services believes that the key to customer retention and long term prosperity of clubs lies in offering customers a compelling experience, one that will engage customers and maximize customer lifetime value to providers.



### Process Communication Model (PCM)

During the last year's National Manager's Congress, part the AHGE Expo held in the Gold Coast, attendees were introduced to a revolutionary management tool, the Process Communication Model (PCM).

This high impact communication model builds on the skills to observe, analyse and adjust behaviour through effective interaction. What makes it so powerful is that it's based on skills not rules.

Developed in the 1970s, the PCM is an evidenced based tool so powerful it has been used by NASA in the selection and training of its astronauts, and is applied today through many industries and social environments.

CMAA has teamed up with Webster & Co who has the exclusive licence to deliver the PCM to business management in Australia. For those managers who are wanting to have a better understanding of how communication can build positive cultures and relationships with their board and their staff, this course is essential in achieving those outcomes.



### The Institute of WOW: Customer Attraction Marketing Strategies

Joining with Australia's leading marketing expert John Dwyer 'the Seinfeld Guy' from the Institute of WOW, CMAA will be offering members and their staff access to the very best in the business helping clubs to formulate customer attraction marketing strategies that will ensure sustainability and longevity for their businesses.

A feature of this partnership will be a national seminar roadshow commencing in February where John and the CMAA will be presenting 'If Disney ran your business what would it look like?' Having spent many years working for Disney and being exposed to its most intimate workings and customer service experience strategies, John is in a unique position to help clubs better understand what they need to raise the bar of their customer service experience in their club.



With Chris Keeble

Chris Keeble is the CMAA's Sponsor & Membership Manager.

Phone: 02 9746 4199  
Mobile: 0418970963  
Email: chris@cmma.asn.au

# The Business *End*

Goodbye 2015 and hello 2016

2015 was a mixed bag for me and I'm really looking forward to this year. Bring on 2016 I say!

### A quick recap of 2015

Our membership had a steady growth of approx. 15 to 20 new members each month. We welcomed actually 268 new members.

Unfortunately due to retirement and leaving the industry we farewelled 96 Club Managers

So a steady increase none the less.

Membership is still the key critical area to grow for us and we are rolling out for 2016 some great marketing strategies which will feature the benefits of membership.

We will also be employing extra multi media tactics.. so expect to see some video messages coming down the line!

The push to get all members to download the CMAA App has been a challenge and I'm hoping 2016 will see most of our members having this on their smart phone ( if you don't have a smart phone we can send you a card still). This app will have your zone committees contact details, sponsors details, events calendar and of course is your membership card. Plus you can receive reminders and notifications of special events, deals and more.

The technology era is well and truly with us! Snail mail will be a thing of the past so being able to communicate effectively with our members is paramount. Please take the time to update your details if they have changed.



### STOP PRESS

Did you know that Membership is fully tax deductible?

**SURE IS!**



During 2015 I managed to get on the road and visit some clubs both in the Sydney Region and also as far as Broken Hill. I'm hoping to do more of that during 2016 and will keep you posted. Plus I'll do a story and perhaps some filming too to share with everyone on Facebook! (subtle hint here to " like our Facebook Page . 'cmma Australia'!)

One of my passions is riding motorbikes. So if the sun is shining I'll be arriving on two wheels!

### Affiliate Programme

While our membership grows steadily and work is going on to provide exciting development courses ... we have our 'Nursery' ticking away. The Affiliate Programme

is a great incentive and reward for up and coming Managers. They get discounts to courses and can attend zone events to network with peers and colleagues etc. This is such a great deal being only \$280 (inc GST) as a once off payment while they are employed at that club. One clever CEO now rewards his monthly 'rising star award' with an affiliate membership too. What a great idea.

Do you have within your club an employee who is your future leaders, stars, managers? Why not reward them with an affiliate membership. It's a once off fee and valid while that employee remains at the club and until they become a manager. It shows a wonderful belief in that person and great encouragement for them to continually improve and develop for you and the club. This special once off fee/offer is valid for 2016 only at this stage.. so grab it now while it's a HOT ticket.



## 2016 Savour Australia™ HOSTPLUS Awards for Excellence Nominations Now Open

R&CA's Awards for Excellence gives restaurants and caterers well deserved recognition for their hard work, exceptional food and outstanding service. A number of industry gala dinners are held around Australia to announce the winners and celebrate the outstanding achievements of restaurants and caterers in this vibrant and hardworking industry.

For more information please visit <http://rca.asn.au/rca/2016-awards-for-excellence/>

## 2016 – what's in store:

- New marketing and on line strategies with John Dwyer eg video content and website improvements
- Special Affiliate development courses on offer.
- Members 5 year milestone badges to roll out.
- More 'CMAA App' communications and growth
- Refining sponsorship and improvements to their deliverables
- On the road visiting clubs and members
- Growing our social media network
- Working with other strategically aligned organisations. Eg The Drop

I look forward to an exciting 2016 for the CMAA and the CMDA. Lot's of exciting strategies being planned that will ensure relevancy for our members and continue to help support and grow them throughout their professional careers within the club Industry.

See you all on the road, at a zone meeting, at a conference, a summit, a workshop, at your club ... one way or another!!.

And please, spread the word and if you know of any Managers who are not CMAA members, I'm always happy to come out and have a chat.

Regards, Chris

## Sponsorship:

Big thanks to our national CMDA sponsors. This area has grown considerably this past year and we work hard to look after their valued support. Please find in this magazine our latest directory of CMDA sponsors. When looking for any product or service, why not give our supporters the opportunity to see if they can help you. All our trade sponsors have many years in the club industry and have helped many clubs. They are all worth considering for your next project or purchase or consultancy.

Our trade sponsors recognise the value of being a part of the CMAA and invest heavily for the privilege of being in a room with industry decision makers. Please help me protect them also and let me know of any trade who are not national sponsors who might be interested in knowing how they too can be involved! Non CMAA sponsors attending CMAA events is bad form on their behalf and I'm sure if they understand why only those who commit and invest can attend. Please take a quick look at the latest directory as there has been some movement amongst levels.

### Please welcome new **BRONZE** sponsor: **Capital Bluestone**

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developments with another \$2Billion in our current project pipeline.

Our REGENERATE program ensures our partners' properties are ready to meet future needs. This development analysis tool developed by Capital Bluestone offers unique insight into each property's potential via a unique six-stage process delivering a new destination that helps keep our partners relevant in their community.



Contact Simon Nesbitt on 0438 238 278 or [snesebitt@capitalbluestone.com.au](mailto:snesebitt@capitalbluestone.com.au)  
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### Please welcome our new **TRADE** level sponsors:

1. InfintePOS
2. JDE Coffee
3. Scent Washroom Services
4. Signature Flooring



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Ashley Parmenter  
(General Manager)  
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# Welcome to **Zoe Clegg**, Professional Development Manager

The CMAA has great pleasure in welcoming and introducing you to Zoe Clegg, our new Professional Development Manager.

Zoe commenced with the CMAA as Professional Development Manager on Monday 4 January and is responsible for the strategic direction of the CMAA's education division, the CMDA which will see her managing the new strategic partnerships and opportunities, as well as ensuring the courses and Summits, subject matter, learner experience and presenter relevance surpasses the current high standard we have all grown to love, expect and experience at the CMAA.

Zoe has a strong passion and dedication for training and professional development and believes it is a crucial part of a manager's success and the success of their Club, and knows that many managers feel the same.

"I am excited about what we have to offer our members this year, there are many exciting things on the horizon for CMAA and CMDA which we will be announcing soon" says Zoe.

"I am really looking forward to working with all our zones and delivering a higher quality professional development program to our members in 2016" Zoe added.

Prior to commencing with the CMAA, Zoe has had the pleasure of working with many stand-out managers in her role as an education officer. She has had a great experience gained not only valuable

knowledge but also a great network of Club Managers.

Since joining the CMAA as a member over 4 years ago she has not looked back, crediting her education, professional and career advancement to the CMAA to which she is very grateful for all the support provided!

Prior to commencing with the CMAA, Zoe spent the last six years with Kedron-Wavell Services Club in Brisbane, four of which she held the role of Training & Compliance Manager. During this time, she also held the role of Brisbane Zone and QLD Education Officer.

Zoe started her hospitality career almost 19 years ago in a range of different venues, which included small fine-dining restaurants, large function centres, to hotels across Australia. When she moved to Queensland, she managed a Brisbane northside tavern before going on to manage the Hendra Bowls Club, which was her first experience in the Club Industry.

In 2008, she made the decision to move into training and assessment as a contract trainer, training business, retail and hospitality for a number of different training organisations in Brisbane. She was training manager for a large RTO where she managed the trainers, their commercial training restaurant and their international student program (CRICOS).



In 2010, Zoe commenced working at Kedron-Wavell Services Club as a trainer for the Club's small RTO. It was from this role that she was promoted to the role of Training & Compliance Manager at the Club and was responsible for all staff training in all areas of the Club.

During her tenure, she ran a mixture of accredited Programs ranging from Certificate III to Diploma level and non-accredited professional development workshops. This was in addition to facilitating compliance training, RSA, RSG, and AML.

Zoe will be working at Head Officer at Sydney Olympic Park as well as maintaining a very strong presence interstate. If you haven't already, you will have the chance to meet Zoe at Zone meetings and events throughout the year.

If you would like to contact Zoe to discuss you individual needs as a manager or professional development for your Club, she can be contacted on mobile: 0406 114 937 or email [zoe@cmaa.asn.au](mailto:zoe@cmaa.asn.au)



mycareerpath



## Do you have anyone in your team who you have earmarked for future career advancement?

A great way to support valuable employees and ensure development opportunities for your senior line staff at very reasonable course prices.

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AUSTRALASIAN HOSPITALITY & GAMING



After a stellar inaugural event last year on the Gold Coast and the forecast growth ongoing, the Keno Australasian Hospitality & Gaming Expo (AHG Expo) is now set to call the Brisbane Convention & Exhibition Centre home, playing host to the Expo, Congress, Cocktail Party, Breakfast, Soap Box Lectures and so much more.

To headline the week's events, delegates from the national club industry will be treated to an outstanding line up of guest speakers and panelists at the 2016 National Governance and Management Congress on Tuesday 1 March.

Opening the Congress is Tony Johnston, Partner Eastern Commercial Lawyers. Mr Johnston will discuss the increasing role of law in the lives of club managers and club directors in particular with respect to Corporations Law; Directors & Officers liability and responsibility; fiduciary duty; the business decision rule, conflicts of interest and Insolvency. John Murray, also a partner of Eastern Commercial Lawyers, will look to address harassment and bullying as part of the presentation. Both founding partners of Eastern Commercial Lawyers in early 2007, they have extensive experience advising the club industry and are a trusted advisor to a broad range of licensed clubs, both large and small, from metropolitan and regional areas across NSW.

Leading the lineup of speakers on Governance issues for Clubs Australia, Ms Sam Mostyn, the first woman appointed to the AFL Commission and a non-executive director for some highly successful companies including Virgin, who will talk about the use of Key Performance

Indicators for managing board performance. Dr Leeora Black will follow on discussing issues around clubs' social licence to operate, ensuring we stay true to our core function of community support in all its forms. Dr Black heads the Australian Centre for Corporate Social Responsibility and is a leading authority on strategies to assist organisations meet their corporate social responsibility targets and maximise their stakeholder engagement.

The afternoon will conclude with a panel discussion facilitated by Anthony Ball, Executive Officer Clubs Australia and Ralph Kober, Executive Officer Club Managers' Association Australia, discussing Key Performance Indicators (KPIs) and how they can be used to guide management and governance performance, as well as corporate social responsibility strategies that will ensure ongoing community engagement. On the panel will be a mix of key club industry figures including Linda Fitzhardinge, Vice Chair City Tattersalls Club; Tracey Lentell, CEO Moorebank Sports Club; Chris Burke CEO Yarraville Sports Club and Lyndon Broome, CEO Kedron – Wavell RSL.

The panelists will share their experience in the management and governance of clubs in NSW, Queensland and Victoria and answers questions from the floor to assist directors and



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**1 - 3 MARCH 2016**



**KENO**  
let's play!

AUSTRALASIAN HOSPITALITY & GAMING

**2016** **EXPO**



**CMA** AUSTRALIA



Clubs Australia



**NATIONAL  
GOVERNANCE  
& MANAGEMENT  
CONGRESS**



managers understand ways and means for measuring and managing continuous improvement in governance and operational management of clubs.

Tickets for the Congress are just \$99 per person which is exemplary value considering the calibre of speakers, as well as inclusions of lunch, refreshments and a cocktail party to finish off the day.

The Keno AHG Expo will officially open its doors at 10am, Wednesday 2 March, showcasing over 200 exhibitors. Given the increase in floor space, you'll find dozens of new exhibitors at the event in 2016, all set to offer even more inspiration than ever before. The free AHG Cocktail Party will once again be staged within the Expo floor from 4pm – 6pm, with food and drinks flowing. Throughout both days of the expo, the popular Soap Box Lectures will be back, guaranteeing some excellent educational sessions designed to cover all aspects of your business.

The Club Plus Super AHG Breakfast will kick-start the final day of the Expo, on Thursday 3 March. We'll be joined by some current and former Olympians ahead of the 2016 Olympic Games in Rio. Our guests are currently being finalised, and more details will be shared soon. Tickets are just \$60 per person, or \$550 for a table of ten.

If you're looking for even more inspiration, we'll be running a number of Bus Tours on Monday 29 February, where you'll visit some of Brisbane's newest, inspiring and award winning clubs, pubs and bars. Tickets are just \$77 per person and include the tour, lunch and refreshments at each stop. Full tour itineraries are available via the website.



Need accommodation? CCM Travel have secured a number of special accommodation rates for Keno AHG Expo visitors, so contact them directly on 02 9439 5100 or [www.ccmtravel.com.au](http://www.ccmtravel.com.au) for more information.

Vibrant, young and entrepreneurial, Brisbane balances its natural beauty, enviable climate and relaxed lifestyle with thriving metropolitan. Filled with cosmopolitan dining options, fantastic accommodation and the Southbank cultural/entertainment precinct, Brisbane and its surrounds are a natural and suitable expansion for the Keno AHG Expo.

Visitor registration is now open to make your bookings for the Expo, Congress, Breakfast and Bus Tours all via one central registration portal. Visit [www.ahgexpo.com](http://www.ahgexpo.com) and follow the links on the home page. For further information, please contact 07 3319 0666.



**The Keno AHG Expo will officially open its doors at 10am, Wednesday 2 March, showcasing over 200 exhibitors. Given the increase in floor space, you'll find dozens of new exhibitors at the event in 2016, all set to offer even more inspiration than ever before. The free AHG Cocktail Party will once again be staged within the Expo floor from 4pm – 6pm, with food and drinks flowing.**



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NATIONAL  
GOVERNANCE  
& MANAGEMENT  
CONGRESS



Clubs Australia



Tuesday 1 March

Brisbane Convention & Exhibition Centre  
9am - 10am: CMAA AGM (Members only)  
10:30am - 5pm: National Governance & Management Congress

Developed by **CMAA** and **Clubs Australia** specifically for the benefit of their members, the Congress is set to explore national issues facing Boards and leadership teams. Sessions include:

- Management Congress presented by Tony Johnston, Eastern Commercial Lawyers.
- Governance Congress presented by Ms Sam Mostyn & Dr Leeora Black.
- Panel Discussion hosted by Ralph Kober & Anthony Ball with managers and directors from five clubs around the country. They'll be discussing KPIs, Corporate Social Responsibility and Board Performance.

**Tickets are just \$99** (inc gst) per person and include three congress sessions, morning tea, lunch and networking drinks.

For more information, full program details and to book, visit [www.ahgexpo.com/congress](http://www.ahgexpo.com/congress).

*\*The CMAA 2016 Bursary Awards Dinner will be held at Rydges South Bank from 6:30pm. Tickets are \$150.00 (inc gst) per person and includes three course meal, beverages and entertainment. Get in early as places are limited! Visit [www.cmaa.asn.au](http://www.cmaa.asn.au) for more information.*

Wednesday 2 March: 10am - 4pm

Thursday 3 March: 10am - 3pm  
Brisbane Convention & Exhibition Centre

After a stellar inaugural event this year on the Gold Coast and the forecast growth ongoing, the Keno AHG Expo is now set to call the Brisbane Convention & Exhibition Centre home.

With over 170 exhibitors already booked in, next year's event is set to offer you even more inspiration than ever before, so lock in Wednesday 2 and Thursday 3 March 2016 as must attend dates at the **FREE** Keno AHG Expo.

Vibrant, young, entrepreneurial and with an enviable climate, Brisbane is filled with cosmopolitan dining options, fantastic accommodation and the Keno AHG Expo will sit in the world class Southbank cultural and entertainment precinct.

For all your travel and accommodation requirements, visit [www.ahgexpo.com/stay](http://www.ahgexpo.com/stay) or contact CCM Travel's Anthony Mancuso on 02 8405 5987 to secure the Keno AHG Expo discounted rates.

8.30 REGISTRATION OPENS

9.00 CLUB MANAGERS ASSOCIATION AUSTRALIA ANNUAL GENERAL MEETING (MEMBERS ONLY)

10.00 MORNING TEA

### 10.30 MANAGEMENT CONGRESS

*The wheels of justice grind slowly, but they grind exceeding fine*

**Tony Johnston & John Murray, Partners, Eastern Commercial Lawyers**

Mr Johnston will discuss the increasing role of law in the lives of club managers and club directors in particular with respect to Corporations Law; Directors & Officers liability and responsibility; fiduciary duty; the business decision rule, conflicts of interest and Insolvency.

Mr Murray, will look to address harassment and bullying as part of the presentation.

Both founding Partners of Eastern Commercial Lawyers in early 2007, they have extensive experience advising the club industry and are a trusted advisor to a broad range of licensed clubs, both large and small, from metropolitan and regional areas across NSW.



12.00 LUNCH

### 1.00 GOVERNANCE CONGRESS

**Ms Sam Mostyn, President, Australian Council for International Development (ACFID)**

Ms Sam Mostyn, the first woman appointed to the AFL Commission and a non-executive director for some highly successful companies including Virgin, will talk about the use of Key Performance Indicators for managing board performance.

**Dr Leeora Black, Managing Director, Australian Centre for Corporate Social Responsibility (ACCSR)**

Dr Leeora Black will follow on discussing issues around clubs' social licence to operate, ensuring we stay true to our core function of community support in all its forms. Dr Black is a leading authority on strategies to assist organisations meet their corporate social responsibility targets and maximise their stakeholder engagement.



### 2.30 PANEL DISCUSSION

The afternoon will conclude with a panel discussion facilitated by Anthony Ball, Executive Officer Clubs Australia and Ralph Kober, Executive Officer CMAA, discussing Key Performance Indicators (KPIs) and how they can be used to guide management and governance performance, as well as corporate social responsibility strategies that will ensure ongoing community engagement.

**On the panel will be a mix of key club industry figures including:**

- Linda Fitzhardinge, Vice Chair City Tattersalls Club
- Tracey Lentell, CEO Moorebank Sports Club
- Chris Byrne, CEO Yarraville Sports Club
- Lyndon Broome, CEO Kedron – Wavell RSL.

### 4.00 COCKTAIL FUNCTION

TICKETS ARE JUST \$99 PER PERSON AND INCLUDE ALL CONGRESS SESSIONS, LUNCH AND AFTERNOON COCKTAIL FUNCTION.

VISIT [WWW.AHGEXPO.COM](http://WWW.AHGEXPO.COM) TO REGISTER



Clubs Australia





# Brisbane 2016

Brisbane is Australia's most exciting up-and-coming city. Constantly evolving with new offerings and experiences, the city has received glowing acclaim for its unique charms. CNN praised Brisbane's sunny lifestyle and creative edge; the UK Guardian named Brisbane as a must-visit holiday hotspots; Lonely Planet called Brisbane Australia's hippest city; GQ said it was cool; and Rough Guides named it the eighth most beautiful city in the world. We invite you to see what all the fuss is about at this year's Keno AHG Expo, with events staged between Monday 29 February and Thursday 3 March.

Kick starting the week, we'll be running a number of Bus Tours on Monday 29 February, where you'll visit some of South East Queensland's newest, inspiring and award winning pubs, clubs, breweries and bars. Tickets are just \$77 per person and include transport, venue tours, lunch and refreshments at each stop. Full tour itineraries are available via the website.

The National Governance & Management Conference will be held on Tuesday 1 March and will address, head on, key issues facing club boards and leadership teams nationally. The keynote speakers and panel sessions will explore what it takes to achieve a high performance culture and what governance and executive management strategies must be employed to build trust, passion and engagement with all stakeholders including employees, members and community. Tickets are just \$99 per person.

The Keno AHG Expo will officially open its doors at 10am, Wednesday 2 March, showcasing over 200 exhibitors. Given the increase in floor space, you'll find dozens of new exhibitors at the event in 2016, all set to offer even more inspiration than ever before. The free Treasury Wine Estates AHG Cocktail Party will once again be staged within the Expo floor from 4pm - 6pm, with food and drinks flowing. Throughout both days of the expo, the popular and free, Unita Group Soap Box Lectures will be back, guaranteeing some excellent educational sessions designed to cover all aspects of your business.

Five time Olympian, and gold medallist Natalie Cook joins us to emcee the Club Plus Super AHG Breakfast which kick-starts the final day of the Expo, on Thursday 3 March. She'll host a panel discussion with some current and former Olympians ahead of the 2016 Olympic Games in Rio. Tickets are just \$60 per person, or \$550 for a table of ten.

Visitor registration is now open to make your bookings for the Expo, Congress, Breakfast and Bus Tours all via one central registration portal. Visit [www.ahgexpo.com](http://www.ahgexpo.com) and follow the links on the home page. For further information, please contact 07 3319 0666.

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**NATIONAL GOVERNANCE & MANAGEMENT CONGRESS**  
Tuesday 1 March  
10:30am - 5pm  
CMAA Australia Clubs Australia



**KENO AHG EXPO**  
Wednesday 2 March 10am - 4pm  
Thursday 3 March 10am - 3pm



**TREASURY WINE ESTATES AHG COCKTAIL PARTY**  
Wednesday 2 March  
4 - 6pm



**CLUB PLUS SUPER AHG BREAKFAST**  
Thursday 3 March  
8 - 9:30am

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## Four reasons why an **MBA** could be the qualification for you

A Masters of Business Administration (MBA) continues to represent one of the most popular advanced degrees, designed specifically for managers and executives who are looking to take their career to the next level. With a number of options open to individuals, understanding the benefits that come with this course of study is incredibly important.

There is also no shortage of reasons to consider pursuing an MBA. Here are four of the most common benefits behind choosing this masters qualification.

### 1) Build your skill set

Perhaps the single most important reason to consider pursuing an MBA is to improve your skill set and find new opportunities that you wouldn't otherwise have access to.

For many people who have entered management or executive roles, their skills will have evolved on the job, but they won't have necessarily invested in them through an external course. Addressing this gap is one of the biggest benefits to come from a business qualification.

Furthermore, taking this time out can also give you time to spot holes in your own skill set that you might not have otherwise noticed, giving you an opportunity to find areas to work on either professionally or within the context of your MBA.

### 2) Flexibility

One of the biggest pressures on professionals who are looking to start studying is finding time in their schedule. Given how many

other responsibilities individuals are likely to have, finding this time can certainly be difficult.

However, this is one of the key advantages that sets an MBA apart from other study options - it is designed for busy professionals. As a result, the courses can be completed around a full-time role or through an online course. With the ability to study from anywhere and progress on your own terms, an MBA is much easier to complete than alternative study options.

MBA's are designed to fit around full-time work.

### 3) A new perspective on business

Every manager's perspective on the business world is tempered by the experiences they have had as they worked up the corporate ladder. While specialisation in one industry or sector is important for building your own career, it can still make it harder to absorb ideas from other parts of the business world.

An MBA gives you the chance to take a step back from the specifics of your previous experience and look at the major trends that are affecting all companies, not just the one you work for. This overview can make it much easier to contribute to discussions around organisational strategy and bring new perspectives into the teams you work with.

*Connections made on a training course can provide ongoing benefits to your career.*

### 4) Build your network

Students in an MBA course come from a range of different sectors, giving you the opportunity to network with individuals who are in a very similar position to you in their own careers.

While this is incredibly similar to the aforementioned point on bringing a new perspective to business, there is a further benefit here, which is that these contacts will last well into your future career. With contacts across different industries, it becomes much easier for you to differentiate yourself from other managers who might not have this same experience.

Clearly, pursuing an MBA can give your career an important boost, while helping you build on your skills. To learn more about these study options, get in contact with our team today.

## Teaching a Project Manager new **tricks**

By Leon Gettler

This article originally appeared in Project Manager Magazine, AIPM's bimonthly magazine for members.

In a flat economy and competitive job market, project managers differentiate themselves through added qualifications and skills.

Many project managers may benefit from looking beyond traditional, technical knowledge to polish their presentation skills. Others might consider a postgraduate qualification like an MBA or a business diploma. And with an increasing emphasis on stakeholder management, training courses in human skills related to leadership are sought after.



If you are interested in commencing your MBA or would just like more information, please call Zoe Clegg, Professional Development Manager on 0406 114 937 or via email Zoe Clegg zoe@cmaa.asn.au

The Australian Institute of Management (AIM) offers courses from diplomas to MBAs, as well as short courses such as Leading With Emotional Intelligence, Managing People Effectively, Dealing with Difficult Behaviours and Finance for Non-Finance Managers.

AIM Chief Executive Officer Daniel Musson says about 30 per cent of its business comes from short courses, 60 per cent diplomas and the rest in higher education (graduate diplomas and MBAs). And while students prefer to do accounting, finance and economics in class, the demand for leadership and management courses is online.

“It’s a move from product-centric to customercentric education and allowing people to get the education and access just in time for the next career move, promotion or job, so that they can get skills close to where they need them,” Musson says.

“We will find [professionals] in their mid-30s looking for a career jump or getting general management skills. That’s the time when they’re looking to build their technical base with management skills.”

He says students who might have missed out on formal qualifications want to stand out in a competitive market.

“One way is to make postgraduate education flexible, accessible and practical so we can attract people who may not necessarily go to a name-brand business school.”

Even professionals with degrees need practical skills of a diploma, he says.

“A growing number of graduates find it difficult to get work [and] are coming to do a diploma. They might have technical project management skills but they also want people or performance management.”

These skills can fast-track their career and allow them to differentiate themselves, he says.

### Develop Dynamic Presentation Skills

Project managers needing presentation skills should consider NIDA Corporate, the business arm of the National Institute of Dramatic Art. It has a popular public speaking boot camp and courses on Creating Excellent Communicators and Influential Women.

NIDA Corporate Senior Course Manager Diane Smith says the institute employs experienced actors to share their techniques.

“We use the tools of the actor to make their presentations and interpersonal relationships with clients better,” Smith says.

“We get them to work their voice and their body and to use their imaginations and do improvisations.”

While they don’t turn project managers into actors, NIDA uses actors’ methods to deal with nerves and reactions to others and “transform that to a business context”. Actors’ skills include learning about intention, motivation and impact.

“Businesspeople know what they’re doing but there’s often a block communicating it to the boardroom, sales staff or clients.”

### Become Better Problem Solvers

Swinburne University in Victoria offers a Masters of IT Project Management that teaches business analytics. Course coordinator Paul Scifleet says it attracts PMs from many sectors.

“Project management is seen as a critical part of any business professional so our students are people who want to add project



Australian  
Institute of  
Management

If you’re looking for courses and qualifications that will provide the expert knowledge and skills you need to lead projects, AIM has an unrivalled breadth of options available. From short courses such as Applied Project Management and Project Management Fundamentals through to qualifications such as a Certificate IV or Diploma of Project Management, we can provide the expertise you need to succeed.

management to their skillset,” Scifleet says. “The units are presented in the broader context of management innovation systems and requirements modelling to contemporary issues in business analysis.”

He says project managers are becoming “organisational problem solvers”, moving beyond step-wise management to relate to stakeholder engagement and setting definitions upfront. “That will see the project implemented on time [and] in alignment with the business needs.”

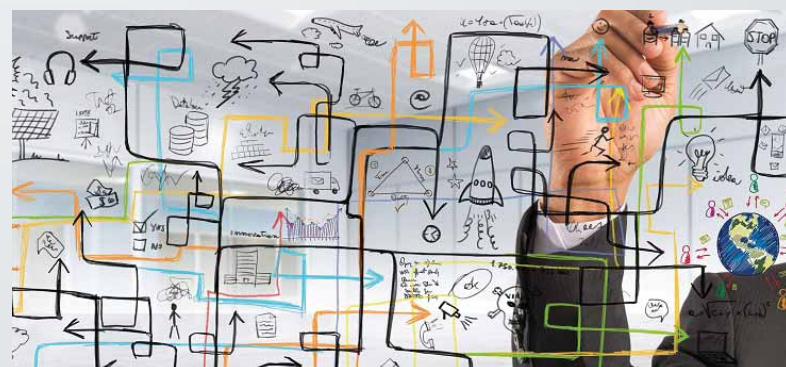
The Chifley Business School at SA’s Torrens University has courses ranging from graduate certificates in project management, public health and design to business and MBAs. Significantly, it links to industry bodies including the AIPM. Its Masters of Global Project Management course is accredited with the AIPM and institute members are offered a 30 per cent discount on course fees. The university’s pro vice-chancellor Hurriyet Babacan says project managers must embrace life-long or continuous learning.

“Skills are constantly being updated. We are in an environment where qualifications are important and some people have come through industry without the appropriate qualification, some are trying to gain qualifications, others are trying to upgrade their qualifications,” Babacan says.

“And because we focus on employability where we try to focus on employment outcomes, we tend to attract those sorts of students.”

So an MBA graduate may come back for a graduate certificate in project management as they upgrade skills to be more employable.

“Employment and industry are changing, which means people who studied 20 years ago are coming back to study on an ongoing basis.”





# In Content Marketing relevance *is in the* **eye of the beholder**

At ADMA we invited the brightest minds in Content Marketing to discuss, and try to solve, some of the greatest content marketing challenges in our annual Think Tank. In this two part blog we present some of the highlights from the whitepaper *Content Marketing for Long-Term Shifts in Consumer Behaviour* produced following the Think Tank.

## **Building better relationships through data**

The key to connecting with any audience is to find common ground for productive discussions. These types of interactions enable new relationships to be forged and existing ones to deepen.

As marketers attempt to develop more meaningful relationships with potential and existing clients, we are seeing a shift from traditional push-marketing and advertising, to customer-centric marketing that pull customers in through relevant content. ADMA's white paper *Content Marketing for Long-Term Shifts in Consumer Behaviour* discusses how to drive the change through organisations, and in doing so, build stronger customer relationships.

## **Relevance is in the eye of the beholder**

The question of what is relevant content depends on who you ask, when you ask them and through what medium the content is provided. Successful content marketing demonstrates an understanding of the client as an individual characterised by their:

- Interests and needs
- Purchase intention, or position on the path to purchase
- Experiences
- Media preferences and
- Existing perception of an organisation.

When these factors are used to design and deliver content, marketers are able to achieve cut-through, and communicate in

a meaningful way that builds relationships and has been proven to achieve a positive return on investment.

## **From Push to Pull – Becoming more relevant through data**

The data you collect about your clients provides meaningful insights into them as individuals. It helps you develop a picture of them beyond their purchase history. When you understand more about your clients, you can produce content based on the true characteristics of your audience.

- Data can help you uncover accurate patterns in client behavior. It can show you what your clients are actually doing, which can be quite different from their perception of their own behavior. This information reveals their personal preferences based upon actual outcomes, rather than reported outcomes.
- Your data can also provide an insight into how engaged your clients are with your brand. Product or service usage is not the same as level of interest. What your data can tell you is how committed and interested they are in you as a brand.

When you take the time to analyse your data, and really understand who your clients are, how they behave, what their underlying needs are, and which are the most effective ways of communicating with them, you can create content that is relevant and speaks directly to them as individuals. Importantly, when your



content is relevant it achieves cuts through, delivers tangible outcomes, and generates a positive return on investment.

## In Content Marketing deep levels of personalisation lead to stronger customer relationships

### Opt-in to relevance

Designing your content marketing system to allow your audiences to curate the content they receive, is an obvious way to build personalisation into the communication exchange. Opting-in or out of specific topics, products or services, is a common way of enabling an audience to determine what information they receive.

When you allow your audience to choose the content, it becomes more relevant and meaningful to them, because it more closely meets their need. The communication becomes more personal, and more valuable to the audience.

Opening the lines of communication to personalisation enables a freer degree of exchange. Clients provide you with direct feedback by selecting the communications they do and don't want to receive. In this way clients reveal their passion points, enabling you to develop content that speaks directly to the topics of most interest to your target audience.

### Beyond relevance to feeling understood

Consumers have become cynical. Every day buyers are asked to be faithful shoppers, to present loyalty cards at check out, and yet receive little recognition in return as individuals by the very companies asking for continuing patronage. Consumers now understand loyalty programs are used to track our purchases and provide valuable information about their behaviour as shoppers. The era of this one-way flow of valuable information has come to an end.

Now consumers understand the value of their purchasing behaviour, they expect benefits in return for providing personal information. At a basic level this means a financial incentive for allowing an organisation to track their purchases. At a more sophisticated level it means delivering on the promise of treating customers as individuals.

Content marketing provides a unique opportunity to demonstrate an organisation's commitment to treating clients as individuals. It moves beyond assigning customers to demographic groups, to actively demonstrating an understanding of them as people, each of whom has unique wants and needs, interests and concerns, who want to be communicated with in a way and at a time that suits them.

Successful content marketing can achieve deep levels of personalisation in a scalable way that leaves clients feeling they are understood and valued. This is the direction marketing is moving in, where return on investment will be greatest. Now is the time to be shaping your marketing function away from organisation-centric communication to audience driven content marketing.



For more information and discussion about this topic, please refer to ADMA's white paper *Content Marketing for Long-Term Shifts in Consumer Behaviour*.

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At the 2015 CMAA Conference, one presentation made a special impact on its audience. Why? Because it spoke to everyone who has ever had to resolve a workplace conflict. That is, anyone who has ever come to the realisation that they're not getting through to someone. In fact, anyone who has ever had a role that involves the management of people. On being introduced to the Process Communication Model® – or PCM – many Club Managers wanted to know more.

Responding to the clubs' interest in this powerful program, the CMAA has now partnered with communications specialists Webster & Company to make PCM training available to clubs across the CMAA network. With qualified facilitators in all Australian states, this new alliance means that more effective communication is within the grasp of every club manager, no matter where they are located.

#### **What makes PCM so different?**

Webster & Co's Peter Webster acknowledges that there are many

## Conference presentation gets **through to audience**

communications courses in the marketplace, but says that most fail to recognise that people are individuals. "PCM, on the other hand, offers breakthrough techniques that help you individualise communication," he says, "and recognising that teams are made up of individuals makes PCM far more powerful than the 'one size fits all' approach to improving interpersonal communication."

Webster asserts that the underlying reason PCM offers such a different approach is that its beginnings are unlike any other communications program he has ever seen. "PCM is grounded in medicine," he says. "The concepts on which it is built have a scientific background and were clinically proven long before they became available to the commercial world."

#### **Clinical beginnings**

PCM evolved from a clinical model developed in 1972 by Dr Taibi Kahler, a

world renowned and internationally recognised clinical psychologist and paediatrician. Dr Kahler's work focuses on the "how" of communication between people and concentrates on the need to understand what drives people as they communicate with each other, whether in their professional or private lives.

Dr Kahler's ground-breaking research and its subsequent publication led to him receiving the 1977 Eric Berne Memorial Scientific Award for the most important scientific discovery of the year in his field of psychology.

#### **Science in space ... and business**

In 1978, Dr Terry McGuire, the Lead Psychiatrist for Manned Spaceflight at NASA asked Dr Kahler to sit in on astronaut selection interviews. With NASA's involvement, Dr Kahler translated the concepts into behavioural terms.

Peter Webster comments, "Dr Kahler's concepts appealed to NASA because they provided clinically proven techniques that





could help them identify distress signals in candidates and gain a deeper understanding of the way different people respond to confronting situations by observing their verbal and non-verbal behaviours. Fortunately, few of us will ever experience the stresses to which astronauts are exposed, but the overarching concepts apply to us all."

Soon, word spread about Dr Kahler's work and following approaches from a number of business leaders, he translated the concepts into management terms and expanded into the commercial world. Today, the principles of PCM are used from selection to placement, from motivation to improved personal relations, from sales to service and much more.

#### Easy to understand and apply

As Peter Webster points out, the beauty of the Process Communication Model® is that despite its clinical background, the principles of PCM are easy to understand and apply once you have been exposed to them. "Understanding yourself is the start," he says. "Understanding your team members, their needs, their frames of reference and their distress signals is the next step.

Then you can adapt your own behaviour to build effective rapport, motivate each individual and win their cooperation. This is what PCM is all about... the tools it provides facilitate your own behavioural changes so you can connect with those around you."

#### Overcoming conflict

Phil Fagan, Peter Webster's right-hand man and an accredited PCM facilitator, says that he never ceases to be amazed at the way we behave differently in our personal and professional lives. "In our private lives, we readily acknowledge that we are all different. If we didn't, our lives would be in turmoil.

"But here's the strange thing: we expect things to be different at work. We apply one set of rules and procedures, apply them to everyone, and wonder why things don't work out

as we thought they would. By ignoring the differences in our people, we create an environment where conflict is almost inevitable.

"Overcoming conflict to create a more harmonious and effective working environment is where PCM shines," says Fagan, whose long marketing career has exposed him to many highly stressful workplaces. "PCM provides the skills you need to observe and decode each individual's verbal and non-verbal behaviours and recognise different personality types. You'll be able to identify their stress patterns and get on their wavelength."

#### Opportunities for Club Managers

Peter Webster believes that in many respects, clubs are just like any other workplace, from space laboratories to operating theatres and sales environments. "It doesn't matter where you work, there is the usual mix of personality types," he says. "There are people you find easy to work with and some who seem to be 'on another planet' despite the fact that they possess the right qualifications for their role. But with PCM's evidence-based skills at your fingertips, once you understand where they're coming from, you'll be able to build rapport and gain support in a true team environment."



Top – Dr Taibi Kahler (left) with Peter Webster at the PCM International Conference held recently in Japan.

Middle – Cyril Collignon (left), Managing Director of Kahler Communication International at the International PCM Conference held in Japan.

Bottom – Mr Ralph Kober, Executive Officer, CMAA (middle left) during a PCM training course held in Sydney with Facilitator Phil Fagan (head of the table.)

#### The next step

The CMAA is delighted to bring the benefits of its partnership with Webster & Co to member clubs on a national basis, with over 30 clubs already expressing interest on PCM training since the Conference presentation. In Australia and 23 countries across Asia, Webster & Co is the authorised distributor of the Process Communication Model® and has recently announced the opening of offices in Shanghai and Hong Kong.



To learn more about applying the principles of PCM training in your club, please contact Peter Webster at Webster & Co on 0407 245 170. You can email him at [peterw@websterco.biz](mailto:peterw@websterco.biz).



# Three Tenets of Club Management

The past five years of the club industry in Australia has been marked by fierce competition among gambling providers and rising regulatory constraints. With industry revenue predicted to decline or stagnate over the next few years, navigating this business environment would be a challenge for any executive. With the right mindset, however, clubs are in a position to attend to initiatives that would ensure sound financial performance and prosperity.

Capitalizing on the turbulent macroenvironment will require strict adherence to three precepts across the organization: (1) fact-based decision making; (2) enlightened people management practices; and (3) providing a high-quality customer experience.

## Fact-based decision making

Clubs are in an enviable position whereby their cash registers (EGMs and POS) also double up as powerful instruments of customer research. Yet, there is a tendency in far too many clubs to turn a blind eye toward the insights these data can provide, and make decisions on past experience, intuition, and managerial whim instead.

Data, when properly analyzed, can provide answers to almost every pain-point any club executive might face. From floor layout to player reinvestment, and optimum AEMP investments to diversification of services offered, insights from primary and secondary data should be the principal input for decision making.

While quite a few clubs do spend some of their resources on customer and competitor research, such research often lacks reliability and validity. Reliability refers to the degree to which a test is consistent and stable in measuring what it is intended to measure. Most simply put, a test is reliable if it is consistent within itself and across time. To understand the basics of test reliability, think of a bathroom scale that gave you drastically different readings every time you stepped on it even though your body mass has not changed. If such a scale existed, it would be considered not reliable. Validity refers to the degree to which the test actually measures what it claims to measure. For example, if the money a player drops into a machine is used as the sole measure to test whether that player is a problem gambler, it would be a poor test for gambling addiction. As a rule, all research should be tested for underlying reliability and validity before any credence can be based on its findings. Using invalid data for decision making can sometimes be a lot more dangerous than having no data at all.



**About the author:** Sudhir Kalé, Ph.D., is Senior Consultant with Bullseye Services ([www.bullseyeservices.com.au](http://www.bullseyeservices.com.au)), a boutique firm that provides marketing consultancy and analytics services to the club industry. He has written over 100 papers on the marketing and management of gaming businesses. Sudhir has also consulted with clients on five continents on matters relating to service quality, organization culture, market research, customer service, and CRM.

You can write to him [atsudhir@bullseyeservices.com.au](mailto:atsudhir@bullseyeservices.com.au).

## Enlightened people management

Andrew Carnegie probably said it best, “Take away my people, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory.”

Clubs are social institutions and employees constitute the public face of your club. A study by Mercer Consulting suggests that around 70 percent of your guests’ perception of their experience is determined by the attitude and behaviors of your employees. So, if there is one lever you can use to attract more customers and retain them, look no farther than the people you have working for you.

People management starts with organizational culture—the norms, beliefs and practices that signals to organizational members and others the “way things are done around here.” Peter Drucker, probably the greatest management guru who ever lived, always said that “Culture eats strategy for breakfast.” Great U.S. companies such as Southwest Airlines, Zappos, and Nordstrom (or Mecca Brands and Mindshare in Australia) work hard at developing and perpetuating a culture that is characterized by integrity, fun, and customer-centricity. In order to have a right culture in place, management should first assess the club’s existing culture. Then follows an arduous journey toward determining which aspects of current culture you need to keep, which ones to discard and which new elements to adopt and embed within the organization. Cultural assessment and change is a complex scientific process, and needs to be carried out and facilitated by experts in the area. For those organizations serious about putting an appropriate culture in place, the rewards are significant in scope and long-term in duration.

The two main goals of putting in place a solid organizational culture are (1) to create engaged employees; and (2) to provide employees unambiguous behavioral guidelines. However, culture alone does not bring about ongoing employee engagement.

An engaged employee is one who is “fully involved and enthusiastic about his or her work.” Gallup Organization reports that less than one in four employees in Australia are engaged in their workplace. Workplace engagement enhances productivity, reduces absenteeism and conflict, and has a strong positive influence on the customer experience. Club management can enhance employee engagement by (1) Consistently demonstrating that management values its employees; (2) Communicating a clear vision for the organization; and (3) Demonstrate to each employee how their inputs contribute to the success of the organization in a meaningful way.

## Providing high quality customer experience

Numerous consumer surveys report that people are looking less to “things” and more to experiences to achieve satisfaction with their lives. Be it a gaming or a non-gaming customer, what she looks for when visiting

your facility is an enjoyable experience. The customer experience occurs across several touchpoints or “moments of truth” whenever there is an interaction between the customer and the club. Not all touchpoints are equally important in determining the customer’s satisfaction (if not delight) with her experience. However, it is important to understand each touchpoint during the course of the entire customer journey and analyze the underlying elements that would make this touchpoint proceed as intended.

One effective and proven way to understand the customer experience is by designing a service blueprint to depict the customer journey for each segment of customers you serve. I have designed customer journeys for several large gaming operations and the results in terms of customer retention and revenue generation have been nothing short of phenomenal.

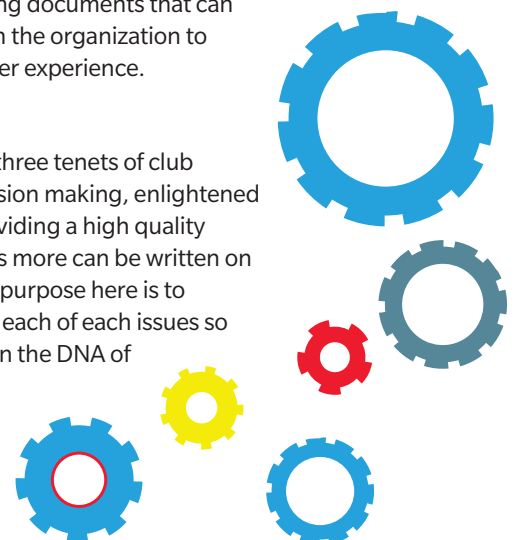
For each touchpoint in the blueprint, the following components are teased out: (1) The physical evidence of service quality witnessed by the customer; (2) the customer’s expected behaviors; (3) the contact employee’s expected behaviors that are visible to the customer (frontstage behaviors); (4) the contact employee’s behaviors that the customer does not get to see (backstage behaviors); and (5) the support systems and staff behaviors required for each touchpoint.

After designing the preliminary blueprint, the next step is to flag current fail points and offer suggestions for correcting these fail points so that the entire journey is more rewarding for the customer and more profitable for the club. Inputs for the various touchpoints are gathered by (1) Interviews with key staff personnel; (2) Participant/Observer activities by the Consultant; (3) Company records; (4) Customer feedback; and (5) Informal mystery shops.

The task of correcting fail points draws attention to several existing lacunae in the service delivery process which need attention. These shortcomings, inter alia, may be due to employee headcount, employee training and motivation, standard operating procedures, technological bottlenecks, or lack of understanding of customer needs and expectations. When fail points are corrected and each touchpoint constantly monitored, service blueprints become living documents that can guide all major activities within the organization to deliver a truly fulfilling customer experience.

## Conclusion

This article touched upon the three tenets of club management: fact-based decision making, enlightened people management, and providing a high quality customer experience. Volumes more can be written on each of these tenets. My main purpose here is to sensitize club management to each of each issues so that they become embedded in the DNA of management ethos.



# Your **Club Website** is your **“Director of first Impressions”**- So Make it a **WOW** *Impression!*

As a marketing advisor to many industries, including clubs, I'm constantly working hard to convince clients of the incredible value of having a "well designed website".

Truth is that I believe over 90% of clubs have a woeful website, one which does more harm than good.



My business, The Institute Of Wow, specialises in helping clubs create "direct response marketing campaigns" to attract the right patrons - the "most profitable" ones.

And having a fantastic, "sales driven" website, is the first port of call when I'm advising a club how to attract more people.

The most important page of any publication is of course the front cover, just ask Woman's Day or New Idea magazines.

So it stands to reason that the most important page on one's website is the "homepage".

And yet if you look at most clubs' websites, their homepage is littered with meaningless motherhood statements, photographs of empty restaurants or an empty reception area and perhaps some mundane references to upcoming entertainment or events.

Worse still, some clubs think that a photograph of their management or their directors waving in the foyer is going to be a compelling marketing strategy! OMG!

Don't laugh, nearly one third of all club December Member Bulletins that I looked at had their Management or Directors standing next to a Christmas tree **ON THE FRONT COVER!**

Imagine Myer, Woolworths or David Jones foregoing merchandise on the front cover of their catalogues for a delightful photo of their management!

Maybe I'm being a little harsh, but I'm doing so to get the message across.

If you're a club manager, let me recommend that the highest priority on your marketing agenda should be to fix your website..... with an emphasis on having a "knockout homepage".

After all, it is the "director of first impressions" and it can also be an incredibly powerful "24/7 sales machine" for you.

## Here are the ingredients which I believe are paramount for a club's website homepage:

- A powerful "benefit driven headline" that immediately captures attention.
- A "welcome video" featuring a presenter highlighting the "wow factors" that the club offers (showing footage of your popular restaurant and other facilities).
- "Video testimonials" from ecstatic visitors and members, raving about your facilities and the quality of your amenities.
- A section which highlights "The 3 Biggest Benefits Of Being A Member!"  
 (Indeed, given that "building membership" is a massive priority, this should also include some "video testimonials" from members expressing their delight in the benefits they receive!)
- Some form of "Special Offer" with a time sensitive deadline, encouraging website visitors to act straight away.

This could be for a show or perhaps "cafe or restaurant deal". eg: Special \$29.90 2 Course Dinner Deal Monday To Thursday Only In March!

Once you've created such a "wow factor direct response website", it's paramount to drive as much traffic as possible to it, so that the heavy lifting of SELLING is done by the website automatically.

And don't show photographs of empty restaurants, cafes, showrooms and gymnasiums.

In the world of marketing, that is "suicide". Can you imagine Disneyland ever showing photographs of an empty theme park!

I can't believe it when I see most clubs featuring



photographs of empty facilities in the bulletins and website.

Such imagery is instantly telling prospects that these facilities are unpopular and resemble a ghost-town.

Why would you do that? Always feature photographs of packed restaurants, busy gymnasiums and crowded showrooms.

**The five major components of a powder-keg direct response marketing plan:**

When club management asks for my recommended ingredients of a dynamite marketing plan, I provide them with my Wheel Of Wow formula.

This system has worked for over 27,000 businesses across more than 30 industries and if followed can transform your club's patronage.

**It consists of the following components:**

- a. Segment your database into levels of profitability and then market by email and text messaging according to each segment's behaviour (Our company has a division called Wow Automation which provides an automated communications process based on a patron's behaviour.)
- b. Create "Wow Factors" to attract attention and take their "eyes off the price!" (And steal marketshare from other competitive clubs and pubs).
- c. Use a problem/solution scenario in all communications.
- d. Fix your website and turn it into a 24/7 sales juggernaut!
- e. Stimulate loyalty through ongoing "repetitive trade stimulants."

I've had one entertainment/leisure client who recently followed this system and within a fortnight, his turnover increased from \$320,000 to \$1.1 million per week!

My Club clients over the years have included giants like Panthers and Parramatta Leagues – as well as countless smaller clubs such as RSLs and bowling clubs.

If my system is followed correctly, the results are normally pretty predictable.

I've provided the same advice to the likes of McDonalds, KFC, News Ltd, Westfield, 7Eleven and Fairfax to name a few big guns – and the system works everytime if you join the dots.

There are many more factors in the creation of a "wow factor direct response marketing" plan, so if you were interested in more tips, simply go to [www.theinstituteofwow.com](http://www.theinstituteofwow.com)

Hopefully you'll see that I practice what I preach & as a result, the website "wows" you!



**About the author:** John Dwyer preaches "in a sea of sameness in your industry, you need to stand out like a beacon – and the best way to do this is by using wow factor marketing techniques".

John thinks "way outside the square" and brings proven wow factor ideas to the table for small business owners – not the motherhood marketing waffle we all hear from many self-professed advertising experts.

John can be contacted at: [john@theinstituteofwow.com](mailto:john@theinstituteofwow.com) Ph: 07 55 919 566



# COUNTRY Club Managers Conference 10 & 11 May, 2016 at Orange

**Venue:** Orange Ex-Services' Club

**Address:** 231-243 Anson St, Orange NSW 2800

**Times:** Tuesday 10:30am – 4:30pm followed by  
Networking drinks and dinner  
Wednesday 9am – 1pm

**Cost:** \$380 + GST for members and affiliates &  
\$530 + GST for Non-Members – includes morning and afternoon tea, lunch  
(both days) and Networking drinks and dinner

**Topics include the following:**

- City versus Country: what are the differences & similarities in running either
- Dealing with Nature's wildcards – drought, flood and fire threats
- Help is at hand with the Community Building Partnership Program
- EGO is NOT a dirty word! Nor is Mental Health!
- Dealing with difficult people
- Industrial & Employee Relations: Common occurrences & advice on how to deal with those challenging issues
- Club Marketing insights: what are the trends and success stories
- Creative ways of thinking in building community through clubs
- Q&A forum



Speakers may change due to unforeseen circumstances beyond CMAA's control.

Payment must be received prior to event. Notification of cancellation must be made in writing to CMAA outside 5 working days from event scheduled. Cancellations within 5 working days are not refundable.

Dress code: Smart Casual

ACCM points accrual: 20 pts or 30pts if you have to travel more than 100 km

**How to Register:** To register for the summit and the networking dinner please visit [www.cmaa.asn.au](http://www.cmaa.asn.au)

For further information contact Brad Jones at [brad@cmaa.asn.au](mailto:brad@cmaa.asn.au) or CMAA's Head Office on (02) 9746 4199.



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DAY 1	TOPIC	Presenter
10.30 - 10.45	Registration and coffee	
10.45 – 11.45	<b>Icebreaker:</b> A panel of Club Managers from the various regions of NSW will cover aspects from last year's CCMGT Conference & address areas of business concerns and issues that directly affect Country & Regional Managers in the course of their employment. Delegates will have the opportunity to seek advice on critical matters affecting themselves & their clubs	Facilitated by Ralph Kober, Executive Officer, CMAA
11.45 – 12.30	<b>City versus Country Club Management: What are the differences, similarities and opportunities in managing either?</b> David O'Neil was born and bred in Orange NSW. David completed his club management traineeship at the Orange EX-Services Club and went onto to have a stellar career managing city clubs. He now acts as the CEO of the successful Castle Hill RSL Group of clubs which include Lynwood Golf and Parramatta RSL clubs. David is passionate about the country and the opportunities managing clubs in the country present.	David O'Neil ACCM, CEO, Castle Hill RSL Group
12.30 – 1.15	Lunch	
1.15 – 2.00	<b>Venue tour:</b> our host Cameron Provost and his managers will lead us on an intimate foray into the inner sanctum of Orange Ex-Services' back of house operations	Cameron Provost ACCM, General Manager, Orange Ex-Services Club
2.00 – 2.45	<b>Dealing with Nature's Wild Cards.</b> This informative session will identify and explore a range of challenges most country clubs have to deal with either regularly or as an extraordinary event. Learn where to find assistance to ensure your club can manage the risk and potential devastating effects of Nature's Wild Cards on your community and your club.	Australian Fire and Emergency Service Authorities Council (AFAC).
2.45 – 3.00	Break	
3.00 – 3.45	<b>Help is at hand with the Community Building Partnership Program.</b> Small clubs especially find it confronting and challenging with where to look for assistance and support when it comes to applications for government grants. A lot of clubs look after their community's infrastructure and without funding the club and the community can negatively suffer. Hear from one manager who has been successful in partnering with the program and the Government's representative outlining the process of application and its benefits.	Colan Ryan, General Manager, Crescent Head Country Club & Ana Reilly, Project Officer, Office of Environment and Heritage, NSW Department of Premier and Cabinet
3.45 – 4.30	<b>EGO is NOTE a dirty word! Nor is Mental Health!</b> More and more often does the issue of mental health appear in the media and in our personal lives as never before. It is a serious problem which could be life threatening and there is plenty of evidence that suggests that club managers are expected to 'suck it up' and get on with it when being faced by hostile boards and the pressures of running a busy club. Chester Carter will explore strategies which can help you identify the signs of when someone is in trouble and needs help.	Chester Carter, CMAA CARE Counsellor
4.30 – 5.00	<b>After summit drinks 30 mins courtesy of CMAA Beverage Sponsors</b>	Entertainment: Greg Ritchie
6.00 -10.00	Dinner and Networking with colleagues	

DAY 2	TOPIC	Presenter
8.00 – 8.45	Mid State Zone Meeting	
9.00 – 9.50	<b>Dealing with difficult people.</b> Everyone can relate to this! As a manager you have to continually deal with your stakeholders whether they be staff, directors, other managers, members, trade suppliers and others in the course of your working day. Some of these stakeholders can be difficult to talk to, to direct and to find anything in common with which could see you strike a civilised conversation with. Paul Lyons is renowned for giving managers insight in to how to implement strategies that will help them influence and be persuasive when dealing with difficult people.	Paul Lyons, Organisational Psychologist
9.50- 10.45	<b>Industrial &amp; Employee Relations: Common occurrences &amp; advice on how to deal with those challenging issues.</b> Peter Cooper has 'seen it all' in his long career as an industrial advocate. Peter is often called in too late to deal with workplace matters affecting club managers which could have been avoided if proper process had been implemented and followed through with in the first instance. Peter will outline common issues such as harassment and bullying, unfair dismissal and be joined by club managers who will share some of their experiences. Peter will also provide an update on how matters can now be resolved effectively via mediation and through the Fair Work Commission Processes.	Peter Cooper, CMAA Senior Industrial Advocate & a panel of Club Managers
10.45 – 11.00	Break	
11.00 – 11.45	<b>Club Marketing Insights: what are the trends and success stories.</b> Every club 'does' marketing. But really what is the difference between marketing and advertising and why is it important to know the difference in today's changing environment.	Panel of Club Managers
11.45 – 12.25	<b>Creative ways of thinking in building community through clubs.</b> Every club has similar challenges in engaging with their local community and being seen as being relevant and the good community citizen. A panel of Club Managers will share their engagement strategies and provide delegates with an array of good tips & ideas which they can use in their own clubs.	Panel of Club Managers
12.25 – 12.55	<b>Q&amp;A forum: pulling it all together.</b> Phil Wheaton will facilitate this session to discuss the key ideas that arose during the summit; & address issues arising at individual clubs requiring peer consideration	Phil Wheaton, Senior Executive Officer, Armidale City Bowling Club
12.55	Lunch (packed for you and ready to hit the road and get home)	

# InFocus ...



## Rob and Kurrawa Club poised for *great change*

By HENRI LACH

*Above – The current club building is set for demolition.*

Plans now make for its demolition and the site amalgamated into present public parkland. When given the final go-ahead, a new ultra-modern club will rise on adjacent council land along the foreshore to the south.

Every New Year brings great expectations. For Rob Aldus, CEO of the iconic Kurrawa Surf Club on Queensland’s Gold Coast, 2016 dawned with the promise of exciting, monumental change.

It’s change that’s been a long time coming---many bureaucratic and legal hurdles have been cleared along the way. But there’s still a stumbling block to be overcome.

Rob’s been there, sweating it out, for the past 15 years. “It’s been tough, but it’s going to be worth it in the end when it all comes together,” he said.

In sight is a new Kurrawa Surf Club building, with a price tag of \$10 million-plus.

The existing premises has been a landmark on the Broadbeach foreshore since 1963, with a number of updates over the years. Plans now make for its demolition and the site amalgamated into present public parkland. When given the final go-ahead, a new ultra-modern club will rise on adjacent council land along the foreshore to the south.

The concept is for a larger complex which still will take advantage of the ocean views that have been a magnet for members (there are now nearly 20,000 of them) and visitors alike over the years, with a sports bar, events lawn, a games room for the club’s modest bank of



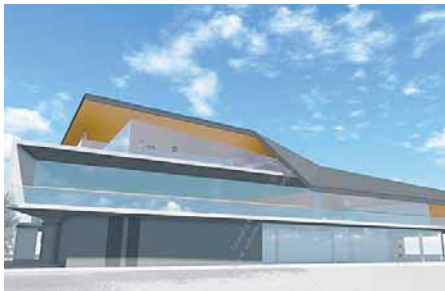
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63 gaming machines, and underground storage facilities.

If approved, the club will also invest \$400,000 on a new block of public toilets on council land as a part of the Gold Coast Council's conditional approval of the total project.

Rob's earlier working environment, however, may well have prepared him for the frustrations, disappointments, and the waiting game that's finally reached today's level about his club's future.

From his personal perspective, those close to the licensed club industry know it contains many adventurers who have succumbed to the lure of that profession's Sirens' call from the decks of their previous vessels of endeavour.

Rob was a school teacher who dusted off his black board for the last time in 1989. A job of Assistant Secretary Manager of the St George Rowing Club at Arncliffe in New South Wales caught his attention. "I realised then that hospitality is what I wanted to do from now on," Rob recalls.

With that awakening came commitment to his fellow travellers. He soon discovered the value of strong camaraderie in CMAA membership and joined the St George and Cronulla Zone in 1990. "The friendships, the exchange of ideas, you just can't beat that," he said.

Family commitments drew Rob to the



Gold Coast in 1993 where he maintained his CMAA links while helping out at what was then the early Fisherman's Wharf Tavern at Main Beach.

The Palm Beach Surf Life Saving Club was on the look out for a beverage and gaming manager about this time, and Rob jumped into the job.

"I appreciated the chance to get back into a licensed club," Rob said. Fate and fortune then steered him on his present path.

In December 2000 the board/executive of financially-expanding Kurrawa Surf Club realised they needed more professionals at the coal face. The role of Operations Manager opened its door to Rob.

Only mere days later, Rob found himself wearing the mantle of Acting General Manager, due to the illness of the-then current general manager Col Kingelty, who's bad health forced him into retirement.

So a permanent replacement urgently was needed at Kurrawa. One look by the Club Board at Rob's record and performance, and he was a shoo-in as the new GM.

His current rank of CEO carries with it



responsibility for both the surf club and the licensed club.

Rob Aldus is an optimist, but he's also a realist. "Nothing is over until it's over," is his philosophy regarding the final steps towards his club's major plans.

Rob hopes that the new building will be there to welcome visitors for the Coast's hosting of the 2018 Commonwealth Games.

"The whole world will be looking at us and this new club will be a real show piece, it's also going to be of great benefit to Broadbeach and to the whole Gold Coast-- facilities and playgrounds for kids and families."

*Above left – An artists impression of the likely profile of the new club building.*

*Above middle – The magnificent view will not be lost in the new development.*

*Above right – Kurrawa Surf Club CEO Rob Aldus.*

## No Fee Hospitality Recruitment at [www.jobsinclubs.com.au](http://www.jobsinclubs.com.au)

**Barringtons** have been the club industry's specialists in Recruitment and Career Development for over 24 years. We are focused on developing career paths for individuals currently working in, entering or considering employment in the club industry. One of our key drivers is to develop Australian club leaders in hospitality with emphasis on delivering service excellence to their club communities.

- ◆ Advertise unlimited positions for **FREE** on [jobsinclubs.com.au](http://jobsinclubs.com.au)
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*'If you build it, he will come'* – mysterious words which resonated with Kevin Costner's lead character in the 1989 film *Field of Dreams*. In the case of Moorebank Sports Club, *'Listen to them, and they'll stay'* has been the cornerstone of envious staff engagement and retention leading to record commercial achievements in 2015.

The realisation that the community in which we all operate our businesses, is most certainly reflected and represented by our membership database is when a Club can develop valuable and rewarding two way relationships for all. Donating money towards community based funds is more than admirable, however when a Club CEO and Management team identify the need for additional and alternative support and assistance and invite their employees to participate and volunteer their time is truly amazing – something to tip your hat to.

Tracey Lentell and her team at Moorebank Sporties did just that and more. Tracey and her team have evolved from being a financial contributor to local activities and initiatives to a community leader with an employee base not only participating in initiatives to employees volunteering their time (unpaid) to help create a greater good for others. The increase in employee morale, the reduction in absenteeism and turnover has proven that by allowing the employees to contribute directly into the strategic direction of the community relationship is meaningful and important to them.

"Sporties is successful because we value our people not as human resources but as the reason we operate. We appreciate that it is our people that make our organisation successful, and take seriously our obligation to satisfy the core needs of each and every one of our team members" says CEO Tracey Lentell.

"Although Sporties was recognised as an Employer of Choice at the South West Sydney Business Chamber Awards in late 2014, we recognised that to remain an attractive employer, we needed to refine how we meet each team member's core

## Employee Engagement:

### Success at Moorebank Sports Club

Loyalty, Employee Empowerment and a Revitalised community strategy are a sure measure of success for Moorebank Sports Club.

By **BEN McGUINNESS**

*Above – Help in Cambodia.*

*Below from left to right – The Chris Obrien Life House - 60km Walk Weekend for End Women's Cancer, help in Cambodia, Red Cross Blood Bank.*





needs” said Ms Lentell. “Through focus groups and engagement surveys, our staff indicated a preference to change our existing recognition initiatives and expressed a passionate desire to give back to those less fortunate”.

2015 saw the Club refresh their recognition initiatives and embark on the challenge of inspiring a culture of volunteerism and team spirit.

“Our staff indicated the Red Balloon reward system we were utilising had run its course” says HR Manager Ben McGuinness. “They indicated a preference for more everyday rewards, and as such, each staff member was issued with a Sporties branded prepaid eftpos card where cash is uploaded for daily, monthly and annual achievements”.

Over and above tangible rewards, a desire to give back to those less fortunate was clearly articulated and to this end, an

employee driven *Sporties Supports* program was established encompassing workplace giving, community volunteering and charitable initiatives.

A *Sporties Supports* committee meets fortnightly to discuss volunteering and fundraising activities. The committee has developed a calendar of events throughout the year to engage staff to partake.

Since inception, Sporties has supported several foundations in raising tens of thousands of dollars and much needed awareness through initiatives such as:

- Bi monthly blood donations for the Red Cross Blood Bank;
- Hosting Christmas giving trees for both Uniting Care and Sydney Dogs and Cats Home;
- Participating in the 60km Weekend to End Women’s Cancer walk for the Chris O’Brien Life House;



Top – City to Surf.

Above – The Sydney Dogs and Cats Home.

Over and above tangible rewards, a desire to give back to those less fortunate was clearly articulated and to this end, an employee driven *Sporties Supports* program was established encompassing workplace giving, community volunteering and charitable initiatives.

# LEADING THE WAY IN CASH MANAGEMENT SOLUTIONS



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- Raising domestic violence against women awareness via White Ribbon walks;
- Food drives for South West Sydney Give and Take;
- Cupcake days for the RSPCA;
- Planting trees for Planet Ark;
- Hosting numerous themed dress up days for staff raising funds and awareness for organisations such as Muscular Dystrophy Australia, First Voice and Beyond Blue to name a few.

An integral part of the *Sporties Supports* program is an incentive based points initiative, run twice a year, rewarding high achievers during their shifts and also for their commitment to volunteering. Point accruals are tiered according to the volunteering undertaken or above and beyond values exhibited on shift.

The initiative culminates with the highest point scorer offered the opportunity to spend a week volunteering for the Help 2 Help charity in Cambodia with their efforts in breaking the poverty cycle.

“This initiative alone has created a tremendous buzz, driven engagement and solidified our decision to listen to our staff and change what we do” says Ms Lentell. “The Help 2 Help opportunity provides life changing experiences that shape the personal development of those who attend and their journeys as potential future leaders of our industry”.

Animal welfare is also close to the heart of Sporties staff with volunteers contributing countless hours participating and hosting events such as Cupcake Day for the RSPCA, stretching out in the Millions Paws Walk with their four legged friends and volunteering at the Sydney Dog and Cats Home, donating their time to clean, walk and interact with the animals.

“From themed dress up days, bi monthly team building events through to participating in our Sporties staff Oztag and Netball teams, our staff vision is to create a unique working experience for each and every team member. We believe



rewarding, encouraging and engaging staff is beneficial not only to the team member, but also to the Club, which is clearly articulated in our metrics” says Ms Lentell. “Our staff have spoken and we’ve listened”.

“We’ve developed a robust, tangible and measurable culture by simply listening and acting. As a consequence, staff turnover has decreased by 61.91%, with fiscal year to date turnover at 9.64%. Absenteeism has decreased by 55.52% whilst revenue generated per employee per hour has increased by 23.01%” says Ms Lentell.

“As we can link our people management indicators to profitability, we can also see that the achievement of an engaged and stable workforce has meant we are a much safer workforce, a more profitable workforce, and more importantly for our community, a growing workforce”.

Congratulations to Tracey Lentell and her team on achieving such a great community relationship and ethos within the Club and to her team for not only accepting the strategic direction, but for taking the opportunity to run with it full at force for the betterment of others less fortunate.



Top – Cupcake Day for RSPCA.

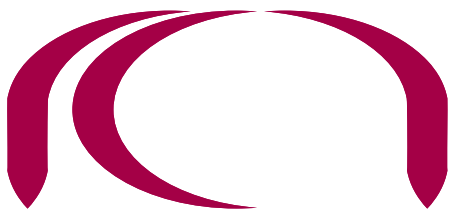
Above – Planet Ark National Tree Day.

Below from left to right – Help in Cambodia, White Ribbon Walk, Uniting Care with its Christmas Giving Tree Donations.





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Emotional Health with Rev. Chester Carter  
CMAA Care Helpline Manager

# 10 tips for a **bully-proof** workplace

With increasing demands on our time and resources, it's impossible for CEO's and Club Managers to achieve all they are expected to do in the workplace and personal lives.

Workplace bullying is a serious issue and a major risk factor for anxiety and depression. Employers have a duty of care under work health and safety legislation to provide a safe working environment.

Our physical environment can have a huge effect on how we feel - both positively and negatively. But what does a well-designed workplace look like, and how can you ensure your business delivers?

This helpful article comes from the Beyondblue Website [www.beyondblue.org.au](http://www.beyondblue.org.au) and [www.headsup.org.au](http://www.headsup.org.au) and can be used as a resource to develop your own Workplace Policy on Bullying.

Although bullying is often seen as an individual issue, research suggests organisational culture is a significant influencing factor. As well as focusing broadly on creating a more mentally healthy workplace, the following tips can provide a framework to help you ensure your workplace is a bully-free zone.

## 1. Learn to identify bullying

Workplace bullying can take a range of forms, many of which may not be obvious or overt. Examples of bullying may include repeated hurtful remarks or verbal attacks by colleagues or managers; sexual harassment; excessive criticism; any form of physical harassment such as pushing or threat of bodily harm; social exclusion from the team; and the spreading of malicious rumours or misinformation.

## 2. Set a zero-tolerance approach

Employers should develop a workplace bullying policy that establishes guidelines for employees to lodge complaints and have their claims investigated, as well as a clear process to resolve disputes through conciliation. This could be a stand-alone policy or incorporated into a broader workplace health and safety code of conduct document, and should ideally outline the consequences of breaching the policy.

## 3. Consult with your workers

Consistent dialogue with your employees helps identify bullying behaviour within the workplace, empowering them by providing a forum to have a say about policies and procedures that best suit the business. This may include open meetings with all staff, management meetings with health and safety representatives on behalf of staff, or anonymous feedback.

## 4. Promote an open-door policy

Encouraging employees to approach managers or HR to discuss bullying behaviour will help to ease the reluctance of people who have been bullied to come forward. You can effectively communicate this to employees through newsletters, staff meetings, communications around the office, or in-house or online training sessions.

## 5. Be an effective leader

A reluctance to address bullying issues within the workplace can be a factor in allowing negative behaviour to exist and sometimes flourish. Focus on developing a positive leadership style by providing training for managers and supervisors to communicate effectively with staff. Providing constructive feedback to staff, building teamwork skills, mentoring poorly performing managers and making sure all supervisors act on unreasonable behaviour immediately are all ways to ensure bullying has no place in your business.

## 6. Identify the signs of bullying

Even if you have a sound structure to deal with workplace bullying, some employees may be reluctant to speak up. Someone being bullied at work may:

- be less socially active or confident
- appear to be scared, stressed, anxious or depressed
- be absent more often or less productive
- display physical signs of stress such as headaches, backaches and not getting enough sleep.



If you are in need of help or assistance, please call the **1300 464 262**  
 CMAA Members Confidential Support & Counselling or  
[www.beyondblue.org.au](http://www.beyondblue.org.au) [www.headsup.org.au](http://www.headsup.org.au)  
[www.lifeline.org.au](http://www.lifeline.org.au)



### 7. Seek the source

Bullying in the workplace isn't always immediately visible. Employers should be aware that while bullying can happen face-to-face within the workspace, it can also occur via email, text message, social media and instant messaging.

### 8. Watch out for those most at risk

According to statistics from Safe Work Australia, some workers are more susceptible to bullying. Being mindful of the more vulnerable among your staff may help to identify and prevent bullying.

These include:

- casual workers
- young workers including apprentices and trainees
- new employees
- injured workers and those on return-to-work plans
- people who are part of a minority group because of ethnicity, religion, disability, gender or sexual identities.

### 9. Scale back on stress

Bullying is more likely to occur in stressful work environments. Consult with line managers and take steps to ensure staff workloads are monitored and manageable.

### 10. Review your success

A policy is only as good as its implementation and uptake. Think about how you'll monitor your progress. The ways in which bullying claims are handled, levels of sick leave, and gauging staff morale and engagement through consultation, surveys or exit interviews are all good indicators.

#### Wisdom Note:

Dr. William Glasser in his book Reality Therapy says that every human being has two basic needs in life!

1. To love and be loved (personal life)
2. To have worth and purpose (working life)

If these two are fulfilled in a persons life then you have a very valuable worker indeed.



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# 2015 A Year of Work Place Investigations

By PETER COOPER



Last Year was an interesting time for Work Place investigations with the Association being involved in representing members during and on completion of investigative processes. For our members this is a most stressful period as generally members are suspended from duties whilst the investigations are continuing.

Industry Employers sometimes adopt very different approaches from limited show and tell to detailed disclosure of findings, movies, slides and documents.

Inherently workplace findings must involve full disclosure of the allegations being investigated, open transparency of the material in order to facilitate to full rigors of natural justice and procedural fairness.

In one matter the Association was provided with a full copy of a report containing sensitive information. The reports summary lacked any substantive detail. With our member's approval the Association was able to read the report on a confidential basis in order to provide our member with sound advice.

In one of these matters the meeting with the Boards representatives the employer association representative and the forensic accountant went for a marathon 6 hours.

As always it is difficult for us go into detail on such issues as we could in advertently identify the Club and or our member. Another point of interest is that these matters do not involve the usual suspects pertaining to complaints for investigation based on harassment intimidation and bullying.

## FWC Approach

After reviewing FWC unfair dismissal cases dealt with by the Commission, it appears that a practical approach based on open transparency seems to be the key to decisions, and in recent decisions, faults in the process can be overlooked in cases of serious misconduct matters.

A FWC full bench has quashed a finding that BHP Coal unfairly dismissed an employee due to shortcomings in procedural fairness, after finding it reasonable for the company to have "leanings or inclinations" on sanctions to apply when its investigation indicated the worker had engaged in serious misconduct.

The Full Bench found that Commissioner Susan Booth was wrong in ruling in May last year (2015) that the company unfairly dismissed the pumps and earthworks operator at a mine in central Queensland, because he was not given a genuine opportunity to respond to the reasons for his dismissal or allowed a support person.

Despite BHP Coal conducting an investigation into the alleged incident

and the operator having a "poor employment record", which included starting late and receiving warnings for failing to notify the employer of absences when he went home to change clothing, the employee claimed that the company had pre-determined its decision to dismiss him.

He argued that the company should provide a genuine opportunity to respond, not just "go through the motions".

However the full bench overturned Commissioner Booth's findings, saying her conclusion was inconsistent with "the totality of the relevant evidence".

It also said the commissioner's approach failed to follow authorities on requirements for "opportunity to respond".

"When an investigation reveals inappropriate conduct on the part of the employee it would be usual and proper for an employer to form a view about the significance of the findings to possible disciplinary action against those responsible and to provide the employee with an opportunity to respond to the

allegations of misconduct.

"A detailed statement of allegations demonstrating the significance of the behaviour against performance and conduct expectations is procedurally fair and good management practice."

While the bench acknowledged that an employer should "retain an open mind" and consider an employee's response, it must do so in a "in a common sense way".

"But applied in a common sense way, if serious misconduct is evident from the investigation, an employer cannot be expected to have no leanings or inclinations as to the likely sanction against the employee," the full bench said.

It added there was no basis for the commissioner's finding that BHP Coal did not provide the employee with an opportunity to respond because she failed to consider the opportunities provided to him throughout the investigation process.

Given the makeup of Commission members on this bench this decision is of no surprise to me.



**Senior Deputy President Drake** last year dealt with an application by a long standing employee who joined Qantas in 1986 as a 25 year old. The DP describing her as Lady Bountiful to a small group of her personal friends. In her position of Customer Service Agent Ticketing and Sales she was able to manipulate the ticking system to provide her friends with heavily discounted tickets. Qantas conducted a detailed investigation, full details in writing were provided to the employee and her representative. The Deputy President was not satisfied that the employee was given reasonable opportunity to address the conclusion reached by Qantas, a limited time frame was provided to give consideration and respond. However the Commission found that that Qantas was entitled to expect a senior employee in her role to both understand and apply its policies and to act honestly. Application dismissed.

In another Full Bench matter dismissed an appeal against a finding that an employee had been unfairly dismissed because he was not afforded procedural fairness. In the original ruling, the Commission found that the employee was "entitled to see the product of the investigation and the recommendation it made as soon as it was completed" and he was not "accorded the opportunity to provide and have considered by the employer a defence of

substance that would then be weighed and taken into account before it made its decision". It was also found that the Employer failed to ensure "a meaningful engagement" with the employee explanation.

The Commission found that the Employee's dismissal was harsh and accordingly he was unfairly dismissed within the meaning of the Act

Section 387 of the *Fair Work Act 2009* provides criteria for deciding whether a dismissal was harsh unjust and unreasonable. The Commission must take into account the following:

- (a) whether there was a valid reason for the dismissal related to the person's capacity or conduct (including its effect on the safety and welfare of other employees); and
- (b) whether the person was notified of that reason; and
- (c) whether the person was given an opportunity to respond to any reason related to the capacity or conduct of the person; and
- (d) any unreasonable refusal by the employer to allow the person to have a support person present to assist at any discussions relating to dismissal; and
- (e) if the dismissal related to unsatisfactory performance by the

**Employers need to tick the boxes.** These criteria's must be taken into account and then a conclusion must be made whether the dismissal was harsh unjust or unreasonable.

#### **Valid Reason**

A valid reason is one that is "sound defensible or well founded" and should not be "capricious, fanciful, spiteful or prejudiced". It again cannot be overstated that a common sense approach should be adopted.

person--whether the person had been warned about that unsatisfactory performance before the dismissal; and

(f) the degree to which the size of the employer's enterprise would be likely to impact on the procedures followed in effecting the dismissal; and

(g) the degree to which the absence of dedicated human resource management specialists or expertise in the enterprise would be likely to impact on the procedures followed in effecting the dismissal; and

(h) any other matters that the FWC considers relevant.



myassociation



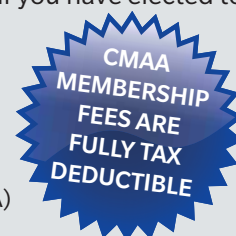
## IMPORTANT NOTICE TO ALL MEMBERS

- CMAA membership is from the 1st January to the 31st December each year for individuals that is to be paid in advance.
- Payment can be made weekly, monthly or yearly.
- Members can arrange payroll deductions weekly via their Club, however payroll must pass these fees on monthly or annually in advance to Head Office.
- Payment methods are Credit Card or Direct debit.
- EFT or Cheque payments can be made for yearly payments only.
- As of January 2016 membership fees incurred a CPI increase of 3% for the 2016 year and ongoing CPI increases per annum for the years following.
- Members who are in arrears of their membership fees 3 months or more will under the rules of the Association become unfinancial and will be contacted by CMAA HO to confirm their ongoing intention to retain membership of the CMAA.
- Please note your membership will become unfinancial unless correct fees are paid.
- Please pass on this letter to Payroll if you have elected to have weekly deductions.

### Membership fees for 2016 will be:

**Full member yearly:** \$583.49 **Full member monthly:** \$48.61

**Full member:** Weekly payroll deductions \$11.22 (payroll to pass on monthly or yearly in advance to CMAA)





## Ainsworth Launch New Concepts in 2016

The game innovation at Ainsworth continues in 2016 with new concepts WinStorm™ and Fire & Ice Money™ being showcased at the upcoming AHG show. The Ainsworth Game Development team have been working hard to introduce new stacking concepts that provide the player with multiple prize winning outcomes in both the base and feature games. Ainsworth's recently retired Group General Manager Strategy & Development, Scott Clarebrough is most confident the Game Development team have come up with truly innovative simple game features that will entertain players across multiple denomination offerings.

Ainsworth will display their latest range of entertaining multi-game packages including: Ultra Play™, Double Shot King Spin™ I & II, Multiplay Big Time VII™ and Multiplay Big Time VIII™.

The all-new A600™ will premiere with an exclusive range of innovative brands: Win Storm™, Thunder Money™, Thunder Gold™, Fire Money™, Ice Money™, Double Shot™, Quad Shot™, Grand Fortune™, Cash Adventures™, Cash Odyssey™, Oriental Express™, Quackpot™, Ultimate Gold™ and several more titles due for release FY2015-2016.

Ainsworth will be debuting new brands in range of cabinet variants – namely the A560®SL. The striking A560®SL offers a 32" High Definition display, 19" LCD Topper option for Jackpot promotion and unique attract lighting package stylised to the game. Ainsworth's full SL range of ground-breaking entertainment packed range to be showcased include: Sky High Jackpots™, Players Paradise Gold™, Double Shot® and Quad Shot®.

Ainsworth's core GamePlus® library: Double Shot®, High Denom™ and Quad Shot® will present a solid games portfolio that is stronger than ever and will deliver excitement and performance across to a diverse player base!

This year's AHG is sizing up to be like no other show before for Ainsworth. Be sure to see 'A Reel Deal™' for yourself at Booth #.4.

For more information, jump on their website [www.ainsworth.com.au](http://www.ainsworth.com.au) or alternatively contact your local Sales Executive on (02) 9739 8000.

## New Year, New Game Development team at Ainsworth

Following its motto, 'Experience Counts' Ainsworth has announced its talented game development team to strengthen its global leadership in gaming following the retirement of, Scott Clarebrough. With a combination of over 100 years' experience, the Senior-level executives include:

- Manager – Game Development, Ozbay Djemal
- Games Technical Manager, Solomon Kim
- Maths Development Manager, Pairatch Paotrakul
- Project & Product Manager, Peter Cameron
- Graphics Development Manager, Melinda Parr
- Sound Development Manager, Geoff Barnes

Ainsworth's CEO, Danny Gladstone comments "The combination of such exceptional leadership from Ainsworth will position us well for the next phase of our growth and will set the bar even higher in providing innovative and award-winning products".

## Cruising for a Promotion



One of Australia's leading cruise agencies, Cruise Express, has launched a unique new service to help clubs use cruises as prizes.

Cruise Express Director Clive Heath said cruise prizes were "highly aspirational and motivational" and perfect as a promotional tool to grow club visitation.

"The cruise boom means now almost everyone wants to win a cruise to an exotic location. What we do is provide a one-stop-shop for clubs to run a winning promotion from concept and execution all the way to ensuring the winners enjoy a red carpet experience and sharing it with fellow club members on their return," Mr Heath said.

He continued to say, "Club managers are busy running their clubs so we can source the best cruise for the club's demographics and budget, assisting with competition permits and providing approved cruise imagery to leverage maximum exposure from the campaign.

Depending on the promotional strategy, shorter cruises like weekend escapes can also be sourced.

"Adding value to a club's investment in a promotion is the key to our early success in the cruise promotion space and we're keen to help more clubs across Australia ride on the back of the cruise wave with their most successful promotions ever." Added Mr Heath.

**Cruise Express can be contacted on 1300 557 031 or via email [clubs@cruiseexpress.com.au](mailto:clubs@cruiseexpress.com.au) or visit [www.cruiseexpress.com.au/clubcruising](http://www.cruiseexpress.com.au/clubcruising)**





## The Drop Presents Lunch with Ross Greenwood

EXCLUSIVE OFFER FOR CMAA MEMBERS ONLY

*Doltone House, Hyde Park, Elizabeth Street, Sydney.*

**Friday 18 March, 2016 12.00pm – 2.30pm**

The CMAA has secured a very special discount offer for the upcoming luncheon with finance guru, Ross Greenwood – **exclusively for CMAA Members only.**

Ross Greenwood has covered finance and business matters in Australia and around the world for 30 years. He is currently the Business and Finance editor of Australia's Nine Network and appears each day on National Nine News and the Today Show. This is a must go to event for CEO's, CFO's Operations, Gaming Managers and suppliers alike.

### TICKETS ON SALE NOW

Tickets include 2 course meal, drinks, keynote address from Ross Greenwood and industry discussion panel.

**CMAA Special "The Drop Lunch with Ross Greenwood Ticket Offer \$200 +GST** (Tickets normally \$225 +GST)

Note: you can only receive this discounted CMAA ticket offer by clicking through and booking via <https://www.the-drop.com.au/events/lunch-with-ross-greenwood-cmaa-special-offer/>.

If you are already a Drop Member, you can book via The Drop website for \$189 + GST

CORPORATE TABLES (10) are also available.

Contact Judy Rayner at [rayner@bigpond.net.au](mailto:rayner@bigpond.net.au)

## Save the Dates for Australasian Gaming Expo 2016

Tuesday 9th to Thursday 11th August are the dates for the 2016 Australasian Gaming Expo to be held at Sydney Exhibition Centre @ Glebe Island.

Featuring more than 200 exhibitors across 17,000 square metres of exhibition space, the Australasian Gaming Expo is easily the biggest event of its type in Australia and one of the world's biggest. All indications are that the exhibition will again be full to capacity with a wide range of companies showcasing the world's best gaming and related equipment and services.

Following on from last year's Gaming Expo where we saw a 16.5% increase in visitors over the previous year's Expo, there are a number of improvements being introduced this year. These include greater use of the Glebe Island site resulting in a 9% increase in floor space, the installation of a visitor's lounge that takes advantage of the panoramic views of the harbour and an exhibitor's sales area which will preview the Australasian Gaming Expo for 2017.

This year's event still includes complimentary ferry travel from Darling Harbour to Glebe Island.

*Note: The Australasian Gaming Expo is a trade exhibition, for management representatives of Gaming Industry Organisations only including government, regulatory, research and support bodies, clubs, hotels, casinos, resorts and similar Hospitality Industry venues. Trade suppliers are not eligible to attend the event unless exhibiting.*

For further information contact: [info@gamingta.com](mailto:info@gamingta.com).

IGT Present



## New World Champ

IGT's stand at the Australian Hospitality and Gaming Expo (AHG) will showcase a new Australian world champ - Multistar® World Champion Series, that is, on IGT's new CrystalDual-i™ machine. Packed with six great games – including player favourites Shogun and Ultra Chance® Mystic Jaguar®, plus brand new games – it leverages the performance of IGT's previous Champs with selectable jackpot options and multi-denominations from 1c to \$1.

Also launching on the CrystalDual-i will be another IGT legend, Major Money. With four new adventures, the Major Money games have multi-denominations and multi-line play with three progressive jackpots.

IGT will also be unveiling a new link with a choice of denominations. While the name is under wraps, the link will be the first to offer a significant number of jackpots and bonus levels related to the denomination being played.

These new innovations will be accompanied by a plethora of over 30 games designed for all player demographics.

And IGT's famous Shogun game is back, in the form of Shogun 88. Offering all of the original's favourite features, 88 includes a new 5-line configuration in addition to the original 3-line.

IGT will be launching a number of remarkable innovations for its strategic gaming systems solution, Advantage Club®. In addition to its award-winning Service Window that allows venues to engage players with personalised messaging, IGT will be showing an Australian first. This new system product will anticipate player needs based on behaviours to reward loyalty.

Nigel Turner, IGT's head of marketing, ANZ commented: "The Keno AHG Expo is a great showcase for our new games and concepts. We've been listening to market feedback and have developed games designed to maximise our customers' floor space and gaming offerings putting choice with the player in denomination and games.

Our remarkable Advantage Club system continues to be a preferred solution in venues across Australia where it is increasing our customers' performance. This is primarily due to IGT's local development of our systems product to keep us ahead of the market with new features designed for Australian venues. Our systems customers get several inclusive upgrades per year which reduces the long term cost of our solution for our customers."

In addition to our games and systems, IGT's hospitality will be flowing so that visitors can enjoy some refreshments and they may even have the opportunity to meet a real life world champion or two."



## Food & Beverage MANAGING THE OPERATION *a hands on guide*

Managing a business unit can be daunting at the best of times, let alone one which if not managed effectively, can have detrimental cost blow outs and reduced revenue.

As the Manager responsible for the profit and loss of your Clubs F&B outlet, it is essential that you understand your business unit. To do this you need to analyse your Daily, weekly, monthly and yearly revenue and operating costs – this collective and charted data will assist in identifying trends, peaks and troughs, and assist in budgeting and forecasting requirements for your GM or CEO. From an operational perspective and also to ensure customer satisfaction, it is also essential to analyse and understand what is being sold (menu mix), when it's sold (time of sale), and who is selling it (staff productivity) which can be gained from the daily transaction reports from the POS system.

Ken Burgin's "Using 80/20 Rule to Cut Costs and Improve Management" article is not only addressing these key aspects of managing a F&B business unit, but for first time managers, assists beginning to address what is really needed and how to go about it.

### Using the 80/20 Rule to Cut Costs and Improve Management

Ken Burgin [www.professionalthospitality.com.au](http://www.professionalthospitality.com.au)

The 80/20 Rule is simple – it says that a relatively small number of causes (about 20%) is responsible for a great number of effects (roughly 80%).

This is good news – if we find out what the 20% are, and work on them, we can have a significant impact on sales improvement, cost reduction and the effectiveness of managers.

This often means 80% of your sales comes from 20% of your customers, so looking after them should be your primary focus. It's not always exactly 80% or 20%, (it could be 90/10) but the proportions are what we're talking about here. In this article we'll look at management examples, and in a future article we will look at the exciting ways this can improve sales and marketing.

Great news: staff really 'get this' and like finding ways to apply it. Give them examples, and ask them to find their own. This part of 80/20 at work – a small idea can have a big, big impact!

#### On the Menu:

- 20% of your menu items will give you 80% of your sales, and about 80% of the items will give you 20% of your sales.
- Time to look closely at the best and worst sellers on your list, and adjust. Simplify!
- At the same time, 20% of your menu items will give you about 80% of your profits – what are they and could they do with some more promotion?

Effective managers spend a lot more time working out 'why' and 'how' and 'what's next' instead of constantly reacting to daily turmoil.

# A coffee for every cup

## FOR CLUBS & GAMING



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- Full service hot beverage provider
- State-of-the-art equipment solutions
  - Technical service
  - Professional training
  - Competitive pricing



“Ask your team to find out some 80/20 examples in their own work – they will have lots of ideas. From that you can work out how more could be done with less.”



- What are some of those low-profit items that should be taken off?
- 80% of party menu sales are from 20% of what's available – can these prices be increased?

#### Food & Beverage Costs:

- On a spreadsheet, list the weekly total cost of each food item purchased. Now use the 'sort' function to list them from highest to lowest value. Chances are you've got expensive seafood, beef and protein up the top – are these 80% items being stored and counted as carefully as they should be? Are you getting the best price possible?
- 80% of kitchen prep time is for 20% of the menu, and vice versa – what's your example? Is this the best use of expensive labour?
- If 20% of your wine and beverage list gives you 80% of your sales, check the need to keep so many different labels, especially as it usually involves carrying expensive stock.
- 80% of the value of what you buy comes from 20% of your suppliers – are you giving them extra time to get the very best deals, or do all vendors get equal time?

#### Staff and Managers:

- 20% of your wait staff are probably making about 80% of the sales – are you looking after them?
- 20% of your employees will cause 80% of your staff problems – who needs to move on?
- A small number of your management team may receive a large

proportion of the wages – are they producing corresponding value?

- Some managers spend 80% of their time on 'busy work' and fussing, while others can get the same work done in much less time. Do you have the calm, productive and efficient managers you need? (and how is this for you?!)...
- Effective managers spend a lot more time working out 'why' and 'how' and 'what's next' instead of constantly reacting to daily turmoil. The 20% of their time they put aside for this has a big, big payoff!

#### Daily Activity/Productivity:

- 20% of POS keys are used for 80% of sales – are they in the most accessible place?
- 20% of the agenda items in a meeting can take up 80% of the time – how can you improve on this? It's no wonder people can get frustrated!
- 20% of tables are where 80% of customers want to sit – can you improve the less popular ones?
- 20% of your opening hours generates 80% of your sales – how is that reflected in the rostered hours?
- Ask your team to find out some 80/20 examples in their own work – they will have lots of ideas. From that you can work out how more could be done with less.

Reference: <http://profitablehospitality.com.au/using-8020-to-boost-sales-and-cut-costs/>



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MANAGEMENT / OPERATIONS	Duration	FEB	MAR	APR	MAY
Supervisor Development Program – Includes non-accredited units; • Monitor Work Operations • Coach others in Job Skills	4 Days	SYD – Part 1	SYD- Part 2	VIC – Part 1	VIC – Part 2
Duty Manager Development Program Ideal for supervisors and frontline Duty Managers	6 Days	SYD – Parts 1&2	VIC – Parts 1&2 Orange Part 2	QLD – Parts 1&2 Dubbo Part 3	
Roster Staff ACCM Unit	2 Days	SYD	VIC	QLD, Dubbo	
Leadership Behaviour & Company Culture ACCM Unit	2 Days	SYD Parkes	VIC	QLD	
Monitor Work Operations	2 Days	SYD		VIC	
Coaching Skills	2 Days		SYD		VIC
Manage Workplace Relations ACCM Unit	2 Days			SYD	
Conflict Management ACCM Unit	2 days			SYD	
ONE DAY PROGRAM SERIES					
Paul Lyons – Dealing with Difficult Conversations Highly interactive – Includes a paid Actor!	1 Day		SYD, VIC	QLD	
Finance for Non-Finance Managers With Brett Jones	1 Day		SYD	QLD	
Project Management With Bill Shirley	1 Day		SYD	VIC	ACT
Delivering Great Customer Service With Bill Shirley	1 Day		SYD	VIC	
Understanding Contracts & Contractors With Kristen Gower	1 Day	SYD			Orange
Cost Control Principles Shift Mgt Cost control, Wastage, Staff Ratios with Brett Jones	1 Day	SYD	VIC, Orange	QLD	
Online - Social Media Course Details coming soon in 2016	1 Day				
Workplace conflict With Bill Shirley	1 Day		SYD		VIC
Navigating the Registered & Licensed Clubs Award With Brent Williams	1 Day	SYD	VIC	QLD	
Profitable Café for Clubs With Bill Shirley	1 Day	SYD			QLD, VIC
Organising Profitable Functions With Bill Shirley	1 Day	SYD			QLD VIC ACT
SUMMITS & CONFERENCES					
AHG – Expo Brisbane	3 Days		QLD		
Country Club Managers Summit - Orange	2 Days				Orange
CMAA Mid Year Conference	2 Days				
MARKETING / GAMING / WHS					
Analyse & Report on Gaming Machine Data ACCM Core Unit	2 Days	SYD			
Marketing Strategies ACCM Core Unit	2 Days			SYD	
FINANCE / LEGAL / GOVERNANCE					
Mge Finances in Budgets ACCM Unit	2 days			SYD	
Prepare & Oversee Budgets ACCM Core Unit	2 days				SYD
Research & Comply with Regulatory Requirements ACCM Core Unit	3 Days				SYD
Board Governance, The Company Secretary & The General Manager Secretary Managers course	2 Days		SYD		SYD

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All artwork and advertising inquiries to **Peta Imber, Media Services Manager** at the Club Managers' Association on **02 9746 4199** or email **peta@cmaa.asn.au**

Day	Date	Meeting	Venue	Zone
<b>FEBRUARY</b>				
Wed	2	5pm	Parkes Services Club	Mid State Zone AGM
Tues	9	12:30pm	Nambucca RSL	Mid North Coast Zone Meeting and Lunch
Tues	9	TBA	Surf Club Coolangatta	Gold Coast Zone Meeting
Sun-Tues	7-9	TBA	Deniliquin RSL	Riverina Murray Zone Meeting
Thurs	11		Clubs Qld	Business Leaders Breakfast (Tentative)
Tues	16		Clubs Qld	State-Wide Zone Webinar
Wed	24	TBA	Swansea RSL	Hunter Zone AGM and Lunch
Fri	26	11am	Warilla Bowls	Illawarra Shoalhaven Zone AGM
Mon	29	3pm	Rydges Southbank Brisbane	CMAA Federal Executive & Federal Council Meeting
Mon	29		Clubs Qld	Clubs Qld Board Meeting

Day	Date	Meeting	Venue	Zone
<b>MARCH</b>				
Tues	1		Clubs Qld	Keno & Clubs Qld Excellence Awards & Gala Dinner
Wed	2		Clubs Qld	Keno-AHG Expo/AGM/Cocktail Party
Thurs	3		Clubs Qld	Club Plus Super AHG Breakfast
Fri	4	1:30pm	TBA	Central Coast Zone AGM
Tues	8	11am	Club Bondi Junction	City Eastern & Inner West Zone
Thurs	10	TBA	TBA	Nepean Zone AGM
Wed	16	9am	Goulburn Soliders	Far South Coast Zone Meeting
Thurs	17	TBA	Bribie RSL	Brisbane & Sunshine Coast Zones Meeting
Tues-Wed	22-23	TBA	Narrabri RSL	North West State Zone Meeting
Thurs	31	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting

Day	Date	Meeting	Venue	Zone
<b>APRIL</b>				
Wed	6	TBA	Club West	Great Lakes Zone Meeting
Tues	19		Clubs Qld	Clubs Qld Board Meeting
Thurs	28	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting

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