

CLUB Management



IN AUSTRALIA
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JULY 2016

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1 September 2016

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Featured Chair: Prelude



David Hiscox, ACCM
President

President's *Perspective*

CMAA Federal President David Hiscox, ACCM, presented his 2016 Mid-Year Report to the Members General Meeting at the National Managers Conference at The Star Sydney on Monday, June 20:

Good morning members and welcome to the CMAA National Manager's Conference 2016.

I would like to acknowledge the Life Members present – Allan Peter and Bill Clegg.

Firstly I will take this opportunity to introduce the new executive of the CMAA. At the April Federal Executive meeting the new executive voted for the three senior executive positions – I was fortunate to be elected as president – Tracey Lentell as Vice President and Allan Peter as Secretary Treasurer.

I also acknowledge Federal Executive members, Michael O'Sullivan and Karren Howe.

As is the case after each triennial election the Federal Executive and Federal Council meet and extensively review the Association's Strategic Plan.

This review occurred yesterday. I commend the members of the executive and council for their input in what was a vigorous and in depth review of our association and the challenges and opportunities we face.

A number of key areas were examined and will form the framework into the future:

- Training and Professional Development
- Industrial Representation
- Networking
- Membership
- Sponsorship
- Communication
- Finance

We will communicate the final outcomes with our members as they are finalised.

If I now can move to what I personally believe to be a burning issue for the Association and the club industry as a whole.

Election

The Federal Election outcome could pose some interesting times for our industry, if the political pundits are right the balance of power could be held by Nick Xenopons NXP could hold the balance of power.

This individual is well know to our industry and his views of our industry, this poses some risk to our industry as he uses his new found power to influence the direction of the gaming industry in this country.

Clubs NSW are actively working with both major parties to secure appropriate protection of our industry.

The Mental Health of our managers

The Executive Officer and I have met with Anthony Ball and Peter Newell on a number of occasions to discuss pertinent issue relating to our industry. Particularly an alarming and increasing trend we see happening with respect to bullying of CEOs particularly by SOME boards.

This has had a devastating impact where our member has been forced to either 'suck it up' or have to deal with the anxiety and stress, unable to make a formal complaint for fear of losing his/her job,

For our managers in country or regional areas this is magnified, as the daunting situation that if they do make a complaint or fight the bullying, being forced to uproot his/her family and leave town as there are few opportunities for other employment.

Our CMAA CARE confidential counselling hotline reports that two CEOs has had to counsel them from taking suicide action.

We have highlighted harassment and bullying in workshop sessions around a number of our zone meetings and conferences.

Commissioner Sams will be presenting on Tuesday as part of the Wellbeing segment and detailing the position of the Fair Work Commission and Anti Bullying orders.

The Association and Clubs NSW have agreed to collaborate to jointly put together a strategy to raise the awareness amongst directors and managers that bullying at the boardroom level (and this includes directors bullying other directors) is a priority.

Additionally the Association is reviewing our options to protect our people via either Fair Work, Federal WHS legislation, ILGA or the clubs NSW code authority. The association will examine what is the best way to assist and offer protection to our people.

AHGE

In only its second year this event continues to grow, the move to Brisbane was responded to positively. Some 250 managers and 200 directors attended the congress. The trade expo saw an increase of some 12% in exhibitors.

The increased exhibition space and support of the trade saw the AHGE return a healthy profit above expectations.

The Trade Expo and Congress will be held on the 28th, 19th and 30th March 2017 at the Brisbane Convention Centre.

QLD: Clubs Queensland recently released the Synergies Report titled, "The impact of new casinos on Queensland community clubs". This report confirms industry concerns that the proposed new Integrated Resort Developments (IRDs), if all approved will significantly and directly impact at least 63 community clubs across the Gold Coast, Brisbane and Cairns. The impacts will be significant with just over \$100M in lost gaming revenue and a further \$75M in lost community revenue and taxes foregone.

Queensland Treasurer Curtis Pitt announced the following proposed changes to gaming tax arrangements:

Targeted consultation on a proposal to make it easier for community-based clubs to expand and create jobs by allowing clubs with more than one venue to pay a lower tax rate on the revenues from individual venues. Community and sporting clubs would pay gaming tax on a per-premises basis, rather than a per-licence basis.

This is significant outcome for Queensland clubs as it will allow development, growth, jobs - especially in our regions and will assist with the creation of new venues and the sustainability of older, smaller operations

VIC: On 7 August 2015, the Victorian Department of Justice and Regulation announced the Gaming Machine Arrangements Review. The review will examine the current gaming machine arrangements in Victoria including the:

- municipal cap on entitlements
- 105 machine venue cap
- distribution of gaming revenue
- gaming machine taxation structure and entitlement period.

“The Association and Clubs NSW have agreed to collaborate to jointly put together a strategy to raise the awareness amongst directors and managers that bullying at the boardroom level (and this includes directors bullying other directors) is a priority.”

Findings from the review will enable the Victorian Government to make decisions regarding the future of gaming machine arrangements before the expiration of gaming machine entitlements in 2022.

Our Association has been an active participant and advocate of a balanced rational approach which provides certainty to our managers and more broadly the club industry in Victoria.

Federal Secretary Allan Peter, Federal Councilor Grant Duffy and Zone President Chris Byrne have been at the forefront of this advocacy, our association's submission was one of only three considered culminating with Allan, Grant and Chris meeting with Kate Carr Executive Director Liquor Gaming and racing Victoria.

The review is reaching its final stages with the Department of Justice & Regulation due to report to the Government by July 2016. It is hoped that the recommendation to be considered by the Victorian Government will see the issue of ownership of machines determined.

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AUGUST 1 - OCTOBER 31

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or head to:

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Executive Officer's Report

CMAA Executive Officer Ralph Kober, presented his 2016 Mid-Year Report to the Members General Meeting at the National Managers Conference at The Star Sydney on Monday, June 20:

Good Morning Members. I am pleased to present to you the Executive Officer's mid-year Association report.

Since last year's National Managers' Conference in July we have seen significant change with respect not only to the Federal Executive Board and Federal Council composition as David has articulated in his President's report, there has also been change to the Association's

- registered training organisation position,
- the various educational strategic partnerships now brokered and in place,
- and the strategic vision for the Association in the upcoming three year period with particular respect to industrial representation, membership, sponsorship.

Let's focus on the registered training organisation as a starting point ...

Analysis conducted by management over last year confirmed a growing suspicion that the participation rates for nationally accredited training courses offered by the CMAA were falling and overwhelmingly the demand and participation of members in industry specific non accredited events was increasing.

The cost benefit of continuing to be a registered training organisation where the compliance regime to maintain the registration was onerous, and at many times non productive, was an obvious obstacle to the Association in meeting the needs of members in many facets of training delivery.

The expenses to ensure that we were 'ticking the right boxes' as it were was also a drain on our finances.

Another mitigating influence on our ability to continue to support the RTO registration was the intense and relentless competition from other providers in the industry where government funding and 'fast track' qualifications are too attractive for many clubs to resist in their quest to offset their training costs for their employees and managers.

Further there is a growing need and demand from our members for online learning delivery for accredited courses which the CMAA cannot simply afford to create and maintain. Therefore the strategic move to partner with a number of Australia wide recognised professional development partners such as the Australian Institute of Management will assist our members

and their staff in accessing accredited training regardless of where they live.

Rest assured the CMAA will continue to offer all of its training courses as usual, the only difference will be they will be non-accredited for issuance of a qualification and will be adjusted to be even more industry specific.

Other partnerships with the Australian Institute of Management, the Association of Data Driven Marketing and Advertising, Bullseye Gaming Tactics, Process Communication Model and the Institute of WOW have all been brokered to ensure our members have access to unique professional development products at reasonable rates. I urge you to find out more about them and Zoe Clegg our Professional Development Manager is available during the next two days to answer your questions.

With regard to the IR area Allan Peter has provided you earlier with his report on the ever changing environment the Association has to work within with respect to federal legislation and the constant adherence to financial corporate governance.

It is important to further reiterate that the Association is merely doing what it is expected and obliged to do in this context and that any direction from HO to the way the zones function should be taken in this light.

Sponsorship of the CMDA is vital for the Association to be able to offset the high cost of providing professional development events and activities to our membership at reasonable cost and should be valued. We are attracting many new sponsors because they realise that it is our managers who are the decision makers in the clubs and that's where they want to invest.

Membership is buoyant with an ebb and flow effect where we are now in that juncture we identified a number of years ago where a big chunk of our members are reaching close to retirement age and leaving our ranks.

I can only again reiterate that it is incumbent on all of our members, particularly those who have won bursaries and have had a lot of their professional development subsidised by their zones, to encourage their younger supervisors and managers to join the CMAA for the same benefits they enjoyed.

We are only as strong as the numbers of members we have in our ranks.

Finally I would like to acknowledge the ongoing efforts of the CMAA HO team who work tirelessly to ensure that your needs are met.



Ralph Kober,
Executive Officer

“ Other partnerships with the Australian Institute of Management, the Association of Data Driven Marketing and Advertising, Bullseye Gaming Tactics, Process Communication Model and the Institute of WOW have all been brokered to ensure our members have access to unique professional development products at reasonable rates. ”

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It just keeps getting better; bigger **and better**

With 25% more exhibitors lined up for 2016, the Australasian Gaming Expo just keeps getting bigger and better!

"2015 was a sell out year so we've increased capacity for 2016 to keep up with exhibitor demand", said Ross Ferrar, CEO of the Gaming Technologies Association, "Our long term exhibitors wanted to showcase more products which required more floorspace, but it has also allowed for more new exhibitors. Over 20% of exhibitors at the 2016 Australasian Gaming Expo are new exhibitors, with new products and services to offer the industry".

The Australasian Gaming Expo (AGE) is now in its 27th consecutive year. In the early years a lot of paper moved around, from application forms to show maps and brochures. Now visitors can access all the information they need via the event app. The app features an interactive event floor-plan and uses beacon technology to advise of entertainment, events and more throughout the venue. The mobile app has provided more information than ever before, in real time, in the palm of your hand.

Download the app from the Apple store or Google Play. For more information visit the AGE website.

The event is again being held at the Sydney Exhibition Centre @ Glebe Island. This unusual venue was repurposed from the 2012 London Olympics. After arriving in Australia it was reconstructed on a concrete slab the size of five football fields and enjoys views of both the Harbour Bridge and the Anzac Bridge. This year the AGE will use all four halls of the venue, a

whopping 20,000 square metres, 4400 square metres more than the previous years.

Visitors to the event can arrive by complementary ferry from Darling Harbour, complementary bus from Central Station and Pyrmont, or taxi or private car. More information about getting to the venue can be found on the event app or the event website.

Visitor registrations are open. Visitors can register to attend via the event website. Visitors attending the show will again have the opportunity to win a trip for two to the world's largest Gaming Expo, G2E, held in Las Vegas in September. One trip for two will be drawn on each of the operational days of the AGE. More information is available from the event app and the event website.

The Australasian Gaming Expo is the must attend event for the Gaming and hospitality industry. In previous years 97% of visitor said they came to see new products and technology. With new equipment being showcased at the AGE, and so many new exhibitors both domestic and international, visitors won't be disappointed with the 2016 Australasian Gaming Expo.

This year's Australasian Gaming Expo will be held from Tuesday 9 until Thursday 11 August at the Sydney Exhibition Centre @ Glebe Island.

Register at the AGE web site or call the Gaming Expo Help Line on 02 9211 7430.



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With Chris Keeble

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

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Mobile: 0418970963

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chris@cmaa.asn.au

The Business *End*

Hi folks. I'm trying to be cheerful after hitting the wall with one cold after another this winter.

I'm writing this smack bang in the middle of it all. Recovery is only days away!.

It's been busy and we have just been a part of the usual mid-year flurry of zone meetings to attend and I must say I do love getting to these events and meeting the members.

Membership is where it's at for us and growing. This is my number one focus. Actually make that OUR number one focus. I still rely on advocacy and word of mouth. So thanks in advance!

At a recent head office strategic planning session we looked at new ways to engage and deliver the message of the CMAA to those non-members out there. We will be rolling out those strategies in the coming months.

Sponsorship:

Sponsorship for the CMDA is very healthy and this month I'd like to welcome on board two new Bronze level sponsors and one new Victorian State sponsor. Please make them welcome and if you can, always cast your eyes over our trade partners/sponsors and please consider when needing various products and services. These companies invest heavily into the CMDA which in turns helps our members with reduced fees etc. Here is a little about each.

Please welcome new **BRONZE** sponsor: **Loyalty and Gaming Consultants**

Buzz consultants are the leaders in tailor made club loyalty programs. They not only create effective and engaging loyalty programs but supply club gaming reports that provide you with solid data to improve your business and retentions.



Their services extend beyond just loyalty programs and partners can assist with design needs across print and digital. With a proven track record and over 15 years experience in the club and gaming industry they can tailor make loyalty programs and reports to suit any club size.

At Buzz Consultants they'll give your club and patrons the attention and personal service you'll come to expect and enjoy.

Contact: Merissa Proops, Operations Manager
M: 0418 216 231 E: merissa@buzzconsultants.com.au

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Contact: Danny O'Brien
M: 0408 887 972 E: daniel@clubpartners.com.au

New **Victoria State** sponsor: **batedesign** **Bate Design**



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Contact: James Bate, Director
M: 0419 375 011 E: james@bate.com.au

That's about all from me. I really enjoyed this year's Mid-Year Conference held at Star City and also The Country Managers Summit in Orange. Until next issue, maybe see you at the AGE or at a Zone Meeting.

PS: I've had a few of our members come to me asking if I can arrange a motorbike tour to some clubs up or down the Eastern Coast of Australia. Seems we have a few club managers who are also keen bike enthusiasts! If this is something you're interested in, drop me a line and I'll have a think about how this could work and maybe raise funds for an important cause

PPS: Have you got the CMAA App? 2017 will see much more use of this with course notes and more at your finger tips. Download it now.

You will need your membership number and surname. That's it – and once logged on you won't need to go through those steps again. Handy contacts and diary dates too!



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His “system” involves both offline & online marketing strategies - ones which you will undoubtedly find VERY different from what you are currently following.

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All sessions 9am till 1pm

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For further information contact Zoe Clegg on 0406 114 937
or email zoe@cmma.asn.au



Find out how **Disney** would run your Club!

“CMAA Customer Attraction Workshops” proving to be very popular with Club Managers

Brisbane, Newcastle, Gold Coast and Sydney Events - July to November

By **JOHN DWYER**

It has been very pleasing to see the terrific response that the CMAA has had to my half day “Customer Attraction Workshop” titled “If Disney Ran Your Club, What Would It Look Like?”

I have a marketing advisory company called The Institute Of Wow and we provide businesses with a proven “Customer Attraction Marketing System” that is very similar to the Disney Organisation’s “Marketing Formula.”

The CMAA asked me to present half-day workshops across the east coast of Australia and the idea is for me to showcase my “Disney-style marketing formula” to Club Managers, so that they may implement such strategies in building patronage for their club.

Some clubs are looking for “more members”, others are looking for ways to stimulate “repetitive visitation” from their current members.

But whatever the case is, every club wants to build loyalty and increase the “financial return per member.”

And regardless of any emphasis on “gaming revenue,” the bottom-line really is getting more people to your club, more often.

Check the date and location details further on in this article, but if you’d like to attend one of these “half-day workshops,” details are at www.wowyourclub.com

I suggest you move fast, as we are keeping these workshops to a boutique number, so that the attendees have the opportunity of asking me questions specifically related to their club.

We want to make sure that whoever comes to these workshops walks away with a very clear perspective on new and exciting ways to increase revenue for their club – so it’s first in, first served.

So What Would Be Different If Disney Ran Your Club?

Firstly, you wouldn’t ever be tempted to feature “empty restaurants and empty facilities” on your website and marketing collateral!



Sorry for being blunt, but I’m amazed when I see club websites and Bulletins where photographs of *empty cafes and restaurants* are featured!

Can you imagine Disneyland promoting its theme park with a photograph of an empty Main Street and empty rides!

As a marketer, I’m bewildered when I see this type of “negative imagery” on club websites and marketing collateral – it’s just makes no sense whatsoever and screams to your prospects “*no one likes our restaurant!*”

Marketing “the Disney way” is all about using the power of persuasion – and a lot of that influence is gained through using “compelling photographic imagery.”

You’ve heard the adage “a crowd always attracts a crowd” – so why show photographs of empty cafes, restaurants, showrooms, reception areas and other facilities when you are trying to convince prospects that you are a popular destination point?

If you’d like to see how this “Disney-type wow factor marketing” works for any business, simply visit my website at www.theinstituteofwow.com and you’ll see a bunch of “real case studies” where my “wow factor mentality” has instantly catapulted sales for businesses.

I live by a very simple marketing philosophy – “*people are attracted to attractive things.*”

So why on earth would you want to feature imagery akin to “tumbleweeds in a deserted street?”

How Have I Adopted A Lot Of Disney’s Marketing Principles?

Some years ago I was a major Disney licensee in Australia, taking out licenses for children’s products for The Lion King, Beauty and the Beast, Aladdin and host of other Disney properties.

As a result of working closely with Disney in Australia, I was invited to several training events in Orlando, Florida, at the Disney Institute.

At these Disney training events, attendees were taught “how” to take a Disney approach to everything they do – and the Disney “Imagineers” (the lecturers who were presenting) gave plenty of case studies to demonstrate how their marketing mantra works.

And in recent times, I have toured with a former Walt Disney World Senior Manager around Australia, holding seminar events titled “If Disney Ran Your Business, What Would It Look Like?”

These events were sold out and consequently, the CMAA invited me create the same type of event for its members – hence my half-day workshops between now and November.

The Difference between “Wow” And “Wo”!

At my half-day workshop, you’ll learn how to quickly decipher the difference between “Wow Factor Marketing” and “Wo Factor Marketing.”

I'll be showing you "how" to:

- How to create compelling "client attraction" wow-factor offers that can result in an avalanche response.
- How to "communicate" such offers in an exhilarating and exciting way.

As I've said many times to club management, it's one thing to have a great promotion or fabulous facility – but if it's communicated in a tacky "tuck-shop brochure" way, you'll never get the result you hoped for.

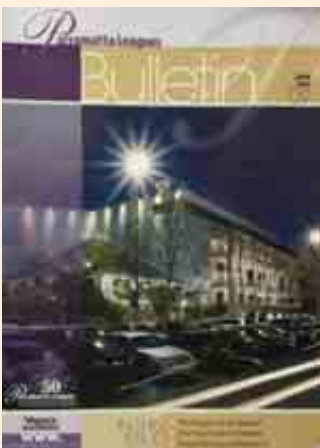
At the workshop I'll show you how to benefit from a "message to market match" so that your great idea is complemented by great marketing.

Take for example the transformation of the Club Bulletins below for Parramatta Leagues Club, a client of mine some years back.

Previous to my consultancy engagement, the club produced Bulletins that were "less than compelling" (I'm being kind!) and you'll see the front covers featured boring imagery like the car park.

You'll see the stark difference of the "before and after" Bulletin covers here.

Remember, people are attracted "to attractive things!"



Before "Wow"



After "Wow!"

You'll Learn A Proven "Customer Attraction System" At The Workshop

During my half-day workshop, I'll be showing you my "Disney-inspired" client attraction system, showing you where you should be spending your marketing dollars to get a "measurable return."

DATES & VENUES:

Thursday 21 July – Brisbane

Thursday 25 August – Newcastle

Wednesday 26 October – Gold Coast

Monday 21 November – Sydney

All sessions 9am till 1pm

PRICE: CMAA Members – \$195+GST CMAA Non-Members – \$295+GST

Register at www.cmaa.asn.au

For further information contact Zoe Clegg on 0406 114 937 or email zoe@cmma.asn.au

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

John can be contacted at: john@theinstituteofwow.com Ph: 07 55 919 566



The Ultimate Wow Factor The Million Dollar Wheel!

At my workshop, I'm going to be revealing a brand new "member repetitive trade" promotional program called "The Million Dollar Wheel".

This could be "the game-changer you've been looking for," particularly if you want your members to be returning to your club regularly.

Benefit from a million dollar prize for as low as around \$1,500 per week!

It's an extraordinary "repetitive visitation" stimulant which we are making available to clubs for about the same investment as many are spending on their weekly raffle draws. Run the promotion for as long as you like - your members are invited to visit every day for a free spin.

Find out more at www.milliondollarprize.com.au

Many clubs are wasting money on local sporting team sponsorships, outdoor freeway signs, ads on the side of buses and backs of taxis – and wait for it ... "cinema advertising", where most of the ads come on the big screen when there's an empty theatre!

Ask yourself "when was the last time I purchased something as a result of seeing an ad on the back of a taxi or the side of a bus?"

At the workshop, I'll also be highlighting the benefits of "data segmentation" and "how to create repetitive trade stimulants."

My business is called The Institute Of Wow for a reason - we ensure that all of our clients experience the adrenalin of adding "a wow factor direct-response mentality" to their marketing – with the expected result being "more customers, more often!"



The new Generation ACCM 2016

(This is for the education component of the ACCM application only, applicants must still address the Experience and Activities components as stipulated in the application.)

INCORPORATING:

1. **MANDATORY** Component of accredited formal education, **PLUS**
2. **Choice of three (3) Activity Pathways** requiring accrual of **200 CPD** points applied to professional development activities over a two year period

MANDATORY component

BSBMGT605 Provide leadership across the organisation

BSBMKG609 Develop a marketing plan

BSBCOM603 Plan and establish compliance management systems

Secretary managers course (This is mandatory for NSW Managers only)

BSBFIM601 Manage finances

BSBMGT616 Develop and implement strategic plans

BSBWHS605 Develop, implement and maintain WHS management systems

BSBHRM602 Manage human resources strategic planning

CMAA will conduct an assessment of all applicants to assess competencies gained through work experience and other formal training. This will not result in managers being accredited for the above units of study it is purely for gaining the ACCM award.

CMDA does NOT issue any nationally recognised certification, and your ACCM certification will reflect this.

All Mandatory units can be completed through AIM Business school, via online, face to face or in house training.

Simply go to the CMAA website www.cmaa.asn.au click on the AIM tile to view all study options and speak to a student advisor.

PLUS select 1 Activity pathway from below:

Accredited

If you want your ACCM units to be nationally and formally recognised units of study.

(30pts per Unit)

SITXFIN402 Manage finances within a budget

SITXCOM401 Manage Conflict

HLTFA301B Apply First Aid

BSBINN601B Manage Organisational Change

SITXHRM503 Monitor Staff Performance

SITXFIN601 Manage Physical Assets

BSBWHS401 Implement & Monitor WHS

Policies,

Procedures & Programs to meet

Legislative Requirements

**Complete these units by course work or formal RPL (recognition of prior learning) for Statement of Attainment. With a registered training organisation.*

Summits/Conferences

Non Accredited CMAA and other courses

(30pts per course)

1. Secretary Managers course

2. CMDA Effective Operations Managers course

3. CSA governance course (max 1)

4. GMDC course

5. Mandatory Managers or Directors course (OLGR NSW)

6. Duty Manager Program

7. Affiliate Program

8. Any Cert IV or higher nationally accredited WHS course from a registered provider. (max 1)

9. RMLV course (QLD)

10. Any CMDA delivered Summit

11. CMAA conferences

12. Westpac Davidson Institute short courses (non-accredited)

13. Australian Institute of Management (AIM) short courses (non-accredited)

CMAA Certificate in Gaming Service Management Excellence

(20pt per Courses or 140pts full certificate)

- Build a Service Blueprint for Exceptional Customer Experience
- Delivering Front Line Service Quality
- Find and Fix Service Quality Gaps
- How to Innovate Using the Voice Of Customer
- Profiting from Service Recovery
- Understand and Apply Data for Customer Retention

For further information or to enrol, contact Zoe Clegg on **0406 114 937** or email zoe@cmma.asn.au
www.cmaa.asn.au



Interview with a *Thought Leader*

Following his article in the February edition of the CMA magazine and his presentation on, “Differentiation in the Modern Gaming Market” at the recent CMA National Managers’ Conference, Sudhir Kalé Ph.D. joins us to share his comments on how clubs can increase their revenues and profitability by offering a superior customer experience.

Sudhir Kalé, Ph.D., is Senior Consultant with Bullseye Services, a boutique firm that provides marketing, research and analytical services to the club industry. As the pre-eminent scholar within the gaming space, Sudhir has consulted with clients on five continents on matters relating to service quality, organization culture, market research, customer service, and CRM.

Of late, Sudhir has turned his attention to the Australian club space where he has worked with numerous clubs on market research and customer experience projects.

CMA: Welcome Sudhir. Given your vast experience globally and in Australia, is there a common theme amongst high performing gaming businesses?

Dr Kalé: Across gaming operations of all shapes and sizes, high performing businesses pay considerable attention to three aspects of business: fact based decision making; employee engagement; and customer experience. Within such businesses, these practices are aligned at the strategic level and given priority in operational planning and resource allocation.

CMA: To focus upon fact based decision making, is it your view that clubs are effective in their research and data collection endeavours?

Dr Kalé: At the risk of sounding overly critical, I believe that Clubs don’t spend nearly enough time and effort in their data collection efforts with regard to Voice of Customer (VoC) initiatives. The Club industry is fortunate to have easy access to

customer data via gaming machines and point of sale terminals. These are “implicit” data which definitely have value. However, “explicit” data are also needed for effective club management. Research suggests that today’s customers want to drive high levels of relevance and personalization through explicit preferences they provide. Very few clubs, in my opinion, do a decent job of collecting and analysing explicit data. Issues fundamental to any research, i.e. reliability and validity, are not paid the needed attention in most in-house and contracted research. Consequently, decisions made on invalid and unreliable data invariably lead to suboptimal, and at times, disastrous consequences.

CMA: Given the many research options available to clubs, do you have a preferred research tool in your tool box?

Dr Kalé: I am a firm believer in efficiency and effectiveness. Do not use a shot-gun when a stick will suffice. Ideally, in order to have a 360-degree view of your customer, you need a combination of qualitative and quantitative research techniques. Qualitative research such as ethnographic studies and focus groups can provide you the richness that typical survey research simply cannot provide. Quantitative research, besides complementing and validating qualitative insights, allows you to benchmark and compare the findings over time and with your competitors. Since most clubs do not have the in-house resources to carry out market research, I suggest that they should outsource this function to a capable outsider.

Perhaps, the most severe problem in this realm occurs when clubs substitute VoC research with executives’ experience. Experience, by definition, tends to be biased, and can never replace findings generated from valid empirical research. I have seen massive experience-reliant blunders in organizations—from large integrated resorts in Macau to small clubs in Merivale.

CMA: At the recent CMA National Conference, you spoke of ServQual and the Gaps model. How relevant is this management tool in diagnosing service failures in clubs?

Dr Kalé: ServQual is an effective tool that has stood the test of time for around three decades. It can be used to great advantage in the club-space provided it is adapted to the industry and to the external context. ServQual fails if there is wholesale adoption of the original instrument without proper tweaking to incorporate differences arising due to industry and context. However, club operators need to bear in mind that ServQual provides a window only with regard to *service quality* within an establishment. More and more, customers are moving beyond quality and into the realm of *experience*. In order to keep up with customer expectations, clubs should look at ServQual as but one important tool of assessing customer service. Ideally, operators should also be incorporating other complementary tools to provide the best possible customer experience to their patrons.

CMA: What are some of the other tools you suggest to capture and enhance the customer experience?

Dr Kalé: Numerous surveys across the world point to the fact that customers have



moved beyond things and are seeking experiences to add meaning to their lives. A recent study by Gartner indicated that 89% of companies now expect to compete mostly on the basis of customer experience (versus 36% four years ago). Consequently, over the last two decades, we have seen massive strides in the development of methodologies to capture customer experience. One tool which I have developed and the one that works very well for clubs is called MaCSEER (Marketing, Customer Service, and Employee Engagement Review). This tool provides insights into how clubs allocate their efforts with regard to attracting new customers vs. retaining existing customers. It also provides understanding of the degree of market orientation within a club and the level of employee engagement therein. The comprehensive nature of this research methodology makes it one of the most preferred tools for assessing club operations.

CMA: Could you talk briefly about the role of employee engagement in providing a superior customer experience?

Dr Kalé: Staff engagement alone accounts for around 70 percent of the variance in customer experience. Consequently, companies such as Google, Southwest Airlines and Zappos consider employee engagement as the most important aspect of their overall strategy. The mantra at Southwest, for example is, "At Southwest, customers come second (after employees) and still receive great service." Employee engagement is not simply a matter of providing good wages. In order to remain motivated and engaged, employees need to be provided with opportunities for meaning, creativity, challenge, ownership, pride, and respect.

CMA: A problem that many Club Managers face is managing the intangible nature of service. What tools can a Manager use to make service delivery more tangible?

Dr Kalé: Managing a club is not simply a matter of delivering a standard undifferentiated service. It is providing an unparalleled customer experience. One tool I have developed to accomplish this objective is CÉDIO (Customer Experience Diagnosis, Ideation, and Optimization). CÉDIO not only enables fixing the customer touchpoints in need of repair; it also allows a gaming establishment to *differentiate* its customer experience from other providers and to offer the best customer experience. I would also like to make a comment about the use of technology in customer experience. With increased automation, the guest experience has come to be dehumanized. We need to harness technology so that it can rehumanize the customer experience. Insights gathered from big data, explicit data, and from software and AI tools like Kai (created by John Acres) allows clubs to provide an intensely human and personal customer experience.

CMA Note: Clubs can now access Sudhir's knowledge and expertise through a choice of service level agreements with Bullseye Services. Through this arrangement, you can not only use Sudhir for various organizational, marketing, customer and employee engagement projects, but you can also tap his knowledge on *ad hoc* strategic and tactical issues related to projects, branding, AEMP outlays, and research, to name but a few.



About Brett Jones, facilitator of the CMAA Certificate in Gaming Service Management Excellence.

Brett Jones is a Senior Advisor at Bulls Eye Services and is the lead facilitator of the CMAA Certificate in Gaming Service Management Excellence. Brett has a rich background in club and gaming management, both in the Club and Casino sectors. He has worked with high performing gaming venues in Australia, land based casinos across Asia, and most recently online gaming companies. With more than 7 years experience as a course facilitator in the gaming sector, Brett is well tuned to the needs of a modern Club manager.



“Managing a club is not simply a matter of delivering a standard undifferentiated service. It is providing an unparalleled customer experience.”

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- Build a Service Blueprint for Exceptional Customer Experience
- Delivering Front Line Service Quality
- Find and Fix Service Quality Gaps
- How to Innovate Using the Voice Of Customer
- Profiting from Service Recovery
- Understand and Apply Data for Customer Retention

The CMAA and Bulls Eye is committed to making available the Certificate in Gaming Service Management EXCELLENCE to all zones.

Bulls Eye will be in contact with Zone Education Officers to arrange suitable dates.



For further information or to enrol, contact Zoe Clegg on 0406 114 937
or email zoe@cmaa.asn.au
www.cmaa.asn.au

July 2016

Find and Fix Service Quality Gaps (2 days)
20th & 21st – ACT **\$770 + GST**

August 2016

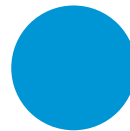
Understand and Apply Data for Customer Retention (1 day)
4th – Brisbane **\$390 + GST**

Profit from Service Recovery (1 day)
5th – Brisbane **\$390 + GST**

Find and Fix Service Quality Gaps (2 days)
9th & 10th – Newcastle **\$770 + GST**

How to Innovate Using Voice of Customer (2 days)
11th & 12th – Sydney **\$770 + GST**

How to Innovate Using Voice of Customer (2 days)
30th & 31st – Melbourne **\$770 + GST**



PART OF THE KEY PARTNERSHIPS PROGRAM

What really does make us **'tick'**?

PCM helps you to understand yourself ... and those around you

How can you begin to understand others if you don't understand yourself? Can you acquire skills that will give you the ability to understand where people are coming from? PCM, the subject of Peter Webster's thought-provoking presentation at last year's CMAA conference, provides answers to both questions and identifies the unique personality structure that makes us who we are.

When asked what first attracted him to the Process Communication Model® (PCM), Peter Webster from communications specialists Webster & Co doesn't hesitate. "I've never been terribly attracted to rigid rules," he says, "but PCM is different. It's based on skills that help you understand yourself and others, so I immediately wanted to know more."

PCM originated from a clinical model developed by Dr Taibi Kahler, a clinical psychologist. Among a number of remarkable discoveries Dr Kahler observed there was a process involved in verbal communication – identifiable sequences by which people interacted with one another. These sequences were sequential, measureable and predictable.

By listening for these patterns Dr Kahler found it was possible to identify interactions as being either 'productive communication' or 'non productive miscommunication'. He also discovered that by listening to how someone was speaking he could predict how they would behave under different types and levels of distress.

Subsequent research revealed that each speech and behaviour pattern was uniquely correlated to one of six distinct personality types. This discovery led to the ability to identify people's preferred communication styles and predict their negative behaviours simply by listening to their language choices and observing their non-verbal behaviours.

Six personality types?

Peter Webster points out, that this was only the beginning. "This is one of the things that appealed to me," he says. "I could never

accept a concept that categorised people as one personality or another and nor could Dr Kahler.

Further research by Dr Kahler revealed that while everyone has a 'base' personality type that does not change, they also have a personality structure that includes all six types in different orders and amounts. This explains why each of us respond to people and situations in different ways, depending on the structure of our personality.

So what are the six personality types discovered by Dr Kahler? In no particular order (other than alphabetical), they are, the;

- Harmoniser
- Imaginer
- Persister
- Promoter
- Rebel
- Thinker

The **Harmoniser** is compassionate, sensitive and warm. Relationships are very important to them. When they ask 'how are you, they mean it'. They are most comfortable in 'emotionally warm' environments and when people appreciate them for who they are.

The **Imaginer** is reflective, imaginative and calm. They are contemplative by nature and need outside stimulation to take action. Imaginer's keep their distance in order to 'see the ins and outs' of everything. They appreciate people who value their imagination and who respect their need for time and space for quiet introspection and reflection.



The **Persister** is conscientious, dedicated and observant who takes in information and then forms opinions. They like to share their opinion on everyone and everything. They have a strong value system and thrive when shown sincere interest and respect for their opinions. Loyalty and respect are important to them.

The **Promoter** is persuasive, adaptable and charming. They make things happen and adapt easily to the circumstances to reach a goal. They thrive on new challenges and change...routine activities are dull...they just want action.

The **Rebel** is creative, spontaneous and playful and needs a playful stimulating environment to freely express their creativity. They are full of energy, playful in their communication, even while working, and like jokes. They take an immediate like or dislike to things and situations. Others appreciate their ability and energy to make boring activities more fun.

The **Thinker** is organised, responsible and logical who values facts and information. They are appreciated for their organisational skills and the clear and logical way they explain things. You can count on them.

Dr Kahler stresses we are made up of these six personality types. It is the order and amount of each type that defines our personality structure. This is what makes us unique.

When stress becomes distress

Webster continues, "This is another interesting aspect of PCM that makes it such a valuable personal and management tool. We know that stress isn't necessarily a bad thing. It can spur us on and make us work harder and think better. But when the situation in which we find ourselves causes distress, we can 'lose the plot' as the saying goes."

Using his life experience to demonstrate what he means, Webster says, "PCM helps me understand my, and other people's behaviour so I can respond constructively. It's shown me the most important difference between people is the way we behave when experiencing distress."

For example, it's not hard to see that when a highly creative 'free wheeling' independent *Rebel* base person, who does not like being told what to do comes face to face with a *Promoter* base type person, sparks can fly. This is because by nature the *Promoter* base type person operates by giving and receiving directions.

Here, the value of PCM is clear to see: if you're the *Promoter* base type person and you want to get the best out of a *Rebel* base type person, self-understanding gained through PCM can

help you bridge the gap between you. The result is a far more productive relationship – whether it is in the workplace, at home or at a social venue such as a licensed club.

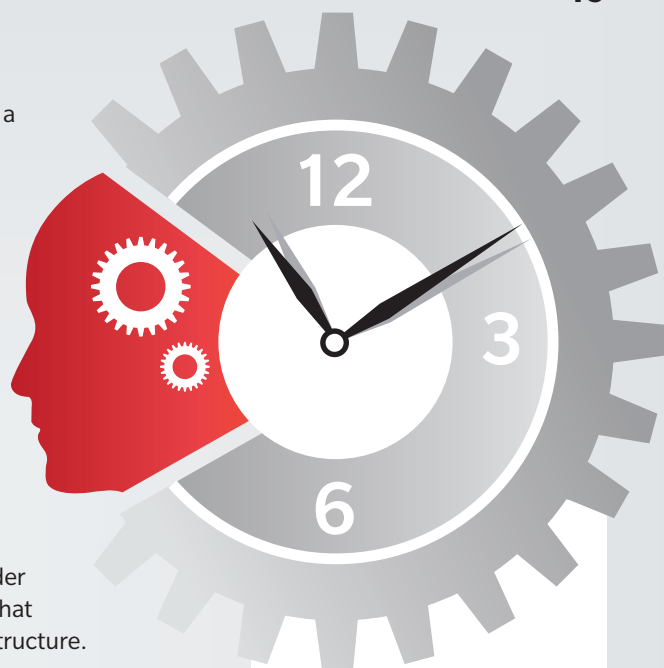
The term 'base type' is used to remind everyone of the point Dr Kahler stresses most strongly, that we are made up of six personality types. What makes us unique is the order and amount of each type that make up our personality structure.

"The skills learned though PCM, in particular the ability to predict behaviours of people in distress, allow you to better manage distress in yourself and distress in others," says Peter Webster. "You'll be able to identify what makes people uncomfortable and mitigate the problems, because you'll understand the 'why' as well as the 'how' people react the way they do to certain situations.

The skills you develop through PCM will help you to interact with all manner of people who visit your club, staff, members and outside suppliers. The end result should be a more enjoyable experience for everyone who walks through your doors."

Next issue

What are the signals that alert us to the onset of distress and what are the consequences? In the next issue, we'll look at the verbal and non-verbal cues people send us in our everyday lives in more detail.



The next step

The CMAA is pleased to bring the benefits of its partnership with Webster & Co to member clubs on a national basis.

To learn more about applying the principles of PCM skills in your club, please contact Peter Webster at Webster & Co on 0407 245 170, or email peterw@websterco.biz





Finance & Strategic Management Summit

Tuesday 8th & Wednesday 9th November, 2016

Citadines Apartments on Bourke
131-135 Bourke Street, Melbourne, VIC

Overview:

All businesses should know who or where they are, where they want to be, and how to get there.

The fundamental **success of a strategy** depends on three critical factors: a business's alignment with the external environment, a realistic internal view of its core competencies and sustainable competitive advantages, and careful implementation and monitoring.

This summit addresses the **role of finance** in strategic planning, decision making, formulation, implementation and monitoring.

To Register:

To register for the summit please visit www.cmaa.asn.au or contact Zoe Clegg for more information at zoe@cmma.asn.au.

Alternatively you can contact the CMAA office on: (02) 9746 4199.



Investment*:

CMAA Members \$580 + GST
Non-Members \$680 + GST

(Investment includes course registration, catering both days and networking function)

* Does not include accommodation, travel/associated costs

Accommodation:

Citadines Apartments, where the summit will be held in its function centre, is offering summit delegates a discounted room rate of \$200 per room per night (does not include breakfast).

To access this rate delegates will need to email Li Zie Tuan at tuan.lizie@the-ascott.com and quote "CMAA". This rate is subject to availability so get in quickly to avoid missing out! Alternately Melbourne's CBD offers a wide range of additional accommodation to suit your needs.

ACCM points

Members receive 20 pts for summit attendance and a further 10pts if you have to travel more than 100 km from your club to attend the summit.

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.



Australian marketers optimistic about AI

The rise of artificial intelligence has been met with mixed responses throughout the global community. Some say AI will benefit humanity by diagnosing diseases, providing assistance to the sick and elderly, and developing solutions for environmental problems. While others, including highly regarded public figures Bill Gates and Stephen Hawking, have warned that we should be cautious of the rapid evolution of AI.

By JJ EASTWOOD, Managing Director,
Australia and New Zealand at Rocket Fuel Inc.

It makes sense for people to be concerned about their jobs and also about robots taking over the world, however, in my opinion, AI will bring about more good than it will evil, and a recent study shows that Australian marketers feel the same way.

Global research conducted by Rocket Fuel and The Association for Data-driven Marketing and Advertising (ADMA) shows that marketing professionals are overwhelmingly positive about the rise of AI in the marketing industry. The survey collated the opinions of over 100 senior Australian marketing professionals and was designed to measure the industry's expectations around AI and gauge marketers' sentiments towards the increasing role of new technology in their work. The results show 80 per cent of respondents agree that AI will bring about increased effectiveness in the marketing industry, whilst 74 per cent of people believe AI systems will make marketers' jobs easier in the future. Conversely, only three per cent of respondents felt that the negative impacts of AI would outweigh any positives, with 58 per cent opting for a positive outcome.

Interestingly, Australian marketers are much more positive about AI than their European counterparts with 47% of the respondents from Germany, France, Italy, Norway, Sweden, Spain and the UK feeling neutral towards AI and only 17 per cent believing AI will enhance their jobs in the next five years.

I think Australian marketers are very savvy when it comes to technology, particularly in areas like programmatic buying and 'machine learning'. It's great to see that we are ahead of the pack and are investigating the opportunities AI presents for meeting marketing objectives and boosting ROI.

AI promises to have a significant impact on marketing activities in the next few years. We are already seeing the use of chatbots within sales enquiry and customer service activities but over time AI will be used across the whole user experience; leveraged to generate proactive insights and develop AI brand experiences.

“... Australian marketers are very savvy when it comes to technology, particularly in areas like programmatic buying and 'machine learning'. It's great to see that we are ahead of the pack and are investigating the opportunities AI presents for meeting marketing objectives and boosting ROI.”



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CMAA 2016 National Managers Conference

Wrap-Up

Over 150 CMAA Managers and Sponsors attended the National Managers Conference on June 20th and 21st at The Star Sydney.

Topics and discussions from our expert presenters and panel members included; Understanding and engaging the ever changing customer experience; Leadership in changing times-recruiting, retaining, and motivating diverse generations; Differentiation in the modern Gaming Market and Player Profiling; Customer Service Attraction Strategies; Australian Economic Update;





Utilising Digital Marketing to enhance and employee communication and well being; Professional Self Care and Development; Overcoming workplace conflict; and Management Mental Health; and an evening of networking and cocktails with colleagues, peers and Sponsors!

Without the on-going support from our Sponsors, we would not have been able to present such relevant and successful conference!

If you aren't a little intimidated by your **Mentor** you've got the wrong one

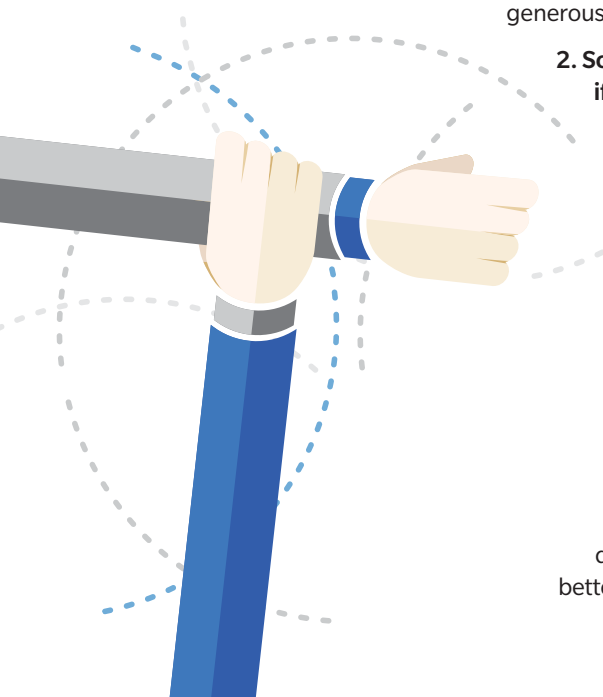
The Australian Institute of Management is the peak body for managers and leaders.

For 75 years, AIM has been helping people become better managers, and managers become great leaders.

With more than 12,000 individual and corporate Members, AIM is the go to organisation for professional managers and leaders.

We believe that great managers and leaders make decisions that impact people's lives and that this impact is felt well beyond the workplace.

For more information, please visit www.aim.com.au



According to Google a mentor is: A person or friend who guides a less experienced person by building trust and modelling positive behaviours.

In the business or career world, my definition of a mentor is: Someone who is where you want to be and is willing to spend their limited and important time, sharing with you how they did it, warts and all.

By SUE-ELLEN WATTS

There are lots of blogs explaining what makes a good mentor (dependable, engaged, authentic). However, from engaging mentors all of my working life I believe I have worked out the three key things to look for in an awesome mentor:

1. Someone who you are scared to approach to be your mentor because they are so awesome

The further they are ahead and the more successful they are, the more likely they are to have made some seriously big mistakes! The more mistakes they have made and experiences they can share, the less likely you are to make those same mistakes. Bonus! Don't worry, there will still be plenty of mistakes for you to make and share with your mentee one day. In most cases an awesome future mentor will say yes to helping you but make sure you are persistent and have a good pitch to put forward as to why they should generously gift you their time.

2. Someone who gets grumpy with you if you don't do the work you need to do to be where you want to be

Ultimately it makes no difference to the mentor if you achieve your business or career goal, however, a truly committed mentor will still care. A truly committed mentor will keep you accountable to what you said you wanted, even though they don't have time! In other words, if you are going to use their valuable time discussing your dream and picking their brain, you better be prepared to give them a return

on investment by achieving it ... or at least giving it a red hot go. Otherwise grab a drink with one of your mates and talk about all the cool things you would like to have but ultimately are not prepared to work for and stop wasting your mentor's time! It might sound harsh but it is the truth.

3. Someone who is blunt enough to give you an upper cut when you need it (not literally, obviously)

It is really hard giving constructive criticism to people but we all know we are better off hearing the truth if it is going to help us achieve our goals. A mentor is not there to be your friend, they are there to help you achieve your dream. And if you haven't achieved it yet, it means there are things you need to improve. That may be developing new skills, working harder or making a tough call you are putting off. A truly valuable mentor will pull your head out of the sand and tell you as it is, no matter how hard it is to hear. So I suggest you listen up, pay attention and take action!

If you have a mentor or are considering getting one (or you are one, or are considering being one), I recommend you do a quick assessment of my three 'awesome mentor' attributes and see how they stack up.

I am incredibly grateful for the mentors I have had throughout my journey. They have generously given me their time for free, shared their mistakes and vulnerabilities and been a sounding board when I have been completely stuck. Not to mention the inspiration they have sprinkled in my life by doing such amazing things.

Sue-Ellen Watts is the founder and CEO at wattsnext, a national company that specialises in innovative and future focused HR solutions for SME's. The wattsnext mission is to create great workplaces across the world.

Think we only do ATMs? Think again.



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Safe and Secure

National In-house
Field Service

Fully Compliant

Technology Driven

Scalable

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SUICIDE

Issues Facing Club Managers Today



“If someone you know seems to be struggling, reach out and connect with them. Showing that you care could make a huge difference in their life. If you are struggling yourself, you might feel better if you reach out for support, get treatment and start taking steps towards recovery.”

My phone rang, on the other end I could hear the pain in the callers voice asking for help. “Last night,” he said, “I tried to take my own life with a drug over dose – but woke up this morning, please help me!”

I wish I didn’t get these calls but I do!

Life for many can be very difficult and distressing. Sometimes issues like depression, loss of job, addiction, broken relationships and bullying can push people over the edge. They could be friends, family or staff members

The mental, emotional and sometimes spiritual anguish are too painful to bare, reason and logic fly out the window so for many suicide becomes an option.

For Club Managers being aware of some of the warning signs just may help save someone’s life.

This helpful article comes from the Beyondblue Website
www.beyondblue.org.au

Suicide

In Australia, suicide is the leading cause of death for males and females aged between 15 and 44. In a typical year, around 2,500 people in Australia die by suicide. That’s more than seven people

every day.¹ For every suicide, there are tragic ripple effects for friends, families, colleagues and the broader community.

If someone you know seems to be struggling, reach out and connect with them. Showing that you care could make a huge difference in their life. If you are struggling yourself, you might feel better if you reach out for support, get treatment and start taking steps towards recovery.

Common warning signs

Someone who is thinking about suicide will usually give some clues or signs to people around them, though these may be subtle. Suicide prevention starts with recognising the warning signs and taking them seriously.

Suicide warning signs

- A sense of hopelessness or no hope for the future.
- Isolation or feeling alone – “No one understands me”.
- Aggressiveness and irritability – “Leave me alone”.
- Possessing lethal means – medication, weapons.
- Negative view of self – “I am worthless”.
- Drastic changes in mood and behaviour.
- Frequently talking about death – “If I died would you miss me?”.
- Self-harming behaviours like cutting.
- Engaging in 'risky' behaviours – “I'll try anything, I'm not afraid to die”.
- Making funeral arrangements.
- Giving things away (clothes, expensive gifts) – “When I am gone, I want you to have this”.
- Substance abuse.
- Feeling like a burden to others – “You would be better off without me”.
- Making suicide threats – “Sometimes I feel like I just want to die”.

Responding to warning signs

Talking to someone about suicidal thoughts can be challenging but if you are unsure whether someone is suicidal, the best way to find out is to ask.

Language when talking about suicide

People affected by suicide are vulnerable and can fear the reaction of others. We

need to talk more about suicide and make sure we talk about it in a way that is helpful and healthy.

The language people use to talk about suicide is from a different time. The word ‘commit’ comes from a time when suicide was treated as a crime. As we learn more about suicide, our language has evolved. We are trying to learn more about people who think about or attempt suicide, and to be compassionate and thoughtful when we talk about it.

The more we can use language that accurately and sensitively describes suicide, the more we encourage a healthy and respectful way to talk about suicide.

“Suicide is no longer a crime, and so we should stop saying that people commit suicide. We now live in a world where we seek to understand people who experience suicidal thoughts, behaviours and attempts, and then to treat them with compassion rather than condemn them. Part of this is to use appropriate, non-stigmatising terminology when referring to suicide.”

– Susan Beaton, Suicide Prevention Advisor, [beyondblue](#)

Avoid stigmatising terminology

- Committed suicide
- Successful suicide
- Completed suicide
- Failed attempt at suicide
- Unsuccessful suicide

Use appropriate terminology

- Died by suicide
- Suicided
- Ended his/her life
- Took his/her life
- Attempt to end his/her life

Read more in the journal article *Suicide and language: Why we shouldn't use the 'C' word*

Having a conversation with someone you're worried about.

Get support now

If the situation is urgent and you're concerned you, or someone else, is in immediate danger do not leave the person alone, unless you are concerned for your own safety.

Call the person's doctor, a mental health crisis service or dial 000 and say that the person's life is at risk. If the person agrees, you could go together to the local hospital emergency department for assessment.

Other services include:

- Lifeline 13 11 14
- Suicide Call Back Service 1300 659 467
- [beyondblue](#) Support Service 1300 22 4636
- Kids Helpline 1800 551 800
- Pregnancy and early parenthood
- Grief and loss

Wisdom Note:

Don't let pride or embarrassment stop you from helping someone. It's better to be safe than sorry.

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“Suicide is no longer a crime, and so we should stop saying that people commit suicide. We now live in a world where we seek to understand people who experience suicidal thoughts, behaviours and attempts, and then to treat them with compassion rather than condemn them. Part of this is to use appropriate, non-stigmatising terminology when referring to suicide”

Social Change & Emerging Trends

Top 7 emerging trends in Australia

“Only occasionally in history does massive technological change combine with rapid demographic trends and huge social shifts so that within the span of a decade society altogether alters. Today we are living in one such transformation.”

Mark McCrindle

By MARK McCRINDLE

1 Trend #1: Big Australia

Australia's population exceeded 23 million on 23 April 2013. Having doubled since 1966, this rise is fuelled by an increase in birth rate, life expectancy and migration. These factors have allowed Australia to grow at a rate of 1.9% per year, above the world average of 1.0%. Not only is Australia the fastest growing OECD nation, but its population is increasing faster than Indonesia, India, and Malaysia.

This presents challenges and opportunities for Australians. A larger population can place greater strain on our infrastructure, increase our environmental impact, and create a new level of social complexity. These potential problems can make the prospect of a 'Big Australia' daunting for many.

The diversity that comes with population growth presents many benefits for Australians. We are spoilt for choice in where we shop, in what

we eat, in who we interact with. Our social identity is enriched and enlivened, and in turn our quality of life improves.

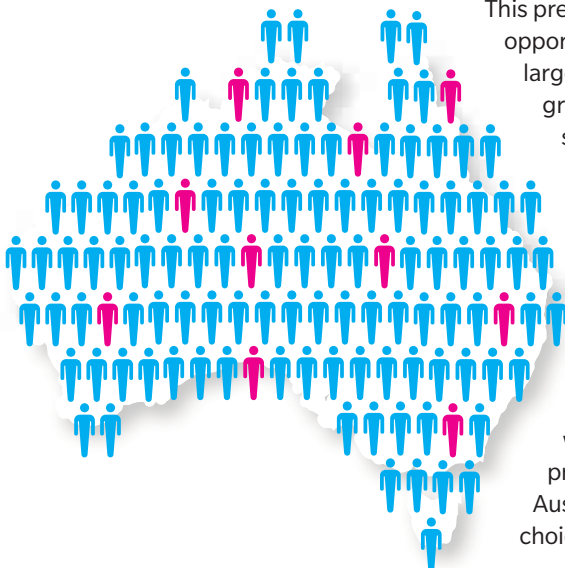
The vibrant urban cultures of Australia's big cities, such as Sydney and Melbourne illustrate the positive effects that a large, diverse population can bring. These "global" cities boast a wide range of cafes, restaurants, performance venues and cultural attractions. The cities' streets are becoming dotted with popular new enterprises, including creative food kiosks usually associated with New York or Los Angeles.

With Australia's increasing population also comes greater influence in the global arena. As our economy maintains stability, Australia is a key place to invest and foster businesses.

Trend #2: Tween Town

Tweens are those aged 8 to 12, "in-between" childhood and adolescence. They are currently the children of Generation X. Tweens have emerged as their own demographic, and are now seen as brand influencers, a consumer segment, and a target market.

In the past, tween girls have been the predominant focus for media and marketers. However, we are now seeing an array of products targeting tween boys. Focusing on this demographic is surprisingly lucrative. Despite their lack of income, Australian tweens are a one



2

billion dollar consumer force: the average 8 year-old receives \$10.68 in pocket money a week, increasing to \$21.36 for the average 12 year-old.

Tween-town fast facts!

Number of 8-12 year olds

1,387,130 (larger than the city of Adelaide [1.2m])

Number of 6-12 year olds

1,949,443 (more people than the state of South Australia [1.67m])

Today's tweens – Generation Z, are the children of Gen X. They are the first generation who are wholly born and raised in the 21st Century.

They are the most globally connected, tech savvy, materially endowed, and formally educated generation ever.

Pocket Money

\$10.68 - \$21.36 per week, which equates to a total of \$1.08 billion for Australian tweens per year.

Social media has been integral to the development of tween identity. Many tweens are actively engaging on sites, uploading their own YouTube videos and connecting with friends on Facebook. Many websites are targeted specifically at this demographic. Tweens can create virtual pets, play dress-ups, and interact with other people their age online.

Tweens are greatly influenced by celebrities. The Olsen twins were pioneers in catering for tweens. Since then, personalities including Taylor Swift and Justin Bieber have developed sophisticated methods of connecting with tweens, hosting their own e-stores that sell fashion and cosmetic items to this age group. The relatively new world of 'tweendom' is evidence of the up-ageing of today's emerging generations. These young people have access to more technology, information, and external influences than any generation before them.

Trend #3: Student-Preneur

Student-Preneur fast facts!

There are 2,141,280 trading businesses in Australia of which 3 in 5 do not have any employees.

Almost 1 in 3 (29%) Australian businesses have revenue of less than \$50,000 per year.

51% of businesses that began 4 years ago are no longer operating, but this does not mean they all failed: for student-preneurs, these businesses were only designed to last through their university years to offset some earnings and some experience.

Gone are the days of Australian students earning their money from paper runs. As one of the top countries for years spent in education, Australia's

students are looking for creative ways to use their skills and make a profit where study prevents them from full-time employment.

This generation is not interested in jobs that do not serve their future career paths. Many work part-time in the retail, service and technology sectors. As Gen Ys and Zs, today's students are technological integrators. Always connected via social networking and other online media, this generation of students now has the means to start up businesses from their bedrooms.

Contrary to Australia's traditionally risk-averse culture, our university students are part of a heavily entrepreneurial generation. They are responsive to global trends and innovative ways to increase profit. 'Student-preneurs' are more likely than other demographics to use the internet as a way to develop, market, and sell their businesses. 'Student-pre-neurship' begins the journey of what will be an ongoing reality for many of today's students that they will be self-employed at some point.

Universities themselves have a significant role to play in aiding 'student-preneurs'. Students intentionally use the knowledge and skills gained from their degrees in their business ventures. Universities are responding to this, developing small business courses and entrepreneurial education programs. Recently, some universities have held entrepreneurship competitions with cash prizes to help business plans get off the ground. 'Student-preneurs' may also use their university connections to further market and distribute their products or services.

As Australia's students spend longer in tertiary education, this emerging trend is one way in which younger generations are employing their technological savvy to great effect as a means to support themselves and express themselves creatively.

“ Contrary to Australia's traditionally risk-averse culture, our university students are part of a heavily entrepreneurial generation. They are responsive to global trends and innovative ways to increase profit. 'Student-preneurs' are more likely than other demographics to use the internet as a way to develop, market, and sell their businesses. ”



3



Trend #4: Smart Shopper

Australians are shopping 'smarter' than ever before. Strategies to save money or secure a bargain are a common part of today's consumer culture. Purchasing non-mainstream brands and getting discounts for goods and services is no longer "cheap" shopping, but "smart" shopping.

4

Discount sites such as GroupOn and Ozsale have experienced a spike in popularity, owing in part to an unstable global market following the economic down-turn. Consumers are turning to store brands or 'private label' brands, which now fill the shelves of our supermarkets. Bulk buying is also on the rise, and supermarkets have responded to this trend with basic goods now available in larger units, and wholesale warehouses like Costco having gained popularity. Smartphones are becoming an indispensable tool for the smart shopper. Traditional stores must now not only contend with the growth of online shopping, but with consumers comparing prices, checking reviews and consulting with friends and family on-line, all while browsing a store's aisles. Australians are actively using their smartphones and tablets in these "showrooming" activities to save money.

Trend #5: Real-World Relational

Social relationships are timeless and integral to the formation of community. They have a bearing on our behaviours, attitudes and emotions. New social media has expanded and altered the way we relate, and has made the world seem much smaller. Connecting with others online is quick and simple, but comes with its drawbacks. Online interaction can deprive us of 'real-world' connections and foster increased interactions yet reduced friendships.

Having been founded in 2004, Facebook now has over 1.1 billion users globally, the average number of friends being 190. Facebook research has shown that while users maintain passive relationships with a relatively large number of people in their network, they maintain one-way relationships with fewer, and reciprocal relationships with fewer still. The research shows a trend toward small clusters of close relationships. What is interesting is that despite

5



the younger generations having more Facebook friends than the older generations, all generations have the same amount of close friends (an average of 13). The need for deep social relationships is something that remains in this new age of online connection.

In contrast to traditional identity markers of culture, gender and place, our online social identities are defined by our lifestyle choices and media consumption. We are able to interact with people irrespective of location. In turn, our interaction with others online is tempered by skepticism, as it is relatively simple for anyone to create a false or misleading identity.

Australians are now responding to our reliance on our online social world, seeking more real-world interactions. Online technology is used as a tool to facilitate these relationships. In the business world, we're seeing face-to-face meetings instead of just webinars or video-conferencing.

New technologies are responding to our desire for real-world connection by 'augmenting reality'. The barriers between the online and the real-world are breaking down. Shops are encouraging consumers to interact via social media on their smartphones while in-store. Interaction by users can 'enhance' advertisements and encourage participation. These new technologies connect the limitless online realm with our tangible, everyday lives.

YouTube, Twitter, Facebook and the like are enabling a new kind of activism, where information can be spread to an entire movement of people by simply posting a status or uploading a video, as the 'Occupy' movements demonstrated. Emerging generations have been socially networking since their pre-teens, from instant messaging, to Snapchat, Facebook, Twitter, and Instagram and due to smartphones these generations are constantly connecting with current trends and issues.

Traditional stores must now not only contend with the growth of online shopping, but with consumers comparing prices, checking reviews and consulting with friends and family on-line, all while browsing a store's aisles. Australians are actively using their smartphones and tablets in these "showrooming" activities to save money.

New platforms are being used to galvanise people into action or interaction, whether it be to unite for a political cause or to form a flash mob, or to create an interest group. Online social media allows for greater breadth of connection, used as a tool to assist our deeper 'real-world' interactions.

Trend #6: Localisation

Many Australians are now returning to the local shopping strip and investing into their local businesses.

This resurgence is partly due to re-investment by owners, local councils and government policies to counteract the effects of urban sprawl of our major cities. The convenience, expression of local culture, personal connections and open-air environment provided by local shops hold lasting appeal. These are qualities that the expanding online retail sector, large chains and shopping centres are unable to duplicate. Local shops are also responding to Australia's 'smart shopping' trend, providing vouchers and discounts via online sites like GroupOn. We are seeing a fascinating convergence of both smart shopping and localisation.

Shopping locally is a social experience. Shopping strips not only offer local cafes, take-away food, fresh groceries, and bakeries, but also hairdressers, tax accountants, doctors, pharmacy and clothing stores. Such diversity and specialisation provides a vibrant community space for local residents, and fosters a sense of belonging.

Many Australians see the value of investing into the local community, and appreciate the relationships that are built with other community members, as well as business owners who are able to provide personal advice and source goods to meet their customers' needs. Australia has also seen a growing number of farmers' and street markets, where consumers are able to connect directly with producers.

In this era of resurgent communities, there has been a change to shopping habits, and growth in the more regular "top-up" shop compared to the once-a-week trolley-full shop. The local stores are the preferred option for the quick and frequent top-up shop.

The local shopping strip offers products and services that invest directly back into the local community, and contributes to a sense of identity and belonging for its residents.

Trend #7: XYZ Schools

Today's students are constantly connected through ever-advancing technology and social media. The education sector is responding to this by tailoring curriculums and classroom strategies to address the challenges and opportunities presented by this shift.

The emphasis on project-based assessments and increased 'real-world' connections are evidence of Australia carrying its education systems into the 21st century. Collaboration is highly encouraged, and schools have prioritised communication skills as a major focus area.

Today's school communities are comprised of Gen X parents, Gen Y teachers and Gen Z students. Gen X parents were shaped at the start of the computer era, and while generally not highly technologically savvy, they are keen to see their children absorb the ever-increasing world of technology while also seeing them grow in literacy, numeracy and social skills.

The challenge for schools is to attract and retain Generation Y teachers and staff members. In a sector with an ageing workforce, and with record numbers of school age students in our population, the demand for these emerging teachers is higher than ever.

Retaining new teachers is a challenge when they have a multi-career outlook. The median tenure in a job is now 3 years and 4 months. New methods of engagement need to be developed to ensure that this emerging generation of educators gain career experience and growing in their skills. Education for Gen Z is about social connection, collaboration, ease of access and real-world applications. Schools are experimenting with school times, and relying more on interactive social media technology and flexible learning spaces. Australia's schools are demonstrating a trend towards replicating elements of our ever-connected social lifestyles in curriculums and teaching methods, so that education is congruent with 21st century life, rather than a step back in time.

Table 13.1
Snapshot of the world today until 2030.

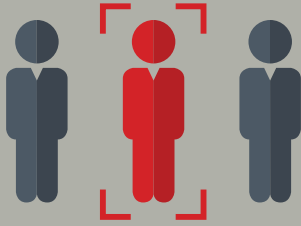
	Today	2020	2030
World	7.09 billion	7.6 b	8.3 b
Largest population	China	China	India
Australia	23 million	27 m	31 m
Europe	740 m	715 m	653 m
Europe – as percentage of world population	11% (was 25% a century ago)	9%	7%
New Zealand	4.5 million	4.6 m	4.8

Education for Gen Z is about social connection, collaboration, ease of access and real-world applications. Schools are experimenting with school times, and relying more on interactive social media technology and flexible learning spaces.

Mark McCrindle – Demographer and Keynote speaker at the CMAA's National Managers' Conference June 2016

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Modern Award Review 2016

By PETER COOPER

In accordance with s. 156 of the *Fair Work Act 2009* the Fair Work Commission must review all modern awards every 4 years. The reviews may result in the Commission making new modern awards, or varying or revoking (cancelling) current modern awards.

“These Awards are created by the FWC and are not party based. This issue alone is of great frustration for unions and employer organisations the traditional respondent parties to pre reformed federal awards.”

The current 4-yearly review commenced on 1 January 2014. The President of the Commission starts each review process by issuing a statement outlining the process of the review. Subsequently there have been a number of further Statements issued. The Registered and Licensed Clubs Award 2010 is listed in group 4F, we appear to be pushed further out in respect of hearing date. I have noted that the Commission has listed dates for July and August 2017.

I don't believe that it was intended by the Act that the 4 yearly reviews of the 122 Modern Awards would take four years to complete. These Awards are created by the FWC and are not party based. This issue alone is of great frustration for unions and employer organisations the traditional respondent parties to pre reformed federal awards. The FWC also ceased notifying

interest parties of listings as to hearing dates

Note: any variation of minimum wages as part of the modern awards reviews can only be based on work value reasons.

Common issues overview

Common issues are generally proposals for significant variation or change across the award system, such as applications which seek to change a common or core provision in most, if not all, modern awards.

The following matters were identified as common issues at this stage of the Review at a conference held on 26 February 2014:

- annual leave
- award flexibility/facilitative provisions.
- casual employment.
- family and domestic violence clause.



- family friendly work arrangements.
- micro business schedule.
- part-time employment.
- public holidays.
- transitional/sunset provisions relating to accident pay, redundancy and district allowances (Note: Other transitional or sunset provisions in modern awards will be dealt with during the award phase of the Review).

4 yearly review of modern awards - annual leave common issue.

New annual leave rights and conditions set to come into effect

The Fair Work Commission (FWC) has finalised new model award terms allowing the cashing out of annual leave and directing employees to take excessive leave

A full bench of the Fair Work Commission on Friday (June 24, 2016) released the final drafts most of which will come into operation from July 2016.

Employer and employee rights over excessive annual leave accrual

From July 2016, if an employer has "genuinely tried to reach agreement" and an agreement is not reached, the employer can issue a written direction for an employee with more than eight weeks' accrued paid annual leave to take one or more periods of paid leave. The direction is of no effect if it results in the employee's remaining accrued leave being less than six weeks.

The employer must not direct the employee to take paid annual leave of less than one week or to take it less than

eight weeks, or more than 12 months, after the direction is given.

From July 2017, an employee also has a right – if agreement is not reached - to make a written notice of request to the employer to take one or more periods of paid annual leave if their accrual is more than six months and they have not been issued a direction that would eliminate the 'excessive' accrual. Such a request cannot be for more than four weeks' paid leave and if granted must not result in the remaining annual leave accrual being "at any time" less than six weeks. They must also not result in the employee taking leave of less than one week or to take it less than eight weeks, or more than 12 months, after the direction is given. The employer must grant the request.

Employee can cash out annual leave

From July 2016, an employee can make a written agreement with their employer to cash out part of their accrued paid annual leave, provided it does not result in their remaining leave being less than four weeks. The maximum amount of leave that can be cashed out in a 12 month period is two weeks.

Annual leave can be paid before accrual

From July 2016, an employer and employee may agree in writing to take a period of paid annual leave before the employee has accrued an entitlement to the leave. The agreement must state the amount of leave to be taken in advance and when it is to be taken. If the employee had not accrued an entitlement to that leave on

termination the employer can deduct the amount from any money due to the employee.

The FWC will also allow employers - when paying by electronic funds transfer - to pay annual leave in the employees' usual pay cycle while on paid annual leave, rather than being paid prior to commencing that period of leave.

The bench said there was no support for a 'purchased leave' model clause where the employee foregoes part of his wages in return for an additional amount of leave.

The Full Bench decision issued by the Fair Work Commission is to vary particular modern awards to insert the model terms in respect of:

- cashing out of annual leave;
- electronic funds transfer and paid annual leave;
- granting annual leave in advance; and
- excessive annual leave.

The following modern awards will be varied to insert the model excessive leave term: This is likely to take effect sometime after the 11th of July 2016

- Horticulture Award 2010
- Hospitality Industry (General) Award 2010
- Hydrocarbons Industry (Upstream) Award 2010
- Medical Practitioners Award 2010
- Mining Industry Award 2010
- Oil Refining and Manufacturing Award 2010
- Pastoral Award 2010
- Registered and Licensed Clubs Award 2010
- Restaurant Industry Award 2010
- Salt Industry Award 2010
- Wine Industry Award 2010.

MODEL CLAUSE (with suggested template forms)

X.1 Annual leave in advance

- An employer and employee may agree in writing to the employee taking a period of paid annual leave before the employee has accrued an entitlement to the leave.
- An agreement must:
 - state the amount of leave to be taken in advance and when it is

to be taken; and

- (ii) be signed by the employer and employee and, if the employee is under 18 years of age, by the employee's parent or guardian.

Note: An example of the type of agreement required by clause X.1 is set out at Schedule X. There is no requirement to use the form of agreement set out at Schedule X. (Template form for employees)

- (c) The employer must keep a copy of any agreement under clause X.1 as an employee record.
- (d) If, on the termination of the employee's employment, the employee has not accrued an entitlement to a period of paid annual leave already taken in

accordance with an agreement under clause X.1, the employer may deduct from any money due to the employee on termination an amount equal to the amount already paid to the employee in respect of that annual leave taken.

X.2 Cashing out of annual leave

- (a) Paid annual leave must not be cashed out except in accordance with an agreement under clause X.2.
- (b) Each cashing out of a particular amount of paid annual leave must be the subject of a separate agreement under clause X.2.
- (c) An employer and an employee may agree in writing to the cashing out of a particular amount of accrued paid annual leave by the employee.
- (d) An agreement under clause X.2 must state:

- (i) the amount of leave to be cashed out and the payment to be made to the employee for it; and
- (ii) when the payment is to be made.

- (e) An agreement under clause X.2 must be signed by the employer and employee and, if the employee is under 18 years of age, by the employee's parent or guardian.
- (f) The payment must not be less than the amount that would have been payable had the employee taken the leave at the time the payment is made.
- (g) An agreement must not result in the employee's remaining accrued entitlement into paid annual leave being less than 4 weeks.
- (h) The maximum amount of accrued paid annual leave that may be cashed out in any period of 12 months is 2 weeks.
- (i) The employer must keep a copy of any agreement under clause X.2 as an employee record.

Note: An example of the type of agreement required by clause X.2 is set out at Schedule Y. There is no requirement to use the form of agreement set out at Schedule Y.

X.3 Excessive leave accruals: general provision

- (a) An employee has an excessive leave accrual if the employee has accrued more than 8 weeks' paid annual leave (or 10 weeks' paid annual leave for a shiftworker, as defined by clause ... and includes a club Manager).
- (b) If an employee has an excessive leave

accrual, the employer or the employee may seek to confer with the other and genuinely try to reach agreement on how to reduce or eliminate the excessive leave accrual.

- (c) Clause ... sets out how an employer may direct an employee who has an excessive leave accrual to take paid annual leave.
- (d) Clause X... sets out how an employee who has an excessive leave accrual may require an employer to grant paid annual leave requested by the employee.

X.4 Excessive leave accruals: direction by employer that leave be taken

- (a) If an employer has genuinely tried to reach agreement with an employee under clause X...(b) but agreement is not reached (including because the employee refuses to confer), the employer may direct the employee in writing to take one or more periods of paid annual leave.
- (b) However, a direction by the employer under paragraph (a):(i) is of no effect if it would result at any time in the employee's remaining accrued entitlement to paid annual leave being less than 6 weeks when any other paid leave arrangements (whether made under clauses ... or otherwise agreed by the employer and employee) are taken into account; and
 - (ii) must not require the employee to take any period of paid annual leave of less than one week; and
 - (iii) must not require the employee to take a period of paid annual leave beginning less than 8



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- (iv) must not be inconsistent with any leave arrangement agreed by the employer and employee.
- (c) The employee must take paid annual leave in accordance with a direction under paragraph (a) that is in effect.
- (d) An employee to whom a direction has been given under paragraph (a) may request to take a period of paid annual leave as if the direction had not been given.

X.5 Excessive leave accruals: request by employee for leave

- (a) Clause 29.8 comes into operation from XX July 2017.
- (b) If an employee has genuinely tried to reach agreement with an employer under clause X...(b) but agreement is not reached (including because the employer refuses to confer), the employee may give a written notice to the employer requesting to take one or more periods of paid annual leave.

- (c) However, an employee may only give a notice to the employer under paragraph (b) if:
 - (i) the employee has had an excessive leave accrual for more than 6 months at the time of giving the notice; and
 - (ii) the employee has not been given a direction under clause 29.7(a) that, when any other paid annual leave arrangements (whether made under clauses ... or otherwise agreed by the employer and employee) are taken into account, would eliminate the employee's excessive leave accrual.
- (c) A notice given by an employee under paragraph (b) must not:
 - (i) if granted, result in the employee's remaining accrued entitlement to paid annual leave being at any time less than 6 weeks when any other paid annual leave arrangements (whether made under clauses ... or otherwise agreed by the employer and employee) are

- taken into account; or
- (ii) provide for the employee to take any period of paid annual leave of less than one week; or
- (iii) provide for the employee to take a period of paid annual leave beginning less than 8 weeks, or more than 12 months, after the notice is given; or
- (iv) be inconsistent with any leave arrangement agreed by the employer and employee.
- (d) An employee is not entitled to request by a notice under paragraph (b) more than 4 weeks' paid annual leave (or 5 weeks' paid annual leave for a shiftworker, as defined by clause X) in any period of 12 months.
- (e) The employer must grant paid annual leave requested by a notice under paragraph (b).

At the time of print the Commissions "Draft Determination was not yet available".



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)





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What is your boss's greatest fear?
Heights? Losing their hair? Spiders?

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Dare your boss to step out of their comfort zone and do something brave, to represent the fortitude required by kids facing cancer treatment every day.

Registrations open August 1st for the campaign to support International Childhood Cancer Awareness month in September.

Visit our website to find out more www.daretheboss.org.au.

Final CMAA Summits for 2016

To register for these summits please visit www.cmaa.asn.au or contact Zoe Clegg for more information at zoe@cmaa.asn.au

HR Summit

Our industry professionals will show you how to hire the right person and ensure you keep them, by giving you recruitment strategies, induction processes and engagement tools.

Coming to Sydney, NSW in August

Food, Beverage and Events Summit

Join the CMAA and other industry professionals on a journey into the world of food beverage and events and make your venue stand out from the crowd!

Coming to Melbourne, VIC in September

Gaming Summit

Get the best out of your gaming floor, how to choose the best product and position on the floor, how to create an outstanding player experience for your members every time.

Coming to Brisbane, QLD in October

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The Juniors Clean Sweep at The Australian Club Entertainment (ACE) Awards

- Best Entertainment Venue
- Best Technical Support (Sound and Lights)
- Special Award for Commitment to the ACE Awards

At the recent ACE awards The Juniors were recognised as the Best Club Entertainment Venue in the country beating out some stiff competition in the process. The Juniors has always been a club heavily focused on entertainment and to win an award that was adjudicated on by an industry panel of experts is a great endorsement of the program of events and quality of entertainment at the club.

The Juniors sound and lighting crew also took out the award for best Technical Support for a record 5th straight year. No other club has managed to achieve this in the history of the awards and it is a credit to the quality of the behind the scenes crew who present the shows in the best possible manner week in week out.

The third award is for services to the ACE awards themselves. The Juniors hosted and produced the awards night for three years (2012-2014) and set the benchmark for quality and showcasing the best in club entertainment. It truly was a stellar night for the Juniors as a whole.

Drink Up - Australians are Drinking Less, But Better

Emma Alcoholic Beverages Trends And Insights Report.

Australians say they are drinking less but better with our per capita spend on alcohol rising as we seek out more premium alcoholic beverages, according to a new report released today.

The emma™ (Enhanced Media Metrics Australia) Alcoholic Beverages Trends & Insights Report* found that half of people aged 18 years and over say they are drinking less now than they used to. There is also a move to premium beverages, with the dollar value of liquor sales rising 1.5%[^] in 2015, which means Australians are spending more on their favourite drink.

Australia is an overwhelmingly wine and beer drinking nation. Wine is our most popular drink, although men up to age 65 prefer beer, the emma data has found. Cider is our third most popular drink, followed by scotch or whiskey, with other varieties well behind. Women opt for wine more than twice as often as other drinks, whereas men are more varied in their consumption patterns.

White wine edges out red as the most consumed at 43% of adults, compared to 41%, while 23% enjoy sparkling wine or champagne.

“Alcohol is still very much part of Australian culture, with three quarters of adult men and women consuming an alcoholic beverage in the past four weeks. Alcohol also features heavily in people’s social lives with the majority preferring to drink with friends,” Ipsos Connect Executive Director – emma™, Jane Nicholls, said.

“The trend towards drinking better offers growth opportunities to premium brands that can tap into the mindset of these consumers. The move by Australians towards more premium beverages and spending more as a result, underscores the importance of effective brand positioning and marketing.”

* The report draws on data from emma (Enhanced Media Metrics Australia) to explore the changing mindsets, preferences and behaviours of Australian adults towards alcohol. emma interviews more than 54,000 people each year.

[^] IBISWorld Liquor Retailing in Australia, March 2016.



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(General Manager)
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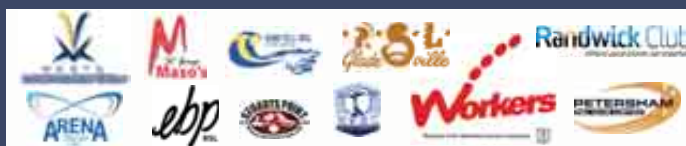
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Company convicted of illegal ad Promoting Drinking while Gambling

In the first prosecution of its type in NSW, a sports betting company has been convicted for illegal advertising that promoted alcohol consumption while gambling as well as offering inducements to participate in gambling activity.

In Downing Centre Local Court, UBET Tas Pty Ltd pleaded guilty to two advertising breaches following an investigation by Liquor & Gaming NSW.

NSW's Betting and Racing Regulation 2012 prohibits licensed wagering operators from publishing advertising that promotes the consumption of alcohol while gambling as well as advertising that induces NSW residents to participate in any gambling activity.

The case is the first prosecution in NSW for advertising that promotes alcohol consumption while gambling.

UBET Tas Pty Ltd published a video advertisement on youtube.com called UBET Punters Academy. Students of gambling are shown learning how to gamble "head to head" on National Rugby League matches.

The students are holding partly filled glasses of alcohol and one is using his mobile phone while being advised that if he bets "head to head" he could have his bet returned even if he loses.

Liquor & Gaming NSW inspectors found that UBET's website published an advertisement that offered "1,800 bonus points" for joining "UBET+Rewards Program". A further webpage stated: "UBET believes that loyalty should be rewarded, and UBET+ rewards you for every dollar you spend on bets placed ..."

Deputy Chief Magistrate Jane Mottley fined Ubet Tas Pty Ltd a total of \$3,300 and ordered the company to pay Liquor & Gaming NSW's professional costs of \$4,500.

The Magistrate described as "naïve" the company's claim that the advertisements were withdrawn when brought to its attention and that there had been a misunderstanding of the advertisements' placement.

Liquor & Gaming NSW's Acting Director of Compliance Operations, Paul Irving, said the case served as a warning to betting agencies of the need to comply with NSW legislation relating to both advertising that induces gambling and advertising that promotes alcohol consumption while gambling.

"Our compliance staff continue to monitor advertising online and in other media as part of investigations into potential breaches of NSW's Betting and Racing Regulation," Mr Irving said.

"As this case shows, companies that break the law can expect to face prosecution in court."

Mr Irving said this latest conviction follows several previous prosecutions of sports betting companies such as Unibet, Bet 365, CrownBet, Ladbrokes, Sportsbetting.com.au Pty Ltd and ClassicBet Pty Ltd. Court action is still pending for a number of other licensed wagering operators.

Suspect gambling advertising can be reported to Liquor & Gaming NSW for investigation on 02 9995 0837 or email gambling.advertising@olgr.nsw.gov.au



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Don't Forget your Super Obligations

Hostplus would like to take this opportunity to remind you of the importance of getting Super Guarantee (SG) contributions for any employees by their due date. We also wish to highlight a really easy way Hostplus can help eliminate the administrative burden of making super contributions via a simple and easy online tool you can use to make those payments efficiently.

The Importance of making payments on time

The Australian Taxation Office requires SG contributions to be paid to a complying superannuation fund for eligible employees from the day they start with you. Generally these are employees who are paid \$450 or more before tax in a calendar month. For employees under 18 they must also work for more than 30 hours per week to qualify.

For those under the Hospitality Industry (General) Award 2010, a lower superannuation guarantee threshold applies requiring employers make SG contributions for each month an employee (covered by the award) earns \$350.00 or more in a calendar month.

Legislative requirements require that SG payments must be made at least four times a year, by the quarterly due dates outlined in the table below:

Quarter	Period	Payment due date
1	1 July – 30 September	28 October
2	1 October – 31 December	28 January
3	1 January – 31 March	28 April
4	1 April – 30 June	28 July

So you can see that one is looming on 28 July.

It's worth noting that when a due date falls on a weekend or public holiday, you can make the payment on the next working day. You can also make payments more regularly than quarterly if you want to (for example, fortnightly or monthly) as long as your total SG obligation for the quarter is paid by the due date.

Ensuring that you pay contributions for eligible employees by the due date is important, as you will avoid paying the Super Guarantee (SG) charge. This amount consists of:

- the contributions shortfall, based on your employee's salary or wages rather than the generally lower ordinary time earnings base;
- plus a nominal interest component of 10% per annum (calculated from the start of the relevant quarter, rather than from the date the contributions should have been made, until the date the SG charge is payable);
- plus an administration fee of \$20 per employee for whom there is an SG shortfall, per quarter.

Also important to note is that any SG charge you incur cannot be claimed as a



tax deduction. Further penalties may also be imposed by the ATO for failure to keep records and other offences.

Hostplus' QuickSuper - taking the pain out of making super contributions on time

The Australian Government requires all employers to make superannuation contributions through a compliant online system. To help you make those payments with ease, if your employees are with Hostplus, we have a product called QuickSuper that's simple and easy to use.

QuickSuper allows Hostplus registered employer to make one contribution payment for all of your staff, across multiple superannuation funds with one simple, online system. This means if that if your staff contribute to a range of funds, you make one payment via the QuickSuper tool and we do the rest and distribute that payment to all the funds nominated by your staff. The good news is it's free and available to Hostplus registered employers.

We are here to help

At Hostplus we are always keen to help and make fulfilling your super obligations easy. If you want to find out more about QuickSuper or require further clarification on making super payments, please do not hesitate to contact us on 1300 467 875 or visit hostplus.com.au



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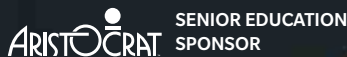
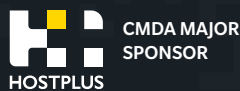
Melbourne, VIC
September, 2016

Are you on trend or off the boil?

Join the CMAA and other industry professionals on a journey into the world of food, beverage and events and make your venue stand out from the crowd!

Industry professionals from Clubs, pubs and restaurants from across Australia will show you what's trending, how to build the best wine list, taste the latest in Craft beers, cooking demonstrations, creating the perfect wedding and how to make the most out of your local produce.

Also included, as part of the summit is a tour of the Fine Foods festival in Melbourne!



To Register:

To register for the summit please visit www.cmaa.asn.au or contact Zoe Clegg for more information at zoe@cmma.asn.au.

Alternatively you can contact the CMAA office on: **(02) 9746 4199**

Banktech Group diversifies its product offering with the acquisition of Global Gaming Industries

Offers fast path for delivery of increased range of innovative Payment and Gaming Solutions to venues.

Sydney, Australia: The Banktech Group Pty Ltd (Banktech) has announced its gaming systems division Utopia Gaming Systems had acquired Global Gaming Industries, a leading gaming systems provider. The acquisition will provide an expanded product range while delivering an even more compelling proposition for gaming venues and their patrons.

Established in 1991, Banktech is a leading payments provider to the hospitality industry and supplies a range of products including the CashConnect ATM Network, POS, Cash Redemption Terminals (CRT) and Intelligent Safes.

Banktech established Utopia Gaming Systems in 2014 to better cross sell its products and services in Queensland. Since becoming a Licensed Monitoring Operator (LMO) in Queensland – the first LMO in the state in more than 15 years – Utopia has applied and received gaming licences in NSW, Victoria and ACT and has licences pending in other states.

“Global Gaming Industries is a strong business,” said David Glen, Group MD of Banktech. “It has a well-established technology platform, plus a dedicated team that will continue to develop new products and deepen our Group’s relationship with the hospitality and gaming industries.”

Global Gaming Industries has been operating for more than 25 years. It is the dominant gaming, analytical and loyalty system provider amongst the NSW hotel and small club market and has begun expanding its footprint in other states and territories.

Scott Macdougall, MD, Global Gaming Industries commented: “Having Banktech behind us gives us the financial strength to further invest in research and development, as well as deliver an innovative and expanded range of products to our customers.”

Global Gaming Industries will continue to operate as an independent branded division of Utopia Gaming Systems.

BANKTECH
Delivering more



Scott Macdougall, MD Global Gaming (left) and David Glen, Group MD, Banktech Group



RSA/ RCG competency card renewal program

Changes to liquor and gaming regulations have recently been announced to introduce compulsory refresher training to renew Responsible Service of Alcohol (RSA) and Responsible Conduct of Gambling (RCG) competencies.

These changes are a recommendation of the Liquor Act Review and will affect individuals who attained an RSA/ RCG competency from August 2011, whose competency cards are approaching expiry. The successful completion of refresher training and payment of a \$35 fee will renew competencies for an additional five years.

How renewal of RSA/ RCG competencies will affect you

Existing cardholders are not required to undertake a full training course to renew their relevant competency. Cardholders will be notified to complete online refresher training delivered by Liquor & Gaming NSW (L&GNSW).

As an approved provider of RSA and RCG competency training, you must not provide training to any individual seeking to renew a RSA and/ or RCG competency as this will not extend their competency card beyond its current expiry date.

The current arrangements for approved training providers to deliver the full RSA/ RCG course will be unaffected by these new arrangements. That is, full training courses delivered by approved providers will still be required for anyone seeking to work in the liquor and gaming industry, including individuals who hold older paper certificates. Paper certificates are no longer valid from 30 June 2016.

More information

Further information about the RSA/ RCG competency card renewal program is available on the L&GNSW website www.liquorandgaming.justice.nsw.gov.au. For more information, contact the competency card team on (02) 9995 0900 or email competencycard@olgr.nsw.gov.au.



Coming soon to
Brisbane in **October**

Gaming Summit

Brisbane, QLD
October, 2016

The player experience – How to make the most out of your gaming floor

We all have the same machines on our floor so what sets you apart as a gaming venue from the rest?

Are you offering the player the best experience you can?

Are you collecting data on your players but don't know how to use it?

Get the best out of your gaming floor, how to choose the best product and position on the floor, how to create an outstanding player experience for your members every time.



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To Register:

To register for the summit please visit www.cmaa.asn.au or contact Zoe Clegg for more information at zoe@cmaa.asn.au.

Alternatively you can contact the CMAA office on: (02) 9746 4199

MANAGEMENT / OPERATIONS	Duration	JUL	AUG	SEPT
Supervisor Development Program <i>Includes units;</i> Monitoring & Evaluating Workplace Operations & Procedures Coaching Colleagues for Supervisors	4 Days	SYD –Part 1	Echuca – Parts 1&2 SYD –Part 2 ACT – Part 1	ACT – Part 2
Duty Manager Development Program Ideal for supervisors and frontline Duty Managers	6 Days	SYD – Part 2	ACT – Part 1 Tweed Part 1	ACT – Part 2 Tweed Part 2
Roster Staff: ACCM Unit	2 Days	SYD	ACT	Tweed
Leadership Behaviour & Company Culture: ACCM Unit	2 Days		Tweed	ACT
Monitoring & Evaluating Workplace Operations & Procedures	2 Days	SYD	Echuca/ACT	
Coaching Colleagues for Supervisors	2 Days		SYD/Echuca	ACT
Manage Workplace Relations: ACCM Unit	2 Days			SYD
Conflict Management: ACCM Unit	2 Days	SYD		
BULLSEYE GAMING SERVICES COURSES				
Find & Fix Service Quality Gaps	1 Day	QLD/ACT	Newcastle	
Understand & Apply Data for Customer Retention	2 Days	VIC	QLD	
How to Innovate Using Voice of Customer	2 Days		SYD/VIC	
Profit from Service Recovery	1 Day		QLD	
Build a Service Blueprint for Exceptional Customer Experience	2 Days	SYD		
ONE DAY PROGRAM SERIES				
Paul Lyons – Dealing with Difficult Conversations Highly interactive – Includes a paid Actor!	1 Day			ACT SYD
Finance for Non-Finance Managers: With Brett Jones	1 Day		SYD	
Project Management: With Bill Shirley	1 Day		SYD	
Delivering Great Customer Service: With Bill Shirley	1 Day		SYD /ACT	
Understanding Contracts & Contractors: With Kristen Gower	1 Day			
Cost Control Principles: Shift Mgt Cost control, Wastage, Staff Ratios: With Brett Jones	1 Day	SYD	ACT	Tweed
Online - Social Media: Coming soon in 2016	1 Day			
Workplace conflict: With Bill Shirley	1 Day	SYD		ACT
Navigating the Registered& Licensed Clubs Award: With Brent Williams	1 Day	SYD	ACT	Tweed
Profitable Café for Clubs: With Ken Burgin	1 Day		SYD	
Organising Profitable Functions: With Ken Burgin	1 Day		SYD	
SUMMITS & CONFERENCES				
HR Summit: Coming Soon to NSW	2 Days			
Gaming Summit: Coming Soon to NSW	2 days			
MARKETING / GAMING / WHS				
WOW Disney Workshop	½ Day	QLD	Cessnock	
Analyse & Report on Gaming Machine Data: ACCM Core Unit	2 Days			Gilgandra
Marketing Strategies: ACCM Core Unit	2 Days			SYD
FINANCE / LEGAL / GOVERNANCE				
Mge Finances in Budgets: ACCM Unit	2 days	ACT	SYD	
Prepare & Oversee Budgets: ACCM Core Unit	2 days			SYD/ QLD
Research & Comply with Regulatory Requirements: ACCM Core Unit	3 Days			
Board Governance, The Company Secretary & The General Manager Secretary Managers course	2 Days		SYD	

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Contact Chris Keeble
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E: glen.coleman@ainsworth.com.au
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E: lew.platz@ainsworth.com.au
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W: www.aruzegaming.com

Asahi Premium Beverages



The Asahi Breweries aims to satisfy its customers with the highest levels of quality and integrity, while contributing to the promotion of healthy living and the enrichment of society worldwide. Our focus is to further cultivate our mainstay Asahi Super Dry brand. In addition to ongoing campaigns to improve the quality of draft beer in restaurants, clubs and other licenced venues. We hope to share knowledge of the delicious flavour and beverage value of Asahi Super Dry with the public.

Kathryn Coles, State Sales Coordinator
M: 0408 007 871 B: +61 3 8369 0300
E: Kathryn.Coles@asahi.com.au
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Global Gaming Industries is a privately owned Gaming Systems manufacturer with over 30 years' experience in the Gaming sector. GGI have a wide range of product to offer venue operators including EGM Operating Systems, Cashless, TITO, Loyalty, Membership, Analytical systems & anti holdup Cash dispensing Safes. With over 1000 systems installations Nationally.

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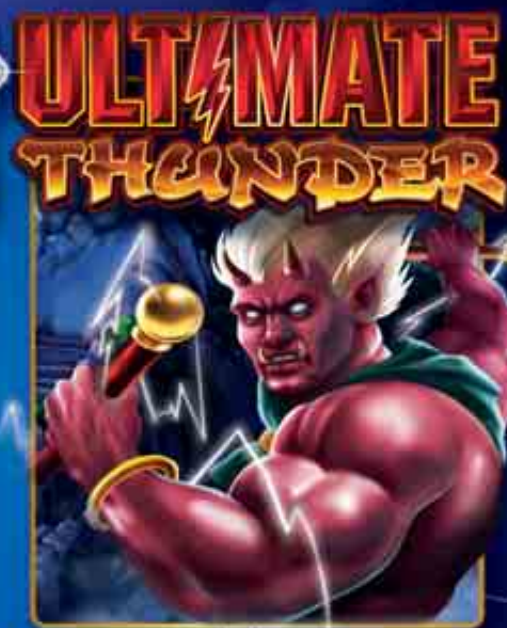
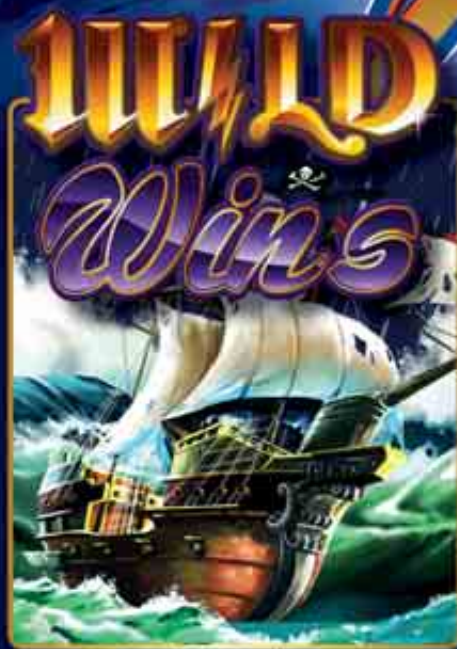
Day	Date	Meeting	Venue	Zone
JULY				
Thurs	21	TBA	Smithfield RSL	Nepean Zone Meeting
Thurs	28	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting
AUGUST				
Wed	17	9:00am	Moruya Golf Club	Far South Coast Zone Meeting
Tues-Wed	23-24	TBA	Lightening Ridge Club	North West State Zone Meeting
Wed	24	TBA	TBA	Hunter Zone Meeting And Luncheon
Wed	24	12:00pm	Kew Golf Club	Great Lakes Zone Meeting
Thursday	25	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting With Qld Committees
SEPTEMBER				
Tues	6	11:00am	TBA	St George Cronulla Zone Meeting
Tues	6	7:30am	99 On York	City Eastern & Inner West Zones Combined Meeting
Tues-Wed	6-7	1:00pm	Yamba Bowls Club	Combined Mid North and Far North Coast Zones Meeting
Wed	7	TBA	TBA	Central Coast Zone Meeting
Tues	13	11:00am	Kembla Grange	Illawarra Shoalhaven Zone Race Day
Tues	13	TBA	TBA	Gold Coast Zone Meeting and Lunch
Wed	14	11:00am	TBA	Victoria Zone Meeting, Bowls Day and Lunch
Thurs	15	TBA	TBA	Nepean Zone Quarterly Meeting
Thurs	29	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting
OCTOBER				
Thurs	27	9:00am	St George Rowing Club	CMAA Federal Executive Meeting
Fri	28	11:00am	Dapto Leagues Club	Illawarra Shoalhaven Zone Meeting

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