

# CLUB

## Management



IN AUSTRALIA  
[www.cmaa.asn.au](http://www.cmaa.asn.au)  
MAY 2016

### CMAA Mid Year Conference @ The Star

Pages 23 – 26

**CMAA Gaming Certificate in  
Gaming Service Management Excellence**  
Pages 14 – 17

---

**Congratulations David O’Neil in being  
Awarded Life Membership of the CMAA**  
Page 22

---

**Due Diligence with Thomson Geer Lawyers**  
Pages 28 & 29

---

**AIM – The Effects of Low Morale**  
Pages 30 & 31

---

**ADMA – Tackling the Skills Shortage**  
Pages 32 & 33



# GOOD FORTUNE™

STATEWIDE *Linked* JACKPOT

\$100K+  
JACKPOT

## THE GOD OF WEALTH RETURNS

IN PARTNERSHIP WITH MAXGAMING,  
ARISTOCRAT IS PLEASED TO  
INTRODUCE GOOD FORTUNE™  
STATE WIDE LINK TO NSW



For more information, visit  
[info.au.aristocratgaming.com](http://info.au.aristocratgaming.com)  
or contact your BDE.

ARISTOCRAT





### Publisher CMAA

Publication No PP100007550  
May 2016  
Vol 139, No 263

**Editor:** Peta Imber

**Advertising:** Peta Imber

#### Advertising:

Please ensure all artwork is sent to:  
peta@cmma.asn.au  
P: (02) 9746 4199

#### Correspondence:

The Editor, c/-  
Club Managers' Association Australia  
Locked Bag 4317  
Sydney Olympic Park NSW 2127  
P: (02) 9746 4199

#### Please address all business correspondence to the Federal Secretary

The Club Managers' Association Australia is registered as an industrial organisation of employees in the terms of the Fair Work Act 2009. The CMAA is affiliated with the Australian Council of Trade Unions (ACTU).

#### Registered Office

Level 1, 1 Showground Road  
Sydney Olympic Park NSW 2127  
P: (02) 9746 4199 F: (02) 9746 5199  
Locked Bag 4317  
Sydney Olympic Park NSW 2127  
Email - cmaa@cmma.asn.au

#### Office Hours

Monday to Friday 9am to 5pm  
Seven-day telephone answering service.

"Club Management in Australia" is published quarterly by the Club Managers' Association Australia. All material is copyright and cannot be reproduced without the explicit permission of the Publisher or Editor.

Editorial contributions relating to the club industry are welcome. Submitted copy should be typed and double spaced. We don't accept any responsibility for keeping and returning unsolicited material.

Photographs submitted must be captioned. Those sent without prior arrangement cannot be returned unless accompanied by a stamped, self addressed envelope. Views expressed in this magazine are not necessarily those of the Club Managers' Association Australia. Although we do exercise the utmost caution, we don't accept responsibility for claims expressed in advertisements appearing in our issues.

Subscription rate is \$60 a year.

ISSN 0045-7205

## Club Managers' Association Australia Office Bearers

### CMAA FEDERAL EXECUTIVE

#### President

DAVID HISCOX, ACCM  
Dapto Leagues Club

#### Vice President

TRACEY LENTELL, ACCM  
Moorebank Sports Club

#### Federal Secretary

ALLAN PETER, ACCM

#### Executive Members

MICHAEL O'SULLIVAN, ACCM  
Milton Ulladulla Bowling Club  
KARREN HOWE, ACCM  
Barrier & Social Democratic Club

### FEDERAL COUNCILLORS

#### Division A – City/Eastern Suburbs Zone and Manly/Northern Suburbs Zone

Carl Pozzato, ACCM  
Operations Manager,  
Ryde-Eastwood Leagues Club

#### Division B – St George/Cronulla Sutherland Zone and Inner West Zone

#### Division C – Nepean Zone

Michael Wiesel  
Secretary Manager, St Marys RSL Club

#### Division D – Hunter Zone, Central Coast Zone and Great Lakes Zone

Stephen Byfield, ACCM  
Chief Executive Officer, Diggers @ The Entrance

#### Division E – Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone

Phil Boughton, Chief Executive Officer  
Yamba Bowling Club

#### Division F – Illawarra Shoalhaven Zone and Far South Coast Zone

Darryl Bozicevic, Chief Executive Officer  
Milton Ulladulla Ex Services Club

#### Division G – Central and Northern Queensland Zone

Craig Anthony Clark, General Manager  
Cairns RSL Club

#### Division H – Brisbane Zone, Gold Coast Zone, Sunshine Coast Zone and Ipswich Darling Downs Zone

Wayne Moffatt, ACCM  
General Manager  
Pine Rivers Memorial Club

#### Division I – Riverina Murray Zone and ACT Zone

#### Division J – Victoria Zone

Grant Duffy, Secretary Manager  
Numurkah Golf and Bowls Club

### ADMINISTRATION



#### Executive Officer

Ralph Kober, B.Ed., Grad. Cert. MBA

#### Office Administrator

Julie Conlon

#### Senior Industrial Relations Advocate

Peter Cooper

#### Sponsor & Membership Manager

Chris Keeble

#### Professional Development Manager

Zoe Clegg

#### Media Services Manager

Peta Imber, CCM

#### Training Course Administrators

Brad Jones, CCM  
Estelle McDonald-Birch

#### Accounts Officer

Priscilla San Luis

#### Life Members

Harry Walker (decd.)  
Norm Robinson (decd.)  
Arthur Justice (decd.)  
Len Ewart (decd.)  
Lou O'Neill (decd.)  
Peter Cameron (decd.)  
Bob Harbutt (decd.)  
Keith Nolan (decd.)  
Fred Chubb, CCM (decd.)  
Alan McDougall, MBE (decd.)  
John Milne (decd.)  
Jim Henry, OAM (decd.)  
Les Evennett  
George Elliot, CCM  
Peter Strachan, ACCM  
Hans Sarlemyn, ACCM  
Terry Condon, CCM  
Lew Cooper, OAM  
Barry Stevenson  
Greg Pickering, ACCM  
John Allan, ACCM  
Allan Peter, ACCM  
Wayne Forrest, ACCM  
Bill Clegg, ACCM  
David O'Neil, ACCM

**CMAA MEMBERS CONFIDENTIAL  
SUPPORT & COUNSELLING - 1300 464 262**



**David Hiscox ACCM**  
Federal President



**Tracey Lentell ACCM**  
Federal Vice President



**Allan Peter ACCM**  
Federal Secretary



**Michael O'Sullivan ACCM**  
Federal Executive Member



**Karren Howe ACCM**  
Federal Executive Member



# You're with the Super Fund of the Year. That's a plus.

We're proud to be recognised as Rainmaker SelectingSuper's Super Fund of the Year for the second consecutive year. Our consistent investment performance\*, low fees and competitive insurance ensures you retire with more. And that's a plus.

[hostplus.com.au](http://hostplus.com.au)



Issued by Host-Plus Pty. Limited ABN 79 008 634 704, RSEL No. L0000093 AFSL No. 244392 as trustee for the Hostplus Superannuation Fund ABN 68 657 495 890 RSE No. R1000054, MySuper No. 68657495890198, which includes the Hostplus Pension. This information is general in nature and is not intended to be a substitute for professional financial product advice. You should determine the appropriateness of the information having regard to your objectives, financial situation and needs, and obtain and consider a copy of the Product Disclosure Statement before making an investment decision. Ratings are only one factor to be taken into account when deciding whether to acquire, continue to hold or dispose of a financial product. \*Rainmaker SelectingSuper June 2015 Survey.

HOST8731SS CMS

# Contents

President's Perspective	4
Executive Officer's Report	6
The Business End	10
AGE 2016 APP – AGE	8
Imagine if Disney Ran your Club – The Institute of WOW	12
The Toolbox for the Modern Gaming Executive - BullsEye	16
PCM Making an Impact Around the World - PCM	18
Data Strategy; What's your Plans - BullsEye	20
Life Membership: David O'Neil	22
ACCM Award Recipient: Eric Nguyen	22
Emotional Health; How to Handle Stress Before Stress Handles You – CMAA CARE	27
Due Diligence; To Risk or Not to Risk - Thomson Geer	28
Can't Get no Satisfaction: The Effects of Low Morale – AIM	30
Tackling the Skills Shortage of the Modern Marketing Age – ADMA	32
Sporties Supports – Moorebank Sports Club	34
Workplace Investigations – Peter Cooper, CMAA IR Specialist	36
Joe Kelly's Gang aiming to round up Members – Henri Lach	38
Are YOU A Picture Pirate; How to Source your Pictures Legally – ADMA	40
Industry News	42
Dubbo; The Centre of the Universe – Chris Keeble	43

## Connect with us

Club Managers' Association Australia



Facebook



LinkedIn



[www.cmaa.asn.au](http://www.cmaa.asn.au)

**Next edition deadline for CMAA Magazine July 2016 content:**  
1 June 2016

**Next edition deadline for myCMAg e-newsletter content:**  
Distributed Tuesdays, deadline Friday prior



Gasser chairs are proven performers, to say the least. For more than 60 years they have maintained a sensible symmetry between style, comfort and dependability that has never ceased to amaze. Gasser chairs don't merely perform, they **dazzle**.

**gasser**

### AUSTRALIA AND NEW ZEALAND SALES REP

Mark German  
+61 418 282 091  
[markgerman.mg@gmail.com](mailto:markgerman.mg@gmail.com)

[gasserchair.com](http://gasserchair.com) | 800.323.2234

Featured Chair: Prelude



David Hiscox, ACCM  
President

# President's *Perspective*

## A New Team

The new Executive met for the first time on the 24th March, we welcomed two new members, Tracey Lentell and Karren Howe. The addition of Tracey and Karren is a great step forward for our association as the gender balance is now more reflective of the membership.

Tracey was elected as the first female Vice President in the CMAA's history, an outstanding achievement. Allan Peter and I were re-elected to our respective positions as President and Federal Secretary.

Since the elections the Executive and Federal Council has seen five new faces join the team and with elections for two Federal Divisions still to occur this could increase to seven, this rejuvenation of the leadership group will see an appropriate level of historical perspective mixed with new and fresh ideas.

The Executive and Federal Council with our staff will be holding our Strategic Planning session prior to the National Managers Conference on the 19th June.

## Heydon Royal Commission

The Royal Commission sat for some 189 days and heard evidence from 525 witnesses in both public and private hearings, as a result the Royal Commissioner has made 79 recommendations to the Government. The early indications from the Government is that all 79 recommendations will be adopted.

The recommendations include the addition of both Civil and Criminal liabilities and penalties on Officers. Additionally that all reporting entities appoint a financial compliance officer, this position must be separate and independent from the Secretary, and this position is over and above the requirement to appoint an auditor.

As with any significant change to legislation it is anticipated that the cost of compliance will increase.

## Victoria

Our Victorian colleagues continue to work toward a suitable outcome in relation to the ownership of gaming machines, the Association has supported Clubs Australia in its submission to the Victorian Government as part of its review on gaming machine Licenses.

Our Association has been extremely active in Victoria and the Federal secretary Allan Peter, Federal Councillor Grant Duffy and Victorian Zone President Chris Burns will be meeting with the Executive Director of Liquor, Gaming and Racing Ms Cate Carr, next month.

Victorian Clubs have had to bear the cost of implementing voluntary pre commitment system, then have to pay a monthly fee to have the system monitored and then an annual supervisor fee, all this and yet they don't own the machine. It is hoped that a more positive outcome can be achieved.

## Queensland

On the 18th February the Queensland Government introduced the Alcohol – Fuelled Violence Legislation Amendment Bill 2015, this will see the implementation of reduced trading hours and the introduction of Safe Night Precinct Licenses, from July 2016, introduction of Lock out laws from February 2017, and the ban on rapid intoxication drinks.

The Queensland Legislation is state wide, the NSW government introduced similar legislation, however was confined to certain areas of the Sydney CBD, and is now in the process of reviewing the effectiveness of the measures. Melbourne was one of the first to attempt prohibition after certain hours yet abandoned them in 2008 as they were ineffective.

A recent article in the Saturday Paper Melbourne outlined the position of the Lord Mayor of Melbourne Robert Doyle who in stark contrast to his state counterparts is selling the vision of a 24 hour city.

The position of the Queensland Government is interesting and demonstrates the varied responses by government to the issue of alcohol related violence.

At our AGM it gave me great pleasure to announce that David O'Neill had received Life Membership of the association, unfortunately David was unable to attend due to business commitments. David will be presented his Life Member's pin at the CMAA Country Managers Summit in Orange in May. It is a fitting location for the presentation as it is where David started his career in the Club Industry.

David has proven in his career to be a dedicated professional manager heading up the impressive Castle Hill RSL Group of clubs including the RSL Club, Lynwood Country Golf Club and Parramatta RSL Club. David is renowned for his support of younger managers' development and has been a Board of Management Studies Chairman, Zone President, CMDA Trainer and more recently a Federal Executive member.

An interesting piece of information Orange Ex Serviceman's club has provided two Hall of Fame managers and now two Life members to our association, quite an achievement for a regional club and how it has developed its people.

In closing I look forward to catching up you at the National Managers Conference in June and throughout the year as I attend Zone events and meetings.

## **CASH FLOW TIGHT?**

### **NEED TO TRANSFORM YOUR BUSINESS?**

THE TEAM AT RUSSELL CORPORATE  
ADVISORY ARE CLUB SPECIALISTS IN:

- CASHFLOW MANAGEMENT
- AMALGAMATIONS
- UTILISATION OF SURPLUS ASSETS
- PROFIT IMPROVEMENT
- BUSINESS DEVELOPMENT & MARKETING
- STRATEGIC BUSINESS PLANNING

**CALL US FOR A CONFIDENTIAL DISCUSSION**



**RUSSELL  
CORPORATE  
ADVISORY**

**[www.russellcorporate.com.au](http://www.russellcorporate.com.au)**

**02 9957 6700**

**Level 3, 53 Walker St  
North Sydney NSW 2060**



# Executive Officer's Report



Ralph Kober,  
Executive Officer

## Welcome aboard to the new CMAA Federal Executive

Congratulations are in order for the election of the new CMAA Federal Executive for the next three years! I am looking forward to working closely and proactively with the elected representatives of the membership in what should be an exciting time for the Association.

- President David Hiscox,
- Vice President Tracey Lentell,
- Federal Secretary Allan Peter,
- Executive Members
- Michael O'Sullivan and,
- Karren Howe

I am sure will work stridently towards ensuring all members' views and concerns will be taken into consideration for the planning of key strategy for all aspects of the Associations' business.

The Federal executive and Federal Council and CMAA management will be meeting prior to the June Mid-Year National Managers' Conference to formulate a concise, clear and action orientated three year SP for the Association. Members are requested to contact their Federal Councillor with any suggestions and concerns which can be tabled as part of the SP formulation.

Members will be presented with the final SP shortly after its construct via media and zone meetings for feedback.

## AHGE 2016

Thank you to those of you who chose to attend the recent Australasian Hospitality & Gaming Expo held at the Brisbane Convention Centre in March.

I am pleased to report close to 400 delegates registered for the National Governance & Management Congress and close to 3500 visitors registered for the Expo over the following two days.

The Congress explored a range of issues pertaining to best practice Corporate Governance and Management, including EC Lawyers Tony Johnston and John Murray who tackled the increasing role of law in the lives of club managers and club directors particularly with respect to the Corporations Law; Directors & Officers liability and responsibility; fiduciary duty; the business judgement rule and harassment and bullying.

Following Tony and John, Sam Moyston, President, Australian Council for International Development (ACFID), provided a vibrant presentation around the use of Key Performance Indicators (KPIs) for managing board performance. Complimenting Ms Moyston's presentation, Dr Leeora Black, Managing Director, Australian Centre for Corporate Social Responsibility (ACCSR), discussed issues around clubs' social licence to operate ensuring that clubs adhere to their core function of community support in all forms.

Finally, a panel discussion featuring a mix of club directors and club managers facilitated by Anthony Ball and myself, spoke across a range of topics including KPIs for board and management, and corporate social responsibility strategies that ensure ongoing community engagement.

The feedback from both exhibitors and visitors to the Expo has been glowing and enthusiastic and augers well for next year's event.



mycareerpath



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

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

Join your rising stars to the  
**CMAA CLUB AFFILIATE PROGRAM**  
**FOR ONLY \$280**

This is a one-off fee and remains valid while the individual is employed at your club, or until the individual becomes a Manager.



Pencil these dates into your diary for next year's AHGE 2017 at the Brisbane Convention Centre:

- CMAA AGM & AHGE National Congress Tuesday 28 March,
- AHGE Expo Wednesday 29 & Thursday 30 March

### CMAA Key Education Partnerships Launched

I am very pleased to report that the launch of the Key Education partnerships across the membership at zone meetings, media and in one to one meetings with members has gone positively and with gusto!

Already a number of senior club managers have taken the first steps of expressing their interest in undertaking the Australian Institute of Management's (AIM) Master of Business Administration (MBA) program and the fact that generous discounts apply for those registering via the CMAA website, [www.cmaa.asn.au](http://www.cmaa.asn.au) and that the program can be delivered flexibly online has really proven to be an incentive for the interest.

Further, there is tremendous interest in the other partnership offering in the digital marketing area via our relationship with Association for Data Driven Marketing & Advertising (ADMA); the gaming management service intelligence area with BullsEye Services; the conflict resolution course with Process Communication Model (PCM); and finally the Institute of WOW! which helps small, medium and large business with their Marketing Customer Attraction Strategies and more.

All of the offerings from these education partners can be delivered in your club and zone with an array of public courses dates scheduled across the states as well.

To enjoy generous discounts via registering for these offerings via the CMAA and more contact myself or CMAA Professional Development Manager Zoe Clegg at the CMAA: (02) 97464199 or [zoe@cmma.asn.au](mailto:zoe@cmma.asn.au)

### CMAA National Managers' Conference 20-21 June

Don't miss this event! The brochure will out shortly promoting this year's Mid-Year National Managers' Conference scheduled for Monday 20 and Tuesday 21 June at The STAR Event Centre, The STAR Pyrmont Sydney.

There will be a great two day education program featuring content around the Ever Changing Customer and Employee, Gaming Management Intelligence Strategies, Customer Service Attraction and Retention Strategies, Utilising Digital Marketing Strategies to engage with employees, Strategies for YOU and YOUR Well Being, Overcoming Conflict and more.

There will be a great networking social event on the Monday night at the STAR's Cherry Bar and any club that registers two or more delegates for the conference will be eligible for a VALUE ADD offer for a \$200 education voucher towards any CMAA educational course or program.

\*Conditions apply.

Keep an eye out for this great conference.

#### Notice to Members

Pursuant to Clause 126(1)(b) of the *Fair Work (Registered Organisation) Regulation 2009*, the Club Managers' Association Australia gives notice that it intends to lodge with Fair Work Commission a Notice setting our particulars of the alterations to the registered rules of the Association 26/03/2015(Rules).

Current Rule 26B (m) to delete the following wording which does not relate to any part of the Election process Rule 24 (l), 24(m)(ii), 24(n), 24(o)

Allan Peter  
Federal Secretary CMAA

It's not just about what you see.

### It's about what you get.

Rohrig works from concept to completion to ensure you get a project that meets your big picture business objectives - best use of space, low-cost operation and return on investment.

Maximise value for the life of your building.

Contact David Vokes 0417 758 956

Sydney | Brisbane | Melbourne

construction  
hospitality  
property

**rohrig**  
rohrig.com.au

Exclusive Sydney Club

DE BORTOLI  
**PROSECCO**  
KING VALLEY



Delightfully lively and fresh  
this gorgeous new Prosecco  
will be turning heads.



For more information contact  
your local De Bortoli representative  
or visit [debortoli.com.au](http://debortoli.com.au)

 /DeBortoliWines

#popthisprosecco

## Find exhibitors at the show with the **AGE 2016 APP**

Following on from the popular reception of the AGE App in 2015, this year for the AGE the App has undergone further enhancements and improvements with new features which will help visitors to find exhibitors at the show and also keep the visitors abreast of news and activities while they are at the show.

As with last year, visitors who have installed the AGE App on any of their mobile devices will receive a welcome message as they pass through the entry gate.

Once they're inside the exhibition and pass various points they will get updates to remind them about such things as the time of the Daily Vegas Draw, entertainment and other activities.

In addition to this, visitors can use the App to locate any exhibitor at the show. They can search the alphabetical exhibitor database that's included in the App and then simply click on the stand number for an exhibitor's location on the interactive show map.

In order to get these features, visitors must install the latest version of the AGE 2016 App.

Further details about the app are available at the AGE web site or it can be downloaded by simply visiting the Apple App Store or Google Play.

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

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

Last year's Gaming Expo saw a number of changes resulting from the move to the temporary location at Glebe Island, all of which have been favourably received. Interstate visitors were particularly pleased with the free Ferry travel from Darling Harbour to Glebe Island, affording them a spectacular Sydney Harbour cruise.

Of course there's more to the Expo than a cruise, with one visitor summing up their Gaming Expo experience in the following words: "Always interesting not just to see new products but totally new ideas and ways of doing business ... new areas of thought into how to trade."

In fact, our post show research showed that 97% of the visitors saw the Expo as an opportunity to see new products and technology.

The Gaming Technology Association's members whose exhibition stands would sit comfortably alongside the world's best at any global event, will be in full force at the Australasian Gaming Expo. The Australasian Gaming Expo is the "must attend" event.



# GAME ON!



Brought to you by  
  
www.gamingta.com

9 - 11 August 2016 • Sydney Exhibition Centre @ Glebe Island NSW Australia  
Visit [www.austgamingexpo.com](http://www.austgamingexpo.com) or call the Gaming Expo Help Line on 02 9211 7430





With Chris Keeble

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

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

# The Business *End*

Easter has come and gone and we are heading into the centre of the year. My how time fly's.

CMAA Membership still is experiencing a steady increase each month and we look forward to welcoming all new members.

End of March saw us finally send out the 5 year recognition pins to our members who have reached each one of those milestones. A small delay in production, but we got there.

For those that received the pin, hope you like it and will wear it with pride. Congratulations on your 5, 10, 15, 20, 25, 30 and even 35 years of membership!! Well done.



We are now preparing for some great summits and of course our **mid year conference**. The calendar is looking super with some really worthwhile joint ventures with new and exciting development partners. I can attest to the PCM course, fascinating stuff and I hope to be completing the stage 2 one soon.



Membership is great value and don't forget its **tax deductible**. As well as receiving great discounts on courses, you can feel safe and assured that your work place agreements are in good hands with CMAA industrial support when needed.

**Have you downloaded the CMAA App??** This is your membership card don't forget and has a heap of info on there as well. Any trouble call Head Office and we can talk you thru it.. It's very simple and once logged on, that's it. You only have to do that process once and it's always at your fingertips.



## Sponsorship:

Our trade sponsorship remains very strong and we appreciate all their support. Please take a moment to review our listing and when looking for products or services, give them a call to quote and or tender. All our trade partners are very experienced in the club industry and can offer great service and support.

### This month I'd like to welcome a new Queensland State Sponsor - City Property Services

City Property Services are a local family owned company that have been delivering outstanding and cost efficient commercial cleaning results for over 25 years. They take pride in supporting many local clubs and communities by giving regular donations, sponsorships and personally attending fundraising and charity events. They currently service more than 100 commercial cleaning contracts throughout Brisbane and its surrounding coasts. Their diverse range of clientele includes venues such as many local Licensed Clubs, Hotels, Offices and Sporting Facilities.

The aim of City Property Services is to provide clients with reliable, quality based cleaning service that also represents the best value for money for any type of job.. Providing hygienic, high performing facilities to customers with minimal impact on the ecosystem.



P: 07 3391 2005  
E: [info@citypropertyservices.co](mailto:info@citypropertyservices.co)  
W: [www.citypropertyservices.co](http://www.citypropertyservices.co)

That's about all my news. It's been a very concentrated start to the year with head down and ... well you know what up.

Keep warm as we approach the season and look forward to seeing you at the Mid-Year Conference at Star City or at a zone meeting.



**SPECIAL CMAA HALF-DAY  
MARKETING WORKSHOP –  
A “MUST-DO” EVENT  
FOR EVERY CLUB SENIOR  
EXECUTIVE MEMBER!**



**IF DISNEY  
RAN YOUR  
CLUB, WHAT  
WOULD IT  
LOOK LIKE?**

John Dwyer is the CEO of The Institute Of Wow & is regarded as Australia's leading “direct-response” marketing expert.

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

Make no mistake, this “system” is RED HOT – it's unlike any traditional “old school” marketing that your competitors are rolling out.

This half-day workshop could be the *game-changer* you've been looking for.

**DATES & VENUES:**

Thursday 30 June – Sydney

Thursday 21 July – Brisbane

Thursday 25 August – Newcastle

Thursday 20 October – Gold Coast

Monday 21 November – Sydney

**All sessions 9am till 1pm**

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

For further information or to enrol, contact Zoe Clegg  
on 0406 114 937 or email [zoe@cmaa.asn.au](mailto:zoe@cmaa.asn.au) [www.cmaa.asn.au](http://www.cmaa.asn.au)



# Imagine If **Disney** Ran Your Club!

I'm really looking forward to presenting my Half Day Workshops in conjunction with the CMAA, titled **"If Disney Ran Your Club, What Would It Look Like?"**

## By JOHN DWYER

My marketing advisory company, The Institute Of Wow, provides all types of businesses with a proven "Client Attraction System" that essentially mirrors much of the Disney organisation's "marketing mantra."

We teach businesses (including clubs) "How To Wow," so the emphasis is taken off their pricing and onto "the great value they provide."

The entry fees into the Disney theme parks around the world are higher than any other theme parks – and yet you'll never hear a complaint, because the "value" is extraordinary.

I've been involved with clubs and hotels for over 20 years and those who mirror the "Disney-type experience" in terms of their food, entertainment, themes & services are the ones that continue to prosper.

Last year, I partnered with a former Walt Disney World Senior Manager in a tour around Australia, titled *"If Disney Ran Your Business, What Would It Look Like?"* We did events in each capital city to packed houses of business owners.

So when the CMAA asked if I could stage workshops for the club industry, I said *"Let's show them how to run their club like Disney would!"* And that's what this half day workshop is all about – showing you how your club would be ran if the Disney organisation were involved.

The dates, locations and the booking details are at the end of this article, but do yourself a favour and get in early, as the workshops are sure to book out.

## So What's The Disney Magic That You Can Use In Your Club?

Firstly, let me say that I have worked with the Disney organisation on and off over the past 25 years. 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 a host of other Disney properties.

As a result of working closely with Disney in Australia, I was invited to attend various 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 mantra works.

Take Disneyland for example. Where else in the world would you pay more than a \$100 entry fee and then stand in queues for six hours throughout the day - *and not complain?*

You see, believe or not, Disney doesn't believe in good "customer service" (*bet that grabbed your attention!*). They believe in providing extraordinary, knock-your-socks-off "CUSTOMER EXPERIENCES!"

If you've been to Disneyland, I bet when you got home you spoke about "the overall experience," rather than individual rides like Space Mountain or the Matterhorn.

It's the "total experience" which everyone raves about.

And at my half workshop, I'll be showing you how you can swipe the same sort of "customer experience system" and use it for building loyal, regular patronage for your club.

## You'll Learn A Proven Customer Attraction System

During the workshop, I'm also going to be teaching you a client attraction system which I have fine-tuned over decades of providing marketing advice.

I call it the "Wheel Of Wow." It's a "direct-response" formula consisting of five components. In other words, I'm going to show you where you can spend your marketing dollars and get a "measurable return" – versus wasting money on local events' sponsorship, outdoor freeway signage, ads on the sides of buses and back of taxis - and cinema advertising.

I often say to business owners *"Millions and millions of dollars are spent on the electronic signage around the fences of all of the major sports events these days – and I've never met anyone who can tell me the next day what companies were advertising on the fences of that particular sporting event!"*

In other words, the vast majority of this so-called "branding advertising" is a complete waste of money. When was the last time you purchased something as a result of seeing an ad on the back of a taxi or side of a bus? We all know that this type of advertising is a complete waste of money, yet business after business keeps burning money doing it.



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

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

On the other hand, my Wheel Of Wow formula is a direct-response designed system where you absolutely can measure its effectiveness immediately.

**The five components of this system are:**

1. Identify your most profitable customers and then look for more people who look like them.
2. Create a Wow Factor to take your prospects' eyes off the price!
3. Create a Problem/Solution scenario and show how you can best provide such solutions.
4. Turn you website into a 24/7 sales machine by making it a dynamic "sales tool" (including video!).
5. Creating a powerful "repetitive trade" stimulant.

In this workshop I'm going to show you how easy it is to put together a marketing plan based on the combination of "Disney's Theatrical Mantra" and my "Proven Step By Step System."

My business is called the Institute Of Wow for a reason – we make sure that all of our clients experience the adrenalin of adding "unique Wow Factors" to their marketing.

One Victorian client recently implemented "this customer attraction system" & instantly grew his weekly turnover from \$320,000 to \$1.1 million – I'll show this case study at the workshop, so that you can duplicate "the system".



**Dates, Venues and Booking details:**

- Thursday 30 June – Sydney
- Thursday 21 July – Brisbane
- Thursday 25 August – Newcastle
- Thursday 20 October – Gold Coast
- Monday 21 November – Sydney

**All sessions are from 9 am to 1 pm**

**Price:**

- CMAA members - \$195 + GST
- Non-members - \$295 + GST

Enroll by contacting Zoe Clegg on 0406 114 937 or email [zoe@cmaa.asn.au](mailto:zoe@cmaa.asn.au)



## 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.

It's an electronic wheel on a TV screen, where you invite your members to visit the club every day for a free spin for a chance to win \$1 million.

We provide you with the million dollar prize, the display booth, the TV screen on a stand and all of the electronics that go with the promotion. All you need to do is determine how often you want to open the "Million Dollar Booth" and provide a hostess.

It's a 12 week promotion and your members are invited to visit every day for a free spin.

The electronic wheel has 18 numbers and some of these are designated as "an instant prize and an entry into the Million Dollar Superdraw" at the 12 week mark. When a member spins up the instant prize number, they also receive an entry to the Superdraw.

You can imagine how jammed your club will be on the evening of the Million Dollar Superdraw, as all of the preliminary winners need to be there to have a chance to win the million dollars.

On that evening, ten members are drawn & then "one" of these is chosen to "spin" the big 250 number wheel on the screen! If their number comes up, they walk away with the million!

I guess you can see that this has "WOW FACTOR" written all over it!

It's an extraordinary "repetitive visitation" stimulant which we are making available to clubs for about the same investment as many are making in their weekly raffle draws. So for many clubs, it'll be "cost neutral" to swap from doing weekly raffles to this juggernaut member stimulus.

And yes, the million dollar prize is for each individual club that takes the 12 week promotional package, it's not something that's shared amongst lots of clubs. We've been able to partner with the "prize insurance company" and the million dollars is based on a 1 to 250 probability at the Superdraw.

I'll be showing this throughout my workshop and giving attendees the opportunity to be the "one of the first cabs off the rank" with this "member drawcard powderkeg".



# CMAA Certificate in Gaming Service Management EXCELLENCE

- 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

PART OF THE KEY PARTNERSHIPS PROGRAM







# COURSE DETAILS

## June 2016

28th	Sydney	Understand and Apply Data for Customer Retention (1 day) .....	<b>\$390 + GST</b>
------	--------	--	--------------------

## July 2016

4th & 5th	Brisbane	Find and Fix Service Quality Gaps (2 days) .....	<b>\$770 + GST</b>
7th & 8th	Gold Coast	How to Innovate Using Voice of Customer (2 days) .....	<b>\$770 + GST</b>
11th	Melbourne	Understand and Apply Data for Customer Retention (1 day) .....	<b>\$390 + GST</b>
12th	Melbourne	Profit from Service Recovery (1 day) .....	<b>\$390 + GST</b>
14th & 15th	Sydney	Build a Service Blueprint for Exceptional Customer Experience (2 days) ....	<b>\$770 + GST</b>
20th & 21st	ACT	Find and Fix Service Quality Gaps (2 days) .....	<b>\$770 + GST</b>

## August 2016

4th	Brisbane	Understand and Apply Data for Customer Retention (1 day) .....	<b>\$390 + GST</b>
5th	Brisbane	Profit from Service Recovery (1 day) .....	<b>\$390 + GST</b>
9th & 10th	Newcastle	Find and Fix Service Quality Gaps (2 days) .....	<b>\$770 + GST</b>
11th & 12th	Sydney	How to Innovate Using Voice of Customer (2 days) .....	<b>\$770 + GST</b>
30th & 31st	Melbourne	How to Innovate Using Voice of Customer (2 days) .....	<b>\$770 + GST</b>

*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](mailto:zoe@cmaa.asn.au)  
[www.cmaa.asn.au](http://www.cmaa.asn.au)

# The Toolbox for the Modern Gaming Executive

For many Clubs, the core item of consumption we provide to our customers can quite often be purchased elsewhere. Think about what your business really sells. Whether it's a steak, a cold refreshing beverage, an event, or time on a gaming device - your customers can enjoy these core items at a wide range of other local businesses.

The service that you wrap around those core items of consumption is what really drives a customer's decision to choose your business over a competitor. Great service creates memorable experiences. This is where your business can differentiate itself and drive revenue. Failing to differentiate your business often leads to price discounting, increasing marketing and promotion costs, lower revenue and diminishing profit.

Trying to compete over the price of your core items rather than delivering excellent, memorable service is a tricky game to win.

The basis to offering a great service experience is to exceed the expectations of members. There is no single silver bullet or mystical elixir that a club can take to magically identify customer expectation, and then build a service delivery system to exceed those expectations. Understanding and delivering upon customers expectations forms the basis of the **CMAA Certificate in Gaming Service Management Excellence**.

Drawing from best practice organisations worldwide, the CMAA Certificate in Gaming Service Management

Excellence will empower club managers to apply commonly used service management tools into their own venues. These tools will help solve problems, leverage opportunities, plus provide structure to improving the gaming and club experience for members.

The CMAA Certificate in Gaming Service Management Excellence offers club managers a choice across 6 units. Each unit encourages managers to think beyond the traditional approaches of club and gaming management, and look to established tools, instruments and practices in other industries to help build high quality gaming services.

#### **Find and Fix Service Quality Gaps** (2 days)

Introduces forward-looking managers to service quality management frameworks that have been used globally. Through the *Gaps Model of Service Quality*, managers will learn to identify across multiple dimensions which part of their business is leading to service failures. Managers will also look at how to apply the much proven SERVQUAL instrument to gaming

**The content of the CMAA Certificate in Gaming Service Management Excellence draws from the considerable experience of the Bulls Eye Services team, whom hold post graduate qualifications from a range of internationally recognised universities.**



**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.

Brett has a range of qualifications in Hospitality, and holds a M.B.A. from the University of Technology, Sydney. He has also studied at the WP Carey School of Business at Arizona State University, an institution globally recognised as a leader in services management and customer experience.

environments, and be introduced to other modern gaming service scorecards used in Macau, Europe and the USA.

### **Build a Service Blueprint**

#### **Exceptional Customer Service (2 days)**

Explores the customer journey by way of a tool that identifies critical touch points, and clearly outlines for all staff what actions need to take place to ensure that a smooth and problem free customer experience. Contextualised to the gaming sector by Bulls Eye Senior Consultant Professor Sudhir Kale, managers learn to walk in the shoes of the customer to identify potential failures in a clubs service delivery.

### **How to Innovate and**

#### **Use the Voice of Customer (2 days)**

Equips modern managers with tools that tap into customer sentiment and get a true understanding of what your members (and the community) really think about your club. Through a heightened understanding of traditional customer feedback instruments and latest technology, managers will learn to incorporate fact based decision making into understanding exactly what the customer expects.

### **Deliver Front Line Service Quality (1 day)**

Provides key operational staff with an understanding of what members are looking for in a high quality service offering. It also empowers them with the skills to quickly identify and correct service failures on the spot. Through the development of active listening skills, managers will learn how to build rapport and trust, and to pick up on the moments of truth that can turn a negative situation into a positive one.

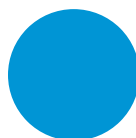
### **Profit from Service Recovery (1 day)**

Has been specially designed for managers to take the view of the member during the course of a service failure. From the members point of view, managers will look at the service recovery processes of high performing organisations, and develop a service recovery process for themselves. Managers will also develop a framework of organisational learning where service failures act as an input to continuous improvement.

### **Understanding and Applying**

#### **Data for Customer Retention (1 day)**

As a leader in data analytics and fact base decision making, Bulls Eye has developed a short and sharp one day program that introduces savvy managers to a range of tools and techniques that identifying and quantifying customer expectations. Building from a basic understanding of the evolution of data, managers will be exposed to tools that help build customer centric service models.



# PCM making an impact around the world

Have you looked into PCM yet?

Since Peter Webster's presentation at last year's CMAA conference, several clubs have implemented training with great results.

Could it work for you? As people in widely varied industries around the world have discovered, PCM is not just based on clinically proven concepts ... it really works in everyday business and professional life.

From the minute he was introduced to the Process Communication Model® (PCM), Peter Webster from communications specialists Webster & Co was fascinated by it. "At last I'd found a communications course which recognised that people are individuals. It showed how to tailor your communication to the person you're talking to," says Webster. "Better still, I found it changed the way I handled myself in a variety of situations."

Webster continues, "Every day, PCM helps me understand how other people act so I can respond constructively. It's shown me many things, but perhaps most remarkably, it has demonstrated that the most important difference between personality types is the way people communicate and how they respond in distress."

Soon, PCM became part of Webster's daily life. Keen to share what he'd learnt with others, he gained accreditation from Kahler Communications Oceania as an accredited PCM Facilitator and trainer. Peter's business colleague, Phil Fagan, has also become an accredited PCM facilitator and trainer and Webster & Co has since become one of Australia's leading authorised distributors of the

Process Communication Model®.

Peter Webster stated " we are very fortunate in Australia to have the leadership of Andrea and Werner Naef, the principals of Kahler Communications Oceania who are highly qualified Psychologists and Human Behaviour experts and who train and Accredited Facilitators in Australia and New Zealand in the skills of the Process Communication Model".

Peter and Phil point out that PCM has been used successfully around the world by people ranging from small business owners, management, surgeons, company directors, the auto and building industries to airline pilots and cabin crew and even in the selection process for astronauts. Indeed, it was NASA's early work with Dr Taibi Kahler and his ground breaking work that stimulated the development of a clinical model into a means of identifying the personality types and their distress sequence in space flights and ultimately into a successful business tool.

But how is a program used by astronauts and leading surgeons useful to club frontline staff? In an interview with 'New Zealand Health & Hospital, Russell Blakelock, Paediatric Surgeon at





Christchurch Hospital and Senior Lecturer Surgery with the University of Otago, said that he saw the benefits of the PCM approach both in the workplace and his personal life. "PCM has given me immense personal insight into my own and others behaviours, by giving me an understanding about what motivates us all. In stressful encounters or situations, PCM has enabled me to both be present in the encounter and also to have a 'helicopter view' of the situation.

"PCM training is all about preparing people for stressful situations," he added, "and helping managers to identify stress in staff members at an early stage, decoding their behaviour, intervening with appropriate support, and helping people to make the U-turn back into positive behaviour."

On the surface, the stresses faced by Dr Blakelock and his colleagues in an operating theatre may seem very different from those that confront club staff, but as Peter Webster points out, "in reality, they are quite similar. It's all about understanding and identifying peoples personality type and understanding where they are coming from and how we should communicate with them."

Further afield in Switzerland, PCM has been proven on and above the ground – by SBB, the Swiss rail network, and by the country's national airline.

Reinhold Dänzer, Manager - Training and Continuing Education at SBB, has been providing PCM seminars since 2003. According to Dänzer, the main goals are to help staff "get to know themselves"



better and equip them to better manage potential conflict situations with other people (customers). He says, "Because PCM is values-neutral and non-judgemental, it builds on the resources individuals have inside them already, and it does a lot to help each of us understand why other people behave differently." As a measure of the regard in which PCM is held by SBB, more than 2,000 staff have successfully completed a PCM training course.

Meanwhile, at Swiss International Air Lines, Managing Director / Head of Cabin Crew, Alexander Arafa, is equally enthusiastic. SWISS cabin crew managers are convinced of the value of PCM," he wrote, "and apply this valuable tool in their daily work. We recommend a PCM course for all managers and staff who have contact with customers."

#### **Based on skills, not rules**

Peter Webster points out that the key to PCM's power is that it's based on skills, not rules. "It will help you understand where people are coming from, how to observe and decode their verbal and non-verbal behaviours, how to recognise different personality types, and how to identify their distress patterns."

Phil Fagan adds, "In every operating theatre, in every airplane passenger cabin, in every club, in everyday life and in many families there are people who are hard to connect with. I truly believe that PCM training can be the breakthrough every club needs in improving the way frontline staff react not only with each other but also with members and guests.



Top from Left to Right – 1) Peter Webster (right) in a one on one coaching session with Paolo Ferrari, a Certified PCM Facilitator. 2) Andrea Naef, Managing Director of Kahler Communication Oceania (front left foreground) taking Facilitators through their paces in a debrief during a review of standards.

3) A group of executives from the Australian Fisheries Management team based in Canberra ACT undertaking the program in March 2016. Sixteen members of the management team have completed the PCM 1 program to date.

Bottom Left – A group of the senior management from Alto Audi Group hard at work in the PCM 1 program. This program is ongoing for the Alto Group and 24 of their Management team have completed the program in March and April 2016.

Bottom Right – Course conducted by Werner Naef in the Swiss Air Training Centre.



#### **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 training in your club, please contact the CMAA or call direct to Peter Webster at Webster & Co on 0407 245 170, or email [peterw@websterco.biz](mailto:peterw@websterco.biz)

# Data Strategy

## WHAT'S YOUR PLAN?

As an industry leader working with Clubs to maximise their customer intelligence capability, Bulls Eye has observed a large number of clubs fail to take that first step of developing a data strategy. Clubs tend to invest heavily in IT systems first, and follow with a series of disconnected, ad hoc actions to work out exactly what they want to achieve and the skill set required.

By **BRETT JONES**, Bulls Eye Services

To compound this problem, the tendency of Clubs to organize by functional silos restricts the fluid movement of data across the entire organisation. This results in unclear objectives, confusion, under-utilised IT infrastructure and a poor customer intelligence capability.

The considerable research that is now available puts beyond doubt that when companies inject data and analytics deep into their operations, they are rewarded with productivity and profit gains that are 5 to 6 percent higher than those of the competition. The promised land of new data-driven businesses, greater transparency into how operations actually work, better predictions, and more fact based decision making is in view of many Clubs.

The required investment, measured both in money and management commitment is overwhelming for many Clubs.

The answer, simply put, is to develop a plan. Literally. It may sound obvious, but in our experience, the missing step for most companies is spending the time required to create a simple plan for how data, analytics, frontline tools, and people come together to create business value. The power of a plan is that it provides a common language allowing senior executives, technology professionals, data gurus and department managers to discuss where the greatest returns will come from and, more important, to select the two or three projects to start with.

There's a compelling parallel here with the management history around strategic planning. Forty years ago, only a few companies developed

well-thought-out strategic plans. Some of those pioneers achieved impressive results, and before long a wide range of organizations had harnessed the new planning tools and frameworks emerging at that time. Today, hardly any company sets off without some kind of strategic plan. We believe that most executives will soon see developing a data-and-analytics plan as the essential first step on their journey to harnessing big data.

The essence of a good strategic plan is that it highlights the critical decisions, or trade-offs, a company must make and defines the initiatives it must prioritize: for example, which department will get the most capital, whether to emphasize higher margins or faster growth, and which capabilities are needed to ensure strong performance. In these early days data and analytics planning, companies should consider the following analogous issues;

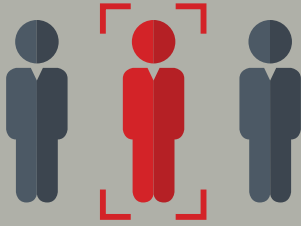
- choosing the internal and external data they will integrate
- selecting, from a long list of potential analytic models and tools, the ones that will best support their business goals
- building the organizational capabilities needed to exploit this potential.

Successfully grappling with these planning trade-offs requires a cross-cutting strategic dialogue at the top of a company to establish investment priorities; to balance speed, cost, and acceptance; and to create the conditions for frontline engagement. A plan that addresses these critical issues is more likely to deliver tangible business results and can be a source of confidence for senior executives.

Establishing a data strategy does not need to be onerous, over complicated and certainly not expensive. The benefits from a well considered data strategy includes the building of sustainable customer intelligence plus the greater utilization of your CRM, BI and financial technology.

**The answer, simply put, is to develop a plan. Literally. It may sound obvious, but in our experience, the missing step for most companies is spending the time required to create a simple plan for how data, analytics, frontline tools, and people come together to create business value.**





# HR SUMMIT

## Recruiting, *Induction* & Employee Engagement

**Monday 30 & Tuesday 31  
May, 2016**

**8:45am - 5:00pm**

**Currumbin RSL  
165 Duringan St,  
Currumbin QLD 4223**

**PRICE:**

CMAA Member: \$450 +GST

CMAA Non Member: \$500 +GST

For further information or to enrol,  
contact Zoe Clegg  
on 0406 114 937  
or email [zoe@cmaa.asn.au](mailto:zoe@cmaa.asn.au)

View the full program at  
**[www.cmaa.asn.au](http://www.cmaa.asn.au)**

## Congratulations to David O'Neil ACCM in being awarded Life Membership of the CMAA



In front of 130 members, peers, colleagues, and friends at the recent Country Club Managers Conference in Orange, David Hiscox, President of the CMAA presented David O'Neill ACCM with his Life Membership recognition award; one of the most satisfying and

rewarding duties a President of the CMAA has to perform during their tenure.

This is an award that is not only prestigious, it is rarely conferred. It is awarded to members who have continuously served the Association for its advancement and betterment and has served the Association in an exemplary fashion in many honorary positions over the years.

David joined the CMAA as a Trainee Manager here at the Orange Ex Services Club under Peter Brasher in 1985 and what followed was many years of involvement with the Association whilst progressing and developing a distinguished career as a professional club manager.

David has served the Association in many guises including as:

- a committee member in a number of zones including the role of Zone President,
- as an accredited trainer of management subjects to other club managers through the Association's education arm the CMDA,
- as a Board of Management Studies committee member and then it's Chairman,
- as a Federal Executive board member and then Vice President of the Association

David has continued to support the Association tirelessly by promoting its value, its relevance and its importance to the many younger managers mentored and developed across a range of clubs and those who look to this person as a role model.

Ladies and gentlemen, whether you are a club manager or an industry supplier you must agree that David O'Neil ACCM whole heartedly deserves this accolade and I would ask you all to join me in congratulating David on being presented his Life Membership.

David Hiscox, President CMAA



## ACCM Award Recipient: Eric Nguyen

Dear Ralph. I met with Chris Keeble at the Liverpool Catholic Club on December 10th and proudly accepted my award in memory of Mr Geoff Meston who was instrumental in my professional development.

I think a brief overview of my career as a club manager is in order. My first DM role was at the City of Sydney RSL. I then worked for Club Merrylands under CEO Mr Neil Watts who encouraged me to join the CMAA to further my professional development. Working at a medium sized venue I learnt a lot as the job was very hands on. After attending my first training course in my career, it became clear to me what was missing. I immediately saw the benefits in exchanging ideas and experiences with other managers and the trainer.

My next role at the St George Masonic Club working with CEO Mr Paul O'Connor saw my professional education further enhanced. Under Paul's guidance I learnt about cash flow and gaming analysis. At the same time I was also sent to do the Gaming analysis course at the CMAA. During this period I was encouraged by colleagues to apply for the CMAA national bursary, to which I was successful. The bursary allowed me to obtain the training needed to develop and evolve as a manager.

The ACCM award not only recognises the professional training that managers are required to complete but also on the job experience. I was fortunate enough to be encouraged by the CEOs I've worked with to go for the award. I remembered at a Jupiter's conference in 2013 our dear friend the late Geoff Meston reminded me that it was important to always remember that without the support of the Board and the CEO it would not be possible for me to attend this training. I have the Board of St George Masonic Club and Mr Paul O'Connor as well as the Board of Club Marconi and CEO Mr Grant Imeson to thank for in supporting me on my educational path. Without their encouragement and support it would not have been possible for me to achieve the ACCM award.

Attending CMAA events and training allowed me to gain lots of exposure to what's happening in our industry, as well as the opportunity to network with like minded people.

Personally I've made many good friends on my educational journey. The network of friends and colleagues I've made along the way is priceless. Whenever I needed advice or help, it's always a phone call away. Our industry is such a unique one. There's certainly a lot of competition but at the same time so much sharing. I've been fortunate enough to have been mentored by some really good managers and CEOs.

Achieving the ACCM award is a personal achievement. It also is a stepping stone towards further self development. My membership with the CMAA has allowed me access to:

- a wide network of professionals
- professional development and training programs and pathways
- educational opportunities through the National Bursary program.

Furthermore the training and the interaction has helped shape the manager that I am today. It's also created many opportunities for me. I think the ACCM award is as relevant as ever. For any upcoming manager it's the pathway that will set your course to further development and learning – and I'm confident to say career progression.

Eric Nguyen, Gaming 2IC, Club Marconi





## 2016 National Managers' Conference

Monday 20 & Tuesday 21 June, 2016  
The Star Event Centre, The Star Sydney

# Management Tool Box Essentials

UNDERSTANDING & ENGAGING WITH THE  
EVER CHANGING CUSTOMER AND EMPLOYEE

With Special Guest Speakers:

**Mark McCrindle:**

Social researcher, demographer and trend analyst

**John Dwyer:**

The 'Seinfeld Guy'

**Brett Jones & Professor Sudhir Kale PhD:**

Bulls Eye Services



CMDA MAJOR  
SPONSOR



SENIOR EDUCATION  
SPONSOR

## Conference at a Glance

### Monday 20 June, 2016

8:15am - 8:45am

Registration & arrival coffee

8:45am - 9:30am

CMAA General Members Meeting

9:30am - 10am

Aristocrat Conference Welcome & Gaming Update

10am - 10:15am

Morning Tea

10:15am - 11:00am

Understanding & engaging the ever changing customer experience

11:00am - 11:45am

Leading in changing times: recruiting, retaining & motivating diverse generations

11:45am - 12:30pm

Lunch

12:45pm - 2:30pm

Gaming Market Segmentation & Player Profiling

2:30pm - 2:45pm

Afternoon Tea

2:45pm - 4:30pm

Customer Service Attraction Strategies

6:00pm - 7:30pm

Conference Networking & Cocktails  
Cherry Bar Level 1 The STAR

### Tuesday 21 June, 2016

9am - 9:45am

Australia Economic Update

9:45am - 10:45am

Utilising Digital Marketing strategies for employee engagement & well being

10:45am - 11:00am

Morning Tea

11:00am - 12:30pm

Are YOU looking after Yourself?

12:30pm - 1:15pm

Lunch

1:15pm - 2:30pm

Overcoming Workplace Conflict

2:30pm - 3:30pm

Mental Health Awareness – why it's important for boards & managers to care about it

3:30pm

Conference close

## Date, Venue & Times

### The Star Event Centre, The Star Sydney

Level 3, 80 Pyrmont Street

Pyrmont NSW 2009

The conference will be held in one of Sydney's premier convention centres, located on the rooftop of The Star with panoramic views overlooking Sydney harbour and the city skyline. Right on the doorstep of Sydney's entertainment precinct, delegates will enjoy the opportunity to network and join with their colleagues in opulent surroundings and the best in food and beverage outlets.

## Recommended delegate accommodation venues

### At The Star:

- Astral Towers
- Astral Residences
- The Darling
- The Darling Spa

### Close by:

- Novotel Rockford Darling Harbour
- Ibis Hotel Darling Harbour
- Sydney Darling Harbour Hotel

## Investment Price

Price includes 2 days of quality management conferencing, all catering, networking, and the conference networking & cocktail social event.

**CMAA Members & Affiliates** \$850 + GSTpp

**Non CMAA Members** \$1100 + GSTpp

## Here's a great offer to CMAA Members & Affiliates!

Register 2 or more CMAA members or Affiliates & your club receives a \$200 credit for your next CMAA professional development event.

Conditions apply. Contact Brad Jones on 02 97464199  
brad@cmaa.asn.au to take up this great member benefit offer for CMAA Members & Affiliates!

## Active Certified Club Manager (ACCM) Activity Points

Delegates receive 20 Industry Activity points for attending the conference towards achieving or maintain the ACCM award. 10 points will be awarded to members signing the register & attending the CMAA General Members Meeting. A further 10 points will be awarded to delegates who travel more than 100km from their club to attend the conference.

## How to Register

Log on to the CMAA Website: [www.cmaa.asn.au](http://www.cmaa.asn.au) and click on the CMAA National Managers' Conference link

*Please note that speakers may change to unforeseen circumstances beyond CMAA's control*



# Monday 20 June, 2016

Time	Activity	Session Overview
8:15am	<b>Registration &amp; arrival coffee</b>	Get ready for an early start & give yourself plenty of time to arrive at The Star for an 8:45am kick off!
8:45am	<b>CMAA General Members Meeting</b> Open to CMAA Members only.	An update of CMAA progress & developments in 2016.
9:30am	<b>Aristocrat Conference Welcome &amp; Gaming Update</b> Ben Brien – Director of Marketing & Product, Aristocrat Technologies Australia Pty Ltd.	Ben will open the conference & update delegates on what's on the gaming horizon in Australia & the globe over the next 12 months
10am	<b>Morning Tea</b>	
10:15am	<b>Understanding &amp; engaging the ever changing customer experience</b> Mark McCrindle is a social researcher with an international following. He is recognised as a leader in tracking emerging issues & researching social trends. Mark is a best-selling author, an influential thought leader & TEDx speaker.	<b><i>'With more choice &amp; change, customers are more diverse &amp; empowered than ever before'</i></b> Mark will drill down into today's macro segments as well as an overview of the emerging micro segments & how businesses can analyse & track new consumer cohorts. In a world of global brands & empowered customers, Mark will also outline the key influences & decision drivers for today's consumers.
11am	<b>Leading in changing times: recruiting, retaining &amp; motivating diverse generations</b>	<b><i>'In a world of flat structures &amp; consultative practices, coaching &amp; mentoring has replaced commanding &amp; controlling.'</i></b> In this presentation Mark will deliver the latest findings on how to effectively motivate & lead teams in these 21st Century times. It provides an overview of the best HR practices for today: from attraction & engagement strategies to management practices that connect with an intergenerational workforce.
11:45am	<b>Lunch</b>	
12:30pm	 <b>Differentiation in the Modern Gaming Market</b> Presented by Bulls Eye Services Principal Brett Jones & Special Consultant, Dr Sudhir Kale PHD. Bulls Eye Services assists clubs by providing expertise in the areas of revenue optimisation, corporate culture, customer service, & service blueprinting. Recently, Dr Kale has worked with Sands China Limited (SCL), the largest gaming company in the world, where he designed & implemented many experiential offerings for various customer segments across 6 hotels and 5 casinos.	As regulation continues to retard innovation in the design of new gaming machines, club executives can look inwardly into their own businesses for innovation to distinguish themselves from the competition. As providers of gaming machine as a form of entertainment, the core item a Club offers is the physical gaming machine. The cabinet and game content can easily be provided to your own customers by your competitors. What cannot easily be provided by your competitors is the service package that is wrapped around this core item. In fact, it is the service package that creates value and profit for gaming venues. In this presentation, we will look at some easily implemented tools that Clubs can use for innovation that in turn strengthen their service package.
2:30pm	<b>Afternoon Tea</b>	
2:45pm - 4:30pm	 <b>Customer Service Attraction Strategies</b> John Dwyer the "Seinfeld Guy" International Marketing Exponent. John Dwyer from the Institute of WOW is a "marketing enigma" – which means he's one of a kind when it comes to devising ways to attract clients & build sales. He thinks way outside the box & that's why businesses the world over have knocked on his door for access to his proven marketing systems. John scored a massive marketing coup convincing superstar, Jerry Seinfeld, to be spokesman for a small Australian bank (a campaign that resulted in the bank TRIPLING its home loan market share within just 24 months!)	<b><i>'Businesses shouldn't price discount: it's simply not sustainable'</i></b> John shows the alternative of "value-adding" & provides lots of case studies to demonstrate the power of his marketing mantra. He also highlights that 95% of businesses don't use direct-response marketing tactics – & shows his audience how to become part of the 5% of businesses that do! Learn: <ul style="list-style-type: none"> <li>• How to transform one's website from an "information portal" to a "24/7 sales juggernaut!"</li> <li>• How to market to your most profitable customers and exploit the 80/20 rule like never before!</li> <li>• How to increase your prices</li> <li>• The value of collecting a database</li> <li>• How to build repetitive traffic rather than just a one-hit wonder</li> <li>• The power of client testimonials</li> <li>• Ways of creating urgency in one's marketing, so that prospects react fast!</li> </ul>
6pm	<b>Conference Networking &amp; Cocktails</b>	Join your conference colleagues for networking at the Cherry Bar, one of the Star's fantastic bar concepts on Level 1 before a night out in The Star & surrounding Darling Harbour entertainment precinct.

# Tuesday 21 June, 2016

Time	Activity	Session Overview
8:15am	<b>Arrival coffee</b>	Get ready for an early start & give yourself plenty of time to arrive at The Star for an 9am kick off!
9am	<b>Economic Update with Greg Clerk Head of Investment Strategy HostPLUS</b>	One of the CMAA's most popular regular presentations by HostPLUS who will provide an update on the Australian & global financial markets.
9:45am	<b>Utilising Digital Marketing to enhance &amp; employee communication &amp; well being</b> Bryan McCartney – HR & Internal/External Communications Consultant. Bryan has worked with some of Australia's leading brands including Virgin, Thiess, Super Retail Group and BRW Top 5 Employer Sentis. Having harnessed the power of social media to embed workplace culture and to attract top talent, Bryan is well qualified to assist clubs in utilising social media for engaging and retaining employees	<b>'People are our biggest asset so why don't we make more of an effort to look after them so they stay with us?'</b> Employee engagement is more than just a 'buzz word' it's a fact that employees, especially younger ones, will only be attracted to an employer if that employer can demonstrate a genuine interest in developing and furthering the employee's career aspirations. Find out how the big end of town is handling this challenging phenomena.
10:45am	<b>Morning Tea</b>	
11am	<b>Are YOU looking after YOURSELF?</b> Gretchen Lumsden R.N. Dip. Education. Gretchen has more than 30 years of experience in the health industry. Her sessions are entertaining, lively & packed with powerful information to save lives & ensure a healthy workforce. Since healthy workers are productive workers, Gretchen's sessions are essential at a time when industry is required to work more with less. Gretchen presented at an earlier CMAA conference & due to popular demand has returned to spread the word about health & wellbeing.	<b>'It's often the case that managers look after everyone else but not themselves!'</b> Gretchen is in demand across Australia achieving remarkable health and lifestyle behaviour changes from executives and managerial staff to the outdoor operational staff. Gretchen's motto is Health is Wealth. Research demonstrates that health issues often undetected, or issues that employees are worried about or ill- informed about, decrease employee productivity and clear decision-making by up to 50%. Gretchen's motivating, informative and enlightening sessions have a proven track record achieving real health change in the work-force. Her topics are wide, and include, Managing Stress in the Workforce, Male & Female Health Issues, Preventing Diabetes and Cardiovascular Disease Prevention.
12:30pm	<b>Lunch</b>	
1:15pm	<b>Overcoming Workplace Conflict</b> Peter Webster & Phil Fagan Process Communication Model.	<b>'Why is it that workplace conflict is the number 1 reason why people leave our clubs?'</b> By ignoring the differences in each other, we create an environment where conflict is almost inevitable. Overcoming conflict to create a harmonious and effective working environment is where the PCM model shines. The model provides the skills you need to observe and decode each individual's verbal and non verbal behaviours and recognise different personality types. Its great because you will be able to identify people's stress patterns and get on with their wave length!
2:30pm	<b>Manager mental health awareness - why it's important for boards &amp; managers to care about it!</b> Reverend Chester Carter CMAA Care Counsellor.	<b>'We are only human and when undue pressure is placed on us it makes an impact!'</b> More and more often our club managers find themselves under pressure and working to what could only be described as unfavourable working conditions and environment. At the CEO level especially it is almost an expectation by the board that you have to 'suck it up' and show immense strength and be non-emotive under duress. This session will help all managers identify how to cope with stress and where to turn when it gets too much. A must health check topic!
3:30pm	<b>Conference close</b>	



CMAA MEMBERS CONFIDENTIAL  
SUPPORT & COUNSELLING -  
1300 464 262

## Emotional Health

# How to handle Stress before Stress Handles You



There is a painting in an Art Gallery that depicts a scene in where cattle have been caught on a raft in a storm. It's a scene of chaos and terror as the farmer tries frantically to save his cows from drowning in a raging torrent. The painting is simply titled: "Changing Paddocks"

Life for us is all about changing paddocks but in the everyday process it can dish up some stressful situations that can impact negatively on our Emotional and Mental Health.

Knowing how to recognize and manage these stressors can help many a Club Manager survive the storm.

The Australian Psychological Society has put out a helpful list of "Tips" on "How to manage everyday Stress"

### Tips for managing everyday stress

Learning to handle stress in healthy ways is very important. Fortunately, it is easy to learn simple techniques that help. These include recognising and changing the behaviours that contribute to stress, as well as techniques for reducing stress once it has occurred. The following tips from the APS can help you look after your mind and body, and reduce stress and its impact on your health.

#### Identify warning signs

These vary from person to person, but might include things like tensing your jaw, grinding your teeth, getting headaches, or feeling irritable and short tempered.

#### Identify triggers

There are often known triggers which raise our stress levels and make it more difficult for us to manage. If you know what the likely triggers are, you can aim to anticipate them and practise calming yourself down beforehand, or even find ways of removing the trigger. Triggers

might include late nights, deadlines, seeing particular people, hunger or over-tired children.

#### Establish routines

Having predictable rhythms and routines in your day, or over a week, such as regular times for exercise and relaxation, meal times, waking and bedtimes, can be very calming and reassuring, and can help you to manage your stress.

#### Look after your health

Make sure you are eating healthy food and getting regular exercise. Take time to do activities you find calming or uplifting, such as listening to music, walking or dancing. Avoid using alcohol, tobacco or other drugs to cope.

#### Notice your 'self-talk'

When we are stressed we sometimes say things in our head, over and over, that just add to our stress. This unhelpful self-talk might include things like: 'I can't cope', or 'I'm too busy', or 'I'm so tired', or 'It's not fair'. Try more helpful self-talk like 'I'm coping well given what's on my plate', or 'Calm down', or 'Breathe easy'.

#### Spend time with people who care

Spending time with people you care about, and who care about you, is an

important part of managing ongoing stress in your life. Share your thoughts and feelings with others when opportunities arise. Don't 'bottle up' your feelings.

#### Practise relaxation

Make time to practise relaxation. This will help your body and nervous system to settle and readjust. Consider learning a formal relaxation technique such as progressive muscle relaxation, meditation or yoga; or make time to absorb yourself in a relaxing activity such as gardening or listening to music.

#### When to seek professional help

If high levels of stress continue for a long period of time, or are interfering with you enjoying a healthy life, it is worth seeking professional help. A mental health professional, like a psychologist, can help you identify behaviours and situations that are contributing to high stress, and help you to make changes to the things that are within your control. Seeking help can be one way to manage your stress effectively.

#### Wisdom Note:

Changing paddocks is a normal part of life and trying to do it on your own can be traumatic but getting the right help is the secret to success.

To talk to an APS psychologist, speak to your GP about a referral or contact the APS Find a Psychologist Service by calling 1800 333 497 or visiting the website [www.findapsychologist.org.au](http://www.findapsychologist.org.au)

# DUE DILIGENCE

## TO RISK OR NOT TO RISK

Many boards and managers are told they must perform due diligence for almost any type of deal or transaction. However, what is legal due diligence?

### What is due diligence?

Clubs enter into all sorts of business transactions on a regular basis. These include major transactions such as amalgamations and large projects, as well as arrangements with suppliers and service providers for catering, café operations, gaming machine management, hair salons, cleaning, bowling green-keeping, golf pros – the list goes on.

When entering into these transactions, clubs are often told they should be undertaking proper legal due diligence. A detailed due diligence may only seem applicable to the larger transactions, however the process is also relevant to many of the other types of transactions.

'Due diligence' is a term used to describe the research and analysis undertaken to prepare for a business transaction. It helps assess the feasibility of that transaction and manage risks. Legal due diligence is therefore very important. When lawyers undertake legal due diligence, they are checking whether the transaction is legally possible and which legal barriers need to be overcome to complete it.

Lawyers also look at the potential risks of the transaction by investigating the obligations and liabilities that your club would be taking on. Thus, this due diligence process means that clubs are gathering as much information as possible about the proposed transaction to help make an informed decision about whether to agree to it.

Sometimes the due diligence process is avoided as being costly and inefficient. However, it is essential for good corporate governance.

### Avoid the risk

Due diligence is an integral step for all clubs, regardless of the type of transaction. It can apply to

amalgamations, large development or renovation projects or even signing up new contractors or service providers.

The consequences of not doing due diligence rarely arise before the transaction is completed. It is almost always afterwards. Common scenarios include realising that your club has entered into a loan contract without complying with section 410 of the Registered Clubs Act, or paying millions for a piece of land that is actually riddled with easements and planning restrictions which render it worthless to your club.

Unfortunately, clubs usually learn the hard way that the risk of not doing due diligence is not worth it.

### Do it beforehand

If your club is considering a re-development or amalgamation, it is essential to conduct legal due diligence during the preliminary stages of that project. Risks are more easily managed if they are accounted for at the outset.

Similarly, if the club wants to sign up with a new service provider, it should ensure it has the contract reviewed before it starts engaging those services. Sometimes, clubs do not realise they have already created a binding contract by receiving the services and paying a fee, even though the parties have not signed a contract. Once a contract is on foot, it is a lot more difficult to try and get out of the arrangement. By doing the due diligence beforehand, your club will be in a better position to either negotiate the terms or decide not to proceed with that provider.

### Amalgamations

Due diligence is particularly important in an amalgamation. A common issue relates to contracts.

“The consequences of not doing due diligence rarely arise before the transaction is completed. It is almost always afterwards. Common scenarios include realising that your club has entered into a loan contract without complying with section 41O of the Registered Clubs Act, or paying millions for a piece of land that is actually riddled with easements and planning restrictions which render it worthless to your club.”

# THOMSON GEER

LAWYERS



Please contact either Brett Boon on (02) 8248 5832 or at [bboon@tglaw.com.au](mailto:bboon@tglaw.com.au) or Arj Puveendran on (02) 8248 3494 or at [apuveendran@tglaw.com.au](mailto:apuveendran@tglaw.com.au) if you would like to discuss any of the matters dealt with in this article.

If your club is taking over another club, you will be assuming a large number of contracts for all sorts of services ranging from catering to car washing to cleaning. Your club needs to be fully aware of what your risks and obligations are going to be under those contracts.

As an example, contracts usually contain clauses which prevent a party from assigning the contract without the other party's consent. You will need to ensure that the processes to properly assign those contracts have been satisfied. There may also be a number of unwritten agreements, such as a caterer operating without a proper written contract. A thorough legal due diligence process will help surface all of these arrangements and clarify which ones need to be updated or implemented in writing.

## Projects

Many clubs now embark on large-scale redevelopment and diversification projects. Again, it is important to carefully vet all of the legal issues at the outset. This includes contracts with the professional consultants such as development managers, architects, town planners and financial advisers. It is also important to examine planning laws because this will dictate what can and can't be done on the property. Sometimes, we may need to apply to change the restrictions or waive requirements. There are also regulatory issues, particularly in the ever-changing liquor and gaming industry; it is essential to get these right at the front end.

## Service contracts

Contracts can come in all shapes and sizes and contain all sorts of risks. However, each contract will present its own issues which require

assessment. A common issue is an automatic renewal clause, which may catch the club in the same arrangement for another long term if the club misses the critical date by which it needs to give a notice of termination.

Another frequent example is an exclusivity provision. For instance, if your club grants one party an exclusive right to operate a café, it should be careful to ensure that another party is not permitted to sell or provide café services as this could breach the exclusivity clause. Due diligence helps to avoid these issues from occurring – which could end up as costly disputes in court.

## Conclusion

Due diligence is simply checking over something. The scope of due diligence always depends on the size of the transaction and the risk exposure for your club. Sometimes the process is assumed to weigh down or overcomplicate the issue. However, even a high-level due diligence will highlight all key issues that should be addressed.

It is important for boards and managers to obtain legal due diligence to help them make and justify their executive decisions. It allows them to make an informed commercial assessment about whether these issues are deal-breakers, whether it is worthwhile spending money to 'fix' the issues or whether to find alternative solutions. It is much better to detect the problem early on rather than construct a \$10 million state-of-the-art gaming floor after which the Independent Liquor & Gaming Authority prohibits you from installing gaming machines on it!



# Can't get no *satisfaction*: the effects of **LOW MORALE**

Measuring morale can be a difficult task, particularly in large organisations. The enthusiasm of your employees can change from one individual to the next and from one team to the next. For the most part, it's up to individual managers to monitor their direct reports and determine if they see a shift in behaviour. It's also generally up to individual managers to remedy the situation in a manner they feel is appropriate, perhaps through a casual catch up or some strategically placed praise.

By **HAMISH WILLIAMS**  
Australian Institute of Management

But what happens when the morale of your entire organisation is low? Morale is generally understood to refer to a group's capacity for believing in the organisation's goals, particularly in the face of hardship. It is a term synonymous with the military and for good reason. Morale is not only vital for improving unit cohesion amongst troops, it will also determine how likely units are to surrender or desert during a campaign.

The risks of low morale are much the same for civilian organisations although the consequences aren't quite as dire.

Nevertheless, employee morale can have significant negative effects on an organisation's productivity so it isn't to be ignored. The only real way to understand these negative effects is to look at the effects on an individual of low morale.

A popular template for organising and understanding the consequences of job dissatisfaction is the exit-voice-loyalty-neglect (EVLN) model developed by economist, Albert Hirschman

who observed that employees respond to what they believe are deteriorating organisational conditions with exit, voice, loyalty or neglect.

**Exit** involves an employee either leaving the organisation or transferring to a different unit in order to escape what they believe is an unsatisfactory situation. Hirschman's theory was that dissatisfaction builds over time and when dissatisfaction reaches an appropriate level, the employee will be sufficiently motivated to leave an organisation. When considering how reluctant most people are to change employment situations, conditions have usually deteriorated to their lowest point before an employee moves toward the exit.

**Voice** refers to an attempt to change the unsatisfactory situation. Whether that's by talking to coworkers to get consensus on how to change a situation or by talking directly to senior management, these employees are not willing to passively stand by or to simply leave without attempting to fix things first. That can be taken to the extreme where formal complaints are made, strike action undertaken as well as other more destructive and counterproductive behaviours.

**Loyalty** was not considered an outcome of dissatisfaction in the original EVLN model, but a determinant of outcome. For example high loyalty would mean an employee was likely to use voice whereas low loyalty meant the employee was likely to choose exit. More recently, loyalty has been viewed more as an outcome but it can be difficult to





substantiate whether they are also engaging in voice and/or neglect. In difficult circumstances, loyalty means an employee will simply “suffer in silence” and wait for conditions to improve.

**Neglect** is perhaps the most common outcome of dissatisfied employees. It generally involves reducing work output as well as lowering the quality of that output. This is normally when an employee believes a role isn't worth the stress of extra effort but also believes finding a new role is too stressful. While often confused with loyalty, these employees aren't staying in their role because of their personal alignment with an organisation. They are simply going to collect a paycheck for as long as they can as they may not believe there is an available exit option to them.

No matter which of these outcomes is more likely, the cumulative effect of all of these is a generally unhappy and unproductive workforce. Whether you have to hire and train new employees because of high staff turnover or you're spending countless hours in dispute resolution meeting with unhappy employees, the costs to your time as a manager and the organisation's bottom line are substantial. Developing a strategy for improving and maintaining high staff morale is vital to your organisation's success.



Australian  
Institute of  
Management

As part of the AIM Business School MBA Program, AIM's *Leading, Managing and Developing People* unit will enhance your ability to motivate and develop your people which will assist them in becoming more productive. You'll learn how to think objectively about your own skills and preferences as a leader and manager as well as becoming more conscious of recognising and creating opportunities to enhance your abilities.

For more information, please visit [www.aim.com.au](http://www.aim.com.au)





# Tackling the **SKILLS SHORTAGE** of the modern *marketing age*

In an industry as fast moving as ours it is hard to precisely predict what marketing will look like in five years' time but we know that it is going to be even more personalised, integrated, data-driven and mobile than today – and that is before you factor in the impact of AR, VR and IoT which some of the large global marketers are already beginning to toy around with (as I type I've just received my first VR enhanced newsletter from an agency).

It's a truly exciting time for marketing practitioners but alongside that excitement I have some core concerns as to how ready Australian brands truly are to embrace the changes, challenges and opportunities of the emerging marketing landscape.

We are now at the sharp end of digital transformation and whilst there is a lot of noise within organisations about the importance of digital, far less are actually walking the talk and focusing on training and developing their teams to properly equip them to adapt and grow. And I say this as someone that fields multiple phone calls each week asking me if I know of any fantastic digital, content, data-driven marketers and analysts because they are extremely thin on the ground.

This is reflected in what I would characterise as the disproportionate number of 457 visas that are issued in Australia's digital industry – at ten per cent this is ten times higher than average, according to the latest AIMIA (the digital industry association) skills and salary survey. Injecting fresh learnings and perspectives from overseas can of course be a positive but there is a danger of over reliance on imported and already skilled workers; not least that these are ultimately a finite, and consequently expensive, pool (particularly in with the current value of the Australian dollar). However, we also know from our annual Global DMA research that one of the key inhibitors to

advancing data-driven marketing is the lack of appropriately trained professionals so it's not just an Australian problem.

And it's not just in the digital and technical arena that new skills are required. Fundamental skills that marketers have required for decades, namely strategy and leadership, also need tweaking as CMO's look through the prism of the new marketing landscape. For example, the days of putting together a year long marketing strategy from customer segmentation, through brand proposition, creative and media plan – are gone. In an always-on world and with rapid technological advances it is no longer prudent to sit back, watch and wait so strategic leadership now has to embrace testing, trialling and tweaking executions in real time. Strategic thought has to be much more nimble and immediate, using the constant flow of available data to inform throughout the year.

This can be a huge challenge for CMO's who need to balance the need to achieve immediate results versus building out a marketing capability for the future. Under such pressure, not to mention the rise of the zero-based budget and the pressure to prove value each financial calendar year, it is hardly surprising that the average tenure for a CMO is shrinking. Against this backdrop, it therefore becomes critical to ensure that teams are equipped with the optimal marketing skills to drive engagement and results and there are a number of ways that this can be done.

For CMO's new to a team then a skills audit can be an excellent way to determine what skills need to be developed. Irrespective of how large the team is and what areas of specialism make up the team, each and every person in the team should have a working

**“Fundamental skills that marketers have required for decades, namely strategy and leadership, also need tweaking as CMO's look through the prism of the new marketing landscape.”**

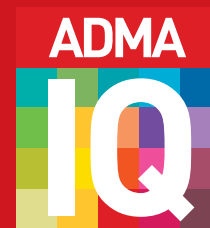
knowledge of marketing fundamentals, technology, content, creativity, data & analytics and social and importantly customer experience. Operational silos are becoming a thing of the past so no regardless of day to day responsibilities the teams needs to have a functional understanding of how to work with each

other in order to improve the customer experience. Further, the test, trial and tweak approach of today's marketing that I referenced means that teams have to work together swiftly to solve and fix problems. To quote Mike Tyson “everyone has a plan until they get punched in the mouth” and marketing teams, more than any other department, have to become experts at working through the punches. And critically CMOs themselves need to ensure they have an understanding of all functions. Otherwise it is incredibly challenging to lead a team effectively and properly respond to the various punches that are landed.

The pursuit of improving skills also needs to be built into the culture. Ongoing learning should be an everyday part of each and every member of the team. And not just external industry training which should be a given. It used to be that around 80 percent of learning was previously 'on the job' but in today's world things are moving so fast that the expertise isn't there to learn from. So then what do you do?

Well, we are seeing more companies forming think tanks which bring non competitive companies together to learn whilst others are building foundation programs in house with accelerators. Role swaps are also becoming introduced in order to cross and up-skill. In addition, technology has also enabled a sharing economy where global experts can more easily be leant on to guide and teach teams through new channels or practices. CMO's can then cherry pick the skills and knowledge that need to be developed internally. Further, encouraging people to get out of the office to meet with their peers at networking, meet-ups and events is a key way to stimulate ideas and hone strategic thought and should be built into KPI's to ensure that it is prioritised.

Ultimately developing a team of expert and constant learners makes a team more flexible, nimble and reduces the risk of over-reliance on third parties and inefficient technical and partner investments. And I can't think of a time in marketing when this has been as important or as pressing to ensure.



This article first appeared in  
**CMO.com.au**



**Jodie Sangster,**  
Chief Executive Officer ADMA

Jodie Sangster is the CEO of the Association for Data-driven Marketing and Advertising (ADMA), and the Institute for Analytics Professionals of Australia (IAPA). Her extensive experience in the fields of global data-driven marketing and advertising spans over 18 years and includes experience throughout the US, Europe and the Asia-Pacific region.

E: [contact@adma.com.au](mailto:contact@adma.com.au)  
W: [www.adma.com.au](http://www.adma.com.au)



## Sporties **SUPPORTS**

Moorebank Sports Club CEO Tracey Lentell will lead a team of 4 dedicated employees to walk 100km together in under 48 hours to raise money for Oxfam and help people living in poverty all over the world.

Team *Sporties Supports* are just one of the hundreds of teams of four walking through rugged bushland from the Hawkesbury to the Harbour as part of the endurance challenge Oxfam Trailwalker held in August this year.

Oxfam Trailwalker began in 1981 as a military exercise in Hong Kong, and is now one of the largest and longest extreme endurance challenges.

It takes place annually in Sydney, Melbourne, Brisbane, Perth, and internationally in New Zealand, the UK, Ireland, India, France, Spain, Belgium, Hong Kong and Japan.

With little to no sleep, the team will strive to complete one of the toughest endurance events in the world. The event is no walk in the park though with the trail comprising of hazardous obstacles such as cliff lines, creeks, uneven terrains and snakes and spiders.

The Club, through its employee driven *Sporties Supports* program, has already made a positive difference to its local community through volunteering and charitable initiatives.

Having recently seen firsthand the oppressive conditions of impoverished communities in Cambodia, Ms Lentell was motivated to extend the club's workplace giving initiatives beyond the local community.

"With the right support, the world's poorest people can achieve a sustainable living" says Ms Lentell. "Just \$50 will build a rainwater tank that will provide a remote village in the Solomon Islands with a clean and reliable water supply".





“By supporting Oxfam, we can make a significant difference to the lives of people living in poverty” says Ms Lentell.

The team comprising of Ms Lentell, HR Manager Ben McGuinness, Business Analyst Brad McAllister and Cafe Team Leader Peta Whiley have taken significant training steps in preparation.

The team has completed numerous 30 km training walks through national parks, regularly setting the alarm clock at 3am for night/dawn walks or walking through the night starting at 11pm.

In addition to ‘getting the miles in the legs’, the team have taken their commitment seriously by hitting their local gym or taking yoga and boxing classes to enhance their strength and general conditioning.

With just 46% of teams of four completing the challenge in 2015, the enormity of the

**The Sporties Supports team aims to raise \$5000 for Oxfam’s work to help communities overcome poverty in 39 countries around the world, including Indigenous Australia.**

challenge is not lost on the team.

Ms Lentell and Ms Whiley completed a 60km walk in November 2015 but said it wouldn’t come close to the Oxfam challenge. “A female friend I know compared the experience to giving birth. I definitely think it’s going to be life changing” says Ms Lentell.

It’s not just the physical and logistical challenges of the walk which must be overcome. “The mental determination is going to be our test” says Ms Lentell. “Even if our bodies are sore and weary or if we’ve hurt something, it’s the mental strength that will see us through”.

The team will be supported along the trail by a support crew made up of employee volunteers.

The *Sporties Supports* team aims to raise \$5000 for Oxfam’s work to help communities overcome poverty in 39 countries around the world, including Indigenous Australia.

Fundraising has commenced with the team sourcing funds through sponsorships, hosting cake stalls, selling chocolates and donation tins located on the bars.



# Work Place Investigations

**This is a follow up from our last Work Place investigations article in the February 2016 Edition of Club Management in Australia Magazine.**

By PETER COOPER

## **The Associations on going involvement in representing members during investigative processes.**

As mentioned previously for our members this is a most stressful period particularly when the issues raised are frivolous and vexatious yet the process must be followed to ensure that all reasonable steps are taken to investigate employee complaints. Generally members are suspended from duties whilst the investigations are continuing.

One of the most unfortunate common themes of these matters confronting Managers is the generalisations of allegations that the managers behaviours are *"intimidating, harassing and bullying" (he/she spoke to me abruptly and rudely – the manager belittles and denigrates me in front of others in the work place)*. These matters need to be fully fleshed out to ascertain are they reasonable management directives or repeated unreasonable behaviour, as defined in sections 789FD of the Fair Work Act.

FWC recently addressed these matters in a recent Stop Bullying application.

A training company manager has failed to convince the Fair Work Commission she was being bullied by the company's general manager in the two months before she went on stress leave late last year.

Commissioner Julius Roe said if there had been "repeated similar behaviour", then certain incidents could have led to a finding of "unreasonable or bullying behaviour".

However, he said, in assessing the evidence as a whole, he did not believe that the general manager engaged in "repeated incidents of unreasonable behaviour which were not reasonable management action carried out in a reasonable manner".

He said that the general manager had acted unreasonably in a meeting before the training manager went on stress leave, when he failed to properly respond to her passing on her doctor's advice that a support person should attend meetings between the two of them for two months.

Commissioner Roe said he also accepted that by the end of October, the general manager and other managers had developed a "joint view of the [training manager] as a problem".

However, he believed that the general manager and the training company had sought to bring about significant workplace change to improve the company's financial position and that the training manager had experienced "considerable difficulty" in adapting to new reporting arrangements.

"Workplace change is often difficult. Much of an employee's identity and self-worth can be linked to their employment. Change to reporting responsibilities can be very emotionally challenging for some individuals," Commissioner Roe said.

Senior managers, he said, have to support employees who have difficulty adjusting and accept the need for "reasonable periods for adjustment".

In rejecting allegations by the training manager that she had been unfairly "micromanaged", Commissioner Roe

said that the general manager had "overall responsibility for the department and was concerned, with good reason, to find ways to improve the economic performance of the department".

He said that the general manager had also not acted unreasonably when he "forcefully" instructed the training manager to change the way she was interacting with him.

"It is to be expected that people, including managers, will from time to time get upset and angry and will express that upset and anger," Commissioner Roe said.

He said it was reasonable, in the circumstances, for the general manager to "forcefully communicate in both words and body language that the way in which the [training manager] was interacting with him was unacceptable and that it could not continue".

Had there been other examples of such behaviour, Commissioner Roe said he would have had to look at this meeting exchange "in a different light", but there had not been. (FWC 3940)

**Workplace change is often difficult. Much of an employee's identity and self-worth can be linked to their employment. Change to reporting responsibilities can be very emotionally challenging for some individuals," Commissioner Roe said.**

**So then what about managers on the Receiving end?**

**Angrily questioning your boss is not a valid reason for dismissal.**

The Fair Work Commission (FWC) has found real estate company Highlands Property unfairly terminated an employee who had been "angry and hostile" during a meeting because telling your boss off isn't necessarily employee misconduct.

Commissioner Bernie Riordan found when employee vented at her boss, it was a "robust discussion between employee and employer (which is) part of the Australian industrial landscape".

"The notion of master & servant where an employee was not allowed to question the decision of the employer disappeared with the industrial revolution", the Commissioner said.

The employer called employee into a meeting on August 13, 2015 after she complained about being given extra work for which she wouldn't receive commission. "Luckman accepted that she was angry and hostile during the meeting and that she had been open and forthright with her views and feelings," the cmr said. She also acknowledged she "made comments along the lines of 'I'm done, I'm over it, I'm out of here' at the conclusion of the meeting".

But following the meeting employee immediately emailed her boss for the work to be sent to her, showing she had moved on from her complaint.

Later that day manager emailed the employee saying they needed to further discuss it but "there was nothing to lose sleep over".

On August 20, he fired her without giving her any opportunity to respond.

Commissioner offers job back even though worker didn't seek it

Walker claimed he dismissed Luckman for misconduct after she showed "disrespect and defiance" in the meeting.

Cmr Riordan said this was neither reasonable nor just, as she never swore, demeaned, or threatened him. He also disagreed with employer's argument the employment relationship was broken and could not be restored.

"I am not aware of an employer losing trust in an employee because they

participated in a robust discussion," the Commissioner said.

Commissioner Riordan found employer had no valid reason to dismiss the employee and did not provide her procedural fairness. He noted she had an exemplary record and was well liked by her peers.

On remedy, the employee was not seeking reinstatement, saying she could not work for her manager again if he had lost trust in her.

However, Cmr Riordan believed "reinstatement is possible and sustainable" because in a submission the manager said "this dismissal was not made because I was personally offended by employees conduct, as seems to be alleged".

"I am fully aware that there is a substantial difference between behaviour that is disrespectful to an individual and behaviour that is disrespectful toward, and defiant of, the responsibilities, opportunities and conditions provided by your employer," he said.

"As the meeting notes of August 20, 2015 make clear, employee was dismissed for the latter" the manager said.

Before ordering company to reinstate employee, and restore lost pay, Commissioner Riordan called for submissions from both parties on whether such an order should not be made.

([2016], FWC1250)

As a manager you certainly need broad shoulders.





## Joe Kelly's gang aiming to *round up members*

Joe Kelly the President of the now amalgamated CMAA Brisbane-Sunshine Coast Zone from a personal perspective, is an admirable choice for the job. He is nothing short of passionate about CMAA membership and the benefits it brings.

*Above – Zoe Clegg, now CMAA Queensland Education Officer, enjoyed a drink with her friend and mentor Geoff Meston at a function shortly before his untimely death.*

By HENRI LACH

“I’ve been a member of the CMAA since I was 21,” Joe says proudly. “It provides great opportunities – with bursary programs, education development, and – importantly – networking.

“You get to meet other managers, other people you can turn to for help if things go wrong. There are not many industries like that in the world.

“The professional development side means you turn into a better manager who can take the opportunities when they open up.

“When I worked for Pam Shelton at Logan Diggers Club in the 1990s it certainly helped me in my career,” he declares.

That philosophy is backed by hard facts: Joe came up through the ranks at the Diggers Club, on Brisbane’s south side, to Assistant General Manager in 2002, before he was recruited for the GM’s job by Gazalys Club in Cairns in 2005. He moved from there to the Townsville Cowboys Club, where he made his mark as a sound administrator. When a posting at his current Arana Leagues Club offered, he took it because of the opportunity to be closer to his late mother Loraine who was seriously ill at the time.

He reflects on his own background when he says:-

“We want the members in our area to have the opportunities to grow and develop – to

encourage the younger people coming through to become involved.”

Joe practices what he preaches. He’s successfully prompted 10 members of his staff to join the association in their various capacities.

Direct contact with existing and potential members obviously is an important part of the committee’s program and strategy.

For that, Joe has very capable support from his Councillor, Wayne Moffatt, Federal Councillor and CEO of Club Pine Rivers (formerly Pine Rivers Memorial Bowls club), and Zoe Clegg, who is the newly-appointed CMAA Professional Development Manager.

Zoe brings a wealth of experience with her as the former Training and Compliance Manager at Kedron Wavell Services Club on Brisbane’s north side. Her credentials and potential didn’t escape the notice of CMAA executives in January this year when she was offered her current position. She follows in the footsteps of the late, popular, and hard-working Geoff Meston – a man she looks back on sadly as a friend and a mentor.

The jocular quips among her contemporaries that she’s related in some way to the Association’s long-time executive Bill Clegg are just that – a bit of fun. They’re not related. Zoe got the job well and truly on her own merits, and it came with a bonus. She is based in Brisbane, with all the benefits of modern communication, and with the



opportunity of regular physical contact with members, and potential members. She says she's proud and pleased to have been included in Brisbane/Sunshine Coast committee.

"We've developed a program specifically for affiliate membership, and we have a succession plan in place. The more affiliate members we have in place, the more we can nurture so they can hopefully move up into full managers in the club industry, where we can also continue to support them," she said.

Wayne Moffatt's dedication to the CMAA membership mirrors Joe Kelly's.

He speaks from a position not only of more than 20 years in the licensed club industry, but from an academic platform as well.

Wayne has an MBA in Business from Griffith University, and a Bachelor of Business and Tourism from Southern Cross University.

A road trip to the Sunshine Coast by the trio was on the planning board as this issue went to press.

"We want to talk to managers to see what we can do to help them, and to increase our numbers. There are those who've resigned. We want to know why," Joe Kelly said.

Like Joe, Wayne Moffatt understandably is miffed at the drop-off in CMAA membership in clubs north of Brisbane in recent years. He sees the committee's job as a mission of resurrection.

"The Sunshine Coast Zone fell over before the amalgamation. I don't know why – maybe just a lack of interest and enthusiasm.

"We want to catch up with some of the people who used to be members but aren't

**You get to meet other managers, other people you can turn to for help if things go wrong. There are not many industries like that in the world.**

any more. If they want to talk to us, we'll have a yarn with them.

"We want to get some feedback on why they dropped out. We're going up to find out what's going on, and if there is any way that we can help.

"And we'll call in on those who may be interested in joining and explain what we can do for them up there.

"We're spread from Brisbane to north of Noosa. People up there can be excused for saying, 'No, we never see anyone'.

"We want to change that," Wayne said.

If commitment, dedication and enthusiasm are any guide, this Kelly Gang's endeavours may well be a blue-print for the future growth of the CMAA's membership.

*Above – Brisbane-Sunshine Coast Zone President Joe Kelly.*

*Right – Wayne Moffatt, Federal Councillor and staunch membership advocate.*



## Is Your Club Prepared for a WorkCover WH & S Audit?

**Barringtons** are leaders in the provision of Work Health & Safety services which address risks faced by your club. The solution to being compliant is to have a robust and easy to use system that does not add to your workload but at the same time ensuring compliance.

- ◆ Check if WHS Committee and Systems are in place
- ◆ Check if Contractor Compliance Systems are in place
- ◆ Check records of meetings or if any formal process is recorded

**Barringtons** are able to offer our **Club Compliance Management System**



**FREE** to any club

**Enquire about Smartek for Your Club's WH & S Compliance Today**



# Are You A Picture Pirate? How to Source Your Pictures Legally



By **STEPHEN SCOTT**  
Communications Provedore, April 2016

Make sure that you are sourcing your images legally and avoid copyright infringement. This step- by-step pictorial guide covers:

- how to source images legally;
- how to use them legally; &
- how to find out if what you already have is legal.

Online piracy isn't just about movies, games or music; images are also being stolen everyday, breaching copyright and taking income from those who created them.

You may be one of the main offenders.

Have you ever put together an email newsletter that needed a happy couple? You googled the phrase, right-clicked on the one you liked, downloaded and VOILA everyone was happy!

Not quite.

All because something is on the internet doesn't mean you can use it. But there are plenty of ways you can find images that are free to use and don't breach copyright.

## Google / Bing Image Search

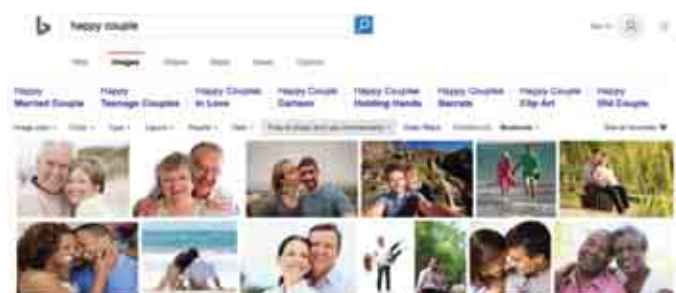


The simplest way - type in a description of the image you want, click the "images" tab, and you'll see this:

Click on "Search tools" in google (the options are already on the screen for bing).

From the "Usage rights" / "License" drop-down, select "Labeled for reuse" / "Free to share and use commercially" - these images are in the Creative Commons and are available for use.

You can already see that the choices have changed.



If you were looking for an image to manipulate (rather than use exactly as is), then you'll need to restrict your search further by selecting "Labeled for reuse with modification" on Google or "Free to modify, share, and use commercially" on Bing.

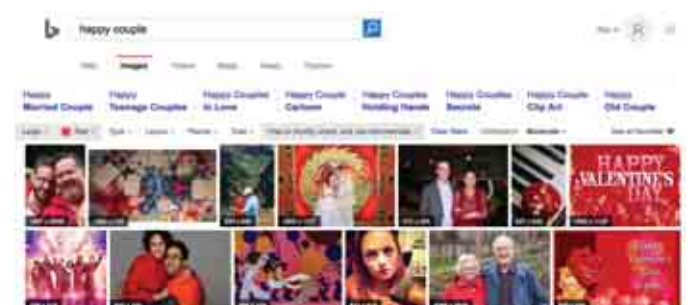
From here you can filter even more to find the perfect image - try the "Type" drop-down if you would prefer an illustration, a line drawing, or an animated gif instead of a photo. You can even choose images that feature a predominant colour that you indicate.



Finally, you should look at the size of image before you make your selection. If it's for email / online, you only need a 72 dpi image (lo-resolution) which the vast majority of online images are ... but you still want to make sure it's large enough in length and height to look good.

If it's a full screen image, you're looking at a maximum of 1920 pixels wide and 1080 pixels tall to cater for the large size users. If it's for print, you'll need a 300 dpi image - and the odds are low for finding quality choices using this method.

Dimensions can be easily turned on in Google (under "More tools"), but won't appear in Bing unless you've selected a "size" option.



In both cases, if you choose "Large" from the "Size" option, you should be more than happy for online images. Talk to your friendly graphic designer if you want to get more in-depth than this.



To download your image, select it and download it from the page it comes from ... In Bing the page link is on the bottom left, in Google it's the main text.



In this example, the sites lead you to different domains: Bing takes you to the source (Flickr) while google takes you to Wikimedia (which links to Flickr).

OR you can download directly from the search page ...

In Google right click on "View Image" which allows you to open in a new tab or download - in Bing just right click on the image itself. The danger here is not finding out if attribution is required.

**Royalty Free Image Search**

If you can't find what you're looking for in Creative Commons, there are numerous sites that offer legitimate royalty free images - usually these are by up-and-coming professional or amateur photographers who want their work to be seen.

- Free Images (*previously Stock Xchng*)      picjumbo
- 123RF      public domain archive
- SplitShire      unsplash
- Gratisography

Most sites require that you sign up ... and be careful to select within the free images - often sites will also show images that require payment in a "you may also like" or "premium" section.

**Terms of Use**

Finding the image is the first step - you must also confirm whether the image creator requires attribution. This applies whether you've sourced the image online, or if it's been provided to you by another source.

From our example you can see when you select "use this file on the web" on the Wikimedia page, an attribution is listed - and on the Flickr origin page, there's a "Some Rights Reserved" link under the photo. Follow the link and you'll find the complete terms for use of the image.

Some believe pasting the attribution into the source code is acceptable - but is it the right thing to do? It's perfectly fine to have a section of your email / website that states image attribution.

**Reverse Image Search**

What if you already have an image, but don't know where it came from ... is it OK to use?

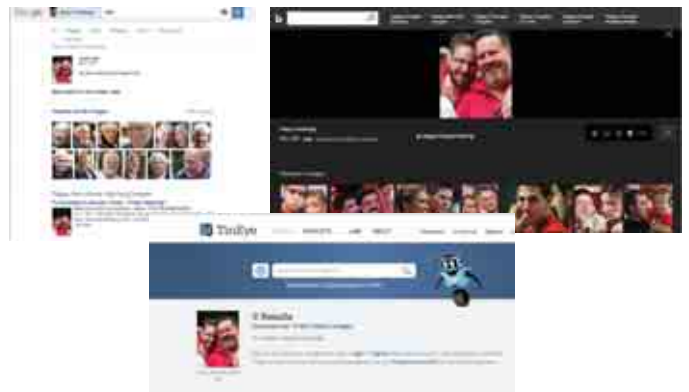
As Missy Elliott would say, "I put my thing down, flip it and reverse it, Ti esrever dna ti pilf nwod gniht ym tup l".



While she uses a recording studio, you can find the origin of your image on your computer. Maybe. The three sites that reverse image search (in usual order of success rate) are:

- TinEye
- Google Images
- Bing Images

Sometimes they work really well, and sometimes they don't. Take our happy couple. Only Google had any results, but they weren't perfect - they couldn't find the original image, nor visually similar images, but at least found other pages that used it.



To see if you can find your own image, the search process is quite simple. If the image is on your computer, you need to upload it to the site - otherwise you can just copy and paste the image's online address.



If you can't find it in any of the reverse search engines, it doesn't mean it's necessarily OK to use - it just means that no web crawler has found it.

You could take a risk, or you could do something wonderful ... take a photo yourself! Smartphone cameras provide extremely high quality images, and if you take the photo, you own it: no copyright issues at all!

## The Australian Club Industry comes together for Glamorous Awards Night



The 18th Annual Australian Club Entertainment Awards (ACE) Night was held at Workers Blacktown on 6 April 2016, with almost 600 supporters from the Club industry in attendance.

This annual event is when the Australian Club Industry comes together to acknowledge the hard work, dedication and talent from their entertainment industry. This was a star studded event featuring performances from some of Australia's most talented artists such as Oscar Kami, Alisa Gray, Melinda Schneider, Nikki Bennett, Christian Guerrero & Jonathan Clark among many others. The MC for the evening was one of Australia's most successful comedy entertainers, Paul Martell.

The evening was produced by industry veteran, Robyn Wade, and comprised an in-memoriam segment, paying tribute to Australian Club performers who had passed away in the last ten years. Included in this tribute were artists such as maestro Tommy Tycho, Johnny Holmes, Jon English and multi-talented Don Lane, who was the patron of the ACE Awards when it began eighteen years ago, and for many years following. Jon English was nominated for Original Music Performer and Club Performer of the Year categories.

The ACE Awards are managed by St

Johns Park Bowling Club and was hosted by Blacktown Workers Club. Sponsors include various Clubs (The Juniors, Workers Blacktown, Cabra-Vale Diggers, St Marys Rugby League Club, St Johns Park Bowling Club, Petersham RSL, West Tamworth League Club, Twin Towns, Canterbury Hurlstone Park RSL and Ettalong Diggers) and suppliers such as Tooheys, Robert Oatley Wines, RHO Solutions, Gopher Graphics, Boden Projects, News Local, Host Plus, Max Gaming, Club Plus and Asahi Premium Beverages. Leagues Clubs Australia and Club Managers Association Australia also generously supported the event with ClubsNSW as major partners.

ClubsNSW CEO Anthony Ball said the Australian Club Entertainment Awards showcased the talent and diversity that can be found in local clubs. "Clubs are passionate about supporting local talent and giving performers a stage to entertain audiences across the state," he said. "You only have to look at the talent on display at the ACE Awards to know that the future of club entertainment is certainly strong."

Major Awards for the evening went to Monique Montez (Female Vocal) and Mark Vincent (Male Vocal). Mark Vincent also took out the prestigious Club Performer of the Year Award. "It's an incredible honour to have won these awards. To be recognised by people who drive the industry is very inspiring to me. I'm looking forward to doing many more shows", said Mark Vincent.

**If you haven't already**, log onto [www.cmaa.asn.au](http://www.cmaa.asn.au) to see the fabulous changes and updates to the website.

We are pleased to advise that members now have a dedicated area "Members Services" which contains content just for members. This includes Industrial Relations, Notices to members, Latest News, and much much more. You can also log into Memnet to check your points and update your details anytime!

Over the coming months, further information and content will be added to the website to make sure you have everything you need in one location.

## Interblock Debuts its Diamond Product Line to Sands China

*Interblock Introduces its Luxury Diamond Product Line to Venetian and Sands Macau with a Total of 248 Electronic Table Play Stations*

Gaming manufacturer Interblock® has signed a landmark deal with Macau's leading gaming operators Venetian Macau and Sands Macau that will bring Interblock's flagship Diamond Product Line to both properties.

The incoming installation features a combination of 21 Diamond Roulette units with 8 stations and 10 Diamond Sic-Bo units with 8 stations equipped with their latest features and functionalities, bringing a total of 248 seats to the casino floors.

Interblock's Global CEO John Connelly said, "We are thankful to have the Sands Group as a key partner and see this deal as a significant catalyst for Interblock's re-entry into the Macau Market. We will continue to invest heavily into this region, while adding the necessary resources and infrastructure to further support the increased level of growth we are experiencing throughout the Asia Pacific region."

Interblock's Diamond product line is a modular, efficient system that offers a brilliant player experience. Diamond products are also available in dealer assist, automated and video formats/generators. This line is highly adaptive to meet a wide range of design, pay system and space requirement needs. Any desired number of play stations can be connected into a single gaming device with x-technology connection joints to maximize the use of space. The Diamond line also provides play stations with wider touch screens, faster game generators, and cutting-edge games that deliver an impressive player experience.

Interblock's Senior Vice President of Asia Pacific Cameron Louis said, "Interblock's luxury electronic table games (ETGs) were the first ETG solution of its kind introduced to the Macau region when Sands Macau first opened its doors in 2005. Interblock couldn't be more excited to bring its premium Diamond series to one of Macau's top tourist destinations and providing them with memorable, multi-sensory experiences. The installation will take place during Q2 this year.





## Dubbo - the centre of the universe well for this *motorbike enthusiast!*

Most of you know riding motorbikes are a passion of mine and I've taken the opportunity to visit many clubs on two wheels when I can.

By **CHRIS KEEBLE**

On the weekend of 9th April I was part of the world record breaking attempt of most women on a motorbike ride. I'm pleased to announce we smashed the record with 1002 women. Our USA and UK sisters will be frantically meeting as I write to see how they can get it back! . I can see this tug a war going on for some time!! I don't mind.. I quite like the idea of doing this again very soon!

The organiser Debb Dagger said the records were "awesome" with 1002 women from as far as Western Australia and aged 16 to 74 taking part in the parade on Saturday April 9, 2016.

"The streets were lined all the way through for 30km through the outskirts of Dubbo as well with loads of gangs and

some riders all dressed up. It really was a sight for the locals.

"The weekend has been an absolutely huge boom for the local economy."

The Babe Raid set the original record in 2014 when 284 women rode to the coastal NSW town of Ballina. Record Setter officially declared the record at 221 women on 190 bikes.

However, last year a group of British women broke that record when 661 women rode to the famous Ace Cafe in London to set the world record for the largest female bike gathering and break the Aussie world record with 246 women riding bikes in a parade.

Both records have now officially been shattered!

While in Dubbo, I arranged to visit Dubbo RSL and Gus Lico and his team were quick to get on board with the whole motorbike riding theme.

I arranged via social media shout outs anyone arriving Friday may like to meet at Dubbo RSL that evening. Spoke to the team at Dubbo RSL and they put together special cocktails for the ladies and named them after motorbikes.. so cute! And appreciated by the ladies. Some entertainment was thrown in and the ladies danced up a storm. All enjoyed the food and hospitality

I must say it was a great night made even more special because the club and staff went the extra mile to cater towards a certain demographic.. and it paid off.

Just goes to show that looking at things and events happening outside of the club and using those opportunities to drive business can be a worthwhile exercise. I'll add with a little brag.. my bike which I've spent a lot of time turning it into something special was the most photographed bike at the event and pictures of it have gone global and viral. Now if only someone would like to bring me and the motorbike over to some exotic country for a showing!!! Anyone??

Thanks to the board of directors, management team and all staff at Dubbo RSL once again and the people of Dubbo were just a pleasure to be around.

*Below left – Gus Lico CEO Dubbo RSL, Chris Keeble and President John Millar.*

*Below right – Chris Keeble with her record breaking certificate.*



MANAGEMENT / OPERATIONS	DURATION	MAY	JUN
Supervisor Development Program <i>Includes accredited units:</i> Monitoring & Evaluating Workplace Operations & Procedures Coaching Colleagues for Supervisors	4 Days	VIC – Part 2 QLD Part 1	QLD Part 2
Duty Manager Development Program: Ideal for supervisors and frontline Duty Managers	6 Days	Parkes Part 1	SYD – Part 1
Roster Staff: ACCM Unit	2 Days		
Leadership Behaviour & Company Culture: ACCM Unit	2 Days	Parkes	SYD
Monitoring & Evaluating Workplace Operations & Procedures	2 Days	QLD	
Coaching Colleagues for Supervisors	2 Days	VIC	QLD
Manage Workplace Relations: ACCM Unit	2 Days		
Conflict Management: ACCM Unit	2 Days		
ONE DAY PROGRAM SERIES			
Paul Lyons – Dealing with Difficult Conversations Highly interactive – Includes a paid Actor!	1 Day		SYD
Finance for Non-Finance Managers: With Brett Jones	1 Day		
Project Management: With Bill Shirley	1 Day	ACT	SYD
Delivering Great Customer Service: With Bill Shirley	1 Day		CAIRNS
Understanding Contracts & Contractors: With Kristen Gower	1 Day	Orange	QLD
Cost Control Principles: Shift Mgt Cost control, Wastage, Staff Ratios with Brett Jones	1 Day		
Online - Social Media: Coming soon in 2016	1 Day		
Workplace conflict: With Bill Shirley	1 Day	VIC	QLD/ACT
Navigating the Registered & Licensed Clubs Award: With Brent Williams	1 Day		
Profitable Café for Clubs: With Ken Burgin	1 Day	QLD/VIC	ACT
Organising Profitable Functions: With Ken Burgin	1 Day	QLD/VIC/ACT	
SUMMITS & CONFERENCES			
HR Summit	2 Days	QLD	
Country Club Managers Summit - Orange	2 Days	Orange	
CMAA Mid Year National Managers Conference	2 days		SYD
MARKETING / GAMING / WHS			
WOW Disney Workshop	½ Day		SYD
Analyse & Report on Gaming Machine Data: ACCM Core Unit	2 Days		SYD
Marketing Strategies: ACCM Core Unit	2 Days		VIC
FINANCE / LEGAL / GOVERNANCE			
Mge Finances in Budgets: ACCM Unit	2 days		
Prepare & Oversee Budgets: ACCM Core Unit	2 days	SYD	
Research & Comply with Regulatory Requirements: ACCM Core Unit	3 Days	SYD	QLD
Board Governance, The Company Secretary & The General Manager Secretary Managers course	2 Days	SYD	

**Platinum Sponsor**



CMDA PLATINUM MAJOR SPONSOR

**HOSTPLUS**

The CMDA's **Major Sponsor**, HOSTPLUS is the industry superannuation fund for the hospitality, tourism, recreation and sport industries and is passionate about providing our members and employers with the best possible products and services. HOSTPLUS is one of Australia's largest super funds, with one million members, 80,000 employers and more than \$10 billion in funds under management.

Jon Shevket, Manager, New Business  
M: 0410 609 743; B: 02 - 9893 1822  
E: jshevket@mail.hostplus.com.au  
Alison Lake, Manager New Business  
QLD  
M: 0427 734 452; B: 07 - 5644 2204  
E: alake@mail.hostplus.com.au  
W: hostplus.com.au

**Senior Education Sponsor**



Aristocrat is a leading global provider of gaming solutions - world-class software, systems and hardware that consistently out-perform the competition.

Sonja Debeljuh, Events Executive  
M: 0404 041 142; B: 02 - 9013 6600  
E: Sonja.Debeljuh@ali.com.au  
W: www.aristocratgaming.com



Contact Chris Keeble  
Sponsor & Membership Manager  
P: 02 9746 4199 or  
E: chris@cmaa.asn.au  
to notify of amendments to this  
Services Directory

**Ainsworth Game Technology**



Ainsworth prides itself on its leading animation and programming expertise and creative thinking to deliver innovative and superior gaming solutions to the gaming industry.

Don Moseley, NSW Sales Manager  
M: 0418 606 640; B: 02 - 9739 8000  
E: don.moseley@ainsworth.com.au  
Glen Coleman, QLD South State Manager  
M: 0407 371 155; B: 07 - 3209 6210  
E: glen.coleman@ainsworth.com.au  
Lew Platz, QLD North State Manager  
M: 0418 522 071; B: 07 - 3209 6210  
E: lew.platz@ainsworth.com.au  
Wayne Flood, VIC State Manager  
M: 0419 551 454  
E: wayne.flood@ainsworth.com.au  
W: www.ainsworth.com.au

**Bally Technologies Australia**



With a history dating back to 1932, Las Vegas-based Bally Technologies Australia designs, manufactures, operates, and distributes advanced gaming devices, systems, and technology solutions worldwide.

Sandra Renwick, Marketing Manager  
B: 02 - 9773 0299  
E: SRenwick@ballytech.com  
W: www.ballytech.com

**BDO**



BDO's team of leading professionals offers an unparalleled combination of thinking, depth and industry experience, coupled with our client-centric approach this ensures a personal and tailored approach to each club's business needs.

Lewis Greenup, Senior Manager  
M: 0445 519 402 ; B: 02 8264 6566  
E: Lewis.Greenup@bdo.com.au  
W: www.bdo.com.au

**Carlton & United Brewers**



CUB is a premium, global, multi-beverage company delivering a total portfolio of beer, wine, spirits, cider and non-alcohol beverages.

Allan Brassil,  
National Trade Relations Manager  
M: 0418 490 744; B: 02 - 9217 1418  
E: allan.Brassil@cub.com.au  
W: www.cub.com.au

**Coca-Cola Amatil**



Founded in 1886, Coca-Cola is the world's leading manufacturer, marketer, and distributor of non-alcoholic beverage concentrates and syrups, used to produce nearly 400 beverage brands.

Darren Pressley,  
Group Business Manager - Licensed Clubs  
M: 0407 052 526; B: 02 - 9630 4076  
E: darren.pressley@ccamatil.com  
W: www.ccamatil.com

**Gold Sponsors**

**Community First Credit Union**



Community First Credit Union offers a full range of award winning products and services including home loans, personal loans, savings, insurance, credit cards and financial planning as well as clubs and club employees everyday banking throughout Australia.

Michael O'Reilly, Head of Marketing  
B: 02 - 9735 1778  
E: mdoreill@communityfirst.com.au  
W: www.communityfirst.com.au

**Eastern Commercial Lawyers**



Tony Johnston & John Murray are founding partners of Eastern Commercial Lawyers, recognised as a leading law firm in the Club Industry, providing legal services to clubs of all sizes around Australia.

Tony Johnston, Partner  
M: 0414 253 181; B: 02 - 8243 1707  
E: tony.johnston@eclawyers.com.au  
W: www.eclawyers.com.au

**IGT**



IGT is sharply focussed on customer business through professional sales, marketing and customer service personnel as well as an experienced and dedicated Service Plus team.

Andrew Neagle, Sales Director, ANZ  
M: +61-417 469 969; B: 02 - 9812 2300  
E: andrew.neagle@igt.com  
NSW/ACT: Col Bentley, State Sales Manager  
B: 02 - 9812 2300  
QLD: Craig Harley, State Sales Manager  
B: 07 3890 5622  
VIC: Theo Toklis, State Sale Manager  
B: 03 9281 3400  
W: www.igt.com.au

**Konami Gaming**



Konami's Gaming and Systems segment manufactures, distributes, and services gaming machines and casino management systems, providing gaming machines with outstanding reliability, technological innovation, and entertainment value.

Charles Seo, Product and Marketing Manager  
B: 02 - 9666 3111  
E: sc.78561@konamigaming.com  
W: www.konami.com.au

## Gold Sponsors

### Russell Corporate Advisory



Russell Corporate Advisory is a financial consultancy firm that provides the expertise, information and analytical framework for sound decision making.

Greg Russell, Director  
M: 0405 100 463; B: 02 - 9957 6700  
E: [greg.russell@russellcorporate.com.au](mailto:greg.russell@russellcorporate.com.au)  
W: [www.russellcorporate.com.au](http://www.russellcorporate.com.au)

### Secom Technology



Secom Technology is an IT services company supporting small-to-medium sized organisations and the club industry throughout Australia. We are committed to providing you with fast, professional and courteous service. ALWAYS!

Jason Drew, Director  
M: 0432 660 225; B: 1300 781 224  
E: [jason.drew@secomtech.com.au](mailto:jason.drew@secomtech.com.au)  
W: [www.secomtech.com.au](http://www.secomtech.com.au)

### Thomson Geer

#### THOMSON GEER

Thomson Geer are expert providers of legal services to the Club Industry, working with more than 60 major clubs and industry associations across Australia, with offices in Sydney, Brisbane, Melbourne and Adelaide.

Brett Boon, Partner  
M: 0414 808 265; B: 02 8248 5832  
E: [bboon@tglaw.com.au](mailto:bboon@tglaw.com.au)  
QLD: Chris O'Shea, Partner B: 07 3338 7526  
E: [coshea@thomsonslawyers.com.au](mailto:coshea@thomsonslawyers.com.au)  
W: [www.tglaw.com.au](http://www.tglaw.com.au)

## Silver Sponsors

### ARUZE Gaming Australia



Aruze Corporation is the global leader in gaming entertainment with specialised technologies and vast experience emanating from the company's high profile and exceptional performance in the Japanese Pachinko/Pachislot industry.

Theo Dougeroglou, Managing Director  
B: 02 - 8332 6000  
E: [theo@aruzegaming.com.au](mailto:theo@aruzegaming.com.au)  
W: [www.aruzegaming.com](http://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](mailto:Kathryn.Coles@asahi.com.au)  
W: [www.asahibeer.com](http://www.asahibeer.com)

## Silver Sponsors

### Global Gaming Industries



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. Scott Macdougall, Managing Director  
B: +61 2 8596 8700  
E: [scott@globalgaming.com.au](mailto:scott@globalgaming.com.au)  
W: [www.globalgaming.com.au](http://www.globalgaming.com.au)

### Independent Gaming



For the past 23 years, Independent Gaming - a 100% Australian-owned company - has evolved into a leading gaming solutions provider and manufacturer with more than 100 staff.

Lawrence Shepherd, Managing Director  
M: 0411 501 333  
E: [ls@independentgaming.com.au](mailto:ls@independentgaming.com.au)  
W: [www.independentgaming.com.au](http://www.independentgaming.com.au)

### KENO



Keno is a fun, easy game that is played approximately every 3 minutes. 20 numbers are drawn from the 80 available on the Keno game screen. Match the numbers played to the numbers drawn for a chance to win over \$1,000,000 for just \$1!

Terry Fowler, National Partner Manager  
B: 02 - 9218 1235 M: 0448 887 205  
E: [Terry.fowler@tabcorp.com.au](mailto:Terry.fowler@tabcorp.com.au)  
W: [www.playkeno.com.au](http://www.playkeno.com.au)

### Maxgaming (Tatts Group)



Maxgaming is Australia's largest gaming services operator, providing monitoring and value add services such as wide area linked jackpots in NSW, Queensland, and the Northern Territory. Don Hammond, NSW State Manager  
M: 0419 425 194; B: 02 8272 3446  
E: [don.hammond@maxgaming.com.au](mailto:don.hammond@maxgaming.com.au)  
W: [www.maxgaming.com.au](http://www.maxgaming.com.au)

### Pernod Ricard



Pernod Ricard is the world's No.2 company in wine and spirits, with its brand portfolio covering all market segments and a presence in 70 countries world-wide.

Kurt Schofield, Account Manager  
B: 02 - 8874 8222  
E: [Kurt.Schofield@pernod-ricard.com](mailto:Kurt.Schofield@pernod-ricard.com)  
W: [www.pernod-ricard-australia.com](http://www.pernod-ricard-australia.com)

### Robert Oatley Vineyards



The Robert Oatley range of wines are produced from family-owned vineyards across the Mudjee region and grapes grown in vineyards at Margaret River and Pemberton in WA.

David Irvine, Account Manager  
M: 0418 471 549; B: 02 - 9433 3255  
E: [dirvine@robertoatley.com.au](mailto:dirvine@robertoatley.com.au)  
W: [www.robertoatley.com.au](http://www.robertoatley.com.au)

## Bronze Sponsors

### Banktech



Roxanne Costello, Head of Marketing  
Toll Free: 1800 080 910; B: 02 - 8302 4000  
E: [roxannec@banktech.com.au](mailto:roxannec@banktech.com.au)  
W: [www.banktech.com.au](http://www.banktech.com.au)

### Barringtons



Blayne Webb, Director  
M: 0404 095 687 B: 02 - 9899 0600  
E: [Blayne@barringtongroup.com.au](mailto:Blayne@barringtongroup.com.au)  
W: [www.barringtongroup.com.au](http://www.barringtongroup.com.au)

### Capital Bluestone



Simon Nesbitt  
M: 0438 238 278; B: 02 8072 4700  
E: [snesebitt@capitalbluestone.com.au](mailto:snesebitt@capitalbluestone.com.au)  
W: [www.capitalbluestone.com.au](http://www.capitalbluestone.com.au)

### Cashpoint Payment Solutions



Janine Gowenlock, Marketing Manager  
M: 0409 736 529 B: 02 8206 9691  
E: [Janine@cashpoint.com.au](mailto:Janine@cashpoint.com.au)  
W: [www.cashpoint.com.au](http://www.cashpoint.com.au)

### CCM Travel



Catherine Mancuso, CEO  
M: 0418 672 647; B: 02 - 9439 5100  
E: [catherine@ccmtravel.com.au](mailto:catherine@ccmtravel.com.au)  
W: [www.ccmtravel.com.au](http://www.ccmtravel.com.au)

### ClockOn Australia



Damien Collings, Business Development Manager  
B: 02 - 4344 9444  
E: [dcollings@clockon.com.au](mailto:dcollings@clockon.com.au)  
W: [www.clockon.com.au](http://www.clockon.com.au)

### Club Café Systems



Joe Trad, Relationship Manager  
M: 0417 461 844; B: 02 9620 5000  
E: [joe.trad@myclubcafe.com](mailto:joe.trad@myclubcafe.com)  
W: [www.myclubcafe.com.au](http://www.myclubcafe.com.au)

### Community Alliance



Haydn Fairbanks, Chief Executive Officer  
M: 0410 410 616; B: 1300 305 690  
E: [haydn@rewardsclub.com.au](mailto:haydn@rewardsclub.com.au)  
W: [www.rewardsclub.com.au](http://www.rewardsclub.com.au)

### De Bortoli Wines



Warwick Brook, NSW/ACT State Manager  
M: 0417 219 768; B: 02 - 8887 6800  
E: [warwick\\_brook@debortoli.com.au](mailto:warwick_brook@debortoli.com.au)  
W: [www.debortoli.com.au](http://www.debortoli.com.au)



**Elite Legal - Commercial Lawyers and Advisers**



Michael Anderson, CEO & Legal Director  
 M: 0466 656 331  
 E: michael.anderson@elitelegal.com.au

**Luhrmann Business Consulting**



Lori Luhrmann, Senior Consultant  
 M: 0424 639 639  
 E: luhman@luhrmann.com.au  
 W: www.luhrmann.com.au

**Lion**



Doug May, Director Trade Relations  
 B: 02 - 8120 4637  
 E: doug.may@lionco.com  
 W: www.lionco.com

**Paynter Dixon Hospitality**



Lindsay Verdon,  
 Head of Hospitality & Entertainment Venues  
 M: 0407 428 526; B: 02 - 9797 511  
 E: lindsay.verdon@paynterdixon.com.au  
 W: www.paynterdixon.com.au

**Petersons Groups Services**



Paul Peterson, Managing Director  
 M: 0410 755 987; B: 1300 784 880  
 E: paul@petersongroupservices.com.au  
 W: www.petersongroupservices.com.au

**Profitable Hospitality**



Ken Burgin, CEO  
 M: 0414 660 550; B: 1800 001 353  
 E: kbargin@profitablehospitality.com  
 W: www.ProfitableHospitality.com

**Rohrig**



Jessica Evans, Client Relationship Manager  
 M: 0447 725 990; B: 02 - 9695 1668  
 E: jessicae@rohrig.com.au  
 W: www.rohrig.com.au

**Scott & Broad**



Mike Burgess, CEO  
 M: 0407 784 722; B: 02 - 9932 6444  
 E: mike@scottbroad.com.au  
 W: www.scottbroad.com.au

**Silverchef**



North (NSW, QLD) – Jodie Terzis  
 M: 0448 899 196  
 E: jterzis@silverchef.com.au  
 W: www.silverchef.com.au

**Thorn Equipment Finance**



John Cannon  
 M: 0404 811 330; B: 1800 623 611  
 E: John.cannon@thorn.com.au  
 W: thornequipmentfinance.com.au

**TJS Services Group**



Katie Jaques, Marketing Coordinator  
 M: 0429 540 000 B: 02 - 9581 9999  
 E: kjaques@tjsservices.com.au  
 W: www.tjsservices.co

**Total ATM**



VIC – Tom Trainor  
 E: tom@totalinc.com.au  
 W: www.totalinc.com.au

**Trade Supporters**

**Bepoz**  
 Murray Waters 0418 284 727

**Biz4mobi**  
 Brian Duffy 0421 034 320

**Bottle Cyclor**  
 Darryl Rainsbury 03 9646 3639

**Brintons Carpets**  
 Maggie Keys 02 9564 6222

**Consulate Financial Services**  
 Graheme Latta 02 9634 8550

**EP&T Global**  
 Steven Meleca 0407 071 797

**Global Coffee Solutions**  
 Lee Fitzgerald 0422 446 020

**Gopher Graphics**  
 Ed Jones 0297 983 414

**Infinitepos**  
 Stephen Grosser 0406 684 977

**JDE Coffee**  
 Andrew Higgs 0457 759 560

**Network Interiors**  
 Michael Chain 0416 206 969

**NUS Consulting**  
 Denis Schaefer - 02 9922 7676

**Orion Art**  
 Kirrily Smith 0400 141 800

**Paltronics**  
 Merryl Freeman 02 9531 5199

**Project Leaders**  
 Craig Cornish 07 3871 3399

**Scent Washroom Services**  
 Todd Lester 0424 566 899

**Senpos**  
 Thomas Rabi 02 4962 1313

**Signature Floorcoverings**  
 Anthony O'Halloran  
 0418 349 198

**Split Watermelon Design**  
 Sue Jago 02 9669 3381

**Sunblest Cleaning**  
 Matthew Koura 02 8095 6650

**tic technologies**  
 Rhonda Bowen 0419 992 862

**State Sponsors**

**Queensland State Sponsors:**



City Property Services:  
 Emmett Roche 07 3391 2005.



Odyssey Gaming:  
 Mark Anderson 07 3087 3307



Mailezy:  
 Nathan Koina 0406 530 203



Zealifi:  
 Justin McGurgan 1300 122 287

**Victoria State Sponsors:**



Mercury Group:  
 David Baldi 03 9008 4868



Leigh Barrette and Associates:  
 Johnnie Walker 0418 323 051

**Advertise with the Club Managers' Association Australia**

Club Management in Australia magazine and MyCMAG e-newsletter are the leading publications for Club & Hotel Managers and CEO's in the Hospitality Sector.

July 2016	<b>CMAA Magazine</b>	deadline June 1 2016
October 2016	<b>CMAA Magazine</b>	deadline September 1 2016
February 2017	<b>CMAA Magazine</b>	deadline December 23 2016

**CMAA E-newsletter myCMAG WEEKLY EVERY TUESDAY**

Deadline deadline Friday prior

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

Day	Date	Meeting	Venue	Zone
<b>MAY</b>				
Tues-Wed	24-25	TBA	Armidale Bowling Club	North West State Zone Meeting
Wed	25	TBA	Swansea RSL	Hunter Zone Meeting and Lunch
Thurs	26	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting

<b>JUNE</b>				
Tues	7	12:00pm	Park Beach Bowling Club	Mid North Coast Zone Meeting.
Tues	7	10:00am	The Randwick Club	City Eastern and Inner West Zones Combined Meeting
Tues	7	11:00am	TBA	St George Cronulla Zone Meeting
Wed	8	7:30am	TBA	Central Coast Zone Meeting
Wed	8	11:00am	Yamba Golf Club	Far North Coast Zone Meeting
Thurs	9	TBA	Kedron-Wavel Services Club	Brisbane & Sunshine Coast Zones Bursary Luncheon
Thurs	16	TBA	TBA	Mid North Coast Zone Golf Day
Mon-Tues	20-21	TBA	Star City	CMAA Mid Year Conference
Thurs	23	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting
Fri	24	11:00am	Bomaderry Bowls	Illawarra Shoalhaven Zone Meeting

<b>JULY</b>				
Sun-Mon-Tues	17-19	TBA	The Demo Club Broken Hill	Riverina Murray Zone Meeting
Tues	19	5:45pm	The Yarraville Club	Victoria Zone AGM and Dinner
Thurs	21	TBA	Smithfield RSL	Nepean Zone Meeting
Thurs	28	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting

<b>AUGUST</b>				
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

CMAA Zone Education Officers

**ACT**  
**MATTHEW WALSH**  
 Canberra Southern Cross Club  
 P.O. Box 52 WODEN. ACT 2606  
 P: (02) 6283 7200 F: (02) 6283 1553  
 E: matt.walsh@csc.com.au

**NSW**  
**CENTRAL COAST**  
**DANIEL BRIAN**  
 Central Coast Leagues Club  
 Locked Bag 10 GOSFORD NSW 2250  
 P: (02) 4325 9895 F: (02) 4325 9810  
 E: daniel.brian@cclc.com.au

**CITY EASTERN SUBURBS**  
**GRAEME TONKS**  
 Bowlers Club of NSW  
 P.O. Box Q568 QVB Post Shop  
 SYDNEY NSW 1230  
 P: (02) 9290 1155 F: (02) 9299 7539  
 E: graeme@bowlersclub.com.au

**FAR NORTH COAST**  
**MARY McCULLOCH**  
 Cabarita Beach Sports Club  
 Cabarita Road BOGANGAR NSW 2488  
 P: (02) 6676 1135 F: (02) 6676 1245  
 E: ops@cbbbc.com.au

**FAR SOUTH COAST**  
**ANTHONY CASU, ACCM**  
 Narooma Sporting & Services Group  
 P.O. Box 242 NAROOMA NSW 2546  
 P: (02) 4476 2135 F: (02) 4476 1486  
 E: tony@naroomaclub.net.au

**GREAT LAKES**  
**PETER NEGUS**  
 North Haven Bowling & Recreation Club  
 1 Woodford Road  
 NORTH HAVEN NSW 2443  
 P: (02) 6559 9150 F: (02) 6559 7286  
 E: peternegus@nhbrc.com.au

**HUNTER**  
**MICHAEL TITOW**  
 Singleton Diggers Club  
 P.O. Box 186 SINGLETON. NSW 2330  
 P: (02) 4975 1451 F: (02) 4975 2699  
 E: michael@singletondiggers.com.au

**ILLAWARRA SHOALHAVEN**  
**BRONWYN NEWMAN**  
 Dapto Leagues Club  
 P.O. Box 15 DAPTO NSW 2530  
 P: (02) 4261 1333 F: (02) 4261 8853  
 E: bronwyn@daptoleagues.com.au

**MANLY / NORTHERN SUBURBS**  
**CARL POZZATO, ACCM**  
 Ryde Eastwood leagues Club  
 P.O. Box 163 WEST RYDE NSW 2114  
 P: (02) 9807 2444 F: (02) 9809 7462  
 E: carl.pozzato@releagues.com

**MID NORTH COAST**  
**GRANT WALDEN**  
 Park Beach Bowling Club  
 Ocean Parade Park Beach,  
 COFFS HARBOUR NSW 2450  
 P: (02) 6652 3622 F: (02) 6651 4209  
 E: manager@pbbc.com.au

**MID STATE**  
**JEFF JONES**  
 Gilgandra Services Club  
 33 Morris Street GILGANDRA NSW 2827  
 P: (02) 6847 2135  
 E: manager@gilservices.com.au

**NEPEAN**  
**ERIC NGUYEN, ACCM**  
 Club Marconi  
 Prairie Vale Road  
 PRAIRIE VALE NSW 2167  
 P: (02) 9822 3333 F: (02) 9823 3667  
 E: enguyen@clubmarconi.com.au

**NORTH WEST STATE**  
**KELLEE ANDERSON**  
 Inverell RSM Club  
 P.O. Box 258 INVERELL NSW 2360  
 P: (02) 6722 3066 F: (02) 6772 5480  
 E: marketing@inverellrsm.com.au

**RIVERINA MURRAY**  
**DAVID HART**  
 Deniliquin RSL Club  
 72 End St DENILIQUIN NSW 2710  
 P: (03) 5881 1455 F: (03) 5881 4147  
 E: dhart@deniliquinrsl.com.au

**RIVERINA (Southern)**  
**CRAIG MUIR**  
 Coomealla Memorial Club  
 P.O. Box 42 DARETON NSW 2717  
 P: (03) 5027 4505 F: (03) 5027 4350  
 E: craig@coomeallaclub.com.au

**ST GEORGE CRONULLA SUTHERLAND**  
**BEN McGUINNESS**  
 Moorebank Sports Club  
 230 Heathcote Road  
 HAMMONDVILLE NSW 2170  
 P: (02) 9825 3300 F: (02) 9825 3311  
 E: www.moorebanksports.com.au

**VICTORIA**  
 TBA

**QUEENSLAND**  
**BRISBANE**  
**ZOE CLEGG**  
 Professional Development Manager  
 CMAA  
 Locked Bag 4317  
 Sydney Olympic Park NSW 2127  
 Ph: 02 9746 4199  
 Fax: 02 9746 5199  
 Mobile: 0406 114 937  
 Email: zoe@cmaa.asn.au

**GOLD COAST**  
**BRYAN JONES, ACCM**  
 Coolangatta Surf Life Supp. Club  
 P.O. Box 826 COOLANGATTA QLD 4225  
 P: (07) 5536 4648 F: (07) 5536 1322  
 E: bryan@coolangattasurfclub.com

**BUNDABERG**  
**MICHAEL HUGHES**  
 RSL (QLD Branch) Maryborough Club  
 165 Lennox Street  
 MARYBOROUGH QLD 4650  
 P: (07) 4122 2321 F: (07) 4121 2571  
 E: gaming@maryboroughrsl.com.au

**FAR NORTH QUEENSLAND**  
**TROY JONES**  
 Tigers Leagues Club  
 65 Bryant Street TULLY QLD 4854  
 P: (07) 4068 1180 F: (07) 4068 3819  
 E: tigersleaguesclub@bigpond.com

**ROCKHAMPTON / GLADSTONE**  
**WILL SCHROEDER, ACCM**  
 Yaralla Sports Club  
 P.O. Box 8008  
 SOUTH GLADSTONE QLD 4680  
 P: (07) 4972 2244 F: (07) 4972 6355  
 E: yaralla@iinet.net.au

# MULTI *Play* BIG TIME VIII



GIVE YOUR GAMING FLOOR

# 5 STARS

Ainsworth continues to deliver with the upcoming release of **Multi-Play Big Time VIII™**.

Jam-packed with four of the hottest **Play 100 Lines™** / **Play 50 Lines™** titles, one exciting **High Denom™** title and to top off this amazing package - our 2 Level Mystery Progressive.

Contact your local Ainsworth Sales Executive today.

# LOCK IT LINK™

GET READY TO CHANGE YOUR VIEW OF LINKS.



**SELECT A DENOMINATION**

1c

2c

5c

10c

Available in Dualos and V27/27.

**Head Office and Showroom**

1 Sheridan Close Milperra NSW 2214

Phone: 02 9773 0299 [www.scientificgames.com](http://www.scientificgames.com)

**SG**   
**SCIENTIFIC GAMES**