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# SPONSORS OF THE CLUB MANAGERS CAREER DEVELOPMENT CENTRE

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'Dare to be Different' is the theme of the CMAA's Annual 2006 Conference AGM Hospitality Exposition and Charity Gala Awards Dinner in Sydney next month. The Expo will be staged in Hall 4 of the Sydney Convention and Exhibition Centre on Tuesday and Wednesday, March 28 and 29. Exhibitor bookings for the event are almost at capacity  
**Report: Page 16.**

**Expo Exhibitors List:  
Page 26**

**Expo Floorplan:  
Page 27**



Stargames Corporation Managing Director and CEO John Rouse says the \$144 million acquisition of Stargames by American gaming company Shuffle Master is destined for a long, happy and productive future. Shuffle Master's Chairman and CEO Dr Mark Yoseloff says there is outstanding "complementarity" between the firms.

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The CMAA's Bursary and Scholarship Program is a major part of its training and development pathways and offers members the opportunity to advance and enhance their careers. The Bursary Program, sponsored by 17 companies, is coordinated alongside the CMDA training syllabus to ensure bursary winners receive specific and valuable learning opportunities to further their careers in the club and hospitality industries. The full list of 2006 CMAA Bursary winners is featured on

**Pages 29 to 31**



CMAA Executive Officer Terry Condon comments on the latest issues facing the Club Industry, takes a retrospective glance at the events and milestones of the year that was 2005 and speaks out strongly about the people, particularly the politicians - who have implemented policies and decisions that have damaged and continue to hinder the growth of the industry.

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# Victorian pokie caps won't stop problem gamblers

By KATIE CINCOTTA

CMAA Victorian President Barry West says the Victorian Government looks set to keep its election promise of further gaming caps, despite research that shows limiting poker machines will have no effect on problem gambling.

"The State Government is moving towards implementing the second stage of regional capping of gaming machines, yet their own research shows that capping would have absolutely no effect on the problem gambling situation," Barry said.

The Victorian Gambling Research Panel (GRP) commissioned a study of the Impact of Caps on Electronic Gaming Machines (EGMs).

The report, published in 2005, compared five Victorian regions where

the number of machines is capped to five uncapped "control" regions.

The report concluded: "In only a few cases can we find evidence that the regional caps reduced the level of gaming expenditure at specific venues in the cap regions."

**"There's not one professional club manager who would want a problem gambler in their venue."**

The research by the South Australian Centre for Economic Studies also failed to find significant evidence that by Year 3 of the caps, expenditure at the venues from which machines were removed had fallen.

"Most research shows it's not the number of gaming machines in venues that is the problem, but it's the number

of venues that problem gamblers can get to," Barry added.

Victoria's CMAA leader said the self-exclusion program, implemented by the industry, had been the only real solution for problem gamblers.

"Clubs and pubs have been very proactive in trying to maintain that self-exclusion program," he said.

"There's not one professional club manager who would want a problem gambler in their venue."

Barry predicts that natural gaming growth will cease to exist in Victoria if the gaming caps go ahead.

"I have absolutely no doubt that the Bracks Government will follow through on their election promise to step up capping," Barry said.

"But they know, and the research proves, that it will have zero effect on problem gambling." ❏



# Community and kinship helps to rebuild Club Kilsyth

By KATIE CINCOTTA

**F**IRE may have destroyed Melbourne's Club Kilsyth in November, but staff bonding is keeping the club spirit alive as they embark on the arduous task of rebuilding the \$6 million venue.

Just weeks after an electrical fault saw the club burnt to the ground, some 100 staff members wore motivational wristbands to their Christmas celebration - branded with the club's signature colours and the letters CK - representing the club's name and the sentiment of "community" and "kinship" required to resurrect the club.

"It was very emotional," Club Manager Sue Munro said.

"Everyone wearing those bands symbolises the ownership of the club,



**Sue Munro**

as we move forward."

Sue said once the tendering process was complete, building would take place on the remaining concrete slab.

"We're hoping to start building in February, with the same sandstone

exterior but some changes to the interior.

"We'll use what we learnt from seven years in business to make it better," Sue added.

The club's CGU Insurance has allowed them to retain 18 key staff members, who will be pivotal in the next eight months as the club attempts to return to its former glory.

Sue has asked staff to come up with solutions for what was wrong operationally with the original building, which has resulted in suggested changes to the bar and kitchen to offer more space and better service.

Club Kilsyth hopes to be trading again by September or October.

To contact Club Manager Sue Munro, email [suem@clubkilsyth.com.au](mailto:suem@clubkilsyth.com.au) ✉





# Macintosh Foundation gives generously to the children

**A**t the end of November 2005, members of club industry associations were invited to witness an event that can only be described as extremely kind and generous - the endowment ceremony for the Macintosh Chair in Paediatric Respiratory Medicine at the Children's Hospital Westmead.

David Macintosh is known more generally in "club land" as the popular Managing Director of Paynter Dixon and a keen supporter of club industry events including charity fund raisers.

The financial support that David has given through his Macintosh Foundation provides the funding for the Children's Hospital to continue



with their pioneering work in the field of respiratory medicine.

The Department of Respiratory Medicine was established in 1977 and has a well-earned international reputation for excellence in both clinical care and research however

*Paynter Dixon Managing Director David Macintosh (left) with Head of the Westmead Children's Hospital Professor Kim Oates at the endowment ceremony.*

charitable funding is crucial to the ongoing success of this dedicated medical unit.

The list of achievements that unit has gained in the care of children with respiratory illness is massive and the staff's contribution is above and beyond the call of normal standards as is their zeal in attempting to repair children with respiratory disorders.

The Children Hospital at Westmead has an informative website and is worthy of an inspection. ✱



# Foster's Group set to serve Commonwealth Games crowds

**F**oster's Group has announced its sponsorship of the Melbourne 2006 Commonwealth Games.

As an Official Sponsor, Foster's has the marketing rights for beer, spirits, cider and RTD beverages.

In announcing the sponsorship, Foster's Group President and Chief Executive Officer Trevor O'Hoy said: "We are delighted to be associated with the Commonwealth Games and look forward to sharing the excitement of the Games with our customers and consumers. We are developing a series of high profile programs for both trade and consumers, led primarily by our brands Crown Lager (official beer and presenting sponsor of the Rugby Sevens), Cougar Bourbon (official spirit and RTD) and Strongbow Cider (official cider).

"Other brands in the Foster's multi-beverage portfolio will be leveraged as well, including our international flagship beer, Foster's Lager, the seventh largest international beer brand in the world.

"We will also support our trade partners in realising the enormous sales opportunity the Games provide - particularly those located in Melbourne and surrounding areas, which will be home to tens of thousands of international and interstate visitors.

"Sport is integral to Australian culture and I am proud of Foster's long



*Foster's Group President and Chief Executive Officer Trevor O'Hoy*

history of supporting sport at both grassroots and elite levels in Australia and around the world.

"We are pleased to have the opportunity to involve our customers and consumers in the spirit of the Melbourne 2006 Commonwealth Games."

Meantime Foster's continues to collect awards for its Carlton Draught "Big Ad", which has clocked three million viewings on-line.

It's not only Aussie beer drinkers who love the ad - they account for a third of the viewings to date - the rest of the world can't get enough of it either.

"We knew we had a pretty special ad before we launched but we have been blown away by the response from consumers and at how far and wide it's been enjoyed around the world," said Matt Keen, General Manager Regular Beer, Foster's Australia.

The "Big Ad" has been a hit across the globe in over 132 countries - The US (878,000 viewings), Netherlands (102,000 viewings) and UK (197,000 viewings) are big fans, so too are Hungary where it's been played over 31,000 times and Germany, where viewings have topped the 34,000 mark. Not to overlook Jamaica (58 viewings) and Bangladesh (63 viewings). ✱



# New Zealand Gaming Expo explores the future

**T**he future of the gaming industry in New Zealand will be under the microscope in Auckland this month, when the Australasian Gaming Machine Manufacturers Association (AGMMA) hosts the annual New Zealand Gaming Expo.

The Expo, at the SKYCITY Auckland Convention Centre on February 15 and 16, consists of a trade display featuring the latest in Gaming Equipment, Technology and Services, and a Gaming conference.

Among the speakers will be New Zealand's Minister of Revenue, Peter Dunne, the Minister of Internal Affairs, Rick Barker and a range of other local and international speakers with expertise in the gaming industry.

The Executive Officer of AGMMA, Ross Ferrar said the conference was an ideal opportunity for all those involved in the industry to gain a better understanding of where gaming was heading in New Zealand and to share ideas and concerns.

"Over the past few years there have been some major changes in gaming policy in this country, some of which have caused surprise and concern for industry players. As an industry we do seek to work cooperatively with Government and regulators and prefer a 'no surprises' policy", he said.

"We look forward to this opportunity to improve the dialogue with the New

Zealand Government and regulators.

"The gaming industry is undergoing great change in most areas of operations and we all need to keep abreast of these developments."

Ross said the industry's current focus was on building a strong and positive future for gaming in New Zealand, while ensuring that operators were up

to date with new technologies, changes and thinking.

The Expo's trade exhibition features major exhibitors including AGMMA members Ainsworth, Aristocrat, IGT, Konami and Stargames.

The New Zealand Gaming Expo is the first of three annual regional Expos being staged by AGMMA during 2006.

- The Australasian Gaming Expo is scheduled for September 3 to 5 in Sydney;
- The Asian Gaming Expo will return to Macau on June 13 and 14.

Ross said the New Zealand Gaming Expo will, for the first time, feature an on-line computer system that will help support exhibitors, delegates and visitors.

"We'll be using the Expo in Auckland to fine tune the system, which we will then be able to use in the Sydney and Macau expos later in the year," he said.

"It's nice to see that, once again, New Zealand leads the way." ■



**Ross Ferrar**

**“The gaming industry is undergoing great change in most areas of operations and we all need to keep abreast of these developments.”**



# 'Dare to be Different' Expo theme

By PETER SHARP

“Dare to be Different” is the theme of the CMAA’s Annual 2006 Conference AGM Hospitality Expo and Charity Gala Awards Dinner in Sydney next month.

The Expo moves from Rosehill Racecourse to the Sydney Convention and Exhibition Centre for the event - Tuesday and Wednesday, March 28 and 29. To be staged in Hall 4 at the Convention Centre, the Expo will feature a wide range of educational sessions and Hospitality Expo promoting the industry’s best suppliers.

CMAA Executive Officer Terry Condon said the move from Rosehill to the city, which was formulated to meet the growing needs of the Expo’s exhibitors, was a big decision for the CMAA.

“It was a decision that was necessary to allow the Expo to grow and better meet the needs of club and hospitality professionals, staff and organisations



Judy Rayner

servicing the industry,” Terry said. “We could see that Rosehill would not meet our needs into the future, so we had the opportunity to make the switch to Darling Harbour - and I believe everyone will benefit. Although we had looked at Darling Harbour previously, it doesn’t always become available so, when the opportunity came up, we decided it was right for the CMAA and the industry.”

A highlight of the first Darling Harbour Expo will be the CMAA Gala Awards Night on March 28 when the Association recognises the outstanding work and contribution of members and industry associates.

The Awards Dinner will feature CMAA Hall of Fame presentations, CMAA 21-Year Members presentations, Silent Auction with proceeds to the Ted Noffs Foundation and History of the CMAA Book Launch.

Access the CMAA website - [www.cmaa.asn.au](http://www.cmaa.asn.au) - to register for the Awards Dinner.

CMAA Federal President Jim Henry, OAM, said the CMAA Expo’s success was due to the support of its membership.

“Participation in such events as this 2006 CMAA event assures the ongoing management excellence the Association strives for and reflects the professional attitude of the membership,” Jim said. “This professionalism is reflected in the status the club industry has achieved in the business world.

“I thank our good friends, the industry trade suppliers, for their ongoing support and this year they

present a comprehensive range of goods and services.”

Conference workshops and panel sessions on both days will be held in the Conference Room at the western end of Hall 4 and feature leading senior club managers and trade representatives who have been selected for their expertise.

The Conference starts at 9am on March 28 and 8.30am on March 29 with the Hospitality Expo open from 11am to 5pm each day.

The CMAA AGM Members Meeting is scheduled for 9am to 10am on March 28 at the western end of Hall 4. Members will receive 10 ACCM activity points for attending and signing the register.

Delegates can pre-register online at [www.cmaa.asn.au](http://www.cmaa.asn.au) and avoid the registration queues to receive a security ID badge before the Expo.

If delegates choose not to register online, the completed Registration Form can be faxed to: TRADEVENT Registrations (02) 9211 1137 or mail the Registration Form to: P.O. Box K550 Haymarket NSW 1240.

The 2006 Expo floorplan was on display at the CMAA stand at the Australasian Gaming Expo at Darling Harbour last August and has attracted almost capacity bookings.

Industry members, sponsors and suppliers who are interested in participating in the 2006 CMAA Hospitality Expo can contact exclusive sales agent Judy Rayner, of Rayner Sales and Marketing -

[www.raynersalesmarketing.com.au](http://www.raynersalesmarketing.com.au) - on (02) 9360 6177, (02) 9332 2363 or [rayner@bigpond.net.au](mailto:rayner@bigpond.net.au)

Judy said the venue switch from Rosehill Racecourse to Darling Harbour had produced a positive response from the industry and there was only a handful of sites still available for the Expo.

“We have several new companies involved and we’ve had nothing but positive feedback from everyone involved in the event,” Judy added.

“The new hospitality aspect to the Expo also has attracted a lot of new interest in the event ... it should be an exciting time for everyone involved.” ☒





# Numbers game at Coolangatta and Tweed Heads Golf Club

By HENRI LACH

A visit to the Coolangatta and Tweed Heads Golf Club reinforces the proposition that golf is the nation's fastest-growing participant sport.

If fact, you're likely to buy a heated argument here if you pull out that old chestnut about fishing being ahead of golf, numbers wise.

At this club, everyone talks golf.

A female staffer at the reception desk and a player can be overheard comparing notes about the approach to a certain green.

Inside the club and in the car park, golf and only golf is the topic under discussion.

If the conversation turns to the weather, it's in the context of how it's affecting the golf.

General Manager Phil Dark wears his heart on his sleeve when it comes to the game.

He's been a keen golfer since his youth.

He spent nine years as General Manager of the Murray Downs Golf and Country Club in NSW, just over the border from Swan Hill, before taking up his current job.

He'll tell you his handicap is on a steady 12, and that he tries to play every Saturday on one of his club's two championship courses.

"My handicap blows out occasionally to 14, but I haven't been worse than that in recent years," he said.

Any weekday - in good, bad or indifferent weather - the club's vast car parks are chock-a-block.

Anywhere and everywhere, there is activity - on the fairways, the greens and in the driving nets.

Given the number of cars and the action on the fairways, a casual visitor could be excused for thinking that a major national tournament was taking place.

Phil Dark dismisses this sort of participation as just another day on the greens and fairways of the club he's



*The clubhouse car park is packed, even on a dull and drizzly day.*

nurtured as CEO for the past five years.

It's worth noting the club's name is somewhat misleading.

It is located well and truly south of the border into NSW - several kilometres from Coolangatta - and under the umbrella of NSW legislation and tax laws.

Its playing membership composition, however, justifies the double-barrelled nomenclature.

"Of our 1800 playing members, the numbers from each side of the border are very close to 50-50," Phil said. "In the last financial year we had 215 new members, 109 of them live in NSW and 106 live in Queensland."

Membership has been growing steadily during the past five years, thanks to some innovation by Phil and his board, along with the high-quality maintenance of the greens and fairways.

"Golf is our business and our main

source of income," Phil said.

"Anything spent on the courses is an investment."

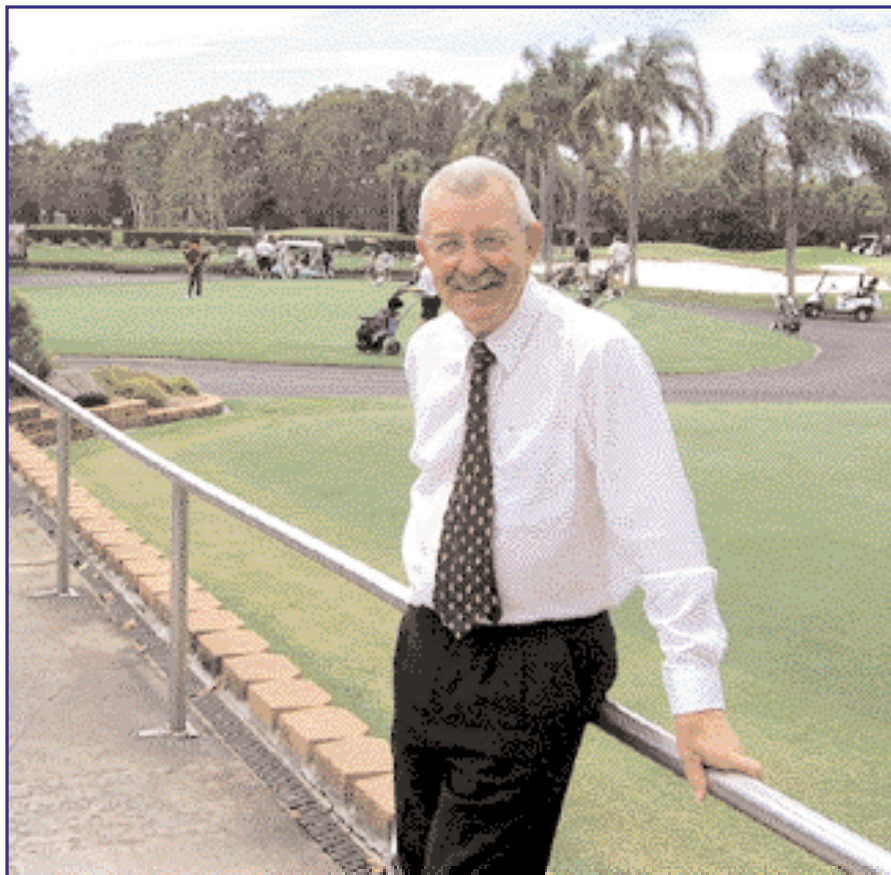
The board has been generous in maintaining that major investment by pouring \$3.8 million into course improvements since 2002, including \$250,000 for a new irrigation system, and annual maintenance costs of another \$700,000.

Attracting full-playing members continues to be priority, but Phil is aware of changing trends and the need to cater for those changes by introducing a system of restricted membership.

One scale of restricted membership attracts an entrance fee of \$350 (compared with \$1000 for full membership), and an annual fee of \$735 (\$790 full member). An intermediate membership costs \$350 for the entrance fee and an annual fee of \$420.

**CONTINUED P20**





*Coolangatta and Tweed Heads Golf Club General Manager Phil Dark ... keeping up the numbers.*

## FROM P18

These special memberships allow for full voting rights, but restrict nomination for club directorship and place limits on playing rights.

Phil explained the philosophy behind the introduction of the restricted memberships: "While latest research tells us that golf is Australia's largest participant sport, the research also points out that the game has changed dramatically during recent years.

"Figures show that while the number of golfers is increasing, fewer are joining clubs.

"Only 35% of golfers belong to club, with the other 65% as social golfers.

"It's a case of more people playing less golf.

"We are trying to entice more of these social golfers through our restrictive memberships.

"Of course, we are hoping that once they realise how enjoyable competition golf is, and the camaraderie involved, they'll want to become full members.

"Our restricted class membership also gives members the opportunity to downgrade their golfing time for

whatever reason and still retain their membership."

Coolangatta and Tweed Heads Golf Club also offers golfing enthusiasts what Phil believes is a unique opportunity in Australia - to play on two different championship courses not only different in layout, but also featuring different playing surfaces.

"The greens on the River Course have 328 grass, while the West Course greens are Bent grass," Phil said. "Each provides a different surface and a different challenge."

The club is very active in promoting junior golf, with children as young as eight taking to the course on a regular basis.

The club's annual Junior Open Classic - held in October - attracts about 200 players.

Phil Dark's immediate concern is to keep working on attracting more of those social golfers.

"Our best promotion for this club is by word of mouth from members and players who appreciate the quality of our courses," he said.

Phil's also determined to keep working on lowering that handicap. ☐

## Natural beauty proudly protected

Coolangatta and Tweed Heads Golf Club is proud of its commitment to the environment.

A colourful sign at the entrance to the main car park proclaims the status of its 101 hectares of fairways and greens as a wildlife sanctuary.

That 101 hectares is freehold land.

General Manager Phil Dark said that in these days of buoyant property prices that 101 hectares has attracted the attention of many a developer.

"We get them [developers] knocking on the door all the time wanting to buy the land, but we're not selling," Phil says with a smile.

And why would this affluent club on the banks of the beautiful Tweed River want to sell?

It's debt free and its income from golf alone topped \$2.3 million in the past financial year, contributing to a profit of well over \$1 million.

The club's current financial position is a far cry from the early '90s when the introduction of gaming machines in Queensland sent the club industry in far north NSW into a downward spin.

Phil has ensured that during his tenure that the club becomes less dependent on gaming, and more on its root business of golf.

There are still only 97 machines there - the same number as when he took over in 2000 - although they are being constantly upgraded.

The new tax regime in NSW has not bitten as hard as it has in some other clubs. Nevertheless it's about as popular here as a thunderstorm on competition day.







# 'Lucky 13' for Murray Downs Golf and Country Club

The smiles are as big as the fairways at Murray Downs Golf and Country Club with the club emerging from more than 13 years in receivership. The club was released from receiver management on November 30, 2005, marking a significant turnaround in its fortunes.

It will continue to trade under the deed of company arrangement put in place by the club Board with debenture holders and pre-receiver creditors in May 2003.

The club has repaid more than \$717,000 to pre-receiver creditors since that time and expects to repay a further \$400,000 in the first half of 2006. Participating creditors are expected to be repaid their full entitlements by 2010. It went into receivership in April 1992 with significant accumulated losses.

President Bill Gurnett blamed the club's financial position at the time on "exorbitant interest rates" and the introduction of poker machines into Victoria. It continued to lose money during the initial receivership period while a turnaround strategy was formulated and implemented.

The turnaround strategy included cost cutting and greater emphasis on local trade, with the restaurant a major focus. The club's poker machines also were upgraded.

Bill said receivership had allowed people to "get on with the running of the club" instead of "putting out grass fires". The turnaround had been due to the collective efforts of many people. He thanked the Board members for "keeping the faith" and said it was only through their hard work that Murray Downs has prospered.

While it had been "a long drag", he said the club was lucky to be one of the small number of businesses that have traded out of receivership.

Nick Malanos, of Star Dean Wilcocks, the club's receivers and managers, said there were very few businesses that could have continued trading in receivership for more than



*Murray Downs Golf and Country Club emerged from more than 13 years in receivership in late November and enjoyed a day of celebration on December 8.*

13 years and retained its identity. The positive outcome had been achieved through the support of the local community and the tireless efforts of the club Board, management and staff.

Nick said Star Dean Wilcocks was pleased to have been involved in such a "success story" in today's competitive business environment.

Co-appointed receiver, Ron Dean Wilcocks, said the ANZ Bank's support also had been critical to the club's survival. When the receivership began the bank debt was way above the club's assets. He said the bank had been entitled to simply sell the club's assets, meaning the Swan Hill Region would have lost one of its major businesses employers and tourist attractions.



"We have had a wonderful relationship with Star Dean Wilcocks and, in particular with John Star who had been acting either receiver manager or a consultant for the past 13 years," Bill said. "John's business acumen ensured appropriate business practices were in place for the club to prosper. When John retired, we were equally happy with Nick Malanos's role as receiver and manager."

Bill said the Board and management were in the process of formulating plans to further develop the club's facilities. "We hope that when the plans are finalised that the works will begin in 2007 to again improve and maintain member's facilities at first class standard," he added.

Albert Cachia, from Bartlett Cachia, will continue to administrate the Deed of Company Arrangement and will oversee the club's performance and operation. John Star will also have ongoing involvement.

Murray Downs Golf and Country Club General Manager Michael Alexander thanked the management team and the staff for their "tireless work" over many years. "I'm looking forward to a prosperous future for the club," Michael added. ■



# Club funds new Poker Machine Tax through technology savings

**C**abramatta Rugby League Club has been able to dramatically turn around a disturbing “drinking problem” at the club thanks to modern technology.

The “drinking problem” was the club’s bar trade \$192,000 nett loss and the technological solution was ClubLink.

The moment the club installed The Generate Group’s ClubLink solution in its five bars, profits rose sufficiently to significantly offset the impost of the NSW Government’s Poker Machine Tax.

The ClubLink system turned the club’s bar trade \$192,000 nett loss into a \$4000 nett profit within the first 10 months and remains on track to return approx \$275,000 every year.

Cabramatta Rugby League Club has leased the ClubLink solution over three years and realistically expects the system to last well beyond 10 years with only normal repairs and maintenance.

This will see a return of \$2.75 million for an outlay of \$154,000.

The club’s Chief Executive Officer Adrian Vermeulen was confident the system would revolutionise bar trade, stock control and enhance productivity at the 8000-member club.

“I had used the Generate BevLink system at the Forbes Services Club and the Forbes Golf Club and it was brilliant, an invaluable management tool,” Adrian said.

“When I arrived at Cabramatta in mid-2004, I felt naked without Generate’s ClubLink solution.

“The club had an old till system with a stocktaking facility, but there was no real-time reporting.

“The lack of information and control was exacerbated by the fact administration is in a separate building to the club, which made communicating with staff even more difficult.

“Really, I had little idea of what was happening at the bars.”

The club’s Board of Directors



*Cabramatta Rugby League Club Chief Executive Officer Adrian Vermulen.*

accepted Adrian’s recommendation and the club is leasing ClubLink over three-years for \$4300 per month.

ClubLink controls all of the club’s beverages - including beer, spirits, wine and post mix - which amounts to around \$2 million in sales annually.

“Before I arrived the club relied on its poker machine takings, but I know there are good profits to be made at the bar,” Adrian added.

“Our gross profit rose five percentage points as soon as the Generate system started operating - and that was without raising drink prices.

“The trend continues today.”

The \$200,000 net profit turnaround has happened despite the fact the club sells schooners of full-strength beer to members at a remarkably low \$2.40.

“The ClubLink technology gives us a stocktake procedure which is second to none,” Adrian said. “Now daily stocktakes by staff are not seen as onerous. They simply stock the fridges to par level.”

ClubLink also has enabled management to pinpoint areas of wastage and, subsequently, take steps to address the issues.

“The system also has unique promotional aspects,” Adrian added. “It enables us to feature individual products with special offers and track their sales. It also has function card facilities, statement reporting, time-controlled happy hours and allows bonus points incentives.”

ClubLink cash registers at Cabramatta Rugby League Club are linked to a back-office computer as well as to a PC on Adrian’s desk.

“It means I can know exactly what is happening in each bar every minute of the day without having to leave my chair,” he said. “The system gives me instant access to all bar results, providing direct comparisons between actual sales and amounts in each till. This allows me to analyse the performance of individual products and operators in bars, and to change pricing at the touch of a button.”

Adrian said the bar staff had adapted quickly to the ClubLink system.

“They were able to design the till layout to suit their own needs and The Generate Group met all their requests and provided the necessary training,” he added. ■





# make a note in your diary now!

## SYDNEY EXHIBITION & CONVENTION CENTRE

TUESDAY 28TH MARCH, 11 AM - 5 PM  
WEDNESDAY 29TH MARCH, 11 AM - 5 PM

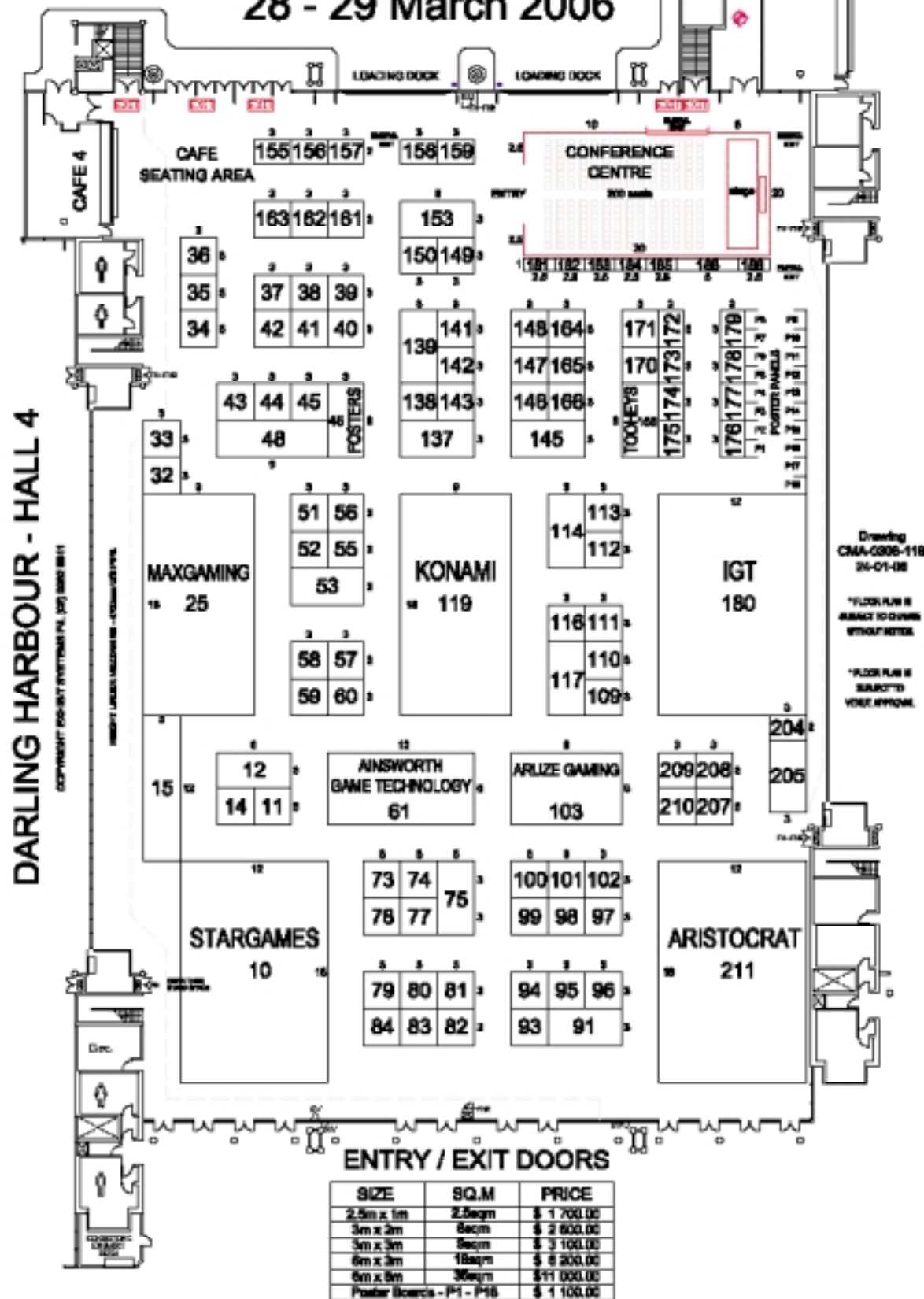
*Entry to the expo is free of  
charge to all managers,  
directors and staff of  
Registered Clubs.*

## CMAA HOSPITALITY EXPO 2006 EXHIBITORS LIST

52	Abbacus Cash Systems Pty Ltd	48	Independent Gaming
61	Ainsworth Gaming Technology	186	Independent Liquor Group
44	Amore Coffee	150	Indo Pacific Currency Equipment Pty Ltd
170	AMZ Furniture Pty Ltd	162	InfoGenesis Pty Ltd
PB16	Apex Cleaning Chemicals	161	Insight Services (NSW) Pty Ltd
211	Aristocrat Technologies Australia	99	JCM Australia
165	Arnotts Snackfoods	207	Jensen Data Systems
103	Aruze Gaming Australia	42	JETZ Retail Systems
164	AVS Group of Companies	94	Karo Australia Pty Ltd
184	Axeze Pty Ltd	177	Kinetik Internet Systems Pty Ltd / Delacon Pty Ltd
158	Bank West	119	Konami
157	Barmetrix Training Pty Ltd	109	KPMG
210	Barringtons	25	Maxgaming
145	Bevcon Solutions & Premier Hospitality Services	183	Merddin Pty Ltd
181	Big Bottle Wine	39	Merlot Constructions (Aust) Pty Ltd
56	Blendtec	60	Micros Fidelio
110	Bounty Limited	163	Multiscreen Channel Pty Ltd
43	British American Tobacco Australia	73	Network Construction
75	Cadbury Schweppes & WGA / Club Games Services	209	NuFurn
58	Canterbury-Hurlstone Park RSL Club / HRT Solutions	143	Orlando Wyndham Group Pty Ltd
12	Cash Handling Systems Pty Ltd	155	Orwark Compactors Aust.Pty Ltd
116	CashCode Company. Inc	148	Osram Australia
45	Chifley Financial Services	205	Paltronics Australasia
149	Classique Leisure Products/Grosfillex Australia	95	Paul Langmack Financial Seminars
34	Cleanaway	102	Paynter Dixon Constructions
139	Club AV	173	Pitney Bowes Australia Pty Ltd
153	Club Connect	35	PPC Membership Card Solutions
55	Club Plus Superannuation	38	PPC Membership Card Solutions
57	Coca Cola Amatil (Aust) Pty Ltd	112	Premier Building Group
78	Collections Design Group	145	Premier Hospitality Services & Bevcon Solutions
93	Community First Credit Union	51	Reed Constructions Australia
111	Cootamundra Components Pty Ltd	PB14	Reels Diagnostics
146	Corrective Services Industries	171	Rentokil Pest Control
33	Daily Press Pty Ltd	175	Retail Systems Australia
81	De Bortoli Wines	32	Rev Ad Display & Signs
138	Deane Apparel / Hyperbola	79	Ricmar Commercial Furniture and Upholstery
177	Delacon Pty Ltd / Kinetik Internet Systems Pty Ltd	14	RJ Graphics
15	Ebet Gaming Systems	208	Screencheck Australia
98	Eco Elegance	74	Security Plastics
172	Enterprise Development Network	182	Sensaroma
PB18	Essential Bathroom Services	142	Shadola Sunscreen Systems
77	Essential Cleaning Group Pty Ltd	84	Spacebud Pty Ltd
156	Event Pro Software	117	Sprintquip Pty Ltd
204	Feastcorp Pty Ltd	10	Stargames
100	Feltex Carpets	174	Statewide Business Training
176	Finrent Pty Ltd	159	Steam Australia
PB15	FM Club Support	141	Supagas
46	Foster's Australia	101	Superior Fit
83	Fugen Constructions Pty Ltd	114	Technoprom Pty Ltd
179	Furniture New Vogue	PB17	The Robin Hunt Organisation
11	Generate Group	168	Tooheys NSW
53	Global Coffee Solutions	91	Total Concept Projects
137	Global Gaming Industries Pty Ltd	40	Tree Creation
113	Golden Games	96	Tyrrells Vineyards
59	Gopher Graphics	147	UniPage
178	Guardian SRS	80	Universal Tickets
37	HPA Newcastle	36	Video Craft (Aust) Pty Ltd
58	HRT Solutions / Canterbury-Hurlstone Park RSL Club	75	WGA/Club Games Services & Cadbury Schweppes
138	Hyperbola / Deane Apparel	41	WineSource
180	IGT	82	Zig Zag Apparel Pty Ltd
166	i-Mobile Pty Ltd		

# CMAA HOSPITALITY EXPO 2006

28 - 29 March 2006



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# CMAA Bursaries open door to industry career opportunities

By TORY SORBELLO

The CMAA late last year announced the list of 51 winners in the 18 categories of its 2006 Bursary and Scholarship Program.

IGT has made a substantial \$32,000 investment in its four bursaries within its Peter Clarebrough Memorial Gaming Bursary and recipients of the 2006 bursaries are Geoffrey Holland (Dubbo RSL), Michael Brennan (West Illawarra), Sharon Brawn (Castle Hill RSL) and Cameron Provost (Parramatta Leagues Club).

These four CMAA members will join the CMAA's multi-city tour which includes a visit to the Global Gaming Expo (G2E) in Las Vegas, and the IGT Factory and Global Head Office in Reno, Nevada, in early November.

IGT Australia Managing Director Andrew Hely said IGT was proud of its ongoing support of the CMAA Bursary and Scholarship Program, having been involved as the major sponsor for more than seven years.

"This very worthwhile contribution to the industry affords gaming managers the ultimate education aimed at improving their gaming business acumen as well as providing them with the latest insights and freshest ideas which may be adapted to their own gaming environment," Andrew said.

The IGT Bursary offers the winners access to the latest and most sophisticated international gaming room designs and management processes as well as cutting-edge gaming technology.

This quartet, like the many other 2006 Bursary Program winners, will be armed with new information and greater understanding to give them the advantage to more effectively plan the future growth and improvements of their gaming floors.

"Educating gaming managers ultimately serves the whole industry,

## Sponsors make program possible

The CMAA's Bursary and Scholarship Program is a major part of its training and development pathways and offers members the opportunity to advance and enhance their careers through sponsored bursaries. The CMAA's high-valued sponsors generously provide the financial support to make these training and development opportunities a reality for members across Australia. The Bursary Program, sponsored by 17 companies, is coordinated alongside the CMAA training syllabus to ensure bursary winners receive specific and valuable learning opportunities to further their careers in the club and hospitality industries.

To be considered for one of the 51 CMAA bursaries in 20 categories, applicants had to submit a nomination form based on four set criteria ...

1. a letter from the club President, General Manager or Secretary Manager;
2. an application form listing three bursary preferences;
3. employment history;
4. industry and education activity summary.

Industry activity is determined by a CMAA points system which allocated a value for each industry-related activity they participated in, e.g. 10 industry points is earned for each CMAA Zone Committee Meeting attended.

IGT sponsors the Peter Clarebrough Memorial Gaming Bursaries and to offer a snapshot of the CMAA's Bursary Program TORY SORBELLO, a 3rd year Bachelor Communications (Journalism) student at the University of Western Sydney, looked at IGT's major commitment to the program with the company's Australia Managing Director Andrew Hely and profiled the four winners of the 2006 bursaries.



Andrew Hely

including players, as new technology and more entertaining games become available and gaming rooms are redesigned," Andrew added.

"Clubs benefit from adopting the successful processes of other gaming floors ensuring that local resources are better utilised by leveraging proven concepts."

The IGT Bursary was one of 51 awards which club managers could apply for under the CMAA's Bursary and Scholarship Program.

However IGT's is the only bursary offering four overseas trips valued at \$8000 each.

A minimum of 25 industry experience points are required to apply for the CMAA 2006 IGT Peter Clarebrough Memorial Gaming Bursary, along with the KPMG American Club Manager's Conference Study Tour, and Coca-Cola Hospitality Expo Study Tour.

CMAA Education Manager Ralph Kober said the IGT Bursary provides managers with the opportunity to be exposed to international markets and experience first-hand the latest trends in electronic gaming and casino management - a view shared by the winners.

The winners of the CMAA 2006 IGT Peter Clarebrough Memorial Gaming Bursary are scheduled to leave Sydney in early November for a two-week tour. ❖

■ BURSARY WINNERS - P30

■ LAS VEGAS AWAITS - P31

# CMAA 2006 Bursary winners ...

## PETER CLAREBROUGH MEMORIAL GAMING BURSARY

### - sponsored by IGT

Cameron Provost	Operations Manager	Parramatta Leagues Club
Michael Brennan	Gaming Manager	West's Illawarra
Sharon Brawn ACCM	Gaming Manager	Castle Hill RSL Club
Geoff Holland ACCM	Secretary Manager	Dubbo RSL Memorial Club Ltd

## AMERICAN CLUB MANAGER'S CONFERENCE TOUR BURSARY

### - sponsored by KPMG

Shelley Payten	Secretary Manager	Milton Ulladulla Ex-Servicemen's & Citizens Club
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## HOSPITALITY EXPO TOUR BURSARY

### - sponsored by Coca-Cola

Mandy Ne'Roi	Functions Manager	Mingara Recreation Club
Stuart Burrows	Operations Manager	Club Marconi

## AUSTRALIAN CASINOS STUDY TOUR BURSARY

### - sponsored by Stargames

Simon De Munck ACCM	Operations Manager	Club Rivers
Colleen Inskip	Operations Manager	Wangi District Workers Club
Stephen Brown ACCM	Secretary Manager	Belmont Golf Club

## FINE FOOD SHOW & STUDY TOUR BURSARY

### - sponsored by Profitable Hospitality

Merissa Proops	Food & Beverage Club Manager	Five Dock
Joshua McAleer	Secretary Manager	Grosvenor Club Limited
Lisa Caswell	Operations Manager	Bateau Bay Bowling Club

## BACHELOR OF BUSINESS IN CLUB MANAGEMENT DEGREE SCHOLARSHIP

### - sponsored by Coca-Cola

Dean Café	Chief Executive Officer	Young Services Club
Nerine Ockwell	Trainee Manager	Mollymook Golf Club
Jason Moore	Secretary Manager	Windsor District RSL Club

## CLUB MANAGEMENT PROFESSIONAL DEVELOPMENT SCHOLARSHIP

### - sponsored by Barringtons

Lauren Heydon	Secretary Manager	Warragamba Worker's & Sporting Club Ltd
Brett Gorham	Assistant Manager	Young Services & Citizens Club

## WINE INDUSTRY STUDY BURSARY

### - sponsored by Tyrrell's Wines

Glenn Wallace ACCM	Operations Manager	Canberra Labor Club Ltd
Colin Eisenhuth	Duty Manager	Dooleys Lidcombe Catholic Club

## CMAA VISIONARY LEADERSHIP PROGRAM BURSARY

### - sponsored by Scott & Broad

Michael Foulkes	Catering Manager	Cabra-Vale Ex-Active Servicemen's Club Ltd
Michelle Appleby	Human Resource Manager	Revesby Workers Club

## FOOD & BEVERAGE MANAGEMENT EDUCATION BURSARY

### - sponsored by National Coffee Distributors

Susan Blake	Duty Manager	Bexley RSL & Community Club
Chris Kermond	Duty Manager	Revesby Workers Club
Bronte Kolinac	Duty Manager	Barrier Social Democratic Club
Damian Watts	Purchasing Manager	Castle Hill RSL Club

## CLUB DUTY MANAGER DEVELOPMENT PROGRAM BURSARY

### - sponsored by The Enterprise Development Network

Katrina Jones	Office Administrator	Cardiff RSL Memorial Club
Andrew King	Duty Manager	Dapto Leagues Club Limited
Garry Weston	Customer Services Manager	Club Rivers
Gail Caton	Duty Manager	Windsor District RSL Club

## CLUB GAMING MANAGEMENT EDUCATION BURSARY

### - sponsored by Maxgaming

Troy Sheary	Shift Manager	Mingara Recreation Club Ltd
Daniel Passfield	Operations Manager	Cardiff RSL Memorial Club
Ryan Hayes	Gaming Manager	Club Rivers

## FOOD & BEVERAGE MANAGEMENT DEVELOPMENT PROGRAM BURSARY

### - sponsored by True Blue Chemicals

Pamela Waring	Events & Functions Manager	Revesby Workers Club
Graeme Tonks	Gaming/Functions Manager	Paddington-Woollahra RSL Club
Karen Way	Gaming Manager	Club Marconi

## MARKETING MANAGEMENT EDUCATION BURSARY

### - sponsored by Russell Corporate Advisory

Ben Hamilton ACCM	Secretary Manager	Cardiff RSL Memorial Club
Patricia Ede	Administration Manager	Telarah Bowling Club
Patricia Proctor	Operations Manager	Toronto RSL Club

## FOOD SAFETY RISK MANAGEMENT EDUCATION BURSARY

### - sponsored by Fisher:Kidd & Associates

Managing Risk Training Course		
Chris Unicomb	Compliance Manager	Bankstown District Sports Club
James Nicholas	Sous Chef/Relief Food Services Manager	Hornsby RSL Club

## Managing Food Safety Auditor Training Course

Michael Kowilaw	Catering Manager	Tuggerah Lakes Memorial Club
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## FINANCIAL MANAGEMENT EDUCATION BURSARY

### - sponsored by Paul Langmack Financial Seminars

Stuart Jamieson	Operations Manager	Carnarvon Golf Club
Claire Woodley	Office Administrator	Birrong Bowling & Sports Club
Allan Hudson	Finance Manager	Laurieton United Servicemen's Club

## CMAA EXECUTIVE LEADERSHIP CONFERENCE BURSARY

### - sponsored by Infogenesis

Glen Fraser ACCM	Secretary Manager	Northmead Bowling & Recreation Club
Karren Howe ACCM	Secretary Manager	Barrier Social & Democratic Club

## CLUB MANAGEMENT CONFERENCE BURSARY

### - sponsored by LPK Cleaning

Darling Harbour Conference		
Phil Ryan ACCM	Secretary Manager	Wollongong Ex-Services Club
Sally Dickinson	Finance Manager	Arana Leagues Club
AGE Conference		
Christine Haynes	Marketing Manager	Tuggerah Lakes Memorial Club
Wayne Rinaldi ACCM	Venue Manager	Sebastopol Bowls Club



# Managers appreciate IGT tour



**MICHAEL BRENNAN**  
Gaming Manager,  
Wests Illawarra  
Leagues Club

Michael has been in his role since June 2005 and has worked in the club industry for the past 10 years, starting as a casual steward at Collegians Leagues Club while studying for a degree in Commerce at the University of Wollongong. "I enjoy the diversity of the industry, the opportunities that are available and the people," he said. Michael exceeded the 25 industry experience points required to apply for the IGT bursary because he is a Leagues Club Association of NSW Director, has completed the Visionary Leadership Program with the CMAA and has almost completed the Club and Gaming Management Degree at Southern Cross University. Las Vegas presents an exciting opportunity. "I'm looking forward to experiencing the vibe of Vegas and bring back ideas and concepts that will help improve my skills and knowledge and some new ideas to add to our business at Wests," he said. Michael acknowledges initiatives such as the IGT bursaries reward professionals for their hard work. "The bursary offers applicants, particularly managers, recognition and reward for their commitment to the industry."

Geoffrey Holland began his club industry career at Newcastle Tattersalls in 1972 before moving on to Barham Services Club in 1980 as an assistant manager and joined Dubbo RSL in 1987. He enjoys the industry's diversity, a sentiment shared by other IGT bursary winners. "The club industry acts as a fulcrum to deliver entertainment to a lot of people, whether providing a social environment to mingle with friends or having something to eat at a reasonable price," he added. Geoffrey's involvement in CMAA-organised events helped him accumulate the 25 experience points to apply for the IGT bursary. "I try to attend the CMAA Annual General Meeting each year, as well as many educational seminars as possible. I was even lucky enough to attend a CMAA Leadership Course." Geoffrey is excited about the educational prospects of the bursary tour, which includes a trip to the G2E expo. "G2E opens new opportunities to learn ... it's about world's best practice. Australian managers bring back new information on such things as building and gaming room machine layout."



**GEOFFREY HOLLAND**  
Secretary Manager,  
Dubbo RSL



**CAMERON PROVOST**  
Operations Manager,  
Parramatta Leagues Club

Cameron entered the club industry in 1993, working for the Orange Ex-Serviceman's Club as a casual barman. The next decade brought a move to Sydney and work at Harbord Diggers Club, Dee Why and Belrose bowling clubs, before landing his role at Parramatta Leagues Club. His CMAA involvement started in 1999 as a trainer, teaching the Gaming Analysis Program (GAP), RSA and RCG courses and the Gaming Management Program. Apart from the industry's diversity, Cameron enjoys training people and see them develop into managers and successful people within the industry. He earned 106 industry experience points in 2005 by attending the Mid-Year Conference at Jupiters, Network and Zone meetings along with CMAA workshops and seminars. Cameron's 2006 bursary tour objectives are to acquire the latest industry-related information for personal benefit and for aspects of Parramatta Leagues Club's Strategic Plan, including security and surveillance, food and beverage, customer service, finance and operations. "The IGT bursaries give club managers a chance to study aspects of the industry overseas, something perhaps not possible with their club due to financial reasons."

Sharon Brawn started in clubs at Five Dock RSL in 1994. Ten years later, she returned to work for Castle Hill RSL. Sharon is attracted to the industry because of the people and variety of tasks that "keeps things interesting". Sharon achieved her industry experience points through "lots of education" last year, attending seminars on gaming, finance, marketing and budgeting. She applied only for the IGT Bursary this year as it encompassed all facets of an educational tour. "There are 400 exhibitors at G2E and I want to see everything on offer. There's also great networking opportunities with US industry people. On my last CMAA tour, I met 40 club managers from around Australia and am still in contact with almost all of them. People who want to get ahead in the industry have an opportunity to do so via a bursary such as this."



**SHARON BRAWN**  
Gaming Analysis  
Manager,  
Castle Hill RSL

# Employment Contracts v Fixed-Term Contracts

By **PETER COOPER**,  
CMAA Senior Industrial  
Relations Advocate

As we continue to contemplate the effects of the Federal Government's WorkChoices Legislation on CMAA members employed under both our State and Federal Awards, one of our greatest fears is members may be forced to embark upon Common Law employment contracts. The main concern here is the CMAA's lack of standing in the Common Law Court jurisdiction and the likely cost facing individual members when starting proceedings for breach of contract disputes. At the end of the day, the legal fraternity will be the only real winners.

**A** prelude to what lays ahead was a case before the Supreme Court NSW in December 2005, where the employer commenced proceeding against its employee for failing to abide by a notice provision contained in an employment contract.

Both parties are well and truly "legaled up" with Senior Counsel and, while this is a cost jurisdiction, the real argument is about a 26-week notice period not given by the employee.

In calculating the suggested level of the employee's remuneration, it could be suggested that the cost of the agreement will exceed the payout being sought.

This matter was between a high-

profile news presenter and a national television broadcaster and - at the time of writing - was subject to appeal by the employer.

Supreme Courts are generally not overly exposed to employment law matters, but this, obviously, will change with the new IR laws.

The Court's short and simple ruling was along the lines ... "If it walks like a duck and quacks like a duck, it must be a duck".



*Peter Cooper*

To quote the judge ... "The dispute between the parties involves one simply stated question: what is the expiration date of the contract? In my opinion, the answer is equally simple, derived from the terms of the contract itself, and it favours the defendant (employee)".

Labour analysts are yet to dissect and comment on this decision, but my short take on the matter is "the duck" (fixed-term contract) is really a rooster (ongoing employment contract) in disguise.

**What is a fixed-term employment contract?**

It's an agreement to undertake a specified job for a specified period.

There is a stated understanding that there is a definite beginning and a definite end of contract.

The employment is automatically terminated after an effluxion of time.

Courts have adopted the following

principle in determining that employment contracts are not genuine fixed-term in nature ...

1. The Agreement includes a provision that notice is to be given on the termination of employment;

2. The Agreement expires and continually gets renewed on a yearly basis;

3. The contracted position is not for a specific task and the employer cannot adequately justify a good basis or reason for appointing the employee under a fixed term contract.

In this case, the employee had been employed since 1995 on a series of fixed-term contracts, the latest agreed to via a letter of confirmation signed by the parties for a two-year period in December 2003 and ending on December 31, 2005.

I submit the parties should have signed a fresh contract with all implied terms expressed clearly in such a document.

The signed letter of confirmation contained acknowledgement of certain limited terms i.e. salary and notice of termination provisions for either party.

The letter served the purpose of recognising an ongoing employment relationship with limited variations.

The employee resigned in mid-December 2005, stating that she intended to cease employment on December 31, 2005.

She had sought - and was granted - long service leave expiring on January 16, 2006.

The judge indicated the contract did not permit any further remuneration beyond December 31, 2005.

Nonsense!

The parties understood the current salary rate was to be paid for the long service period - November 2005 to January 2006 - and this point is distinctly different to the payment of accrued entitlements due at the termination of employment.

**CONTINUED P33**



**FROM P32**

In this case there are two facts to be dealt with ...

1. If the judge's knowledge of poultry is to be up held, there was no necessity for the employee to formally resign her position as it automatically came to an end after the effluxion of time (December 31, 2005).

2. As there was no new contract in place, the employer could expect its employee gave the long-standing notice requirement of 26 weeks and work the notice out until June 30, 2006. On this point, the letter of confirmation of employment in 2003 stated: "(a) Your employment may be terminated by the giving of 26 weeks notice in writing by either party or, in the case of termination by the employer, by payment of an amount equivalent to 26 weeks salary in lieu of notice."

The employer was very clear in seeking adherence to these provisions,

as other provisions put the employee on notice in the following terms ... "Accordingly you agree that [your employer] shall be entitled to seek such relief including injunction relief to prevent any such breach."

This may lead to a claim for substantial damages against the employee.

It can only be speculated that, with the new employer's eagerness to obtain this employee's services, whether a contract of employment was offered including an indemnity clause covering any cost arising from the employee's former employment relationship.

If this decision stands, it could have negative consequences for career-based managers who, from time to time, are employed under a series of rolling fixed-term contracts.

This decision now questions well-established Industrial Law Court decisions on these types of employment relationships

The CMAA at most members' forums reminds members to seek the

Association's advice before entering into any employment agreement.

This message is of even greater importance, given the change to our national employment law landscape.

**Federal Government's  
"WorkChoices"**

Despite Government assertions to the contrary, there is no economic benefit to the Government's industrial changes - and there is certainly no social benefit.

The fact is the Government's IR changes are not sound, economically based reforms or sound, socially based reforms.

They are ideological, extreme, unfair and divisive.

The real workplace reform is in the training of the Australian workforce at all skill levels.

We have a national skills shortage so the Government advertises internationally for skilled migrants, having failed to train Australians at home. ❏

**The real workplace reform is in the training of the Australian workforce at all skill levels.**

# Stylish renovations draw new members to Five Dock RSL

**F**ive Dock RSL and Community Club is enjoying a resurgence in memberships - particularly in the under 30s demographic - since a major redevelopment of the club's ground floor and lower ground floor levels.

The two-stage development by design and construction company Paynter Dixon included the refurbishment of the lower ground floor lounge and bar - known as the "R Bar" - and the ground floor bistro and foyer.

Club membership has jumped by more than 3000 or more than 45% and General Manager Ken Diaz said the relaxed and stylish ambience of the revamped "R Bar Lounge" has sparked its popularity as a nightspot for local members and guests - particularly in the 18 to 35 age group.

"The R Bar was transformed from an old sports bar to the modern facility we have today, serving as a nightclub in summer and more of a sports bar with big screens in winter," Ken said. "At first, older members were a bit apprehensive about the change, however it's now a very popular area of the club. We realised we needed to provide amenities that would appeal to younger people and the R Bar has worked well in that respect."



*A makeover of the lower floors of Five Dock RSL and Community Club has resulted in a significant membership boost and first-class amenities for established members.*

Paynter Dixon's NSW Marketing Manager Lindsay Verdon said the \$1.2 million refurbishment project had succeeded in modernising the club and providing members with more services and amenities.

"The challenge with this type of renovation is to introduce new elements and areas that blend with the club's existing style and design," Lindsay said.

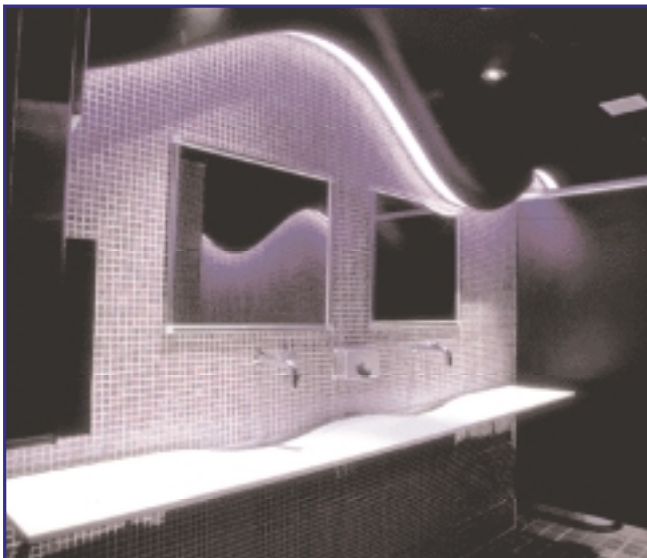
"The diversity of this project was also challenging, from designing a new bar/nightclub through to creating an interactive children's playroom."

The project also included new male and female toilets and new non-smoking lounge.

The interactive children's playroom, known as the "Fish Bowl" featuring vividly coloured graphics of underwater creatures, already is a winner with the children.

The Bistro redevelopment has increased the seating capacity, allowing more people to enjoy the area at any one time. It was also given a more modern look using sleek stainless steel for the servery and kitchen and dark-wood furniture throughout. Earthy tones complete the look with brown, beige and cream used throughout to give a relaxed feel.

"The response to the changes in the club has been fantastic," Ken added. "The redevelopment was completed a year ago and we have had an increase in memberships from 7000 to 10,000." ★







## \$144 million acquisition of Stargames a ...



*Stargames CEO and Managing Director John Rouse (left) toasts the acquisition of his company with Dr Mark Yoseloff, Chairman and CEO of American Gaming company Shuffle Master at Stargames Milperra base.*

# Marriage made in Vegas

If someone told you they were married in Las Vegas, you'd be entitled to consider the foundation and future of what is perhaps something of an impulsive start to a lifetime union.

But the latest marriage made in Vegas - the \$144 million (\$US108 million) acquisition of Stargames by American gaming company Shuffle Master - is destined for a long, happy and very productive union, according to Stargames Corporation Managing Director and CEO John Rouse.

Based in Milperra, in Sydney's western suburbs, Stargames employs more than 190 staff to design, build, test, market and distribute gaming products worldwide with outlets on every continent.

Mr Rouse said Shuffle Master's acquisition of Stargames makes sense for all Stargames business stakeholders and that it was time for Stargames to move into its next stage of

development. "I could not think of a better way for this to be achieved than as a part of the Shuffle Master family," he added.

Shuffle Master's Chairman and CEO Dr Mark Yoseloff said there was outstanding "complementarity" between the two companies.

"Both Mark and I are excited about the future and we both look forward to completion of the acquisition, a smooth integration of Stargames into the Shuffle Master family and much success together," Mr Rouse said.

Shuffle Master is in the final stages of acquiring Stargames, which started last July and should be completed this month.

Stargames recommended last November that its shareholders accept Shuffle Master's \$1.55 per share offer as it was considered to be in the best interests of all Stargames stakeholders.

"We considered the offer fairly valued Stargames shares," Mr Rouse added.

A major international gaming equipment and technology company with a market capitalisation of about \$1.33 billion (US\$1billion), Shuffle Master is the second-largest publicly listed gaming equipment company in North America after IGT and is bigger than Alliance Gaming (Bally) and WMS Gaming.

Shuffle Master's business focus is on utility products, including shufflers, chip sorters and intelligent table products, and entertainment products, including proprietary table games, side bets and electronic table games.

Mr Rouse said that for Stargames to grow strongly as an independent Australian-owned company in international gaming markets, it would have required substantial capital expenditure and would not have been without risk. He said the decision to accept the Shuffle Master offer was because that strong growth could be

**CONTINUED P37**

## FROM P36

more quickly achieved, with greater certainty, if Stargames became part of an international gaming group such as Shuffle Master.

For customers, suppliers and other partners, Stargames will become part of a group better able to support the company's growth.

Mr Rouse described the acquisition a "great opportunity" for Stargames employees as Shuffle Master has announced it intends to retain the senior management team and all the employees subject to an operational review. "We expect Stargames to grow strongly under Shuffle Master's ownership and help support Shuffle Master's business worldwide in technology development and supply of gaming products, so there will be greater opportunities for our employees in the future," he added.

The Stargames head office at Milperra is complemented by the nearby Research and Development campus, including the engineering department, game development studio, assembly plant, warehouse and administration offices.

The plant has an annual assembly capacity of up to 7500 machines on a single shift basis.

Stargames has offices in Newcastle, Brisbane, Christchurch and Auckland, New Zealand. It also has products installed all over the globe, including Macau, Vietnam, Cambodia, Malaysia, Singapore, Philippines, Mongolia, Kazakhstan in Asia, Nevada, California, British Columbia in North America, Venezuela, Peru, Bolivia, Columbia in South America, South Africa, the United Kingdom and Russia.

Shuffle Master's acquisition will provide Stargames with access to the US company's vast portfolio of gaming licences and approvals in North America and other international markets, its large distribution and technical service network, proprietary table games content and funding for new business development that is strategically and financially in the company's best interests.

Stargames will benefit from Shuffle Master's size, reputation and outstanding track record of success.

Shuffle Master intends to support the growth of both Stargames MTGM

## Rouse signs on for Stargames new voyage

Stargames Corporation Managing Director and CEO John Rouse has agreed to stay with Stargames to oversee the next stage of the company's evolution.

Rather than steering the ship as the Stargames senior executive, he will work alongside the management team of major international gaming equipment and technology company Shuffle Master. At 55, John says he would like to play more golf but, because Stargames is so important to him, he will stay on to ensure the acquisition is successful for Shuffle Master and Stargames stakeholders.

"This is a wonderful deal for Stargames ... for the shareholders, customers, suppliers and employees, and secures the company's future. It's a very exciting time and we couldn't have a better partner than Shuffle Master. Mark Yoseloff [Shuffle Master's Chairman and CEO] and his team have visited the Stargames complex a few times now and are impressed with what they see and what Stargames brings to Shuffle Master's business future.

"I'm satisfied and confident that we have made a good business decision," John said.

John's arrival at the gaming industry was a somewhat "outback route", but it's a destination he is pleased to have reached. "I have had a great time - a very busy time, but a wonderful time -

establishing Stargames, and I've enjoyed every moment of the experience and working with the great team of people we have here at Stargames," he said.

John gained an economics degree at Sydney University and added a business degree from Macquarie Uni. He joined BHP iron division in 1970 after working at CSR and various jobs followed within BHP along with a steady climb up the corporate ladder. In 1992, aged 42, he became the CEO of the Australian Jockey Club, and held that position for three years. John then met John Iliffe, industrialist, chairman of AWA, Woolworths and GIO, who offered him the Managing Director's job at AWA, a large electronics manufacturer and operator of the totalisator system at all NSW, Queensland and South Australian racecourses.

AWA was something of a natural progression to establishing Stargames. In the short-term he is focused on making Stargames a successful addition to the Shuffle Master corporate portfolio.

John knows that if Stargames are dealt the right cards, they will win the hand.



(multi-terminal gaming machines) business and EGM (electronic gaming machines) business and proposes to grow MTGM business globally and its EGM business in Australia, New Zealand, Asia, and selected international markets where it has identified special opportunities.

Stargames also expects to retain all its important strategic relationships and extend its long association with WMS Gaming in the Australian and New Zealand markets.

Stargames has achieved a lot over the past six years, developing world-class technology and products and become a world leader in multi-terminal gaming development.

It has established a strong presence in the Australian gaming markets and in other significant international jurisdictions.

Having delivered a \$6 million to \$8 million net profit after tax in each of the past three years, Stargames has been significantly cash flow positive and paid increasing dividends to shareholders.

"This has been achieved because of the outstanding efforts of our people, supported by our Board and shareholders, as well as our important customers, partners and suppliers," Mr Rouse said. "I am extremely proud of what Stargames has achieved."

The flagships of the Stargames product range are the outstanding PC-based gaming machine technology platform, Vegas Star fully automated multi-terminal electronic gaming machines for clubs and casinos and Rapid Table Games, which are dealer-determined multi-terminal electronic table games for casinos. ■

## The 'Diva' of Australia's premium beers

**J**ames Boag's Premium Lager has done a Makye Diva by being recognised as "Best Premium Beer" at the Australian Liquor Industry Awards for the third successive year.

The award, announced in Sydney late last year, is highly regarded as it is voted for by hoteliers and retailers across Australia.

J.Boag & Son Director of Sales and Marketing Lyndon Adams said the company was extremely proud to receive the prestigious award for an unprecedented third year running.

"For J.Boag & Son, this award is the Melbourne Cup of industry awards so we hold this win as highly as I'm sure the connections held Makye Diva's third consecutive cup win - it's very special to us," Lyndon said.

The win comes amid a proliferation of local and international premium beers on the Australian market.

"To win this award for the third consecutive year, given the level of competition now in the premium segment of the beer market, is testament not only to the commitment to brewing the finest quality beer, but also the clear and consistent sales and marketing support that the brand has received," Lyndon said.

"In particular, the use of the unique black-and-white images, taken by photographer Helmut Newton, that have been adapted into distinctive television commercials, have developed mystery and intrigue around the brand, which differentiates James Boag's Premium Lager from its competitors."

Lyndon said another indication of the James Boag Premium Lager's brand strength has been the successful growth of James Boag's Premium Light, a low alcohol version of James Boag's Premium.

"We anticipate that this brand still has a lot of growth ahead as more people decide that it is worth investing a little extra to really enjoy the light beer that they are drinking," Lyndon added. ▣





# Many challenges and issues for CMAA to tackle in 2006



*Fr Chris Riley*



*Bob Carr*



*Grant McBride*

Could there have been a worse start to 2005 for our northern neighbours who were recovering from the disastrous Boxing Day Tsunami?

The CMAA immediately supported the national appeal for victims of the Asian Tsunami, donating \$10,000 on behalf of members to the clubs appeal and supported Father Chris Riley's Youth Off the Streets - Asia Appeal to build an orphanage in Banda Aceh.

There was a charity race day in conjunction with Hawkesbury Race Club and numerous clubs initiated fund-raising efforts.

Fr Riley guaranteed all money raised would be used immediately to support the children orphaned in Banda Aceh - and he has been true to his word, unlike some "professional" charities who, after more than a year of people suffering, still hold in trust more than half the funds that well-meaning Australians donated.

Care Australia's Executive Officer Reverend Tim Costello slighted clubs by refusing to accept a donation of \$500,000 because he considered donations from organisations that sanction gaming were "tainted". It seems he had a problem with priorities, but soon changed his mind when all the adverse publicity started to appear.

In writing this report, I note the nominations for Australian of the Year and it amazes me how people, such as Fr Riley or Wesley Noffs, who give everything for the under privileged or disadvantaged, rarely - if ever - get a mention.

The club industry received a belated Christmas "gift" when NSW Treasurer Michael Egan decided he had wreaked enough havoc across the state and resigned from Parliament. Treasurer Egan's legacy is he will be remembered as the person who tried to destroy the registered club industry in NSW - not the state's most successful treasurer.



**From the  
Executive  
Officer's  
Desk**

**with TERRY CONDON**

The CMAA hosted a successful visit to our "Sister" Association, the Club Managers' Association America Annual Conference and Trade Exposition, in New Orleans. Sadly the Gulf of Mexico coast was devastated some months later by Hurricane Katrina which all but wiped New Orleans from the face of the earth.

The CMAA conducted a very successful Conference and Hospitality Expo at Rosehill Gardens Convention centre in March. Conference registrations and Expo visits exceed previous figures and showed that, although the State Government was intent on stifling the club industry, it

was moving forward strongly. Delegates who attended these sessions embraced a new learning concept "open space" facilitated by Joe Bowers. The CMAA Mid-Year conference at Conrad Jupiters Gold Coast attracted record numbers of delegates and surveys showed the three-day conference content met delegates' needs.

NSW Minister for Gaming and Racing Grant McBride released the Government's response to the Independent Pricing and Regulatory Tribunal (IPART) report into problem gambling, which had been handed down in 2004. The general thrust of the report support the principles of a culture of shared responsibility, development of evidence-based policy and a policy formulation framework coordinated by a single responsible body.

The Workplace Surveillance Act 2005 (NSW) received assent and will regulate three kinds of surveillance in the workplace - camera, computer and tracking.

The NSW Department of Gaming and Racing continued the 35a Audits of clubs with the Department and audited clubs reporting close to 100% compliance. The Industry Code of Practice has been completed and all managers are urged to work within its guidelines.

**CONTINUED P41**



## FROM P40

NSW Premier Bob Carr retired in August after breaking Neville Wran's record as the longest-serving NSW leader and Morris Iemma took the reins of the Labor Government. The Premier rode into town on his white charger to right the wrongs of previous leaders and almost immediately removed the Vendor Tax, which prompted a downturn in the NSW property market, thrust and added tax burden on the nest eggs of many blue-collar Labor voters and saw investment dollars shift interstate. He also trumpeted that he would fix the draconian club poker machine taxation laws, but it appears that like many other "champions" of the club industry that he's big on words, but short on action. Apparently he considers juggling tax rates and telling 950 clubs they would be better off would soothe the anger of clubs, despite the fact his "offer" will rip more out of the industry than the Carr-Egan grab - and \$560 million more than the NSW Coalition's Memorandum of Understanding. It's quite obvious that the Government's "number crunchers" have done their figures and decided that, with the avalanche of other problems in NSW - hospitals, education, police, transport to name a few - they would be better off taking on the club industry, grab the money, try and fix the other problems, and hope the club industry falls for the "spin". Bob Carr and Michael Egan have taken the state - and the club industry - to the cleaners with heavy taxation policies and NSW is looking for a leader - not another "spin doctor". Let's hope the Coalition can provide one.

The Federal Government gained control of the Senate in July for the first time since John Howard became Prime Minister. Howard announced that he had been given a mandate to reform the Australia's Industrial Relations Laws, despite the fact he failed to mention he would do so with a Senate majority when announcing policy statements before the last Federal election. By year's end the Federal Government had forced this disgraceful legislation through both houses of Parliament after Australian workers had taken to the streets to



**John Howard**

voice universal objections to what was being done to present and future workers of our great country. It appears that after 10 years as Prime Minister, "little Johnny" was worried he would be remembered in history only as the nation's most mundane PM. He certainly changed that and will be forever remembered for dismantling more than 100 years of workers' hard-fought reforms because he knows what's best for Australia's workers.

July 4, 2005 brought the first in a range of progressive restrictions on smoking in NSW clubs which will culminate with a complete ban on smoking in all internal areas in July 2007. Victoria, ACT and Queensland clubs have been dealing with smoking restrictions since 2004.

The TVN/Sky Channel dispute continues to cause havoc in racing across Australia with clubs as the meat in the sandwich, paying through the neck to provide a service to members at a cost that should be borne by the TAB before it pays shareholders dividends. Betfair, a new form of gambling on racing, has been licensed in Tasmania and will accelerate in the demise of racing in Australia as we know it.

And so, to 2006 ... what lies ahead for the CMAA?

- March brings a bold venture in moving our Annual Conference/Trade Exposition to Darling Harbour on March 28 and 29. A gala Charity Awards night will be held on March 28 when the CMAA's history will be launched.
- Our Mid-Year Conference is scheduled for June 25 to 28 at Jupiters Gold Coast.

- The CMDA's 2006 Education Calendar has been expanded for all members to continue education programs.
- On the political front, the clubs will encounter more legislation and regulations - in particular, rewriting the Liquor Act to rein in the hospitality industry. We will continue the fight to overturn the additional gaming tax. The adverse effects of the Federal Government's WorkChoices legislation already has started to affect CMAA members with some Boards and CEOs forced to play judge and jury on members' working rights. ■

### NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of the Members of the Club Managers' Association Australia will take place at 9am on Tuesday, March 28, 2006 in the Conference Room, Hall 4, Sydney Convention & Exhibition Centre, Darling Harbour. Members will receive 10 ACCM activity points for attending the meeting and signing the Members' Register.

# Your New Year's resolutions

By **KEN BURGIN**,  
of *Profitable Hospitality*

**L**et's make 2006 different in the food and beverage department ... more profitable and more popular - part of the future, rather than a relic from the past. Let's take on the two major stress areas: staff and profit figures ... and use better menus and service to improve results and member satisfaction.

This is the year to move towards freshly grilled rather than "long ago" roasted. A char-grill gives you the opportunity to present a premium product, cook it quickly and serve it with light, fresh side dishes. Fries are always going to be popular but let's see if we can reduce their use a little and add imaginative vegetable side dishes.

Every construction company is coming to you with great ideas about rebuilding and making the bistro more glamorous. That's great, but 2006 will be the year for more research before signing contracts, visit not only other clubs but modern "eat street" precincts in big cities to see how smart restaurants, cafes and pubs are feeding crowds quickly and with style. Not many of them are using bain-maries!

You may be from a small town, but your guests see all the latest trends on TV and in magazines, so let's give them a taste of something more sophisticated.

Modern chains such as Gloria Jeans, McCafé and Oporto are also making major inroads into Aussie eating habits, so check what they're doing well as you plan for the future.

Whatever you change, the improvements need to allow for flexibility and experimentation - no more resting on the laurels for 10 years before the next upheaval. So ensure you have movable counters, stoves on flexible gas hoses and signs that can be rewritten any time. Food displays will have major improvements this year, and will see the end of expensive and unhygienic salad bars and better display of desserts, salads and sandwiches. Gladwrap gets the flick because now you're selling so much product that there's no need to armour-plate it against the weather and the customers.



**Ken Burgin**

Ken Burgin presents the Food Service and Kitchen Efficiency Workshop for Clubs for the CMAA at

- Auburn on February 16,
- Albury on February 27,
- Canberra on March 13,
- Brisbane on April 4.

Contact the CMA on 02 9643 2300 for bookings and more information.

Desserts will change from being large and heavy to smaller, lighter and increasingly made in-house. Goodbye to big slabs of cheesecake and carrot cake. Say hello to the home-made muffins, gelato, mango mousse and tiramisu served in parfait glasses.

Instead of serving dessert to one customer in 20, you can achieve a strike rate of one in four. How many do you serve now?

The coffee shop changes to a café, and becomes famous for its coffee rather than an embarrassment.

Keen coffee suppliers are regularly training staff and the machine is upgraded to fully automatic so quality is guaranteed and staff can manage the crowd of fans who gather round for a cappuccino when bingo finishes.

No more long queues and three-minute coffees. Our new target is 30 seconds flat from order to fluffy finished product.

Functions are now recognised as a great source of profit and modern function menus are offered across all price brackets, supported by plenty of helpful information on the website.

Good coffee, great sandwiches and hot dishes are on offer in comfortable surroundings, all served by attentive staff who are trained for modern function work. This is the year when

food takes its rightful place on the website, at the "heart of the club".

And the year when the chef learns more about how websites work and organises professional food photography to make it look as good on the screen as it does in real life.

It's also time to start contacting members more regularly, using email and SMS to tell them about special dinners, meal deals and the new menu.

And it's the year to get more in touch with customer opinion. Most Aussies don't say much if they're not happy, saving it up to tell their friends later and never returning. Let's organise it so you hear about problems straight away, and praise flows freely when the bistro has done a good job.

This is also the year for directors and management to learn more about new food ideas, so the annual visit to the Gaming Expo also includes visits to popular eating areas to see how smart operators work. The annual catering and fine-food trade shows are a must for all the kitchen staff, who come back energised from seeing new concepts and tasting new food.

2006 will be the year for more effective staff management ... more-effective job advertisements that really attract attention, posted online and on the club's website. They must work to position your club as the place where smart staff want to work.

Commit to having an hour of uninterrupted conversation with your employees at least twice a year, covering their skills, attitude, accuracy and speed of work, their effectiveness as leaders and aspirations for the future.

This is also the year for handling poor performance fairly and much faster, in the kitchen, the bar and anywhere in the club ... less tolerance of the slow and the shifty, and plenty of short training sessions for those with potential who need coaching. It's the year for more courage to confront problems when they arise. As you make positive changes, everyone's morale and productivity will improve, and so will the gross profit figures.

Ultimately, this is year for more enjoyment at work and looking forward to the start of each week not the end. ✦



# West's Illawarra celebrates half century of golden memories

By NICK HARTGERINK

**W**est's Illawarra Leagues Club in Wollongong opened for business in January, 1956 - an auspicious year in the history of registered clubs in NSW.

It was the year the NSW Government formally legalised poker machines in non-proprietary clubs.

Labor Premier Joe Cahill said the machines had become "an essential part of the economy of clubs" and to withdraw them would place many clubs and jobs in jeopardy.

There's a certain irony then, that in West's Illawarra's 50th anniversary year the club movement is battling so hard against another Labor Government determined to raise its poker machine taxes to levels the industry believes are unsustainable.

Not that the new club was in a position to cash in on the change in the poker machine laws in 1956.

It had just four "pokies" when it was officially opened in rented premises on the Princes Highway at Unanderra on January 28 that year.

The club had been founded by a group of dedicated Western Suburbs



Rugby League Football Club officials who were determined to start the club - both as a social venue and to support sport in general, and rugby league in particular.

To say the founding fathers' vision has been spectacularly fulfilled would be an understatement.

Fifty years on, West's Illawarra is a vibrant and flourishing club with almost 20,000 members who enjoy excellent facilities and services.

The club is one of the biggest supporters of sport in the Illawarra

region, providing financial backing to 16 sporting organisations representing 12 sports - rugby league, baseball, basketball, soccer, cricket, hockey, swimming, touch football, darts, snooker, fishing and golf.

West's Illawarra also pours hundreds of thousands of dollars a year into community organisations across the Illawarra region - from surf lifesaving clubs to youth support programs, schools, drug rehabilitation and the

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*The current West's Illawarra Board (pictured left) continue to oversee the fulfillment of the club's founding fathers' vision as a social venue and to support sport in general, and rugby league specifically*



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children's ward at Wollongong Hospital.

To celebrate the club's 50th anniversary, Wests Illawarra has produced a magazine which charts the history of the club itself, and the sporting organisations it supports.

Many of the pioneering members are still involved in the club, and their stories are told in the magazine.

"Wests Illawarra has such a remarkable sporting heritage that we felt it was important to celebrate it by recording the history of each sporting club that we support," Chief Executive Officer Phillip Bragg said. "We also wanted to honour our pioneers by producing a history of the club that puts down on record how we started and recognises many of the people who have contributed to the club over the last 50 years."

Not surprisingly, rugby league takes pride of place in the 50th anniversary magazine.

The Wests Illawarra Red Devils have produced an extraordinary number of representative and top grade players over the years.

Heading the list is the great Bob Fulton - one of the game's seven Immortals - who played 20 Tests and 15 World Cup matches for Australia, as well as winning Sydney premierships as a player and coach, and captaining and coaching the national team in a playing and coaching career that spanned more than 30 years.

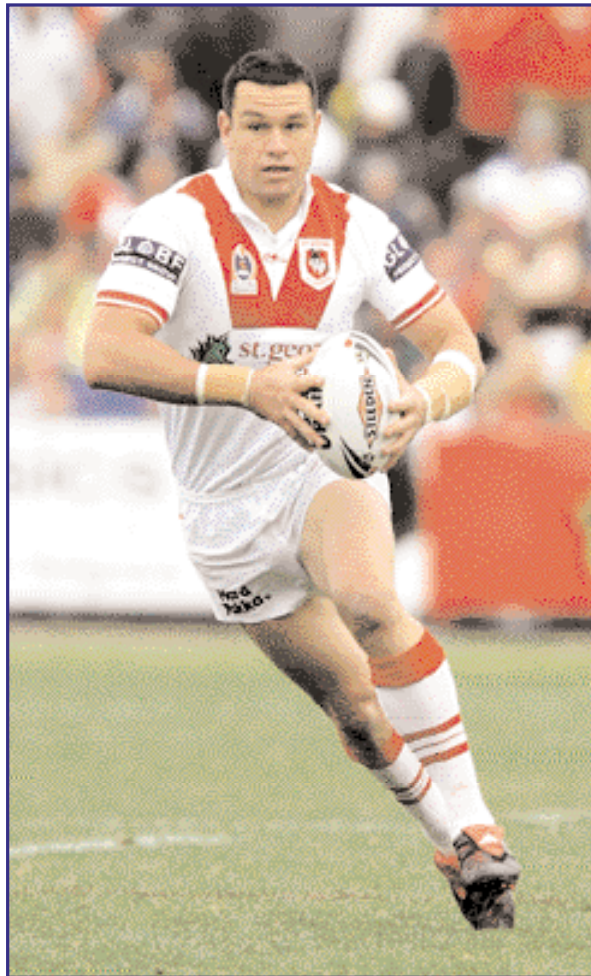
Fulton is the only man ever to play for, captain and coach winning premiership teams and Kangaroo touring sides.

He had been discovered in the Wests junior ranks, and coach Keith Henniker rushed him into the reserve grade team as a 17-year-old in 1964.

Fulton was then snapped up by Manly, where he quickly made his mark on the Sydney first grade scene.

He was first selected to play for Australia in the 1968 World Cup and went on to become one of the game's greatest players and coaches.

Wests' other internationals are



*St George Illawarra international forward Jason Ryles is a product of Wests junior league teams.*

Graeme Lye (1969), David Waite (1973), John Dorahy (1978), Royce Ayliffe (1981), Steve Roach (1985), Garry Jack (1985) and current St

George-Illawarra Dragons star Jason Ryles, who played his first Test in 2003.

The club's NSW representatives include Bruce Olive (1958), Alan Maddelena (1969), Brian Hetherington (1984) and Brett Rodwell (1995), while many other Wests players have gone on to play first grade in the Sydney (now National Rugby League) premiership.

Warren Ryan started his coaching career as captain-coach at Wests in 1971 and 1972, winning the grand final both years, before moving to Sydney where he established a reputation as one of the most innovative and successful coaches of the modern era.

Wests Illawarra's other sporting clubs have also enjoyed great success over the years, none more than the Wests Illawarra Cardinals Baseball Club.

Between 1950 and 1965 they won 15 consecutive minor premierships, appeared in 16 consecutive grand finals and won 12 premierships.

In a second golden era from 1972 to 1982 the Cardinals won 10 consecutive minor premierships and nine grand finals, including six straight from 1977 to 1982. ♣



*The original club had just four "pokies" when it opened officially in rented premises on the Princes Highway at Unanderra on January 28, 1956.*

# Queensland prepares to dine out at Fine Food Show

Organisers have scheduled an exciting program of seminars, interviews and panel discussions with key hospitality industry professionals at Fine Food Show Queensland next month.

Facilitated by hospitality specialist Ken Burgin of Profitable Hospitality, the three day program - March 26 to 28 at the Brisbane Convention and Exhibition Centre - will explore critical topics for chefs, hotel, restaurant, catering and club managers.

The "10-day Kitchen Profit Program" will offer tips and techniques on speedy ways to cut costs, boost sales and double profits.

CMA Magazine Editor Peter Sharp will join photographer Mark Burgin and Maureen de Groot, editor of Best Restaurants of Australia website, for an "Easy Marketing" session.

They will provide insight and ideas about how to market a business effectively and efficiently, while "What do chefs really want?" provides answers to attracting and keeping the best chefs in club kitchens.

The "10 Step Guide to Online Marketing" covers the latest in getting top rankings for websites and growing business much faster.

Another special focus for Clubs will be a panel discussion with leading club managers Dean Bowtell of Southport



**Peter Sharp**

CMA Magazine Editor Peter Sharp will investigate story ideas and feature concepts, as well as gaining feedback from industry movers and shakers at a dinner at Broncos Leagues Club on Sunday 26 March. This event is for club managers who would like to have a say about what they really want from their magazine. Visit [www.profitablehospitality.com](http://www.profitablehospitality.com) to register - numbers strictly limited.

Sharks, Brad Morgan of Broncos Leagues Club, Anne Stovin of Currumbin Palm Beach RSL Club and Martin Taylor of Bribie Island Bowls Club, who will discuss their success strategies to make money from food.

Interviews and panel discussions identifying effective management

styles and business models to generate efficient and profitable returns from the kitchen will be relevant to all serious "foodies".


"The Entrepreneurs Panel" discussion brings together smart operators, including Jane Deery, co-director of Brisbane's iconic Story Bridge Hotel, to talk about the latest trends, challenges and profit strategies.

Brisbane hospitality identity Fel Bevacqua, architect of the successful Domino Pizza chain, has implemented an innovative business model based on mentoring, incentives, high individual job satisfaction and staff retention to support the growth of four thriving restaurants in the Brisbane CBD, will offer some insights into his enterprising approach to managing staff, trends, and maintaining quality in a growing business.

To register your expression of interest, and receive more information about the seminar program, Back-of-House tours and evening hospitality visit [www.profitablehospitality.com](http://www.profitablehospitality.com) or call 1800 001 353.

Entry is restricted to members of the food and hospitality industry.

Persons not in these categories - including children - will not be admitted.

For more information visit [www.foodqueensland.com.au](http://www.foodqueensland.com.au) 





# Foster's drinks to their big squeeze on wine

By KATIE CINCOTTA

**B**EER icon Foster's is now toasting its new status as one of the world's eminent wine producers.

Its recent \$3 billion-plus acquisition of Southcorp, which saw it lay claim to brands such as Penfolds, Lindemans, and Rosemount Estate, now promises an excellent harvest from a booming \$4 billion domestic wine market.

For the business that began brewing the first Foster's Lager in 1888, the creation of Foster's Wine Estates brings together the former Southcorp and Beringer Blass Wine Estates businesses, giving Foster's a new wine portfolio of 50 brands.

According to AC Nielson, the combined Foster's and Southcorp businesses now account for 33% of the Australian wine market by value.

Euromonitor positions Foster's as the world's leading premium wine producer by revenue with the number one domestic premium wine brand in the US (Beringer) and the top spot for premium wine in Australia with Wolf Blass.

With so much new authority, club managers are asking what the liquor powerhouse has in store for on premise in Australia?

John Edwards, general manager of popular Wests Ashfield Leagues Club, says Foster's has been scant on details for how the takeover will affect clubs at a grassroots level.

"We've had a long association with Southcorp and they've always been very good but it's up to the senior department to come forward with information to the trade," John said.

Foster's Corporate Affairs Manager Kim Willcox says little will change in the short-term.

"Members of the club industry will notice few changes in the near term,

## From crop to tabletop

A brief look at Australia's wine history

- The first vines arrived aboard one of the ships that brought the first European settlers to Australia in 1788. Initially, wines were produced in the rich coastal region around the fledgling city of Sydney. John Macarthur established the earliest commercial vineyard.
- In 1822, Gregory Blaxland shipped 136 litres of wine to London, where it was awarded the silver medal by the forerunner of the Royal Society of Arts. Five years later, a larger shipment of Blaxland's wine won the gold Ceres Medal.
- Planting of vines accompanied the spread of European settlement across the Australian continent and, by the beginning of the 20th century, Australia was exporting some 4.5 million litres of mainly full-bodied dry red wines to the United Kingdom.
- The end of the Second World War saw a rapid influx of migrants from Europe who brought with them a strong culture related to wine.
- 1996 to 2003 saw a spectacular growth in exports following rapidly increasing international appreciation of Australian wines. Major wine producers from abroad have invested in Australian wineries and Australian companies have taken controlling interests in wineries in countries such as France and Chile.

*Source:: Department of Foreign Affairs and Trade*



*Foster's Australia National Sales Manager (premise wine) Andrew McCarthy says the bigger Foster's family promises clubs a more personalised approach to wine.*

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with Southcorp sales and marketing teams still operating on a stand alone basis until February," Kim added.

"Clubs will continue to be offered their usual brands and be serviced in the usual way by their existing Southcorp and Foster's Australia representatives until February 2006 when Southcorp sales and marketing are integrated into Foster's Australia."

After the key Christmas trading period, Foster's Australia customers, including clubs, will be offered tailored brand and service solutions from a multi-beverage portfolio that incorporates beer, wine, spirits, cider and non-alcohol products.

Foster's Australia National Sales Manager (premise wine) Andrew McCarthy said the bigger Foster's family promises clubs a more personalised approach to wine.

"We'll be more targeted in how we come to the marketplace," Andrew said.

"We won't be talking to a local bowling or football club about Wolf Blass Platinum but we definitely would talk to them about Koonunga Hill or Wolf Blass Red Label.

"It will be about having a close relationship with the club.

"That's how we'll get away with having 1000 products."

Kerry Scarlett, Assistant Manager at Melbourne's award-winning Mulgrave Country Club, says Southcorp's focus on promotions has made it easier to drive wine sales.

Kerry, winner of the 2005 CMAA Assistant Manager of the Year Award, hopes Foster's will continue that marketing support.

"Southcorp offered a lot of promotion wine," she said. "Foster's should lead by that example."

Andrew says Foster's plans to offer enhanced support for venues through its new Beverage Services Department with a focus on customer marketing to deliver well-integrated promotions.

"We'll be designing things to fit the



**"It will be about having a close relationship with the club. That's how we'll get away with having 1000 products."**

club market perfectly, like our recent Melbourne Cup day presentation with sweeps and fashion prizes," he said.

Efficiency is also on the agenda for the new Foster's Wine Estates, which hopes to solve wastage of wine by the glass with new technology that minimises oxidation and contamination.

A product release is scheduled for early 2006.

Andrew Nankervis, Key Account Manager on premise for Fine Wine Partners - the new joint venture

between spirit and liqueur importer Tucker Seabrook and beer giant Lion Nathan - says recent wine consolidation is proof of an ever-competitive business climate.

He believes the bonus of merging is the efficiency of dealing with one company.

"There's less paperwork and bookwork which is good news for time-poor businesses," Nankervis said.

The 11-year Tucker Seabrook veteran says despite Lion Nathan's recent involvement, Fine Wine Partners regards itself as "the little guy".

He believes the exclusive nature of its wine portfolio will help it compete against market leader Foster's.

"We have products of the ilk of Henschke, Cullen and Moss Wood that you can put on the wine list at virtually any price," he said. "It's about adding margin to the business."

Nankervis advises clubs to focus on niche lines to offer consumers a point of difference to retail.

"Clubs are steering away from commercial wines because consumers are a lot savvier for what things are worth," he said.

Kerry Scarlett also is aware of changing palettes and notes a trend towards the crisp and grassy sauvignon blanc, which may be overtaking chardonnay as king of the whites. As for the changing shape of the corporate wine world, club leaders remain positive. Kerry believes on premise won't suffer as long as

prices remain competitive.

John Edwards argues that the industry needed a pressing, and that despite a cloudy forecast, there are sunny days ahead - which is good news for both winemakers and club managers.

"The Australian wine market is marking time at the moment from what was generally perceived to be an oversupply," John said. "I think it will take a little while to sort itself out but I'm sure it will." ❖

**"We'll be designing things to fit the club market perfectly, like our recent Melbourne Cup day presentation with sweeps and fashion prizes."**

## Latest Audiovisual Technology at Display and Connectivity Roadshow

**I**mage Design Technology (IDT), Australia's leading importer and distributor of advanced audiovisual (AV) and data distribution and display technology has launched a number of world-first AV technologies at its biannual event, the Display and Connectivity Roadshow.

The technologies demonstrated at the roadshow - in Melbourne, Sydney and Brisbane in late November and early December, 2005 - enable businesses to take advantage of true AV/IT convergence, while delivering a superior and more cost-effective AV solution.

The technologies include industry-leading display technology from Clarity Visual Systems and InFocus, AV control systems from Calypso Control and Jupiter Systems; signal distribution solutions from Magenta Research and projector solutions including a portable 3D projector from Lightspeed Design and InFocus.

The technologies launched at the roadshow include:

**Calypso Control Pro I/O** - Launched at Infocomm 2005 in Las Vegas, the Pro I/O introduces the world's first open architecture control product for the professional AV industry; addressing the growing small room control market. It is an intelligent rack mount control appliance that converts inbound control commands to outbound serial (RS232/422), relay and IR commands. It is compatible with nearly any user interface device, ranging from inexpensive IR remote controls to fixed-mount touch screens and hand held touch screens. The Pro I/O web browser utilises a simple 'forms-fill-in' concept for set up and configuration and means no programming knowledge is required. It is also scalable with a series of expansion modules available for larger projects. When combined with an IR or RF remote control, the Pro I/O provides powerful small room/multimedia device control without needing a PC.

"The professional AV world has shifted from specialty to broad markets, as AV becomes more prevalent across business, education, healthcare and elsewhere," Calypso President David H.

Parish said. "Customers will no longer tolerate proprietary, complex and high-priced solutions. The move to open architecture solutions is important as AV dealers expand their business. Open architecture solutions bring more user choices, greater simplicity and lower prices."

### **Magenta Research Mondo**

**Matrix(tm)** - The world's first full-matrix scalable Cat5 switch platform and the first Cat5 full-matrix switcher scalable to 256x256, which is a quantum leap from the previous 16x16. The switcher is also capable of 2048x1536 resolution computer video, which enables it to handle future applications as well as High-Definition TV. By transforming RGBHV switching from traditional coax to Cat 5 with one connector per image, the Mondo Matrix dramatically impacts the rack space and connections needed to accomplish the same switching task. As a result, the Mondo Matrix significantly reduces costs for cable, installation, power and rack maintenance.

"We feel that the Mondo Matrix will revolutionise switching - in many cases it will render coax approaches obsolete because of the tremendous benefits of changing over to our Cat5 solution," Magenta Research President and CEO Keith Mortensen said.

### **Lightspeed Design InFocus(tm)**

**DepthQ(tm) 3D video projector** is the world's first, affordable, portable 3D projector that delivers real-time 120 Hz stereo 3D at a fraction of the cost of other single-lens 3D projectors. The new InFocus DepthQ 3D video projector uses the latest Texas Instruments Digital Light Processing(tm) technology and provides a stunning 2000:1 contrast ratio. Whether in the office, laboratory, boardroom, or game room, the InFocus DepthQ 3D projector makes 3D visualisation more accessible.

The IDT Display and Connectivity Roadshow is designed to provide channel partners and end users with a forum to see IDT's industry leading AV solutions at work. Pro AV industry and end users should visit [www.idt.com.au](http://www.idt.com.au) or call 1300 666 099 to register. ☐





## CMDA Training Program March - April 2006

For full content details of each of the programs contact the CMDA on (02) 9643 2300 or refer to the 2006 calendar on our website; [www.cmaa.asn.au](http://www.cmaa.asn.au)

COURSES	MARCH	APRIL
<b>Provide Responsible Service of Alcohol</b> (THHBFBO9B) (LAB approved) ACCM Unit - 1 Day	Tu 21	W 26
<b>Provide Responsible Gambling Services</b> (THHADG03B) (LAB approved) ACCM Unit - 1 Day	M 20	Th 27
<b>Duty Management Development Program</b> 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Leadership, Compliance/Risk Management. Participants receive a self paced Computer Skills CD-ROM and a comprehensive Effective Business Writing workbook. This program targets Duty Managers and Senior Supervisors.	(S1) M 13, Tu 14 & W 15	(S2) Tu 4, W 5 & Th 6
<b>Analyse and Report on Gaming Machine Data THHADGO1B</b> ACCM Unit 2 Days (Prerequisite for Gaming Management Development Program) Deals with the collection, analysis, reporting of EGM data per statutory requirements and variances through cash flow analysis.	W8 & Th 9	
<b>Manage Payroll BSBADM505A</b> 1 Day Deals with managing payroll services, the calculation, processing of salary payments, group taxation and related payments.	M 13	
<b>Deal with Conflict Situations THHGCS03B</b> 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.		Tu 18 & W 19
<b>Monitor Staff Performance THHGLE06B</b> ACCM Unit 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.		W 26 & Th 27
<b>Manage Workplace Relations THHGLE10B</b> ACCM Unit 2 x 2 Day Sessions. This unit deals with the skills and knowledge required to manage workplace relations, from an industrial relations perspective.		(S1) W 19 & Th 20 Cont. May
<b>Financial Management</b> ACCM Units 5 Days (Prepare and Monitor Budgets THHGLE14B and Manage Financial Operations THHGLE15B) Provides Managers with the skills and knowledge to develop budgets and manage a Club's financial operations. *Financial Fundamentals is the pre requisite for this program.	(S1) Tu 7 & W 8	(S2) W 26, Th 27 & F 28
<b>Develop and Manage Marketing Strategies THHGLE12B</b> ACCM Unit 2 x 2 Day Sessions For Managers who are responsible for the strategic marketing and promotion of functions within their department or club.	(S1) M 6 & Tu 7	(S2) M 10 & Tu 11
<b>OHS Risk Management for Supervisors and Managers</b> (Implement Workplace Health, Safety & Security Procedures THHGLE02B) Ideal for all supervisors and managers. Meets the training requirements for supervisors and managers as stated in the OHS Regulation 2001	W 15 & Th 16	
<b>Coaching Skills for 'Buddy System' Line Trainers</b> 1 Day (Coach Others in Job Skills THHGTR01B) Ideal for supervisors and managers who are responsible for on-the-job training of other staff members. Deals with planning and preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.	Th 30	
<b>REGIONAL TRAINING</b>		
<b>Analyse &amp; Report on Gaming Machine Data THHADGO1B</b> ACCM Unit 2 Days (Prerequisite for Gaming Management Development Program) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	Wallsend Tu 21 & W 22	Dubbo M3 & Tu 4
<b>Interpret the NSW Club Employees State Award</b> 1 Day (Prerequisite for Payroll and Roster programs) Covers the provisions of the award. For those who are responsible for controlling shifts and adhering to labour/roster targets.		Dubbo W 5
<b>Monitor Staff Performance THHGLE06B</b> ACCM Unit 2 Days Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.	Melbourne M 6 & Tu 7	Dapto M 3 & Tu 4
<b>Coaching Skills for 'Buddy System' Line Trainers</b> 1 Day (Coach Others in Job Skills THHGTR01B) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members. Deals with planning & preparing for coaching sessions, conducting sessions in the workplace and following up to monitor participant progress.	Melbourne W 8	Wyong W 12

Courses featuring a code prefixed by either BSB, BSZ or THH are nationally recognised & accredited training units. Upon successful completion of assessment requirements, participants will be issued with a Statement of Attainment and/or a Qualification. For further information contact Narell Harrison or Peter Schmidt at the CMDA, either; Phone: (02) 9643 2300 or Fax: (02) 9643 2400

# CMAA DIARY DATES

## FOR ZONE MEETINGS & INDUSTRY FUNCTIONS IN 2005 / 2006

Day	Date	Meeting	Venue	Zone	Lunch
FEBRUARY					
Friday	10/2/06	07:00	Carnarvon Golf Club	Inner West Golf Day	13:00
Tuesday	14/2/06	09:30	Caloundra RSL Club	Sunshine Coast AGM	
Tuesday	14/2/06	09:30	Everglades Country	Central Coast AGM	13:00
Tuesday	21/2/06 - 5/3/06	N/A	Las Vegas, Hawaii.	79th World Conference on Club Management in Hawaii www.cmaa.asn.au	N/A
MARCH					
Tuesday	28/3/06	13:30	Darling Harbour	Inner West Zone AGM	
Tuesday	28/3/06 - 29/3/06	09:00	Darling Harbour Sydney	CMAA Annual Conference www.cmaa.asn.au	
Tuesday	28/3/2006	09:00	Darling Harbour	Federal Council Meeting	09:00
Tuesday	29/3/2006	12:30	Darling Harbour	CMAA Annual General Meeting	10:30
Tuesday	28/03/06	18:00	Darling Harbour	CMAA Annual Awards Presentation Gala Dinner	18:00
APRIL					
Friday	7/4/06	07:00	Horton Park Golf Day	Sunshine Coast Golf Day	13:00
Tuesday	16/5/06	07:30	TBA	Inner West	N/A
Tuesday	23/5/06	09:30	Tewanton Noosa RSL Club	Sunshine Coast	13:00

## Guinness glasses exclusively with Crown Commercial

Crown Commercial has been appointed to produce Guinness glasses and be the exclusive supplier to the Australian hospitality market.

Diageo, makers of Guinness, made the appointment recently which sees Crown Commercial producing three Guinness glasses.

Venues will now be able to offer this increasingly popular drink in a selection of Guinness-branded glasses.

Previously, Guinness has been served in the traditional Guinness pint glass, but it can now be served up in each state's favourite glass size as well, like a schooner in NSW or a pot in Victoria.

The Guinness glassware range comprises:

- traditional Guinness 570ml pint glass with its tulip shape;
- Guinness 285ml - a half pint/pot/middy;
- Guinness 425ml - known as a



schooner NSW and a pint in SA.

Both the 285ml and 425ml are Crown Glassware "Conical" styles.

Guinness Brand Manager Sally Byrne said the reason the company encourages venues to serve Guinness Draught in a branded Guinness glass is because Guinness drinkers drink with their eyes.

"When a consumer pays that little extra for an imported premium beer they expect it to be delivered in the best way possible," Sally said.

Crown Commercial also now produce and sell Coca-Cola's "perfect

serve" glasses through its national distribution network.

The Coca-Cola glasses - "Short" (266ml) and "Cooler" (355ml) - add style to the presentation of the world's favourite cola.

Each glass has faceted styling to provide good grip, rim toughening to add to longevity and the well-known Coca-Cola logo.

Contact Crown Commercial distribution (1800 252 360) for more information on the Guinness and Coca-Cola ranges. ✪





# St Marys Band Club drives a dream

**S**t Marys District Band Club General Manager Larry Collins and Gaming Manager Chris Debrincat decided to create something unique for their Club.

It had to set aside the Club from its competitors ... a gaming product of their own creation ... a product that would provide players with more excitement and value.

They had ideas but needed experts to help realise their dream.

Their concept was to link the Club's 179 gaming machines to one progressive jackpot system.

They proposed to display the jackpots on up to 10 plasma screen across the club and wanted to connect the screens to the jackpot system via radio frequency transmission instead of traditional cabling.

They wanted to guarantee that one of their players would win a jackpot of between \$45,000 and \$50,000 on



**St Marys District Band Club Gaming Manager Chris Debrincat, Showworks Australia General Manager Mark Bennett (centre) and St Marys District Band Club General Manager Larry Collins (right).**

average every three weeks and a new jackpot theme that captured the excitement of grand prix racing.

They set about organising the hardware, signage, equipment and the installation requirements from their trusted suppliers, but the F1 grand prix content was missing.

They contacted Showworks Australia to partner them in developing the

graphical theme required and Showworks General Manager Mark Bennett listened to the criteria.

Not only did the Club want a grand prix theme, the track had to be the Monaco circuit, the graphics had to be high-quality 3D with different scenes and effects, sound and music - including a voice-over depicting the famous Murray Walker and the cars, buildings and billboards had to display logos of the club, restaurant, night club and the jackpot theme.

After many months of development and production work, Showworks finally delivered "The Winners" theme ready for action.

"Thanks to everyone involved we achieved our dream and we are delighted with the outcome," Larry Collins said. "In particular, Showworks' production exceeded our expectations. Their outstanding graphics and sound delivered a quality product and the results are exceptional." ■

## Regional Roadshow NSW North Coast Expos kick off

**T**he Hospitality Regional Roadshow is back for a bigger and better year when it opens its expo doors on the NSW North Coast from February 20 to 24.

The 2006 expos have more exhibitors, products and services, and more opportunities to speak direct to industry suppliers with its new format.

Starting on Monday, February 20, at the Central Coast Leagues Club at Gosford, the Hospitality Regional Roadshow heads north to Panthers Port Macquarie on Tuesday, February 21 and to Coffs Harbour Ex-Services Club on Thursday, February 23, in conjunction with the ClubsNSW Far North Coast Region Meeting.

The tour finishes at Twin Towns Services Club as part of the Far North Coast Northern Sub-Region Meeting in Tweed Heads on Friday, February 24, covering the major regional bases on the NSW North Coast map.

Promoting major and local hospitality trade suppliers, industry experts, skilled professionals and local business opportunities in regional areas, the Roadshow's one-day events are the \$2 billion hospitality industry's only mobile marketing trade expos that bring regional hospitality operators - hotels, motels, restaurants, caterers, hotels and registered clubs - together with Australia's leading industry trade vendors while networking with hundreds of people.

The Roadshow allows local operators across NSW to inspect the latest products and services to help their businesses in the competitive hospitality sector.

The 2006 exhibitor line-up offers more diversity, including food and beverage suppliers, gaming manufacturers, interior designers, furnishing suppliers, commercial builders and contractors, information

technology professionals, point of sale, telecommunications, financial and strategic management services, security, training and education.

Trade specials include, vendor discounts, a wide-range of innovative premium products and services, and informative and topical workshops.

The Roadshow is in each region for one day and pre-booked appointment times are available.

Doors open to trade clients from 10am to 4pm with lunch included.

In 2005, more than 100 trade suppliers participated in the Roadshow, attracting thousands of operators and visitors.

For information on the Hospitality Regional Roadshow or to book an appointment with suppliers, contact Paula Gilmour (02 - 8218 2190 or 0425 275 207). ■

[www.regionalroadshow.com.au](http://www.regionalroadshow.com.au)



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