

# Club Management

Publication No PP227838/003 [www.cmaa.asn.au](http://www.cmaa.asn.au) IN AUSTRALIA

## New era for Managers, Directors

Report: p6-7



CMAA 2013 Conference Update:  
**p21-27**

Clubs Marketing & Social Media:  
**p34-35**

# SNOW STARS



WHITE Winter



**Snow Stars** is the latest interactive jackpot that allows the player to select a unique free game feature and the opportunity for a jackpot. It features:

- Two level standalone progressive.
- During second screen Ski Jump feature, player selects one of three characters.
- Each character represent the opportunity to win additional free games, additional wilds or free game multiplier and jackpot.
- Ski Jump event builds anticipation as character jumps and lands in one of 10 landing segments.
- Increased jump results in greater prize and jackpot.



## Publisher CMAA

**Editor:** Peter Sharp 0412 381 733

### Contributors:

Henri Lach, Katie Cincotta.

**Advertising:** Judy Rayner

### Advertising Bookings:

(02) 9332 2363 & 9360 6177

Fax (02) 9361 5142

[rayner@bigpond.net.au](mailto:rayner@bigpond.net.au)

### Printing and Design:

Daily Press Group

Phone: (02) 9316 9366

### Correspondence:

The Editor, c/-

Club Managers' Association Australia

Level 2, 1 Showground Road  
Sydney Olympic Park NSW 2127

Locked Bag 4317

Sydney Olympic Park NSW 2127

Phone (02) 9746 4199

Fax (02) 9746 5199

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

The Club Managers' Association Australia is registered as an industrial organisation of employees in the terms of the Fair Work Act 2009, and The Club Managers' Association is a registered Trade Union in the terms of the New South Wales Industrial Relations Act 1996. The CMAA is affiliated with the Australian Council of Trade Unions (ACTU).

### Registered Office

Level 2, 1 Showground Road  
Sydney Olympic Park NSW 2127  
Phone (02) 9746 4199

Fax (02) 9746 5199

Locked Bag 4317

Sydney Olympic Park NSW 2127

Email - [cmaa@cmaa.asn.au](mailto:cmaa@cmaa.asn.au)

### Office Hours

Monday to Friday 9am to 5pm

Seven-day telephone answering service in operation.

"Club Management in Australia" is published monthly by the Club Managers' Association Australia. All material is copyright and cannot be reproduced without the explicit permission of the Publisher or Editor. Editorial contributions relating to the club industry are welcome. Submitted copy should be typed and double spaced. We don't accept any responsibility for keeping and returning unsolicited material. Photographs submitted must be captioned. Those sent without prior arrangement cannot be returned unless accompanied by a stamped, self addressed envelope. Views expressed in this magazine are not necessarily those of the Club Managers' Association Australia. Although we do exercise the utmost caution, we don't accept responsibility for claims expressed in advertisements appearing in our issues.

**Subscription rate is \$60 a year.**

ISSN 0045-7205



**Bill Clegg ACCM**  
*Federal President*



**Michael O'Sullivan ACCM**  
*Federal Vice President*



**Allan Peter ACCM**  
*Federal Secretary*



**Steve Condren ACCM**  
*Federal Executive Member*



**Ian Todd ACCM**  
*Federal Executive Member*



**David Hiscox ACCM**  
*NSW State Executive Member*

# Club Managers' Association Australia

## Office Bearers

### CMAA FEDERAL EXECUTIVE

#### President

WILLIAM CLEGG, ACCM  
Randwick Labor Club

#### Vice President

MICHAEL O'SULLIVAN, ACCM  
Milton Ulladulla Bowling Club

**Federal Secretary**  
ALLAN PETER, ACCM

#### Executive Members

STEVE CONDREN, ACCM  
Southport Surf Lifesaving Club  
IAN TODD, ACCM  
Kingsgrove RSL Club

#### NSW State Executive Member

DAVID HISCOX, ACCM  
Dapto Leagues Club

### FEDERAL COUNCILLORS

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

Mario Machado, ACCM  
Chief Executive Officer  
Hornsby RSL Club

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

Douglas Kirkham, ACCM  
General Manager  
Canada Bay Club

#### Division C - Nepean Zone

Michael Wiesel  
Secretary Manager  
St Marys RSL Club

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

Stephen Byfield, ACCM  
Chief Executive Officer  
Diggers @ The Entrance

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

Phillip Mallon, ACCM  
General Manager  
Casino RSM Club

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

David Hiscox, ACCM  
General Manager  
Dapto Leagues Club

#### Division G - Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone, and the Central and Northern Queensland Zone

Wayne Moffatt, ACCM  
General Manager  
Pine Rivers Memorial Club

#### Division H - Victoria Zone, Riverina Murray Zone and the ACT Zone

Grant Duffy, ACCM  
Secretary Manager  
Numurkah Golf & Bowls Club

### ADMINISTRATION



**Executive Officer**  
Ralph Kober, B.Ed.

**Senior Industrial Relations Advocate**  
Peter Cooper

**Marketing & Sponsorship Manager**  
Shannon Donato

**Industry Professional Development Manager**  
Geoff Meston

**Training Course Administrators**  
Brad Jones, CCM  
Estelle McDonald-Birch

**CMDA RPL Administrator**  
Jason Thomas

**Accounts Officer**  
Priscilla San Luis

**Administration Officer**  
Evonne Bosnich

**Receptionist**  
Carol Quirke

**Events Administrator**  
Tegan Cain

**Qld Membership Liaison Officer**  
Justin McGurgan

#### Life Members

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



# Club Managers' Development Aust Major Sponsor



## CAREER DEVELOPMENT SPONSORS



# Our commitment to quality goes beyond super

HOST**PLUS** is not only recognised as a quality super fund. For 24 years, we've also been recognised as an innovative industry partner helping members and employers alike. Take our member financial literacy program for instance, developed with Scott Pape, the Barefoot Investor. Or our nationwide employer support services that help businesses get back to what they do best – delivering a quality service to their customers. And a quality super solution for their employees. Find out more at [choosehostplus.com.au](http://choosehostplus.com.au) or call 1300 HOST**PLUS** (1300 467 875).

choose **quality**

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



The information in this document is general in nature and does not consider any of your objectives, financial situation or needs. Before acting on this information, you should consider obtaining advice from a licensed financial adviser and consider the appropriateness of this information, having regard to your particular investment needs, objectives and financial situation. You should obtain a copy of the HOST**PLUS** Product Disclosure Statement and consider the information contained in the Statement before making any decision about whether to acquire an interest in HOST**PLUS**. Issued by Host-Plus Pty Limited ABN 79 008 634 704, AFSL No. 244392, RSEL No. L0000093, HOST**PLUS** Superannuation Fund ABN 68 657 495 890, RSE No. R1000054. For further information on Chant West ratings visit <http://hostplus.com.au/info/chant-west-disclaimer>  
THEDMGROUP HOST7167/CM

**PAGE ADVERTISER / EDITORIAL**

Cover 1	CLUB INDUSTRY TRAINING + POINTERS
Cover 2	<b>KONAMI</b>
1	CMAA IMPRINT & ADMINISTRATION
2	CMDA CAREER DEVELOPMENT SPONSORS
3	<b>HOSTPLUS SUPERANNUATION</b>
4	NOVEMBER EDITION CONTENTS & POINTERS
5	<b>AINSWORTH GAMING TECHNOLOGY</b>
6	INDUSTRY ISSUES 1 – CLUB INDUSTRY TRAINING 1
7	<b>PAYNTER DIXON +</b> INDUSTRY ISSUES 2 – CLUB INDUSTRY TRAINING 2
8	PRESIDENT'S PERSPECTIVE
9	<b>INDEPENDENT GAMING</b>
10	<b>BEPOZ + EXECUTIVE OFFICER'S DESK</b>
11	<b>BALLY TECHNOLOGIES AUSTRALIA</b>
12	THE BUSINESS END
13	<b>DATACARD GROUP</b>
14	<b>STARWELL INTERNATIONAL TRADING +</b> CMDA SPONSOR UPDATE
15	<b>MULTISTREAM MEDIA</b>
16	<b>KIC TEAM + INDUSTRY ISSUES 3 – CARBON TAX 1</b>
17	<b>CHARTERS PAPER + INDUSTRY ISSUES 4 – CARBON TAX 2</b>
18	INDUSTRIAL LANDSCAPE 1
19	<b>THOMSONS LAWYERS + INDUSTRIAL LANDSCAPE 2</b>
20	CMAA 2013 ANNUAL GENERAL MEETING & ELECTIONS NOTICE
21	<b>2013 CMAA AGM, CONFERENCE &amp; HOSPITALITY EXPO 1</b>
22	<b>2013 CMAA AGM, CONFERENCE &amp; HOSPITALITY EXPO 2</b>
23	<b>2013 CMAA AGM, CONFERENCE &amp; HOSPITALITY EXPO 3</b>
24	<b>2013 CMAA AGM, CONFERENCE &amp; HOSPITALITY EXPO 4</b>
25	<b>RAYNER ADVERTISING + CMAA 2013 EXPO EXHIBITORS LIST</b>
26	CMAA HOSPITALITY EXPO FLOOR PLAN
27	<b>CMAA 2013 HOSPITALITY EXPO</b>
28	CMDA PROFESSIONAL DEVELOPMENT 1
29	<b>CMDA - BUSINESS PLANNING COURSE</b>
30	CMDA PROFESSIONAL DEVELOPMENT 2 - WESTPAC COURSES
31	<b>CMDA - FINANCIAL MANAGEMENT 101 COURSE</b>
32	ZONE EDUCATION OFFICERS & BOARD OF MANAGEMENT STUDIES
33	CMDA – 2013 BIG EVENT DIARY
34	CMDA UPDATE - CLUBS+: IN 2013 1
35	CMDA NATIONAL BURSARY SPONSORS + CMDA UPDATE - CLUBS+: IN 2013 2
36	<b>CMDA - 2013 MELBOURNE RESTAURANTS BURSARY TOUR</b>
37	ITZ 1 - INNER WEST ZONE & CITY EAST ZONE BREAKFAST MEETING
38	<b>VISUAL SOUNDS + CMDA UPDATE - BIG DAVE STAUGHTON 1</b>
39	CMAA 2012 EVENTS DIARY + CMDA UPDATE - BIG DAVE STAUGHTON 2
40	ITZ 2 - NEPEAN ZONE WORKSHOP, MEETING & LUNCH
41	<b>NUFURN COMMERCIAL FURNITURE +</b> ITZ 3 - MID STATE ZONE MEETING
42	<b>HARLEY RUSSELL DAY + MARKET FORCES 1 – BDO 1</b>
43	<b>RAFFLE TV + MARKET FORCES 2 – BDO 2</b>
44	MARKET FORCES 3 - PGD FINANCIAL SERVICES
Cover 3	<b>2012 AUSTRALIAN CLUB ENTERTAINMENT (ACE) AWARDS</b>
Cover 4	<b>SHFL ENTERTAINMENT INC.</b>

► **Pages 6 - 7**

**THE CMAA** has welcomed a new training framework – established by the NSW Government – for Directors and Managers of the state's Club Industry. NSW Minister for Hospitality, George Souris, said the training program was being developed by the O'Farrell Government with ClubsNSW and the CMAA. The new training requirements will commence from July 1, 2013 ...

► **Pages 21 - 27**

**CLUB INDUSTRY** businesses already have signed up for the **CMAA 2013 Hospitality Expo** at the Sydney Convention & Exhibition Centre, Darling Harbour. There are 56 companies who have already booked their Expo stand on **March 12 & 13** with the **Expo Exhibitor List** and **Expo Floorplan** on **pages 25 & 26**. Delegates also are making online bookings for the two-day CMAA Conference at [www.cmaa.asn.au](http://www.cmaa.asn.au) and the brochure outlining the topics and speakers is on **pages 21-24 ...**

► **Pages 34 - 35**

**IS YOUR** club embracing online marketing and social media to bring positive benefits to your members and business growth for your club? Is your club engaging with your customers and building relationships? If not, then it needs to be. Successful marketing is rapidly changing. There were more than 900 million active Facebook users in June 2012. What smart club can afford to dismiss the importance of social media?

# Hummin' MYSTERY



Powered by

## QX32

JACKPOT CONTROLLER

NEW 2 LEVEL SAP  
+ 2 LEVEL MYSTERY  
LINK OPTION!

PLAY  THE  
FUTURE

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

Subject to regulatory approval

 **AINSWORTH**  
EXPERIENCE COUNTS™



■ **TOP:** NSW Minister for Hospitality **GEORGE SOURIS.**

■ **ABOVE:** ClubsNSW CEO **ANTHONY BALL.**

## New industry training framework will help clubs 'stay in shape'

**THE CMAA** has welcomed a new training framework - established by the NSW Government - for Directors and Managers of the state's Club Industry.

NSW Minister for Hospitality, George Souris, said the training program was being developed by the O'Farrell Government with ClubsNSW and the CMAA.

Mr Souris said the new training framework - announced by NSW Premier Barry O'Farrell in his speech to the ClubsNSW Conference on the Gold Coast last month - would help the State's 12,000 club directors develop the skills to ensure their clubs remain sustainable.

The new training requirements will commence from July 1, 2013.

"This is another significant reform identified in the Memorandum of Understanding signed with ClubsNSW to help secure the viability of registered clubs across the state," Mr Souris said. "Clubs provide much-needed jobs, high-quality facilities and services and financial support for community and sporting organisations. They are particularly important in regional NSW where the local club is often the backbone of the town."

CMAA Federal President Bill Clegg, ACCM, said the training initiative should be acknowledged as a historic and defining moment for the Club Industry.

"Education and professional development is a pillar that the CMAA has been built on," Mr Clegg said. "The foundation stone was laid when, from the CMAA's inception, education was seen as an imperative for the future."

"While acknowledging the collaborative and consultative approach that ClubsNSW and the O'Farrell Government has taken in developing this new program, I also acknowledge the efforts of CMAA Executive Officer Ralph Kober, Industry Professional Development Manager Geoff Meston and CMAA NSW State Executive Member David Hiscox, the past CMAA Board of Management Studies Chairman, for their input and representations on behalf of all CMAA Members."

According to the Allen Consulting Group and the Independent Pricing and Regulatory Tribunal (IPART), NSW clubs employ more than 44,000 people and spend more than \$1.2 billion on wages.

The research also has shown that clubs mobilise more than 44,000 volunteers in support of their core purposes, provide 1,550 bowling greens, 366 golf courses, 163 playing fields, 80 gymnasiums and 66 swimming pools.

Mr Souris said the NSW Government was working closely with the industry's peak bodies to ensure clubs are involved in developing the framework and that they benefit from the opportunities it presents.

"The NSW Government will deliver this much-needed training framework for club directors, secretaries and managers to help secure the Club Industry's long-term future," Mr Souris added.

"Training helps to ensure club boards have the appropriate governance skills to make significant business decisions, while understanding their responsibilities in managing community-owned assets."

## Clubs' safety record at all-time high

**NEW FIGURES** confirm that the Club Industry's "zero tolerance" approach to bad behaviour is a resounding success with clubs set to achieve an all-time low for assaults in a calendar year. The NSW Bureau of Crime Statistics & Research (BOCSAR) statistics show the number of assaults in clubs this year is expected to be 20% lower than the 2011 previous record low; 30% lower than in 1995 when records began being kept; and 55% lower than the peak in 2004.

ClubsNSW CEO Anthony Ball said the figures were a reflection of the Club Industry's zero-tolerance approach to poor behaviour. "Clubs are about being family friendly and that means taking a tough line on anyone who looks like they are there to cause trouble, whether it's because of the way they're dressed, or because of the way they're behaving," he said. "Being a member of a club provides you with access to

world-class entertainment facilities but it also comes with an obligation to observe and respect club rules. Break those rules and you risk being banned from your club for anywhere between a few months and, more likely, a few years."

Some of the biggest falls in assaults have been in western and south-western Sydney, with an average drop of almost 69% in incidents across the two regions since 2004. Over the same period, assaults in Sydney CBD clubs fell by more than 70%, while there were 56% fewer assaults in clubs in the Eastern Suburbs and St George-Sutherland Shire area.

Mr Ball said the fall in assaults is even more impressive considering the population growth and substantial increase in people visiting clubs over the same period. Since 1995, the NSW population has grown by almost 20%, and the number of club memberships has grown from four million to almost six million. ■

- “Training for directors will focus on board operations and club finances, including analysing financial reports and budgets. Club secretaries and managers will receive training on board governance and the role of the club secretary. The training will be appropriate to the role these office-holders play in their clubs and to the size of the club, with sufficient time allowed for training to be undertaken.”

ClubsNSW CEO Anthony Ball said club directors “do a fantastic job”, but there is more that can be done to ensure the Club Industry has the best directors possible.

“These reforms will not only help protect the almost \$4.5 billion contribution clubs make to the NSW community, but ensure that contribution grows in the future,” he said.

Mr Ball said he also welcomed the fact the Government would consult with the industry and club directors leading up to implementing the new training requirements.

“We know from the KPMG Club Census, released earlier this year, that more than half of clubs are suffering from some level of financial distress, so this announcement could not have come at a more important time for the industry.”

More information on the new training framework for clubs will be available at [www.olgr.nsw.gov.au](http://www.olgr.nsw.gov.au) ■

■ **TOP:** NSW Premier BARRY O'FARRELL.

■ **RIGHT:** CMAA Federal President BILL CLEGG.



*You learn something new every day*

New methods, new materials and new techniques for building, finishing and decorating emerge every day, across all facets of the building industry, and Paynter Dixon are using them as they come to market. We then bring that entire experience to you throughout your contract, so that if it's cutting edge, today, we'll be applying it to your club tomorrow.

Phone 02 9797 5555 • [paynterdixon.com.au](http://paynterdixon.com.au)



**PAYNTER DIXON**

HOSPITALITY

**Paynter Dixon, the entire picture**



# New training framework a defining moment for Industry

**President's Perspective** with BILL CLEGG, ACCM

**THE ANNOUNCEMENT** by NSW Premier Barry O'Farrell and details provided by Hospitality Minister George Souris at the ClubsNSW 2012 Conference last month on the new training framework for Club Directors and Managers should be acknowledged as a historic and defining moment in the NSW Club Industry.

Education and professional development is a pillar that the CMAA has been built on.

The foundation stone was laid when, from the inception of the CMAA, education was considered imperative for the future.

This was reinforced through the late 1960s through the work done with TAFE to develop the management modules delivered which also led to the creation of the Board of Management Studies and the Active Certified Club Manager (ACCM) Award in recognising education and experience.

While acknowledging the collaborative and consultative approach that ClubsNSW and the O'Farrell Government have taken in developing the framework of this new program, I also acknowledge the efforts of Executive Officer Ralph Kober, Industry Professional Development Manager Geoff Meston and CMAA NSW State Executive Member David Hiscox – also the past Board of Management Studies Chairman - for their input and

representations on behalf of all CMAA Members.

The IPART review acknowledged the role that the CMAA played in the professional development of managers and it has taken this Government to implement a framework that will support the strengthening of the Club Industry into the future.

I strongly endorse the words of ClubsNSW Chairman Peter Newell when he said that no-one has anything to fear from these changes. And, it is incumbent on all professional managers to encourage and support the training needs, not only of the Board of Directors, but ourselves and those that will follow us in club management.

The framework for club managers will include training to be undertaken in the subject – **Board Governance; the Company Secretary & the General Manager** – conducted by the CMAA or any other governance training organisation that is deemed to be acceptable by the Director General of NSW Trade & Investment.

New secretaries, or managers who have been a secretary or an approved manager of a club within the last three years, are to complete the training within 12 months of appointment.

Existing secretaries or managers, with less than three years current experience as a secretary manager or approved manager of a registered club, are to

complete the training within two years.

The Recognition of Prior Learning (RPL) and experience is central to the new training requirement.

Subject to the guidelines specifying the recognition of skills and qualifications to be issued by the Director General, managers can expect - and rightly so - that training undertaken with the CMAA will be acknowledged.

While many managers with more than three years of experience will be deemed to be suitably experienced, we all must acknowledge that there is a commitment to demonstrate to the Government and wider community that we are prepared to undertake the training and ensure the future leaders of the Club Industry are prepared to assume their roles, and that the mandated courses are the minimum level expected.

As I stated, this should be considered a defining moment and the starting point for new levels of professional development that we all should aspire to.

While this is a NSW initiative, members in the other jurisdictions should take note.

There is now a model that can be used in other states.

The various interest groups in Victoria also should take note of what can be achieved when working with a Government that has the true interests of an industry at heart and those groups within that industry work collaboratively for the greater good. ■

➤ **BILL CLEGG, ACCM**, is the CMAA Federal President, a CMAA Life Member & General Manager at Randwick Labor Club

## Govt 'sitting' on conflict advice

A SENATE Estimates Committee has heard that the Federal Government is "sitting" on independent advice about managing conflicts of interest with the ACT trial of poker machine reforms. Department of Families, Housing, Community Services & Indigenous Affairs (FaHCSIA) officials were questioned in a hearing about plans for a trial of mandatory pre-commitment technology at Canberra clubs with poker machines. The trial has no start date because of a Parliamentary deadlock on gambling reform legislation and it will miss the original February deadline. In late January, ACT clubs were offered a total of \$37.1 million in compensation - about 20% of each venue's yearly gaming machine revenue - for their involvement. At the time, the Federal Opposition and anti-pokies campaigners raised concerns about a

potential conflict of interest if Canberra Labor Club's four venues received taxpayer dollars and potentially channeled money back to the Labor Party. The Canberra Labor Club donated more than \$624,000 to the ACT Labor Party in the 2010-2011 financial year. During the October 18 Senate estimates hearing, Liberal Senator Concetta Fierravanti-Wells claimed freedom of information (FOI) documents showed that FaHCSIA and Families Minister Jenny Macklin had sought emergency advice about "conflict of interests" only after the issue was raised in media inquiries. FaHCSIA Deputy Secretary Liza Carroll said it could not be released because it was part of the "deliberative process" and the Federal Government was still in negotiations to set up the trial. Ms Macklin has made public statements that clubs involved in the trial cannot use Commonwealth funding to support political donations. ■

# **SUPERLink**

**Our new Super-LINK Jackpot system** can be attached to any type of gaming machine and includes:

## **Mystery Flexi Jackpot Game**

- Wide variety of parameter sets to choose from
- Flexi-Feature game, which advertises the "must be won before" value after every jackpot hit
- Up to 4 levels

## **Community Jackpot Game with Flexi Jackpot Feature**

- Wide variety of parameter sets to choose from
- Up to 9 winners per jackpot
- One main prize and a shared pool of up to 8 prizes
- Flexi-Feature game, which advertises the "must be won before" value after every jackpot hit

## **Fixed Win Jackpot with the Special theme called 'Cash Cannon'**

- This has a Fixed jackpot value that only displays the winning prize at all times and does not show the prize increasing
- Prize is given away randomly and operates in the background (at the Link controller) as a standard parameter and gives away the average prize every jackpot
- Up to 4 levels

## **Analizer Data Retrieval & Metered Reporting**

- Period Reporting
- History Reporting
- Diagnostic Reporting
- Reports List: Meter Listing, Net Total & Ranking, Link Meters, Metered Profit, Jackpot History, EGM ARTP-TRTP Comparison, EGM Information, Daily Average, Event History, Net Rank Graph, EGM Performance Trend Graph and Current Meter Trend Graph Reports
- Export to Excel

## **Graphics Library**

- Use of full animated graphics library and standard graphics packages (15 in total)



**3 GAMES  
IN 1**



## CMAA status endorsed in Govt's governance plans

**The Executive Officer's Desk** with RALPH KOBER

**IT'S PLEASING** to see that the efforts and excellent reputation the CMAA enjoys has been recognised by the NSW Government in legislation.

The draft regulations within the **Clubs, Liquor & Gaming Machines Legislation Amendment Act 2011** Proposed Club Director & Managers Training Framework make explicit that the CMAA is to be the provider of the *"training to be undertaken by club secretaries and managers, the subject Board Governance: the Company Secretary & the General Manager"*.

The new training frameworks for club directors and managers are to commence on July 1, 2013 and with respect to managers the following applies ...

- Club managers (excluding honorary secretaries who are also directors) who are new secretaries or managers i.e. who have not been a secretary or an approved manager of a club within the last three years, are to complete training within 12 months of appointment.
- Existing secretaries or managers, with less than three years current experience as a secretary manager or an approved manager of a registered club, are to complete the training within two years.

- Managers may be exempted from undertaking prescribed training if they possess recognised prior skills or learning. Guidelines specifying the type of recognised skills or qualifications are yet to be devised and the CMAA will be consulting with Government.

The aim is to provide flexibility without the need to review applications for exemptions, and with respect to secretaries and managers may include completion of other training that is deemed to be equivalent by the Director General, NSW Trade & Investment, to the mandated core subjects that has been undertaken – e.g. legal or accounting qualifications or in the case of equivalent units delivered in the last five years by the Clubs Directors Institute (CDI) or the Club Managers Association Australia (CMAA).

While at the time of writing, the finer details and definitions within the proposed training framework need to be discussed and agreed upon by the Government and the Club Industry, the CMAA is confident that the training regime for managers is fair and reasonable. Information relevant to director training can be accessed by contacting ClubsNSW.



**MAKE A** note now in your diary for next year ... the **2013 CMAA Conference & Hospitality Expo** is scheduled for Tuesday and Wednesday – **March 12 & 13** - at Darling Harbour.

The Conference program is exceptional in content and in the calibre of presenters engaged over the two days.

Again, the cost of attending the two half days is very reasonable at less than \$290 per person and the Expo will feature more than 120 quality trade exhibitors again supporting the event.

An extra day of education is planned for those attending the Conference prior to the Tuesday so that delegates from out of Sydney can take advantage of the fact they are in town and can make some savings on travel and accommodation.

Refer to the Conference brochure on the website – or pages 21-24 of this edition – for details.

Conference Registrations are now open and it's the perfect time to commit to the event with travel and accommodation if required.

This event is the premier Conference and Hospitality Expo to kick off the year, so don't be fooled by imitators.

Go to **www.cmaa.asn.au** today. ■

## Join the Club

Clubs all over Australia are benefitting from BEPOZ – an innovative point of sale system, perfect for the Australian club industry.

Our completely integrated system allows you to easily:

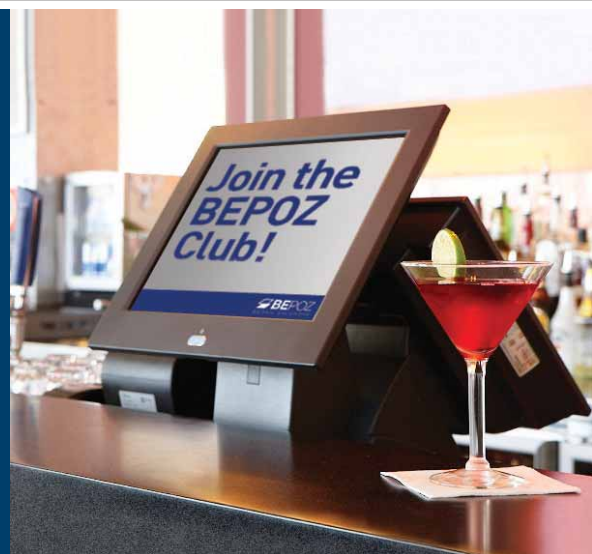
- **advance your marketing**
- **connect with your members**
- **control stock and pricing**
- **manage your food service**

Call us for a chat or an obligation free presentation on

**02 9556 3566** then sit back and relax, we've got it covered.

**BEPOZ**  
RETAIL SOLUTIONS

390 Princes Highway, Rockdale NSW 2216  
sales@bepoz.com.au **www.bepoz.com.au**



# INTERACTIVELY BRILLIANT

Bally Technologies' Pro Series™ V22/22 Upright cabinet features the trailblazing iDeck™ touch-screen button deck, designed to increase player-game interaction.

iDeck automatically updates the button configuration to match newly installed game content, eliminating the physical change of button decks.

And to further enhance your EGM operation, the sleek V22/22 cabinet presents a full lineup of top-performing games, such as Pharaoh's Dream™, which offers free games and locking stacked wild reels.

**The V22/22 Upright featuring the innovative iDeck is the ultimate platform to build your game mix around.**

*Bally*  
TECHNOLOGIES®

BALLY AUSTRALIA | 02.8920.8977 | BALLYTECH.COM



*ALPHA*  
Pro • V22/22



NSW initial game range is subject to regulatory approval. ©2012 Bally Technologies. All rights reserved. Images are for illustration purposes only and are subject to change.





# 2012 ACE Awards back bigger, better, brighter

**The Business End** with SHANNON DONATO

**THE 2011** Australian Club Entertainment (ACE) Awards was a night to remember, but I'm expecting the 15th awards dinner – at The Juniors @ Kingsford on Wednesday, March 20 – to be even bigger and better.

It was a "house full" entertainment spectacular with more than 500 guests – entertainers, sponsors and Club Industry representatives – treated to best in Australian club entertainment.

A highlight for everyone was when Australian entertainment statesman Brian Henderson received a standing ovation when he walked onto the stage to present the ACE Lifetime Achievement Award to The Delltones for their 50 remarkable years in the business. "Hendo" also got a standing ovation for his ... "and that's the way it is on this Wednesday, March 21" ... sign-off as he left the stage. It will be hard to top such a special moment in the history of the ACE Awards, but each edition of the event produces a piece of entertainment "magic".

The ACE Awards have, for 15 years, acknowledged and showcased the talent

and contribution that hard-working entertainers have made to the Club Industry.

It's the second year that the black-tie event has been away from Canterbury Hurlstone Park RSL Club, but The Juniors management and events organising team - led by CEO Geoff Knight and Marketing & Entertainment Manager Brad Stanford - will again ensure the gala event at the South Sydney club is another memorable occasion.

And the ACE Awards has a new logo to promote this important event.

The CMAA is heavily involved in organising the ACE Awards with Federal President Bill Clegg the Committee Chairman, Executive Officer Ralph Kober and me on the Committee, which comprises representatives from ClubsNSW, Lion and long-serving ACE Awards Committee members.

Sponsorship is an important component of the ACE Awards that underline the role the Club Industry has played in developing variety performance in Australia and promoting supporting sponsors. There are 26 categories available for sponsorship, and all but a few are sponsored by clubs that host and support live entertainment. If you are interested in promoting your venue's support of live entertainment, I encourage you to consider becoming involved as a sponsor. I can be contacted on E: [shannon@cmaa.asn.au](mailto:shannon@cmaa.asn.au) or P: 02 - 9746 4199.

With the Committee finalising the nominations in the 24 categories, the first round of voting runs from November 5 to December 14. The voting second round runs from January 7 to February 15.

As they say on all of the latest TV lifestyle and talent shows ... "you'll have to go on line to support your favourite act" ... and your favourite acts in this competition are Australia's top club entertainers.

To participate in the voting process,

go the ACE Awards website - [www.aceawards.com.au](http://www.aceawards.com.au) – and click on the **VOTING** tab at the top of the page.

The ACE Awards dinner, traditionally, is a sell-out show and tickets will go sale in late January.

I look forward to seeing you there for this great event.

## Sponsor Spotlight



**IN OUR 'Sponsors Spotlight' space this month, I want to introduce Matt Madden, the NSW Operations Manager for TJS Services Group ... an all-round good bloke. I have known Matt personally for more than 20 years. Originally from Wallerawang, near Bathurst, and, like most "bushies", Matt is a genuine, down-to-earth fellow who is a hard worker and honest as they day is long. He brings his personal traits to the job and this is no doubt why Matt and his team have done so well in our Club Industry ...**

**Name:** Matt Madden.

**Company:** TJS Services.

**Position:** Operations Manager - NSW.

**First Club Client:** Souths Juniors.

**Best thing about working in the Club Industry:** *The people that I deal with on a day-to-day basis.*

**Best piece of advice you can offer, or have received:** *"Be good to your mother".*

**Worst piece of advice you have received:** *"Don't think ... react".*

**I wish I had a dollar for every time ... I have sworn.**

**When not at work you can find me:** *At Coogee Beach.*

**Favourite sporting team:** *South Sydney Rabbitohs.*

**My local club:** *Souths Juniors.*

**Best thing about my local club:** *The great staff. ■*



■ One of Australia's entertainment icons, Brian Henderson got standing ovations when he presented at the 2011 ACE awards.

# SWITCH YOUR CARD PRINTER TO DATACARD AND GET \$500 CASH BACK!\*

**PRINT MEMBERSHIP, STAFF ID OR GIFT CARDS IN MINUTES!**

Datacard's advance technology desktop card printers and fully featured design software will help you achieve increased brand awareness and improve customer engagement.

Do what you've always wanted to do with your printer:

- Print high quality photos and full colour images on two sides\*\*
- Use metallic colours
- Print barcodes
- Encode on magnetic stripe
- Print on smart cards (contact/contactless)

- ✓ **High Impact / Full Colour**
- ✓ **Eye Catching**
- ✓ **Advanced Technology**



From \$92.50/Month\*\*\* or  
\$2,343 +GST outright purchase

**Call now on 03 9556 9544  
for a free consultation**

Email: [cardprinters@abnote.com.au](mailto:cardprinters@abnote.com.au)

Website: [www.abnote.com.au](http://www.abnote.com.au)

Promo Code: TTBZDM06-12 Valid until the 30th of September 2012

**Datacard**Group



Thanks for visiting us at  
the Australasian Gaming  
Expo (Aug 21-23, Sydney)

**ABnote**

Australia: ACT - NSW - QLD - SA - VIC - WA  
New Zealand: AKL - WEL - CHCH

\* conditions apply \*\* available on duplex models \*\*\* based on a 48 month lease via Flexirent

# Shuffle Master begins new chapter as SHFL entertainment, Inc.

**SHUFFLE MASTER**, Inc has formally unveiled its new company name – SHFL entertainment, Inc. – during the Global Gaming Expo (G2E) in Las Vegas last month.

SHFL entertainment CEO Gavin Isaacs discussed the new name with investors during the UBS and Deutsche Bank Gaming Investment Forum at G2E and emphasised how the new name incorporates the company's mission and its impact in the casino gaming industry.

"We have built a solid reputation over the past 30 years as a leading provider of casino gaming solutions to our customers all over the world," Mr Isaacs said. "We believe that our image and name should pay homage to our roots, while at the same time encompass who we are today and accurately reflect all that we have to offer now and in the future. We are truly an entertainment company, providing products that encourage and support a dynamic gaming experience for players and innovative solutions for our customers. 'SHFL' pays tribute to the name of the company chosen by our founder John Breeding and the company's legacy product, card shufflers. 'SHFL' is the company's NASDAQ ticker symbol, which was selected when it was publicly

listed - an important milestone in our history. 'entertainment' embodies what we provide to the industry with our expanded product lines - proprietary table games, e-tables, slot machines, utility products, and iGaming solutions."

Mr Isaacs also cited SHFL entertainment's broad and expanding portfolio of content, its entrance into new markets and new verticals like iGaming, and the Company's financial stability. In September, SHFL entertainment announced recurring revenue growth for the 15th consecutive quarter and zero net debt for the first time in eight years.

The Company is now operating as SHFL

entertainment. The company's previous website - [www.shufflemaster.com](http://www.shufflemaster.com) will forward to the new site - [www.shfl.com](http://www.shfl.com), as will all [shufflemaster.com](http://www.shufflemaster.com) email addresses. ■



■ SHFL entertainment  
CEO GAVIN ISAACS.



## STARWELL INTERNATIONAL TRADING PTY LTD

348 Chisholm Road Auburn , NSW

Tel: (02) 97382988 Fax: (02) 97382999

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

[enquiry@starwellfurniture.com.au](mailto:enquiry@starwellfurniture.com.au)

### Gaming Chairs



***Yes You Can !***

Choose your unique model and Logo

Choose materials and colours

Choose seat height you want

Choose bigger base and colour

Choose auto-return system

Choose the base with glider or caster wheels

Choose armrest , handle , foot ring

and more.....



# JOIN THE MOBILE MARKETING REVOLUTION...IT IS HERE! YOUR CUSTOMER HAS GONE MOBILE, HAVE YOU?

Easy-to-use solutions for the mobile generation.  
The simple way to create elegant mobile apps for your business.

CLUBS REALTORS LAWYERS RESTAURANTS BANDS FITNESS NONPROFITS GAMING

## Why go Mobile?

- Mobile coupons are 10 times more likely to be redeemed than mail or newspaper distributed coupons
- 50% of people made a special trip to a store to redeem a mobile coupon
- One half of all local searches are performed on mobile devices and mobile search engines
- Mobile creates a more personal experience for the user with faster access to business information
- Over 75% of marketers plan to include mobile in their budgets, don't be part of the 25% left in the dust. Join us in the mobile revolution!
- 9 out of 10 mobile searches result in a purchase or in-store repeat visits

## How it works:

- MultiStream Media allows you to simultaneously create, edit, and manage native iPhone, iPad, Android, and mobile web apps online
- Our easy to use content manage system (CMS) allows for elegant app design, customization, and functionality across a broad range of mobile platforms.

## Over 45 Integration Features available!

MailChimp  
OpenTable  
Podcast  
SoundCloud  
Awesome Help Center  
Shopify  
Magento  
Volusion  
Big Commerce  
Shopping Cart  
Feature  
Notepad Feature  
Voice Recorder  
Feature  
Mobile Ads Feature  
Flickr  
Picasa  
Wufoo

YouTube  
Available on HTML5  
Available on iPhone  
Available on iPad  
Available on Android  
GPS Directions  
One Touch Calling  
Tell-A-Friend Feature  
Business Information  
Points of Interest  
Event Listings Feature  
Contact Information  
Email Photo Feature  
Native Image Gallery  
Fan Wall Feature  
Push Notifications

GPS Coupons Feature  
Flexible Counter  
Feature  
Mailing List Feature  
Tip Calculator Feature  
QR Coupons Feature  
Mortgage Calculator  
Blog Integration  
Facebook Integration  
Twitter Integration  
LinkedIn Integration  
Myspace Integration  
MyEmma Integration  
Campaign Monitor  
Int.  
Constant Contact  
Get Response  
iContact



**MultiStream**  
MEDIA

**Go mobile today! Call 1800-067-337 • Visit us at [www.multistream.com.au](http://www.multistream.com.au)**

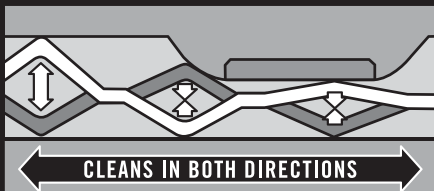
**CALL US TODAY AND QUOTE "CMAA VIP" TO RECEIVE A SPECIAL 50% DISCOUNT OFF NEW BUSINESS MOBILE APPS**

## REDUCE POKER MACHINE MAINTENANCE COSTS

- ✓ Reduce Time
- ✓ Increase Machine Security
- ✓ Empower Floor Staff

### Waffletechnology® Cleaning Cards

COMPRESSES TO CLEAN ENTIRE SURFACE



Patented Waffletechnology® cleaning cards incorporate flexible, spring-loaded, raised platforms that significantly increase the pressure applied to the internal components and effectively clean leading and trailing surfaces of optical lenses.

**Cleaned without the need to unlock machines and dismantling readers.**

FOR

#### Bill Acceptors

(Inc. JCM, MEI, CashCode, Pyramid, Coinco and most others)

#### Ticket Printers

(Inc. Transact Epic Ticket Printers)

#### Player Tracking Card Readers

(All types)

#### Currency Counters

(All types)

### REQUEST INFORMATION & FREE SAMPLES

Go to: [www.cleaningcards.com.au](http://www.cleaningcards.com.au)

Click: Enquiry and complete details



**CLEANING CARDS**

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

## INDUSTRY ISSUES



**THE FEDERAL** Government's carbon pricing scheme came into effect on July 1. While clubs will not be liable directly, the Club Industry will be impacted as the effects of carbon pricing filter through the national economy.

#### ► Coverage

The Carbon Tax imposes direct costs on 500 businesses - the largest emitters of greenhouse gases. The Government has not released the names of these emitters, but it is estimated that around 60 are electricity generators, 100 are involved in mining, 40 are natural gas retailers, 60 are involved in industrial processes, 50 operate within the fossil fuels sector and 190 operate in waste disposal. Around 135 operate solely within the ACT and NSW. While some liable entities may be able to reduce or absorb costs by lowering their carbon emissions, others will elect to pass on costs to customers.

#### - Electricity

On June 13, the Independent Pricing and Regulatory Tribunal (IPART) forecast an average price increase of 18% across NSW for electricity from July 1. IPART attributes price increases to the introduction of the carbon price and rising infrastructure costs. The average price increases for the three regulated electricity retailers are ...

# 20.6% for EnergyAustralia customers, which translates to an extra \$9.07 per week (\$472 per annum) on average for its small business customers;

# 11.8% for Integral Energy customers, an additional \$5.19 per week (\$270 per annum) on average for small business customers;

# 19.7% for Country Energy

customers, an extra \$10.67 per week (\$555 per annum) on average for small business customers.

Clubs with negotiated electricity contracts should note that standard energy contracts contain "adjustment" clauses that relate to the introduction of the Carbon Tax. The extent of price increases for clubs will depend on consumption and the energy efficiency of the club's premises.

#### - Gas

From July 1, regulated gas prices will also increase by 9% to 15% across NSW due to rising network costs and the carbon tax. The extent of price increases for clubs will depend largely on annual consumption and the club's choice of retailer, as price increases vary across the four retailers. On average, price increases will be ...

# 14.8% for AGL customers;

# 10.4% for Origin Energy's Murray Valley customers;

# 11.6% for Origin Energy's Country Customers (Wagga Wagga area);

# 8.8% to 14.5% for ACTEW AG's ACT/NSW border and Shoalhaven customers.

Clubs considering switching to a market-based contract should investigate any fees associated with disconnection or termination and confirm the impact of tariffs with the retailer. IPART has compiled a list of questions that consumers should pose to retailers before entering into an agreement.

#### - Council Rates & Landfill

The Carbon Tax may also result in increased council rates, as facilities such as landfills become more

- expensive, although introducing this charge has been delayed by 12 months.

## - Refrigerant Gases

Clubs can expect cost increases on refrigerant gases used in air conditioning systems, heat pumps and chillers due to the Carbon Tax being applied to some gases. Newer air conditioners use a HFC (hydrofluorocarbon) refrigerant gas, and will face minor price increases. That industry's peak body - Refrigerants Australia - provides the example of a new 7.4KW air conditioner, retailing for \$2,600, being increased by less than \$100 as a result. Individual companies will manage cost increases in differing ways and clubs should contact individual suppliers to determine the extent that costs will be managed, absorbed or passed onto the consumer.

Older air-conditioners use HCFC (hydrochlorofluorocarbon) refrigerant gas, which is being phased out of use by 2016. While it is permissible to use these types of air conditioners after 2016, should the system sustain a leak or break down completely, a club could be facing significant costs, as current HFC replacement gases are not compatible with older air-conditioning systems. Clubs with concerns about their existing systems are encouraged to talk to their air-conditioning supplier to discuss the requirements relating to your club's system and the most cost-effective way to proceed.

## ► Government Assistance

- *Household Assistance:* It is expected that the carbon tax will have an impact on club members, although some will receive compensation through the Government's household assistance package. Government assistance is aimed at low and middle income households.
- *Assistance for Small Business:* There is no direct compensation for small business under the scheme. However, for small businesses with an aggregate turnover of less than \$2 million a year, the instant asset write-off threshold has been increased from \$5,000 to \$6,500.

## ► Further Considerations

- *ACCC Requirements:* The Australian Competition and Consumer Commission (ACCC) will monitor claims made by businesses about price rises associated with the Carbon Tax. Such obligations do not prevent businesses from increasing

prices after July 1 and it is acceptable to make associated price claims, provided such claims are accurate and can be demonstrated. The ACCC has a range of investigative and enforcement options available to them, including issuing fines.

Statements about the Carbon Tax will be legitimate in many circumstances, however clubs should not overstate the impact or base price rises on "best guesses". The ACCC advises "if in doubt, don't make the claim". The ACCC has released a comprehensive *Carbon Price Claims* guide for businesses that includes specific examples of claims it considers as "problematic".

## ► Help and Assistance

- *Energy Efficiency:* The NSW and Federal governments offer a variety of incentives and schemes that support and promote the use of "greener energy" - e.g. the Federal Government's *Community Energy Efficiency Program* provides matched funding for not-for-profit community organisations and councils to undertake energy efficiency upgrades. Three NSW clubs were successful in securing funding in the first round, with one club receiving close to \$500,000 for the purposes of installing a tri-generation system.
- *Assessing Price Impacts:* The Carbon Tax will affect each club differently depending on size, the club's energy efficiency and consumption, and suppliers. To assess the impact of the tax on a club's individual business, clubs are encouraged to contact suppliers and seek statements relating to price rises. Larger suppliers directly impacted by the tax are likely to be able to provide comprehensive statements, whereas smaller businesses may not understand the impact until after the tax has come into operation. With the cost of goods and services expected to be impacted by carbon pricing, one option may be for clubs to consider negotiating longer-term contracts or locking in contract prices. ■

The ACCC has released a comprehensive *Carbon Price Claims* guide for businesses that includes specific examples of claims it considers as "problematic".

# CHARTERS

LEADERS IN PAPER ROLLS,  
TICKETING & PRINT SOLUTIONS



You've hit the TITO  
**Jackpot**

**Benefit from our partnership with Graphic Controls, the world's largest and most successful supplier of TITO Tickets – giving you direct access to superior quality, service and pricing.**



Charters Paper Pty Ltd, your One-Stop-Shop for Gaming Venue requirements:

- All types of paper rolls
- Roulette cards
- Customised printing
- Printer ribbons
- Waffletechnology® cleaning cards & wipes

**Ph:1800 809 839**

**sales@charterspaper.com.au**

**www.charterspaper.com.au**



**THE ASSOCIATION** has had a number of industrial matters which have both directly and indirectly involved various forms of social media - Facebook, MSM, Twitter, LinkedIn (Facebook for grown-ups) and, no doubt by the time this article is published, there may well be a new form, 'DimTwitts'.

These matters have ranged from crude and abusive posting on Facebook to the copying of iPhone MSM text history. And, why one would conduct a club romance via Facebook is beyond understanding. One of the Fair Work Australia (FWA) matters reported below relates to an applicant who offered a novel defence of blaming his wife for his Facebook indiscretion ... "she set up my Facebook page on what I thought was the maximum privacy settings." As for the impersonal use of emails, I will leave that subject to a future article.

The Association has been monitoring FWA Tribunal decisions as well as different club IT policies. There are a number of clubs that have been proactive on this matter and, should members require assistance in reviewing their current policies and procedures or are seeking to implement new policies, the Association is able to provide assistance in this area.

On this subject of Staff Handbooks, FWA Deputy President Swan made the following observations when handing

down a decision relating to a Facebook dismissal ... *"The company's handbook referred to the need to be courteous and polite to colleagues as well as customers and contained detailed policies, including on sexual harassment and workplace bullying. But even without a handbook, common sense would dictate that one could not write and therefore publish insulting and threatening comments about another employee in the manner this occurred."*

The dismissed employee was terminated - first, for using an obscene term against a female colleague on a Facebook page that other employees could access and second, because he further commented that "the (*obscene term*) are going down tomorrow" was considered as threatening.

DP Swan, in rejecting the employee's unfair dismissal claim, said the fact the comments were posted from his home computer and out of work hours "*does not make any difference*". *"The comments were read by work colleagues and it was not long before [the colleague targeted in the comments] was advised. The employer has rightly submitted, in my view, that the separation between home and work is now less pronounced than it once used to be."*

The application was dismissed.

Yet, in another matter, FWA found an employee's disparaging comments on

Facebook about her employer were considered a "*foolish outburst*". FWA also noted that the employee's specific comments were "too mild" to have breached the contract of employment.

The employer also relied upon other matters as a valid reason for termination. However, FWA found that due to the employer's failure of procedural fairness and the opportunity of having a support person, the employee was awarded a compensation amount.

As can be seen in these events, FWA has adopted differing approaches regarding the question of social media relating to the workplace.

In October 2012, the FWA Full Bench provided some guidance on what the Tribunal would consider when determining whether Facebook posts warrant dismissal. In a decision pertaining to an appeal of a decision of Commissioner Roberts in which he had found the dismissal was harsh, unjust or unreasonable and ordered reinstatement and payment of lost wages, the Full Bench found Commissioner Roberts had not made any significant error in his findings. The Full Bench also referenced important matters to be considered ...

- The employee's period of satisfactory employment with this large employer; his age and job prospects;
- The circumstances of the publication of offensive comments - particularly his belief that his Facebook page was on maximum privacy settings and that the comments could be viewed by only by himself and his Facebook friends, ►

The Association has been monitoring FWA Tribunal decisions as well as different club IT policies. There are a number of clubs that have been proactive on this matter and, should members require assistance in reviewing their current policies and procedures or are seeking to implement new policies, the Association is able to provide assistance in this area.

- ▶ and never intended to be communicated to his Managers;
- The conduct complained about occurred outside the workplace and outside work hours;
- Some of the statements complained about on the Facebook page were not made by the employee and he didn't know he could delete comments his Facebook friends posted;
- The employer didn't take action against other employees who took part in the conversation;
- Commissioner Roberts' finding that the employee was "fully aware of the comments on his Facebook page were foolish" and that "he regretted the entire situation".

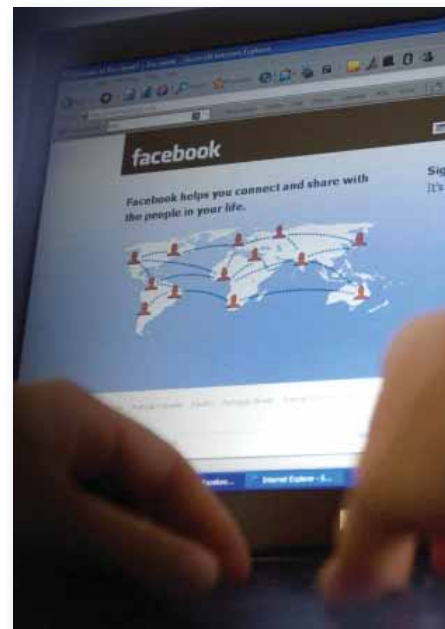
The Full Bench continued ... *"It was also apparent that with the increase use and understanding about Facebook in the community and the adoption by more employers of social networking policies, some of these factors may be given less weight in future. The claim of ignorance on the part of an older worker, who has enthusiastically embraced the new social*

*networking media - but without fully understanding the implications of its use - might be more viewed differently in the future."*

The remarks posted in this case, although not considered rude or crude, were most certainly offensive and objectionable. Commissioner Roberts' original decision described the employee's online conversations as having the flavour of a pub or cafe conversations. The Full Bench said it didn't agree, altogether, with this characterisation.

In conclusion, and returning to the real world, social media in its various forms can be a wonderful thing for family and friends to share significant moments and events as they happen ... the birth of a child, engagement announcements and, unfortunately, life's other story, the death, or illness, of loved ones. ■

- ▶ NB: Thank you Hill End Bowls Club, Queensland, for your recent Facebook **FRIEND** invitation. I'm still working out how to "befriend" and converse with the Greens & Members Bar.



- ▶ **PETER COOPER** is the CMAA Senior Industrial Relations Advocate.  
P: 02 - 9746 4199;  
F: 02 - 9746 5199; M: 0407 404 118;  
E: [peter@cmaa.asn.au](mailto:peter@cmaa.asn.au)

## ThomsonsLawyers

Proud supporter of  
Club Management  
Development Australia



## The clubs, hospitality & gaming legal specialists.



**Our team (L to R):** Brett Boon, Partner, Sherif Mouakkassa, Senior Associate, Vivienne Young, Senior Associate, David Brand, Special Counsel & Phillip Wade, Special Counsel.

**Thomsons Lawyers** works with more than 60 major clubs and industry associations across Australia, with our legal specialists consistently delivering innovative and practical solutions to give you the commercial edge.

We can assist with all your legal needs including registered clubs, liquor & gaming law, corporate governance, dispute resolution, all aspects of property development, conveyancing, leases, licences and commercial projects, amalgamations and workplace relations and anti-discrimination law.

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



## 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 12, 2013**.

The **Annual General Meeting** will be conducted in the Conference area in **Hall 6** of the **Sydney Convention & Exhibition Centre, Darling Harbour, Sydney**.

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

- **ALLAN PETER**, *Federal Secretary, CMAA*

### NOTICE TO MEMBERS OF PENDING ELECTIONS CLUB MANAGERS ASSOCIATION AUSTRALIA ELECTION CLUB MANAGERS ASSOCIATION (NSW STATE) ELECTION

This notice relates to both the Federal Organisation and the State Organisation

## FEDERAL ELECTION NOTICE

**FEDERAL EXECUTIVE MEMBERS (5)**

**FEDERAL COUNCIL MEMBERS (8)**

One Federal Councillor from each of the following divisions:

- (A) Division A – City/Eastern Suburbs Zone and Manly/Northern Suburbs Zone
- (B) Division B – St.George/Cronulla Sutherland Zone and Inner West Zone
- (C) Division C – Nepean Zone
- (D) Division D – Hunter Zone, Central Coast Zone and Great Lakes Zone
- (E) Division E – Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone
- (F) Division F – Illawarra Shoalhaven Zone and Far South Coast Zone
- (G) Division G – Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone and the Central & Northern Queensland Zone
- (H) Division H – Victoria Zone, Riverina Murray Zone and the ACT Zone

Nominations must be in writing and comply with the organisation's registered rules.

Nominations can be withdrawn within 7 days of the close of nominations.

**NOMINATION FORMS WILL BE POSTED TO ALL ELIGIBLE MEMBERS.**

**Ballot:** If a ballot is necessary for the Federal organisation, voting material will be posted to eligible members at the address shown in the organisation's records. Members should notify the organisation of any change of address.

## NSW STATE ELECTION NOTICE

**EXECUTIVE MEMBERS (5)**

Nominations must be in writing and comply with the organisation's registered rules

Nominations can be withdrawn within 7 days of the close of nominations.

**NOMINATION FORMS WILL BE POSTED TO ALL ELIGIBLE MEMBERS.**

**Ballot:** If a ballot is necessary for the State organisation, voting material will be posted to eligible members at the address shown in the organisation's records. Members should notify the organisation of any change of address.

Milestone dates for the Election process are yet to be approved by the Australian Electoral Office at the time of publication. Confirmed dates will be published in the December edition of *CMA Magazine*.

**ALLAN PETER, ACCM**  
*Federal / State Secretary*



# The Fork in the Road

## GETTING TO 2020

**CMAA Annual Conference, AGM & Hospitality Trade Expo**

**Tuesday, March 12 & Wednesday, March 13 2013**

*Sydney Convention & Exhibition Centre - Darling Harbour*

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



# The Fork in the Road

## GETTING TO 2020

## Conference Program



LOUISE MAHLER



SCOTT PAPE

*"One day Alice came to a fork in the road and saw a Cheshire cat in a tree. Which road do I take? she asked. Where do you want to go? was his response. I don't know, Alice answered. Then, said the cat, it doesn't matter." - Lewis Carroll*

### Day 1: Tuesday, March 12, 2013

**8:00am** Conference Registrations - Registration Desk  
Ground Floor, Sydney Convention & Exhibition Centre

**8:30am** Doors Open for CMAA Annual General Meeting - Hall 6  
CMAA Members only

**9:00am** CMAA Annual General Meeting  
Welcome - Conference Sponsor, Aristocrat  
ACCM, 21-Year & 30-Year Service Awards

**10:15am** Morning Tea - Foyer  
CMAA Hospitality Trade Expo Opens - Ground Floor, Hall 5  
Sydney Convention & Exhibition Centre

**10:30am -  
11:30am**

**Dr Louise Mahler**

*Putting On Your Game Face - Entering New Frontiers*

Choice! Choices! A fork in the road is a metaphor for a deciding moment in life or in business when a major choice of options is required, but we limit those choices by following old well-worn paths. In the end, it isn't a fork at all.

It's just a halt and then a retreading of the same old track of behaviour, outcomes and baggage. So get ready for the new journey! This fork is a great time to build your preparedness. Ready yourself to face challenges and emotional situations in new ways. There are different ways to skin a cat and they involve well-researched processes, body language, movements and sounds. Handling resistance and barriers to change should not be a crisis. It is a game and can be enormously rewarding. You may even walk away smiling with a song in your heart.

**11:30am -  
12:15pm**

**Approaching The Fork - The Year Ahead.**

**HOSTPLUS - Scott Pape - 'The Barefoot Investor'**

SCOTT PAPE is a former investment advisor with one of Melbourne's leading finance firms EL&C Baillieu, a media commentator, author and hosted his own radio show. Scott's book, *The Barefoot Investor*, is a best-seller in Australia. He is fast achieving status as the most popular financial advisor in Australia, built on speaking his mind and, in his own words, "keeping it real".

**12:30pm** CMDA 2013 National Bursary Program Lunch - Hall 6

**4:00pm** Hospitality Expo Closes

**4:00pm -  
6:00pm** Exhibitors & Delegates Cocktail Party - Hall 6

All accredited trade exhibitors, Conference and Expo delegates are welcome to mingle, network and relax in a convivial atmosphere post Day 1 of the Conference. There will be short presentations to acknowledge the achievement and recognition of the Peter Cameron Award and Hall of Fame presentations.





## President's Message

On behalf of the Federal Executive, Federal Council and the Board of Management Studies, it gives me great pleasure to welcome CMAA Members and all eligible delegates to the CMAA's Annual 2013 Conference and Hospitality Trade Expo. This event continues to be a spectacular success with more conference delegates and trade show visitors attending than ever before. Your participation at this year's conference and exposition is greatly appreciated. Thanks to our wonderful trade suppliers who again will provide an excellent array of innovative and exciting products and services for management to review.

**Bill Clegg, ACCM**  
CMAA Federal President



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

*"The fight is won or lost far away from witnesses - behind the lines, in the gym, and out there on the road, long before I dance under those lights." - Muhammad Ali*

## Day 2: Wednesday, March 13, 2013

- 9:00am - 10:30am** Hall 6  
**The Panel Topic:**  
***Prepare For Unknown Terrain: Engage 4 X 4 At The Fork In The Road***  
**4 Views On Change From 4 Key Stakeholders.**
- 1. The Club President: Martin Baird**, former Chairman of the NSW Council of Chartered Secretaries Australia - Four items your chairperson must be aware of and 'tick off' from a Governance point of view
  - 2. The Accountant: Atle Crowe-Maxwell**, Partner BDO - Four critical balance sheet KPIs to monitor before, during and after change.
  - 3. The Lawyer: Brett Boon**, Partner Thomsons Lawyers - Four critical areas to check in four contracts (e.g. employment; loan; supply; construction)
  - 4. The Employees: Paul Lyons**, Organisational Psychologist - Four critical issues to ensure your people support the strategy.
- 10:30am** Morning Tea - Foyer  
**CMAA Hospitality Trade Expo Opens** - Ground Floor, Hall 5  
Sydney Convention & Exhibition Centre
- 10:45am - 11:35am** **Masterclass One - Demystifying The Not-For-Profit Balance Sheet (Statement of Financial Position)**  
**Scott Flaxman** of the Davidson Institute (Westpac Financial Education) unravels the mystery of the Balance Sheet and explains the importance of understanding the story it tells about your Club.
- 11:40am - 12:30am** **Masterclass Two - Changing Tack, What About Your Brand Awareness?**  
What better organisation than a brewery to talk about branding?  
**Andy Gibson**, Chief Marketing Officer at Carlton United Brewing offers an inside view into the impact of change on customer perceptions and behaviour, and how Carlton addresses those issues.
- 12:30am - 1:00pm** **Money Talks - Fuelling Your Change Journey**  
**John Tancevski**, CEO of Community First Credit Union discusses options to best leverage your cash.
- 4:00pm** **Hospitality Expo Closes**



***Stay tuned for our  
pre-Conference  
Professional  
Development  
activities on  
Monday,  
March 11***



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



## Conference & Expo Overview

### Conference Investment

*CMAA reserves the right to restrict admission to the Conference*

**\$250pp** (incl GST) for Staff, Management and Directors of:  
Clubs, Hotels, Casinos, Restaurants and Caterers.

### Hospitality Expo Visitor Policy

*Admission to the Expo is free for accredited persons as listed below*

Visitors to the CMAA Hospitality Trade Expo and associated functions will be restricted to the following accredited persons:

- CMAA Members
- Management, Directors and Staff of Registered Clubs & Hotels
- Trade Exhibitors & Staff
- Accredited Trade Representatives

Trade Representatives **not exhibiting** will be required to pay an entrance fee of **\$1,000 + GST**.

Non-accredited Trade Representatives will be denied access to the Trade Expo and removed if found to be in the Trade Show.

### Conference Sessions

Conference sessions on both days will be held in Hall 6.

*\* Speakers may change due to unforeseen circumstances.*

### 2013 CMAA Members' Annual General Meeting

9:00am - 10:30am Tuesday, March 12 in Hall 6.

Includes CMAA 21 Year & 30 Year Member Service Awards.

### ACCM Activity Points

CMAA members receive 10 activity points for attending and signing the register at the AGM. A further 20 activity points will be awarded for attendance at the Conference & Expo with an additional 10 activity points given for those travelling more than 100kms from their club to attend the event.

### CMDA 2013 National Bursary Program Lunch

12:30pm - 2:00pm on Tuesday, March 12 in Hall 6.

### CMAA Cocktail Party

4:00pm - 6:00pm on Tuesday, March 12 in Hall 6.

The Cocktail Party will feature presentations for

- CMAA Hall of Fame Award
- Peter Cameron Award

**CLUB INDUSTRY** businesses already have signed up for the **CMAA 2013 Hospitality Expo** at the Sydney Convention & Exhibition Centre, Darling Harbour. There are 56 companies who have already booked their Expo stand for the Club Industry's premier trade show on March 12 and 13. Expo Business Coordinator Judy Rayner said the response had been the most positive in recent years with the Club Industry and trade voting overwhelmingly for the two-day Expo where the latest in products and services will be showcased.

"It reflects all of the positivity in the industry and the way clubs are investing in their future with everything from gaming machines to carpet and furniture ... this is an exciting time for the clubs and their suppliers and I can't remember having this many bookings so far out from the show," Judy added. The list of 2013 trade exhibitors includes many CMDA Career Development and National Bursary Program sponsor

companies, including ... **HOSTPLUS**, Ainsworth Game Technology, Aristocrat, Aruze, Barringtons, Bally Technologies Australia, BDO, *Coca-Cola* Amatil, Community First Credit Union, Customers ATM, Daily Press Group, Eastern Commercial Lawyers, Global Coffee Solutions, IGT, Independent Gaming, maxgaming, Micropower, Paynter Dixon Constructions, Pernod-Ricard Australia, Presidential Card, Rohrig Hospitality, Russell Corporate Advisory, SHFL entertainment, Inc., Sunblest Cleaning Services, TJS Services, Voyager Gaming and eBet; CCM Travel, Clock On Australia, EP&T Global, Gold Crest Security, GSL - Gobsmacked Loyalty Solutions, Instore Vision, rawsuga, Robert Oatley Vineyards.

For more information on the **CMAA 2013 Hospitality Expo**, or to book a stand, contact **Judy Rayner** at **Rayner Sales & Marketing** P: 02 - 9332 2363 or 02 - 9360 6177; F: 02 - 9361 5142; E: [rayner@bigpond.net.au](mailto:rayner@bigpond.net.au) ■

Stand	COMPANY	Stand	COMPANY	Stand	COMPANY
51	Abacus Cash Systems	46	eBet	19	Paynter Dixon Constructions
117	Advance Design	93	EP&T Global	16	Pernod-Ricard Australia
2	Ainsworth Game Technology	17	Global Coffee Solutions	84	Plantscaping Solutions
65	Allpride Signs & Marketing	33	Global Gaming Industries	52	Premier Hospitality / Bevcon
22	Aristocrat	8	Go Green	4	Presidential Card
76	Aruze	68	Gold Crest Security	79	Rawsuga
66	Australian Interior Landscapes	9	Gopher Graphics	6	Rhinoplay
115	Bally Technologies Australia	81A	GSL - Gobsmacked Loyalty Solutions	48	Ricmar
10	Barringtons	96	HOSTPLUS	82A	Robert Oatley Vineyards
11	BDO	83	IGT	23	Rohrig Hospitality
104	BEPOZ Retail Solutions	103	Independent Gaming	71	Retail Systems Australia
77	Bite Size Coffee Treats	86	Instore Vision	82	Russell Corporate Advisory
95	Blufi/Boomerang Paging	88	InteractCard	110	Sebel Furniture
81	Boden Projects	61	Jensen Data Systems	57	SHFL entertainment, Inc.
106	Capital Design Works	5	Kappalyn Technology Solutions	78	Silver Chef Limited
70	Cardfix	119	Karo	50	Southern Cross University
89	CAV Audio Visual Security	36	Konami	26	Sprintquip
81B	CCM Travel	62	LRS	35A	Starwell International
73	Clock On Australia	1	Maxgaming	69	Sunblest Cleaning Services
126	Club Managers Association Australia	85	McWilliams Wines	27	TechnoPROM
14	<i>Coca-Cola</i> Amatil	25	MEI	116	TJS Services / FM Solutions
75	Community First Credit Union	34	Methodical Services	67	Tricorp Gaming / Paladin Bases
18	Customers ATM	12	Micropower	120	Voyager Gaming
72	Daily Press Group	87	Multistream Media	59	Whitecliffe Imports
24	Eastern Commercial Lawyers	74	Nufurn Commercial Furniture	80	Wymac Gaming Solutions
				131	ZigZag Apparel

**Rayner**  
SALES & MARKETING  
PTY LIMITED

Let us help you to book  
and arrange your  
advertisement in  
Club Management in  
Australia magazine:

Call Judy or Sue at

**Rayner** Ph: 02 9360 6177  
Sales & Marketing Pty Ltd Email: [rayner@bigpond.net.au](mailto:rayner@bigpond.net.au)

Check out our website:  
[www.raynersalesmarketing.com.au](http://www.raynersalesmarketing.com.au)

12 - 13 March 2013



Expo Hours  
10.30am-4pm

Conference  
Times  
8am-midday

CONFERENCE  
→  
HALL 6

**All Enquiries to : Rayner Sales & Marketing**

Tel: (02) 9332 2363 or (02) 9360 6177

Email: rayner@bigpond.net.au Fax: (02) 9361 5142

DWG: CMA-0313-113, 22-10-2012  
© COPYRIGHT EXHIBIT SYSTEMS 2012



# CMAA Hospitality Expo 2013

*Sydney Convention & Exhibition Centre - Darling Harbour*

**Tuesday, March 12 & Wednesday, March 13 2013**

**BOOK NOW**

**OVER 80% SOLD**  
**ONLY 20 STANDS LEFT TO SELL**

Please call the Rayner Sales & Marketing Team – Judy, Sue, Jacqui

E: **02 - 9360 6177** or **02 - 9332 2363**

or E: **rayner@bigpond.net.au**



**The Fork in the Road**

**GETTING TO 2020**

# CMDA keeps pace with change and expectation

**BY NOW**, if you have been reading my articles since my arrival at CMDA, you are pretty much well and truly all over what RPL is, and what you need to do in order to apply for it with CMDA.

So, this month, I want to change the focus and highlight some of the changes we are making at CMDA over the coming months regarding course structure and the way the courses will be delivered.

This is in part due to our strategy to keep improving our educational relevance for members, but also to address the more rigorous standards set by ASQA, the new Federal Regulatory body that oversees Registered Training Organisations (RTOs).

To this end, CMDA has undertaken a wide and systematic search for the best material possible to assist us in “tailoring” our unique style of training.

To accomplish this, we have opted to blend numerous commercial resources to ensure that not only are we addressing National Vocational and Educational Training requirements, but to ensure that at the end of the day, you get what you need – quality outcomes, with a touch of CMDA flair.

We are also looking at improving the way we deliver our courses, and this may create some changes in the duration of some courses.

This is to ensure we are able to cover all the necessary components of the Units of Competency in question.

To put all of this into perspective, take a course favourite of CMAA Members - **SITHGAM004B Analyse and report on gaming machine data**.



From next year, CMDA will offer a limited number of “full ACCM course pack” bursaries as part of CMDA’s Professional Development Program.

This course has undergone a considerable review process, with specific focus towards addressing the pre-requisite units (which under VET rules, must be assessed prior to this unit) and the need to provide a practical element to our training program.

In doing so, we have ...

- Extended our face-to-face course hours by four hours over the two days that it is delivered.
- Made it compulsory that we run this course inside an operational club to allow students the opportunity to witness and observe the practical applications pertaining to the course material.
- Introduced a rigorous RPL process to address the two pre-requisite units **SITXFIN001A Process financial information** and **SITHGMA001A Attend gaming machines** including the requirement of resume submissions, third party reports, and activities which must be completed and sent back to CMDA before a Statement of Attainment is issued.
- Introduced “logbooks” which must also be completed and submitted before a Statement of Attainment is issued. These logbooks are designed to provide us with evidence towards practical applications of both the pre-requisite units and the **Analyse and report on gaming machine data**. Both pre-requisite units require a total of five occasions when you are to undertake a specific task associated with the unit, while **Analyse and report on gaming machines** requires only two occasions.

But it’s not just the CMDA individual courses that are being reviewed for improvement.

From next year, CMDA will offer a limited number of “full ACCM course pack” bursaries as part of CMDA’s Professional Development Program.

These bursaries will entitle the lucky winners to undertake a full training program over a two-year period that will cover all aspects of the educational requirements in our ACCM Accreditation Program.

The winners also will receive a one-off text book that is not only a great source of reference towards current industry practices, but is mapped against 90% of the ACCM units of competency as an added bonus.

We will also make the full ACCM course packs available for purchase at a greatly reduced price when compared to the normal retail price on individual course purchases. The benefits of this are ...

- financial savings
- a reliable schedule of courses run each year to commit to your calendar
- a finish date for the ACCM to take on as a goal

With the new year quickly approaching (so too a new Hospitality Training Package from Service Skills Australia ... more to come as it develops), and keeping in line with recent themes of our annual conferences, we are all quickly approaching “the fork in the road”, and we at CMDA look forward to moving in the right direction with you. ■

➤ **JASON THOMAS** is the CMDA’s **Recognition of Prior Learning (RPL) Administrator**. For information or assistance, P: **02 – 9746 5199** or E: **jason@cmaa.asn.au**



---

# BUSINESS PLANNING COURSE

---

## ENSURE THE LONG-TERM VALUE OF YOUR CLUB

Careful, early planning could significantly increase the potential value of your club. This short course is designed to help you build a structured business plan, clarify your medium and long-term goals, and identify the resource you'll need to ensure the long-term value of your club.

This short course is completed over 1 day and is applicable to general managers, duty managers and CEO's alike.

### We'll help you learn how to:

- Address key elements that should be included in your business plan
- Implement short to medium-term business plans and longer-term succession plans
- Set goals for key performance areas
- Identify risks that may affect your club and how to minimise their effect
- Use the resources and skills of key advisers

**Upcoming Dates 1 Day: 6 December**

**Venue CMDA Sydney Olympic Park**

**Time 9:00am - 5:00pm**

**Enrol via our website at [www.cmaa.asn.au](http://www.cmaa.asn.au)**

**Proudly presented to all members of the  
Club Managers Association Australia by the Davidson Institute.**

Introducing Australia's first school of money, the Davidson Institute. Financial education everyone.

# Improving your financial management acumen

## Devastatingly effective in a turbulent economic environment

*'It is not how much you make that counts, but how much money you keep'* – **Robert Kiyosaki**, investor, businessman and author of best-seller, *'Rich Dad, Poor Dad'*



AS YOU may recall in previous *CMA Magazine* articles and my presentations at CMAA Conferences, we have been investigating many new avenues of education to ensure we can offer Members relevant and current professional development opportunities.

To this end, it is not always feasible for CMDA, with our low-cost-to-Member charter, to develop courses and content ourselves, as the compliance requirements for RTOs under the current vocational education regulations create a prohibitively expensive business model to finance.

So, in some cases, it makes better business sense to align ourselves with other reputable education providers who offer courses that can complement our own offerings.

We have been in discussion with Westpac Banking Corporation's **Davidson Institute**, which is a non-profit education initiative of the bank.

Whether or not you are a lover of big banks, they are generally masters of compliance and handling tricky regulations - and they are generally held to very high account from a legal point of view.

Banks also tend to know a bit about finance and accounting and running a business, so they represent a great opportunity for us to form an educational relationship of great reputation and cache for CMDA, as well as providing very pertinent financial knowledge and skills in a timely and price-effective manner to CMAA Members.

**Davidson Institute** offers a range of nationally recognised qualifications, across Finance, Business and Management streams and we are investigating their Certificate IV in Business to mesh with our own aspirations for new qualification offerings next year.

Their qualifications can be completed online, or through a blend of online and face-to-face learning.

**Davidson Institute** also has short courses (non-accredited) for managers to get a good overview of various important financial concepts. We have these courses scheduled in November and December.

## 2-Day Financial Management 101 Course (November 19-20)

### Day 1 - Session 1

- Introduction to basic financial concepts

- Make the connection between profit & net worth
- Key financial concepts (Financial Operating Cycle & Working Capital Cycle)
- Keys to interpreting financial statements (Balance Sheet & Income Statement)
- Development of ratios / business performance scorecard (measurement tool)

### Day 1 - Session 2

- Diagnose the strengths and weaknesses in your business
- Identifying solutions to common business problems
- Find hidden pockets of profit
- Free up cash flow
- Use your business blueprint to improve overall business performance

### Day 2 - Session3

- Unlocking the relationship between price, volume & cost
- Understanding the breakeven point in a business
- Using break-even as an investment tool
- Planning for profit
- Impact of price changes

### Day 2 - Session4

- Understanding ebbs & flows of cash & profit throughout the business cycle
- Understanding the impacts of seasonality on a business cycle
- Understanding and making use of the key relationships between cash, profit & sales
- Impact of growth on business
- How cash & profit react after growth in the business
- How to effectively fund growth in the business
- Effective cash flow planning- Developing a long term vision for the business & detail first steps on how to achieve it
- Developing a performance score card in business
- Determining ratios in your own business / scorecard for own business

## 1-Day Business Planning Course (December 6)

- Address key elements that should be included in the business plan
- Implement short-term to medium-term business plans & longer-term succession plans
- Set goals for key performance areas
- Identify the risks that may affect the business & how to minimise their effect
- Estimate the value of your business
- Utilise the resources & skills of key advisors

## Learning Outcomes

At the conclusion of this short course, attendees will be able to ...

1. Build a structured business plan
2. Clarify your medium-term & long-term goals
3. Identify the resources you have
4. Take steps toward more successful outcomes.

If you are at our **2012 Financial Summit** in Sydney on **November 13 - 14**, **Scott Flaxman** from the **Davidson Institute** will deliver a presentation.

Why not come along and check things out?

If not, hope you make it to one of these two courses. ■



---

# FINANCIAL MANAGEMENT 101 COURSE

---

BOOST YOUR KNOWLEDGE - AND YOUR CASH FLOW

## Financial Management 101

The key to continued financial success rests in a manager's ability to make effective financial decisions. This short course hones in on the drivers of cash flow and sustainability in your club. You'll see what your financial statements really mean and ways you could use them to your advantage every day. We use real life examples and case studies, presented in an easy to follow practical format.

This short course is run over two days and is applicable to general managers, duty managers and CEO's alike - a must for anybody monitoring financial performance within a club.

## We'll help you learn how to:

- Interpret your financial statements
- Measure and analyse your financial performance in your club
- Identify ways to improve cash flow and financial efficiency
- Use a 'break even analysis' to support financial decision-making and surplus planning
- Building a cash flow budget
- Plan for and manage seasonality
- Understand the financial impact of growth
- Understand how to plan effectively

**Upcoming Dates** 2 days: 19 & 20 November

**Venue** CMDA Sydney Olympic Park

**Time** 9:00am to 5:00pm

**Enrol** via our website at [www.cmaa.asn.au](http://www.cmaa.asn.au)

**Proudly presented to all members of the  
Club Managers Association Australia by the Davidson Institute.**

Introducing Australia's first school of money, the Davidson Institute. Financial education everyone.

## CMAA Zone Education Officers

### ACT

Lisa Pozzato  
Canberra Labor Club  
P.O. Box 167 BELCONNEN ACT 2616  
P: (02) 6251 5522 F: (02) 6253 1059

### NSW

#### CENTRAL COAST

Daniel Brian  
Central Coast Leagues Club  
Locked Bag 10 GOSFORD NSW 2250  
P: (02) 4325 9888 F: (02) 4325 9810

#### CITY EASTERN SUBURBS

Graeme Tonks  
Paddington-Woolahra  
RSL Club  
P.O. Box 176 PADDINGTON NSW 2021  
P: (02) 9331 1203 F: (02) 9332 3973

#### FAR NORTH COAST

Sharon Shankland  
Maclean Services Club  
36-38 River Street MACLEAN NSW 2463  
P: (02) 6645 2946

#### FAR SOUTH COAST

Luke Ryan  
Tathra Beach Bowling Club  
P.O. Box 99 TATHRA NSW 2550  
P: (02) 6494 1280 F: (02) 6494 1031

#### INNER WEST

Michelle Dennington  
West Suburbs Leagues Club  
P.O. Box 877 ASHFIELD NSW 2131  
P: (02) 8752 2067 F: (02) 9799 3696

#### HUNTER

Ian Frame, ACCM  
Wangi District Workers Club  
11-19 Market Street WANGI WANGI 2267  
P: (02) 4975 1451 F: (02) 4975 2699

#### ILLAWARRA SHOALHAVEN

David Renahan  
Collegians RLFC  
3A Charlotte Street WOLLONGONG 2500  
P: (02) 4229 7711 F: (02) 4229 1523

#### MANLY NORTHERN SUBURBS

Carl Pozzato, ACCM  
Ryde-Eastwood Leagues Club  
P.O. Box 163 West Ryde NSW 2114  
P: (02) 9807 2444 F: (02) 9809 7462

#### MID NORTH COAST

Wendy Mills  
Nambucca Heads RSL Club  
PO Box 45 NAMBUCCA HEADS NSW 2448  
P: (02) 6568 6132 F: (02) 6568 7154

#### MID STATE

Dean Cafe  
Young Services & Citizens Club  
Locked Bag 8002 YOUNG NSW 2594  
P: (02) 6382 1944 F: (02) 6382 4565

#### NEPEAN

David Kim  
Seven Hills Toongabbie RSL Club  
P.O. Box 67 SEVEN HILLS NSW 2147  
P: (02) 9622 2800 F: (02) 9621 8121

#### NORTH WEST STATE

Kelly Anderson  
Inverell RSM Club  
P.O. Box 258 INVERELL NSW 2360  
P: (02) 6722 3066 F: (02) 6722 5480

#### RIVERINA MURRAY

Karren Howe  
Barrier Social Democratic Club  
218 Argent Street.  
BROKEN HILL NSW 2880  
P: (08) 8088 4477 F: (08) 8088 2652

#### SOUTHERN RIVERINA

Craig Muir  
Coomealla Memorial Club  
P.O. Box 42 DARETON NSW 2717  
P: (03) 5027 4505 F: (03) 5027 4350

#### ST GEORGE CRONULLA SUTHERLAND

Jamie Neil  
Club Rivers  
32 Littleton Street, RIVERWOOD NSW 2210  
P: (02) 9533 3144 F: (02) 9533 3812

#### THE GREAT LAKES

Peter Negus  
North Haven Bowling & Recreation Club  
1 Woodford Road  
NORTH HAVEN NSW 2443  
P: (02) 6559 9150 F: (02) 6559 7286

### QUEENSLAND

#### BRISBANE

Wendy Varley  
Logan Diggers Club  
42-48 Blackwood Road WOODRIDGE 4114  
P: (07) 3387 3111 F: (07) 3209 5410

#### GOLD COAST

Bryan Jones, ACCM  
Coolangatta Surf Lifesaving  
Supporters Club  
P.O. Box 826 COOLANGATTA QLD 4225  
P: (07) 5536 4648 F: (07) 5536 1322

#### SUNSHINE COAST

Matthew Rafton  
Caboolture Sports Club  
Station Road MORAYFIELD QLD 4506  
P: (07) 5497 9711 F: (07) 5497 9722

#### ROCKHAMPTON GLADSTONE

Will Schroeder, ACCM  
Yaralla Sports Club  
P.O. Box 8008 SOUTH GLADSTONE 4680  
P: (07) 4972 2244 F: (07) 4972 6355

#### BUNDABERG

Michael Hughes  
RSL (QLD Branch) Maryborough Club  
165 Lennox Street  
MARYBOROUGH QLD 4650  
P: (07) 4122 2321 F: (07) 4121 2571

### VICTORIA

Stephen Hodge, ACCM  
Morwell Italian Australian Club  
P.O. Box 505  
MORWELL VICTORIA 3840  
P: (03) 5134 3541 F: (03) 5134 6042

## CMDA Board Of Management Studies

### CHAIRMAN

Cameron Provost, ACCM  
Orange Ex-Services Club  
P: (02) 6362 2666 F: (02) 6361 3916  
E: [cameron.provost@oesc.com.au](mailto:cameron.provost@oesc.com.au)

### MEMBERS

Tony Lycakis, ACCM  
St George Rowing Club  
P: (02) 9567 1489 F: (02) 9567 4857  
E: [tonyl@stgeorgerowing.com.au](mailto:tonyl@stgeorgerowing.com.au)

Michelle Dennington  
West's Ashfield Leagues Club  
P: (02) 8752 2067 F: (02) 9799 3696  
E: [michelle.dennington@westsashfield.com.au](mailto:michelle.dennington@westsashfield.com.au)

Carl Pozzato, ACCM  
Ryde-Eastwood Leagues Club  
P: (02) 9807 2444 F: (02) 9809 7462  
E: [carl.pozzato@releagues.com](mailto:carl.pozzato@releagues.com)

David Kim  
Seven Hills Toongabbie RSL Club  
P: (02) 9622 2800 F: (02) 9621 8121  
E: [davidk@sevenhillsrsl.com.au](mailto:davidk@sevenhillsrsl.com.au)

Brent Williams, ACCM  
Castle Hill RSL Club  
P: 02 - 8858 4800  
F: 02 - 8858 4811  
E: [williamsb@castlehillrsl.com.au](mailto:williamsb@castlehillrsl.com.au)

Shay O'Connor, CCM

## 'Wilkie factor' returns to MPC gaming debate

### CONTROVERSIAL TASMANIAN

Independent MP Andrew Wilkie has played down the importance of his vote to the Gillard Government now that he has returned to a position of power in the Federal Parliament. With Labor's Anna Burke replacing Independent Peter Slipper as House of Representatives Speaker last month, Mr Wilkie's vote again has become critical. Mr Wilkie told ABC Radio that he would like to do his part "and try to hose things down and get back to work" in the wake of what he described as a shocking week in Parliament. Mr Wilkie said he hoped to revive his push for poker machine reform, which suffered a blow when Prime Minister Julia Gillard opted for a watered-down reform proposal. He called on the Australian Greens to get behind the Federal Government's "far from perfect" reforms. Mr Wilkie says the Greens could sound the death knell for poker machine reform under the current Labor Government. ■

# Big Events Diary Dates

## The Fork in the Road Conference Series

# 2013

### January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

### February

Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	1	2
3	4	5	6	7	8	9

### March

Sun	Mon	Tue	Wed	Thu	Fri	Sat
24	25	26	27	28	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

### April

Sun	Mon	Tue	Wed	Thu	Fri	Sat
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4
5	6	7	8	9	10	11

### May

Sun	Mon	Tue	Wed	Thu	Fri	Sat
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1
2	3	4	5	6	7	8

### June

Sun	Mon	Tue	Wed	Thu	Fri	Sat
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	1	2	3	4	5	6

### July

Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3
4	5	6	7	8	9	10

### August

Sun	Mon	Tue	Wed	Thu	Fri	Sat
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7

### September

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5
6	7	8	9	10	11	12

### October

Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

### November

Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
1	2	3	4	5	6	7

### December

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4
5	6	7	8	9	10	11



### Darling Harbour March 12 & 13 - Getting to 2020

Checks & balances you need when preparing for unknown territory; things to know about yourself & your major stakeholders.



### Jupiters July 17 - 19 The Road Less Travelled? - Breaking New Ground

Social media strategies; DiSC & other behavioural tools to align yourself & your team; More customer service; More economic updates.



### AGE Darling Harbour August 13 - 15

Technology is the key to the gaming revenue lock of the future - we'll keep you updated!



### Future Leaders Summits

With CMAA Executive Officer Ralph Kober and experts. Giving you the tools & the networks to navigate your way to the top of your heap. Coming to an area near you (dates to be confirmed in consultation with Members).

Qld Feb 26-27; Albury April 15-16; Dubbo May 14-15; Illawarra June 4-5; Qld July 15-16; Newcastle July 22-23; Northern Rivers Aug 6-7; Sydney Sept 17-18.



### Clubs+: Summits with Ken Burgin

- **June** - Food Glorious Food Summit: Hands on.
- **September** - Social Media Design Summit: Hands on.
- Monthly webinars.

# You had better be logged on, linked in, tweeting and liking

**IS YOUR** club embracing online marketing and social media to bring positive benefits to your members and business growth for your club? Is your club engaging with your customers and building relationships? If not, then it needs to be. Successful marketing is rapidly changing.

There were more than 900 million active Facebook users in June 2012. What smart club can afford to dismiss the importance of social media?

Over the past few years, the CMAA has been supporting its members with specialised social media training opportunities through the CMDA. Under the **Clubs+:** banner, **Profitable Hospitality Managing Director Ken Burgin**, who leads the way in social media and online marketing education, has opened the doors to some extraordinary marketing opportunities. The recent **Advanced Online Marketing Webinar Series** is an example.



And now there is an increasing number of clubs realising that not only is social media desirable, it is essential! Social media is not going away.

In the **Clubs+:** **Advanced Online Marketing Webinar Series**, Ken Burgin and other experts demonstrated to participants how to make the most of modern social networking sites such as Twitter, Facebook, Pinterest, Instagram and YouTube ... to name just a few. Ways to truly engage with their members - and potential members - heighten their online visibility, and discover more about what their customers want, and why visitors visit the Club website and what they want from it. It's all about the conversation.

An effective Online Marketing or Social Networking campaign can help turn members into ambassadors, raise awareness, provide you with the knowledge of how you can improve customer service - and so much more.

Social Media may seem like a fairly recent phenomenon, with Twitter and Facebook rarely out of the news, but in reality it is simply another very effective and affordable way of doing what good business has always done; communicate well with customers and stakeholders.

Generally, online gatherings aren't the appropriate place for a "hard sell", especially if they're being hosted by your club. Unfortunately, that's what we see happening so often, on so many club websites. As Ken Burgin says ... "You want to understand why your members and potential members visit your website? It's very important that your online marketing

"The recent **Advanced Online Marketing Webinar Series** presented by Ken Burgin from Profitable Hospitality was the best. No need to travel half-way across Sydney to get to a workshop. I just diarised the time and sat for an hour in the quiet of the office. Perfect!

The content of each session was value-packed. I was very interested to see examples and photographs of what other clubs are doing well, not so well, and how it all comes together. This is so helpful as our club does not have a whole department of IT staff to do the research, make recommendations and do the work. Every encounter I have had with Ken Burgin over the years has been valuable. His content is always up to date, is timely and easy to follow. For this reason I am a Profitable Hospitality member and attend all the courses and webinars possible. If I miss one, I can always catch up later on the PH website. I would like to see a monthly 'catch-up' webinar to help us keep on top of the ever-changing face of Online Marketing and Social Media.

From being a small-time Facebook user, I have progressed to managing Facebook for my own advantage. I have a much better big-picture understanding of Google and its relationship to optimisation of club websites. I also have a much more expansive understanding of the power of using photos on Facebook and how this relates to other mediums such as Twitter and Pinterest. I am about to open a Facebook account for our Club. Our 18 to 25-year-olds of today are our customers of tomorrow. We must think and work in their world to get their attention."

- **WAYNE MUDGE**, Oatley RSL & Community Club

- is designed to help visitors find what they're looking for. If they're on your site, you want to roll out the red carpet and use each visit as an opportunity to showcase the value, great service and fabulous experience they will enjoy in being a member of your club community."

Social media is real-time communication. Your members will get to know you personally. It is the personal connection that will encourage them to be an active member - and an ambassador. In today's marketing environment, word-of-mouth recommendations come in the form of fan pages, forums, comments, shares and likes. If you are not introducing and embracing social media, it is similar to a shopkeeper 20 years ago keeping the blinds drawn, the door closed, no interest in conversation with the customer, and playing no part in the local community. Social media allows you to connect to so many potential customers.

It is critical to keep Online Marketing and Social Media up-to-date, and offer the "right" special promotions, or exclusive content. It's important too, to remind your loyal friends why they liked you in the first place.

With an estimated 200 million Twitter users predicted by the end of the year, clubs cannot afford not to dip their toe into the Social Media pool.

In 2013, Ken Burgin will be developing more outstanding Clubs+: Social Media content and webinars. If you have a modern PC or Mac with speakers and an internet connection, you'll be set ... just pull up a chair and join in. ■

"I thought the **Clubs+: Advanced Online Marketing Webinar Series** was great. We had enough time between webinars to implement some ideas and then get Ken's feedback at the next session. The bi-weekly Masterclasses allowed you to switch gears for a bit and think about things that are not that obvious, especially to an accounts manager doing online marketing. Finding just one hour a week is so much easier than to find a whole day. It is just a matter of following the link in the email and you are all set to go. Ken Burgin knows just what we need as far as introducing us to the most relevant and appropriate social media tools. I had not even heard of some of the ideas he introduced such as Pinterest or Instagram. I could see which areas I needed to stay on top of. Hearing from other experts in their fields was also very valuable. Doing these webinars took the mystery out of so much of what needs to be done. Ken Burgin really offers great back-up. I feel supported knowing I can send an email with a quick question and he will do his best to respond. The content of all the **Clubs+: Webinar Series** I have attended has been just what we needed to know. I also love the fact that when you attend one of Ken's webinars it will start on time and finish on time. We are a small marketing team and I really find more than an hour so difficult to block out."

- JAKI SHIPP, Raymond Terrace Bowling Club

And now there is an increasing number of clubs realising that not only is social media desirable, it is essential! Social media is not going away.

## CMDA 2013 National Bursary Program Sponsors

Support the companies that support YOUR Association

**BARRINGTONS**



**ClockOn Australia**  
ROSTERING ATTENDANCE AND PAYROLL



**Creating Synergy**  
Creating Excellence in Business  
Creating Excellence in Service  
Creating Excellence in People



GOLD CREST SECURITY



GOBSMACKED LOYALTY SOLUTIONS



instore  
vision



SERVING STAKEHOLDERS SINCE 1919





## Profitable Hospitality Food & Wine Tour



7th - 10 March 2013

Coinciding with the legendary Melbourne Food & Wine Festival and hosted by well-known industry authority Ken Burgin of Profitable Hospitality, there is no better opportunity to taste of Melbourne's vibrant culinary world!

Experience some of Melbourne's best restaurants and club food & beverage operations. You won't just be eating and drinking at great places; you will speak with Executive Chefs, CEOs, restaurant and bar owners who will share their secrets to success (and what to avoid) from the inside. Great networking; new processes and methods; inspiring and profitable marketing ideas.

Brought to you under the Clubs+ banner, this tour has it all!

### What our guests have to say:

"The Profitable Hospitality Melbourne Restaurant Study Tour was a fantastic experience. There are so many ideas that can be introduced to the day to day running of our Café, bistro, restaurant and bars that can improve our customers experience and increase probability for the business.

"Coinciding with the legendary Melbourne Food & Wine Festival and hosted by well-known industry authority Ken Burgin, Profitable Hospitality, there is no better opportunity to experience Melbourne's vibrant culinary world!"

- **John Flannagan, Operations Manager at Newcastle Panthers Entertainment Group, 2012 Tour**

"The Profitable Hospitality Food and Wine Tour provided me with an enormous amount of knowledge that can be utilised within our establishment.

"I have suggested to our Regional Zone that we should send some of our Bursary Winners to Melbourne on this tour with Ken Burgin."

- **Margaret McGrath, Secretary Manager, Quirindi RSL, 2012 Tour**

"It was so encouraging to see the holistic approach to business management in hospitality. The importance of a business plan, how to direct and inspire staff, how profits and business performance can be improved; it's all these aspects that make the difference!"

- **James Fell, Executive Chef, Ryde Parramatta Golf Club, 2012 Tour**

"We all came back to the club absolutely inspired and revitalised, ready to take on the world. Just seeing the passion that our hosts have for the business of food and beverage was contagious. We are on fire and are already seeing some great results from our renewed enthusiasm and passion."

- **Kylie Steel, Operations Manager, Toronto Diggers Club, 2011 Tour**

**COST: \$2,495** for four days including: Ground content; three night's accommodation, three dinners, three breakfasts, two lunches, tours and meetings with some of the best in their game, sightseeing.



**MORE INFORMATION:** [www.profitablehospitality.com](http://www.profitablehospitality.com)  
or phone 0409 838 092

**BOOKINGS:** [www.CMAA.asn.au](http://www.CMAA.asn.au)  
or phone 02-97464199



# 'East Meets West' a success for city zones

**THE THEME** was *'East Meets West'* when the CMAA Inner West Zone hosted another successful Breakfast Meeting at Club Five Dock on September 25. There were several special guests on the list but half of the managers in the room were from the City Eastern Suburbs Zone, including President Rocky Massaria, Secretary Rosy Dever, Treasurer Greg Hadley and Education Officer Graeme Tonks. CMAA Federal President Bill Clegg is the General Manager at Randwick Labor Club and a City Eastern Suburbs Zone Member.

Inner West Zone President Douglas Kirkham welcomed 28 members, along with CMAA Executive Officer Ralph Kober and *CMA Magazine* Editor Peter Sharp, for the 7.30am start to the Combined Zones Meeting where Ralph and Bill also combined to present the Head Office Report. Douglas also was able to acknowledge Nathan Mills from 99 On York, the impressive restaurant that is a feature of Rocky Massaria's Bowlers Club of NSW, who was attending his first Zone Meeting as a CMAA Member. In Bill's report, he focussed on new legislation covering "whistle blowers" and the CMAA's dealing with the Minister regarding a club manager – not a CMAA member – whose career was in jeopardy because of his legal and corporate governance responsibilities to a matter within his club. The matter has implications for all managers who act as company secretaries within their organisations.

Following the Meeting, a delicious breakfast was served as the room filled with industry trade representatives to more than 70 guests and Douglas introduced South Sydney Rugby League Club CEO Shane Richardson, one of the most respected and successful administrators in the game over the past 20 years. Shane, just a few days out from Souths being eliminated from the NRL play-offs, addressed the topic, *'The Challenges of Building the Foundation of a Great Culture'*. Shane talked about turning around a massive debt, dealing with private ownership, without the financial backing of a leagues club and the responsibility for managing the heritage and history of the code's most loved and successful club.

City Eastern Suburbs Zone's final event for 2012 will be the Zone Meeting and Christmas Lunch at Matraville RSL Club on November 27. The Inner West Zone Christmas Lunch and Meeting will be at Drummoyne Sailing Club on December 7. ■



- 1: Bill Clegg with Rocky Massaria, Douglas Kirkham and Ralph Kober.
- 2: Ralph Kober with Shane Richardson and Bill Clegg.
- 3: South Sydney Rugby League Club CEO Shane Richardson was the guest speaker for the Combined Zones Breakfast Meeting at Club Five Dock.
- 4: Nathan Mills from 99 On York with Ralph Kober.
- 5: Bill Clegg with Jon Shevket and Tony Williams from CMDA Major Sponsor HOSTPLUS.
- 6: Tommy Tuan with Rosy Dever and Peter Leondios.

■ None of these happy women shoppers is Big Dave Staughton's mother.

## 7 Steps To Saving Money

**EDGE  
MUSIC**  
MUSIC + VIDEO + ADVERTISING

- Background Music System
- Download New Music
- Create Your Own Playlists
- PPCA Compliant Music
- 4 Music Zones
- Advertising Channel
- Raffle Draws
- 24/7 Support



**VISUAL SOUNDS**

**1300 242 725**

**www.visualsounds.com.au**

### Cut costs, reduce expenses by buying better - be a 'tightwad'

**BIG DAVE STAUGHTON'S** mother went on a negotiation training course and acquired just one new habit – ask for a discount every time in every place. Since then, she has saved thousands of dollars by just asking the simple question: *"Is that your best price?"* ... and waiting in uncomfortable silence.

#### 1 - Save Your Way To Profit

Some people are "tightwads". Most rich people got rich one way – they made their money and they KEPT it. An old proverb says: "Collect fast with two hands and pay out slowly with one". In these turbulent times, every dollar is important and every dollar you SAVE is one dollar of extra profit. Deal-making is the highest-paying activity you can do. You can learn to save thousands of dollars in minutes with better negotiation techniques.

#### 2 - Start Negotiating Now

Many club managers have made significant savings by putting time and effort into doing a better deal on the following highly negotiable business costs. Start with the buying basics that are easier to negotiate ...

- Waste Management
- Electricity
- Telecommunications
- Office Supplies

- Hygiene Services
- Chemicals & Cleaning Supplies
- Toilet Paper
- Printing & Packaging
- Linen & Laundry
- Bank Fees & Merchant Fees
- Signage.

Go harder and save!

#### 3 - Use Multiple Suppliers & Pay More Attention

Chefs and Bar Managers can better control their Gross Profit Percentage by working with more than one supplier in the highly variable areas of food, beverage, insurance and uniforms purchase. There is always an ongoing trade-off of quality versus price in fresh and frozen food, beverage purchase and uniform supplies. Make sure you get what you pay for - and have agreed to. Inspect what you expect. Take advantage of deals, bulk buys, and specials at different times – look at

Costco. You can use great programs such as 'Cooking The Books' to monitor and control your food costs. Get scales, check invoices and measure shrinkage/loss. Where your attention goes – money flows.

#### 4 - Look Around & Shop Online

Larger one-off items are another area for potential savings, look around and shop online for best prices on fixtures, furniture & equipment, crockery & cutlery, office equipment, motor vehicles, photocopying, computers & software, vending. Newer suppliers tend to be keener and hungrier to buy their way into the market and can offer better prices than more established brands. Online auction and importer sites are terrific. Do you need a new one ... would a second-hand/reconditioned model do the job?

The internet can help you find better products and source better suppliers. Do your research and go direct if possible. Here are a number of useful online buying and purchasing sites ...

- [www.graysonline.com.au](http://www.graysonline.com.au)
- [www.dealsdirect.com.au](http://www.dealsdirect.com.au)
- [www.ebay.com.au](http://www.ebay.com.au)
- [www.bizzbuzz.com.au](http://www.bizzbuzz.com.au) – new B2B deals website
- [www.groupon.com.au](http://www.groupon.com.au) & [www.catchoftheday.com.au](http://www.catchoftheday.com.au) – group buying specials
- [www.buyergroup.com.au](http://www.buyergroup.com.au)

- [www.pubsclubs.com.au](http://www.pubsclubs.com.au) – buying group for clubs & hotels
- [www.reassign.com.au](http://www.reassign.com.au) – purchasing assistance

#### 5 - Get Service Agreements

The buying of services and financial advice is a more complex area. Ensure you get what you are paying for – ask for service agreements and assurance on response times. Look at things such as Professional Services, Advertising & Promotional Services, Building & Trades Repairs, Security Services, Courier/Freight/Delivery, Postage & Mail, Maintenance Contracts and Debt Recovery. Have a look at [www.odesk.com](http://www.odesk.com), [www.guru.com](http://www.guru.com) and [www.elance.com](http://www.elance.com) for buying professional services online such as web, marketing, graphics etc.

#### 6 - Get Used To Being Uncomfortable

Be proud to be a tightwad. ALWAYS ask for a better deal. The more comfortable and easy-going the relationship between buyer and seller, the more likely you are to be ripped-off, or taken advantage of. Practise being uncomfortable and more assertive. Use regular tender renegotiations and always ask for more for less.

#### 7 - Ask For More & Ask For Everything You Can Get

Practise asking for a better deal; type up and practise using the following phrases; put them on the wall in front of

chef and administration staff ...

- "Tell me your BEST price"
- "Is that your BEST price?"
- "You'll have to do better than that!" + (use uncomfortable SILENCE)
- "What would I have to do to get a better price?"
- "That sounds a little high"
- "If you include X & Y you have a deal"
- "Can I have better terms?" or "I want better terms!" (settlement discount, credit days)
- "Would that be less expensive if ..."
- "How much for cash?"
- "Could I get a lower price if ..."
- "What specials are available?"
- "What's the "off-peak" price?"

You'll find that **EVERYTHING IS NEGOTIABLE** – not just price. Make sure you ask about getting other things included such as better terms, conditions, more/less time, bonus inclusions, exclusivity, service, training provided, marketing help and subsidy (co-promotion), sales target rebates and assistance required (OHS help).

There are also hundreds of other simple ways, operational tips and techniques to cut your costs and boost your profits in clubs. Watch out for Big Dave's upcoming webinars and workshops – go to [www.bigdave.com.au](http://www.bigdave.com.au) or call M: 0408 375 100. ■

Day	Date	Meeting	Venue	Zone
<b>NOVEMBER</b>				
<b>Thurs - Sunday</b>	<b>09-11/11/2012</b>		<b>Sheraton Mirage, Gold Coast</b>	<b>Leagues Club Australia Annual Conference</b>
Friday	02/11/2012	11:00	Arana Hills Leagues Club	Brisbane Zone Meeting & Xmas Lunch
Friday	16/11/2012	11:00	Weston Creek Labor Club	ACT Zone Meeting & Bowls Day
Tuesday	27/11/2012	11:00	Matraville RSL Club	City East Zone Meeting & Xmas Lunch
Wednesday	28/11/2012	11:00	Lake Macquarie Yacht Club	Hunter Zone Meeting & Xmas Lunch
Friday	30/11/2012	09:00	Drummoyne Sailing Club	CMAA Federal Executive Meeting
Friday	30/11/2012	10:30	Drummoyne Sailing Club	CMAA Federal Council Meeting
Friday	30/11/2012	12:00	Drummoyne Sailing Club	CMAA Sponsors Luncheon
<b>DECEMBER</b>				
Tuesday	04/12/2012	11:00	St George Motor Boat Club	St George/Cronulla Zone Meeting & Xmas Lunch
Tuesday	04/12/2012	18:00	Story Bridge Hotel	Brisbane Zone Sponsors Cocktail Party
Tues - Wed	04-05/12/2012	09:30	West's Leagues Club, Tamworth	Nth West State Zone Xmas Dinner & Meeting
Tues - Wed	04-05/12/2012	09:00	Milton Ulladulla Ex-Services Club	Far South Coast Zone Xmas Dinner & Meeting
Wednesday	05/12/2012	10:00	Crescent Head Country Club	Great Lakes Zone Meeting & Golf Day
Thursday	06/12/2012	11:00	Hornsby RSL Club	Manly Nth Suburbs Zone Meeting & Xmas Lunch
Friday	07/12/2012	11:00	Drummoyne Sailing Club	Inner West Zone AGM & Xmas Lunch
Friday	07/12/2012	11:00	Wallerah Bay Recreation Club	Central Coast Zone Meeting & Xmas Lunch
Friday	07/12/2012	12:00	Collegians, Balgownie	Illawarra Shoalhaven Zone Xmas Lunch
Friday	07/12/2012	10:00	Club Helensvale	Brisbane-Gold Coast Combines Zones Xmas Lunch
Wednesday	11/12/2012	11:00	Evans Head Bowling Club	Far Nth Coast Zone Meeting & Xmas Lunch
Tuesday	11/12/2011	11:00	TBA	Mid North Coast Zone Meeting & Xmas Lunch
Wednesday	12/12/2012	11:00	Evans Head Bowling Club	Far North Coast Zone Meeting & Xmas Lunch
Thursday	13/12/2012	12:00	Liverpool Catholic Club	Nepean Zone Xmas Lunch
Friday	14/12/2012	11:00	Mooloolabah Surf Club	Sunshine Coast Zone Meeting & Xmas Lunch
Friday	14/12/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting

# Workshops business before pleasure at St Marys Band Club

**IT WAS** all about business for managers at the Nepean Zone Quarterly Meeting day at St Marys Band Club on September 20.

The day started with registration at 9.30, followed by two free 30-minute education workshops. The first, **'Effective Rostering & Labour Cost Control In Your Club'**, was presented by Robert Jaen, from CMDA National Bursary Program Sponsor company Clock On Australia.

The second workshop, **'We've Got Your Gaming Floor Covered'** was presented by Anissa Smart from Smart Exposure who represents several CMDA Career Development and CMA National Bursary Program sponsor companies.

There were 45 people for the workshops and that number grew to 60 for the CMAA Nepean Zone Quarterly General Meeting where President John Turnbull welcomed CMAA Executive Officer Ralph Kober and Marketing & Sponsorship Manager Shannon Donato who presented the Head Office Report.

Following the Meeting, numbers built up to more than 90 for the lunch – that included a spectacular stage show - with club directors and industry trade representatives.

Nepean Zone's next event will be the annual Christmas Lunch at Liverpool Catholic Club on December 13. ■



■ **ABOVE:** Zone Education Officer David Kim, Secretary Antoinette Sultana, Vice President Michael Alexander and President John Turnbull oversee the Nepean Zone Quarterly Meeting at St Mary's Band Club.

# Mid State Zone grows by three more members

**CMAA MID** State Zone continued its impressive growth with three new members attending the Quarterly Meeting, Workshops and Dinner at Dubbo RSL Club on Wednesday, October 17.

Zone President Rachel Sharp chaired the Meeting with Secretary-Treasurer Chris Chapman and welcomed 24 Members, along with CMAA Industry Professional Development Manager Geoff Meston and *CMA Magazine* Editor Peter Sharp, who joined forces to present the Head Office Report.

CMAA North West State Zone Vice President Paul Gordon, the General Manager at Narrabri RSL Club, and his Assistant Manager Sharon Goodhew travelled to Dubbo for meetings and attended the free Education Workshops earlier in the day.

Rachel also welcomed new members Peter Sargent from Bathurst RSL Club along with Mark White and Steve James who recently started working at Club Mudgee with CEO Maureen Hayward.

The day's events opened at 2pm with the first of the free Education Workshops, with Geoff Meston filling a busy two hours on the topic, **'Strategic Management - Competitive Strategies & The 5 Forces Analysis For Competitive Advantage'**. Geoff took 22 "students" through a discussion on strategic thinking emanating from the Harvard Business School. He looked at the changing business model of clubs over the past 50 years and the concepts that need to be addressed as we move into the next decade.

Peter Sharp followed Geoff with his Workshop, **'Communication & Media Relations'**, to help clubs and managers better understand how to minimise risk in dealing with all forms of media and investigating their crisis management plans.

Following the Workshops and Meeting, host club CEO Geoffrey Holland welcomed more than 50 guests to a two-course dinner where representatives from many CMDA Career Development and National Bursary Program sponsor companies enjoyed the hospitality, delicious fare and great friendship.

The Meeting decided to investigate the possibility of a pre-Christmas Lunch at Dubbo RSL Club or Orange Ex-Services Club and will hold the first meeting of 2013 at Dubbo RSL Club on Wednesday, February 6. ■

- **1:** Mid State Zone President Rachel Sharp with new Member Peter Sargent from Bathurst RSL Club.
- **2:** Dubbo RSL Club CEO Geoffrey Holland with Mid State Zone Secretary-Treasurer Chris Chapman.
- **3:** Club Mudgee CEO Maureen Hayward her new manager and new Mid State Zone members Steve James (left) and Mark White.
- **4:** Orange Ex-Services Club trio Guy Chapman, Elissa Graham and Leanna Vogler at the Mid State Zone Meeting.
- **5:** North West State Zone visitors Paul Gordon and Sharon Goodhew, from Narrabri RSL Club, with Richard Smith, from the Macquarie Club, Dubbo.



## NEW CLUB FURNITURE



**Est. 1996 and Specialising in...**

- Banquet Chairs and Tables
- Stainless Steel Furniture
- Bistro Chairs and Tables
- Custom Outdoor Furniture
- Gaming and Bar Stools
- Lounge Areas

Enquiries ☎ 1800 650 019

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

**nufurn**   
Commercial Furniture Solutions

## BDO's new stronger team supporting the Club Industry

**AS OF** August 1, PKF East Coast Practice (ECP) integrated with BDO in Australia and is now officially part of the BDO network in Australia and has adopted the BDO brand.

While this is a significant step forward for everyone at the new BDO, this integration will not change the relationship with CMAA as a CMDA Career Development Sponsor, or the services available to Association members. BDO is committed to supporting clubs with leading audit, tax and advisory services, tailored to the needs of clubs. BDO's Tourism, Leisure & Hospitality team provides the complete service solution, assisting clubs with ...

- Audit
- Consulting
- Business Planning & Strategic Sessions
- Feasibility & Operational Reviews
- Risk Advisory
- Market Analysis & Financial Assessments
- Feasibility Studies
- Outsourcing
- Restructuring & Insolvency
- Taxation

### Rising Talent ... Introducing BDO's Leaders Of Tomorrow

As clubs and hospitality venues would understand, succession is a natural part of any business wanting to ensure continuity. BDO understands this as it transitions into a new era.



Under the guidance of seasoned clubs experts - Peter Hodge, Paul Cheeseman, Stephen Bladwell and Jim Hollington - the BDO team is expanding with bright, leading professionals who offer a strong combination of technical expertise, new ideas and industry experience, ensuring a tailored and strategic approach to your club's business needs.

### Atle Crowe-Maxwell

Atle is BDO's National Leader for Tourism, Leisure & Hospitality. He is a Chartered Accountant with more than 20 years experience in corporate reconstruction and advisory. Atle has been involved with a number of reconstructions and amalgamations of registered clubs. He has also had extensive experience in the hotel industry. Atle is conscious of the importance of the long-term relationships that the firm has in the industry and understands the importance of these relationships being

■ *The BDO team (back row from left) Natalie McAreevey, Rajesh Kuttiyam, David Penpraze, Fady Abi Abdallah, Paul Cheeseman, Lewis Greenup, Greg Bell and Merianne Senior; (front row from left) Atle Crowe-Maxwell, Peter Hodge, Jim Hollington and Paul Lyon.*

...succession is a natural part of any business wanting to ensure continuity.

### CLUB AUDITORS HARLEY RUSSELL & DAY CHARTERED ACCOUNTANTS

We are a small firm specialising in auditing small to medium-sized clubs.

Our boutique firm has the following advantages:

- Audit - Attendance at least quarterly
- Personalised service
- Cost competitive
- Preparing necessary returns
- Preparation of year end Financial Statements & Annual Report to Members

**It is not difficult to change Auditors.**

Contact: Garry Day Ph: (02) 9744 6922 Fax: (02) 9744 6747  
PO BOX 284, ASHFIELD, NSW 2131

## Top restaurants in a hard place

**CELEBRITY CHEFS** are pushing for permission to import more staff because Aussie apprentices quit when they find kitchen life isn't like TV cooking shows. They also want the Government to cut foreign labour pay rates and relax English language requirements. A briefing note prepared for top restaurateurs said: "Many young people want to become chefs after watching programs such as *MasterChef* and *My Kitchen Rules*, however, the reality is that standing for many hours on cold concrete floors, peeling onions or having one's hands immersed in water cleaning fish all day, is anything but glamorous but is all part of the basic training that chefs undergo." ■

- transferred to the newer members of the team over time.

### Paul Lyon

Paul has more than 20 years experience as a chartered accountant practising in audit and assurance and has 15 years experience as a tax adviser. Paul has acted on the debt recapitalisation transaction for National Leisure and Gaming (a group of 30 hotels) and has acted on the sale of the Camden Valley Golf Course by NSW Leagues to Sekisui House. Paul provides a blend of unique tax and commercial challenges within the not-for-profit industry and also sits on the ATO Clubs Consultative Committee as a PKF representative.

### David Penpraze

David is a principal in the BDO Tax team with more than 11 years experience in indirect taxes. He specialises in duties across all Australian jurisdictions, GST and land tax. David has considerable experience across a broad range of industries, and in particular with clubs and hospitality. David currently advises a number of club and hotel groups in Australia, with a focus on providing timely and commercial guidance for the indirect tax implications of present transactions, as well as providing ongoing advisory work.

### Damien Davis

With 13 years experience, Damien has accumulated strong expertise with all aspects of business reconstruction and recovery including receiverships, voluntary administrations, investigative accountant's reports and non-formal assignments. As a hospitality specialist, Damien has worked on the reconstruction of a number of regional clubs and hotels. He has also worked on the construction and operation of hotels in the United Kingdom, Ireland, Germany and the Middle East whereby he has prepared feasibility and performance review assessments for banking interests to support expansion plans.

### Lewis Greenup

Lewis has almost 10 years experience in business recovery and has gained considerable experience working with small-to-medium sized enterprises, in particular hotels and clubs. He recently reviewed the financial and operational

performance of one of Australia's largest hotels on behalf of a major bank. Lewis identified opportunities to develop this business and to reduce costs. Management is implementing these changes and Lewis continues to monitor this process for the bank.

### Greg Bell

Greg has more than 12 years audit and accounting experience and has worked with public, listed and private clients as well as clients in the not-for-profit sector. His areas of expertise include audit, International Financial Reporting Standards (IFRS) consultation, due diligence and Independent Expert Reports. During his career, Greg has accumulated sound knowledge and experience in the clubs and hospitality industry. Greg has worked with familiar tourism, leisure and hospitality brands in the US, the UK and Australia, providing strategic planning, audit, financial reporting, internal controls review and due diligence advice and support. Greg also presents and provides training at Club Industry associations.

### Natalie McAreavey

With more than eight years experience, Natalie specialises in indirect taxation, particularly GST and more recently the research and development incentives. In the past three years, Natalie has gained considerable experience advising clubs and hotels in relation to GST compliance. She manages a large portfolio of clubs in NSW and Queensland, with a focus to provide detailed GST reviews and ongoing advisory work. Her work in this industry has also exposed her to gaming tax issues.

### Rajesh Kuttiam

Rajesh has significant audit experience spanning a wide range of businesses including small and large public companies. He has developed himself as a specialist within the Club Industry and is assisting more than 15 registered clubs. The services provided to clubs clients include internal control reviews, audit services, reviews of accounting and reporting systems and preparation of financial reports.

### Fady Abi Abdallah

Fady is a partner in the BDO Tax team with more than 11 years experience in

indirect taxes. He specialises in GST, Land Tax, Stamp Duty and Payroll Tax. Fady has gained considerable experience advising clubs and hospitality industry participants on indirect tax compliance, mergers and acquisitions, property development and insolvency issues. Fady also specialises in assisting clubs with their indirect tax audits and disputes, working with the Australian Taxation Office and state revenue authorities, Australia wide. ■



► For more information on BDO's Tourism, Leisure & Hospitality team, contact Atle Crowe- Maxwell P: 02 - 9240 9845.

**HOST MEMBERS' DRAW ACROSS  
MULTIPLE VENUES FROM ONE LOCATION**

**raffle tv**

**1800 009 109**

**www.raffletv.com.au**

**info@raffletv.com.au**



## Where is your retirement plan taking you?

WITH AROUND 500 CMAA members becoming eligible for retirement in the next five years, **PGD Financial Services** – a CMDA National Bursary Program Sponsor – takes a look at what you should be doing today to ensure peace of mind for tomorrow ...

### Begin With The End In Mind

If you do not have a financial or retirement plan, you are planning to fail. People often do not have a clear strategy in place to maximise their financial potential and achieve their retirement dreams. Answer the following questions ...

- What age do you plan to retire?
- What sort of lifestyle do you want?
- Have you paid off all your debts?
- Will you have extra money to allow you to buy a new car or go on holiday?

If you are not sure how to answer, you must read on ...

### Take Control ... It's Your Money

How you invest personally should reflect the way you invest your superannuation. Whether you invest personally in term deposits, cash, direct equities or property the same investment options are available for your superannuation. You don't have to limit yourself to ticking a box. Focus on the controllable. We constantly see commercials on television showing people in the 65+ age bracket working because their superannuation has underperformed in recent years. Although we cannot control the investment markets we can control the risk / defensive ratio in which our super is exposed. When retirement is looming having the majority of your money in

Term Deposits and Cash makes sense because they are not exposed to the volatility of investment markets. Although we cannot control cash rates we are guaranteed not to lose money investing in them. If you prefer investing in direct equities consider using your super to directly invest into an income focused share portfolio. High dividend shares may pay a dividend yield of 6-7% p.a. (fully franked) compared with high growth shares which may have a lower 2-3% p.a. (fully franked) dividend yield. The table below illustrates various assets long term total returns (assuming 9-11% p.a.) and the growth (uncontrollable) needed compared to the income (controllable) typically received.

Investment	Net Income	Growth	Total
Residential Property	3-4% pa	6-7% pa	9-11% pa
High Growth Shares	2-3% pa	7-8% pa	9-11% pa
High Dividend Shares	6-7% pa	3-4% pa	9-11% pa

### Minimize Tax ... Yes Please

Often, people do not understand the tax advantages of using superannuation. Currently you can deposit up to \$25,000 p.a. of concessional (gross money, contribution taxed at 15%) contributions into superannuation which may reduce your salary to a lower tax bracket. You can also deposit \$150,000 p.a. of non- concessional (after tax money, 0% tax paid on contribution) contributions and if you really want to

put extra money into super you can every three years deposit non concessional (net money) contribution of \$450,000 in superannuation.

Depending on the year you were born you may be able to access super - the jargon is to commence an income stream from your super fund. A maximum amount of up to 10% p.a. of your superannuation balance can be withdrawn from your superannuation fund while you still are working. Once you turn age 60, the super income you receive doesn't even go into your tax return. Within super, investment earnings and capital gains are taxed at 0% and income you receive is also taxed at 0% ... almost sounds too good to be true.

### Design Your Blueprint

A popular question about superannuation and retirement planning is: How much money is enough? The ASFA Retirement Standard reports that for a couple to live a "comfortable" life in retirement you will need an income after tax of just over \$55,000 a year, while a single person needs an income of just over \$40,000 a year. Another general rule of thumb is that you need approximately 60% of your final pre-retirement salary each year for what could amount to 20 years or more.

### Estate Planning

While never anyone's favourite topic, now is the time to consider whether your wills, powers of attorney and enduring guardianship documentation is up to date. Our clients are often surprised at what can be done to ensure their hard earned money is passed onto the correct people in accordance with their wishes while minimising the impact of stamp duty, tax and administration expenses. Just think, currently, one-in-two marriages unfortunately ends in divorce. Would you want the assets that you passed onto your children go to their former spouse in the event of divorce?

### What To Do Next?

Get involved ... take action. For more information, contact PGD Financial Services – P: **02 - 9299 5099** and speak to **Harry Mantzouratos** or **Emma Madders**.

The **PGD Financial Services** team is presenting on Retirement Planning at CMAA Zone Meetings. Check with your Zone Secretary for details. ■



# 15th Annual Australian Club Entertainment Awards

At The Juniors - Kingsford  
Wednesday, March 20, 2013



Proudly supporting  
Australian Club  
Entertainment



For information on Sponsorship Packages for the ACE Awards  
please contact: Shannon Donato from the CMAA on  
(W) 9746 4199 (M) 0434 185 414 (E) shannon@cmaa.asn.au or  
Maria Pena from ClubsNSW on (W) 9268 3010 (E) mpena@clubsnsw.com.au

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

tic | technologies.com

web • marketing • design



Rhonda Bowen  
Managing Director



Michael Campbell  
Technical Manager

Hello,

Are you looking for a web site with a point of difference, which will really work for you and achieve the following outcomes;

- Increase profile
- Increase productivity
- Increase efficiencies
- Decrease costs
- Create a 'virtual community'
- Provide an avenue to communicate to target groups

If you answered yes, then please give me a call for a no obligation discussion on what is your best online competitive edge.

My direct mobile is 0419 992 862 or phone the office on (02) 9764 5240 or email me: [Rhonda@tictechnologies.com](mailto:Rhonda@tictechnologies.com)

tic doesn't just sell web sites, we partner with our clients to achieve their online and marketing goals.

And we're affordable, reliable and offer ongoing Complimentary Support.

tic has a smart and very easy to use Content Management Solution where you can add components in stages and relative to your budget, like:

- online ticketing
- online renewals
- e-marketing
- Community Only areas
- Member Only areas
- Director Only areas and much more
- promotions / competitions
- photo gallery
- online shop
- forums, surveys, online polls
- strategic marketing
- integrate social media

We'd like to partner with you and provide your 'Online Point of Difference'.

Turn overleaf to see our 'Contact Us' form which you can return email or fax.

I look forward to talking with you soon.

Regards  
Rhonda



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



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



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



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



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



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



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



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



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



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



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

email: [results@tictechnologies.com](mailto:results@tictechnologies.com)

[www.tictechnologies.com](http://www.tictechnologies.com)

## web • marketing • design

**Return email to: Rhonda@tictechnologies.com  
or call to discuss 0419 992 862**

Yes, I am interested. Please contact us:

Business Name: .....

Contact Person: .....

Phone: .....

Fax: .....

Email: .....

Web site: .....

Please tick what services interest you...

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> CMS Web Site       | <input type="checkbox"/> e-marketing         | <input type="checkbox"/> SMS technology                                    |
| <input type="checkbox"/> Virtual Board Room | <input type="checkbox"/> Calendar of Events  | <input type="checkbox"/> Intranet  |
| <input type="checkbox"/> Online renewals    | <input type="checkbox"/> Online Competitions | <input type="checkbox"/> Membership drives <input type="checkbox"/> & More |

tic has many other technology components: what are some you wish to have?

.....  
.....

tic technologies, looks forward to being of service to your organisation.

# SUNBLEST CLEANING

## S E R V I C E S

*"The Meaning of Cleaning"*

SPECIALISING IN

✓ CLUBS/HOSPITALITY

✓ COMMERCIAL BUILDING

✓ RETAIL

Proudly servicing the club industry with our professional cleaning service since 1978.

With over 30 years' experience in the Cleaning Industry and all staff trained to ISO 9001 standards, we assure your service is of the highest quality.

We know you might be happy with your cleaners and feel your club is spotless but the only way to know is by getting a second opinion.  
Call us today for an Obligation FREE inspection report on the cleanliness of your club!

Ph: **02 8095 6650**  
or visit us at  
**[www.sunblest.com.au](http://www.sunblest.com.au)**





Product Description	Product Code	Price ex GST
End Bank Sign + A1 Lightbox	LBMS1	490.00
End Bank Sign + A0 Lightbox	LBMS0	750.00
End Bank Sign + Half A0 Lightbox	LBMSH0	590.00
A5 Pokie Talker Right Only	SP5	6.00
DL Pokie Talker Right Only	SPD	5.00
A5 Pokie Talker Left Only	SP5L	6.00
DL Pokie Talker Left Only	SPDL	5.00
Mini Pokie Talker Left Only	SPML	3.50
Mini Pokie Talker Right Only	SPMR	3.50
Portrait Wall Business Card Holder	BCWP	2.50



Product Code	Product	Price ex GST
CIG2S	Tube Cigarette Bin on Pole	130.00
CIG2	Tube Cigarette Bin	110.00
CIG1	Curved Cigarette Bin	110.00

Special offer \$100 off all end bank sign purchase.  
Valid until December 2012

Specialist in Venue Products



**Shuffle Master™**

AUSTRALASIA

is now...



**SHFL**  
entertainment

LAS VEGAS • MACAU • SYDNEY • VIENNA • GIBRALTAR • BUENOS AIRES • MEXICO CITY

[www.SHFL.com](http://www.SHFL.com)

+61 2 9773 0299