

Club Management

Publication No PP227838/003 www.cmaa.asn.au IN AUSTRALIA

CMAA
AUSTRALIA

February 2012
Vol 108, No 233

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■ Garlo's Pies Managing Director Sean Garlick (right) with his son Jackson have joined the CMDA Sponsor group.

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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).

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Subscription rate is \$60 a year.
ISSN 0045-7205



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Australia's finest sets tone for 2012 Conference & Expo

PETER RITCHIE is one of the most successful business executives that Australia has produced. He was the first employee of McDonald's Australia and the first employee of the McDonald's system outside North America. During the 1970s and '80s he played a major role in every aspect of the company's development. McDonald's Australia grew to more than 500 stores and 50,000 employees during his time as CEO. Peter helped establish McDonald's in most of the countries in Asia and the Pacific including Hong Kong, Singapore, Malaysia, Indonesia and New Zealand. He was a founding Board Member of McDonald's Hong Kong, Malaysia and New Zealand.

Peter Ritchie will be the Keynote Speaker at the CMAA's annual Conference & Hospitality Expo at Darling Harbour next month. **"2020 VISION"**, the Conference theme and Peter will tackle this essential business philosophy.

March 12 and 13 are the dates for the Club Industry's best Conference and Hospitality Expo and Delegates and exhibitor companies can simply go online to book and pay for their places at the event.

Most of the organisations forging ahead in business – many of them CMDA Career Development and National Bursary Program sponsors - already have booked their places at Darling Harbour.

The CMAA has enhanced its online booking facility to assist Delegates and companies in identifying, booking and paying for their space and place at the 2012 Hospitality Expo.

It's a "one-stop shop" online service at www.cmaa.asn.au

However, if you prefer a conversation or consultation about your company's investment at the Expo, Judy Rayner is available online or by phone to respond to questions or assist with the booking process ...

- E: rayner@bigpond.net.au and P: 02 - 9360 6177 or 02 - 9332 2383.
- Go to **page 27** to view the **CMAA Hospitality Expo Floor Plan** ■

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Welcome

WELCOME TO your first edition of **CMAA Magazine** for 2012. You will, by now, have noticed that things have changed with the look of your Club Industry publication. The magazine is keeping pace with the change and exciting developments in all facets of the Association – industrial relations, education and professional development, business, marketing and sponsorship. It's a "lighter, brighter" look and feel for **CMAA Magazine** and we hope you enjoy it. If you have an opinion about what we have done and what we are doing, let me know – sharp1@cmaa.asn.au – **PETER SHARP, Editor**



► Page 14

THE NEGOTIATIONS between the Prime Minister and Tasmanian Independent MP **Andrew Wilkie** – along with intense media speculation - ended with the **Gillard Government** announcing it would not meet the terms of the Gillard-Wilkie deal on mandatory pre-commitment (MPC) technology for all gaming machines in Australia. **Prime Minister Julia Gillard** announced that her Government would pursue its own poker machine reform measures. **Ms Gillard** said the Government believed its revised proposal had the support of cross bench MPs and would pass through the Parliament.



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IT'S A busy business world out there, but planning and preparation separates the successful business from the battlers. **"2020 VISION"**, the theme of the CMAA's 2012 Conference & Hospitality Expo at Darling Harbour on March 12 & 13, underlines this essential business philosophy. **Peter Ritchie** is one of the most successful business executives that Australia has produced. He was the first employee of McDonald's Australia and the first employee of the McDonald's system outside North America. Peter Ritchie will be the Keynote Speaker at the CMAA Conference next month.



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PM's decision finally offers hope for sensible solution

President's Perspective with BILL CLEGG, ACCM

FINALLY, SOME sense of reality and sanity has arrived in the time-consuming and financially compromising debate over Mandatory Pre-Commitment legislation.

When Prime Minister Julia Gillard walked away from Independent Tasmanian MP Andrew Wilkie's hard-line crusade to have this personally intrusive technology installed on every gaming machine in Australia, it offered the Club Industry, the Hotel Industry and hospitality providers around Australia with a sense of hope that a level of commonsense had – at the last minute – had entered this political battleground.

This is by no means a victory for the Club Industry. It is, however, an indication that, finally, the Prime Minister and Minister Jenny Macklin – charged with selling the MPC legislation to the Australian electorate – can take a step back from this ill-conceived, untested and unwanted strategy to better investigate other forms of assistance to problem gamblers – hopefully in consultation with experts who work in clubs, hotels and casinos.

Perhaps one of the most offensive aspects of this campaign is that – yet again – a Government has chosen to take on a major reform policy without consulting the Club Industry.

The consequences of this MPC legislation would have been catastrophic for the Club Industry, yet Mr Wilkie, Mr Xenophon and a power-desperate Government chose to blunder on without seeking any advice or consultation with the industry most affected.

On October 23, 2008, Clubs Australia President Peter Newell addressed the National Press Club in Canberra – following sustained attacks by Mr Xenophon and World Vision Australia CEO Rev Tim Costello – to speak about problem gambling and poker machines. Long before Andrew Wilkie arrived in federal politics or even heard of the issue, Peter, on behalf of the Club Industry, outlined a major, thoroughly prepared strategy for clubs to work with federal and state governments to address the issue of poker machine-related problem gambling. Not one of the “zealots” – or governments – listened and the issue descended into a battle of wills and, from the Club Industry's perspective, it became more about the politics than the problem.

Hopefully, this new development will allow both sides the time and the latitude to sit down and constructively discuss how the people who need the help can get it. I know the Club Industry has the will to make this happen. I hope the Gillard Government shares that

ambition. Neither Mr Wilkie, nor Mr Xenophon, needs to be involved.

THE CMAA has always acknowledged that entertainment remains one of the pillars of our great industry. Many managers and members recall every club providing multiple entertainment options – almost always free – with world-class international acts regularly performing at clubs with a huge reputation for their entertainment. During many challenges that have faced the Club Industry, the artists have supported clubs. The Australian Club Entertainment (ACE) Awards had its genesis within the Club Industry to acknowledge the contributions of club artists. The CMAA is actively involved – along with ClubsNSW, Lion, other industry supporters and clubs – to ensure the ACE Awards maintains its club focus. The 14th ACE Awards will be held at The Juniors at Kingsford on Wednesday, March 21, and besides being a night to recognise the contribution of the entertainers, it will be a night of superb entertainment. See **page 19** for sponsorship and booking details.

THE CMAA's annual Conference and Hospitality Expo at the Sydney Convention & Exhibition Centre at Darling Harbour, along with the Members Annual General Meeting is almost upon us and I look forward to the professional development, networking and catching up with as many members as possible during this event. ■

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

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2012 already delivers encouraging signs

The Executive Officer's Desk with RALPH KOBER

I TRUST that the festive season provided you all with a well-deserved break and time with your loved ones.

It won't take you too long, no doubt, to get back into the fray and look to 2012 with anticipation, optimism and the challenge of achieving your personal and business goals.

With Prime Minister Julia Gillard walking away from her deal with Andrew Wilkie, and the Government's proposal for its own problem gambling agenda, it will be interesting to observe the progress of the voluntary mandatory pre-commitment trial in the ACT and the machinations attached to the notion of limiting ATM withdrawals.

Hopefully, these latest developments offer the prospect of a fair and reasonable outcome for the Club Industry. The next few months, in particular, will be interesting. The Government has refused to honour its commitment to Mr Wilkie to have the mandatory pre-commitment legislation passed through both houses of Parliament, then enacted by the states and territories. The political machinations of late 2011 changed the landscape of power for the Government and Mr Wilkie's decision to withdraw his support no longer carries the same sting in the tail. Stay tuned and informed surrounding the next chapter in this tale.

IN NSW, the CMAA is part of the Industry Corporate Governance Working Group, formed to assist in developing the corporate governance reforms contained in the Clubs, Liquor and Gaming Machines Legislation Amendment Act 2011.

The group will review the legislation and evaluate the potential impact on the Club Industry. Representatives of the various industry associations, along with directors and managers from regional and metropolitan areas and senior legal personnel, make up the group.

The Memorandum of Understanding (MoU) with the NSW Government

contained a commitment to implement key governance recommendations of the 2008 Independent Pricing and Regulatory Tribunal (IPART) Report, titled *"Review of the Registered Club Industry in NSW"*. Specifically, it committed to implementing "key measures of the IPART Report ... introducing appropriate training for club directors and managers and improvements to club corporate governance structures".

Making changes to corporate governance arrangements over time could be challenging for clubs and this has been acknowledged by the Government, which has committed to extensive consultation before changes are implemented.

Submissions then will be prepared and provided to the NSW Government. Club managers will be advised of developments and the CMAA will seek feedback as the reforms progress.

The Office of Liquor Gaming and Racing (OLGR) also has requested a submission outlining what should form the content of the Regulations with respect to mandatory director and manager training. The CMAA is working with ClubsNSW to prepare a submission relating to this as both organisations are well positioned to provide any training required. Again, the Association will advise and seek feedback from members as developments progress.

IT'S WITH pleasure that, on your behalf, I welcome a number of new CMDA sponsors to the "family".

- Queensland State Major Sponsor – Mailezy
- CMDA National Bursary Program Sponsors ...
 - Gobsmacked Loyalty (GSL) Solutions
 - PGD Financial Services
 - Garlo's Pies

It's important to acknowledge the commitment and support to our managers' professional development and the CMAA's overarching objective ...



"to GROW those who GROW your club's business".

CMAA Sponsorship & Marketing Manager Shannon Donato writes more about each of the sponsors in his "Business End" column (page 14) and there are profiles of each organisation in this edition. I encourage members to continue to support those who support YOU and YOUR Association.

DON'T FORGET to pencil into your diary the CMAA's first major event of the year - the CMAA's 2012 AGM, Conference and Hospitality Expo on March 12 & 13 at Darling Harbour. An excellent, high-level management program has been constructed by the CMDA's Industry Professional Development Manager Geoff Meston and the Board of Management Studies. There is also a supplementary third day of Strategic Management topics offered at the CMDA's Career Development Centre at Sydney Olympic Park to assist regional members attending the Conference to extend their stay and get full value from time away from their clubs.

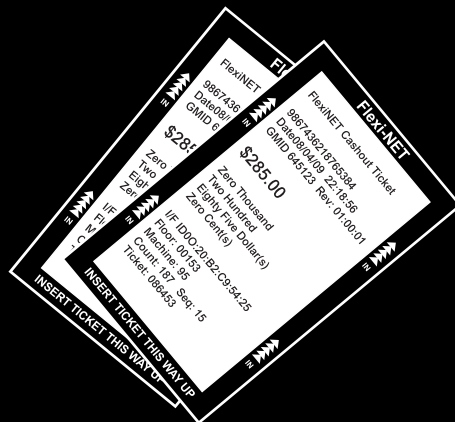
The CMAA again has heavily subsidised the Conference registration fee so that all levels of club managers can afford to attend. Remember that Activity Points apply to attending the AGM, Conference and Expo, so encourage your team to be there.

If you are a manager out of the Sydney metropolitan area, ask your CMAA Zone Committee to help you and your colleagues to attend the Conference and Expo by organising coaches to transport you to and from the event. Many of the Zones have significant education funds, so subsidised travel - and possibly registration - could be an option. I look forward to seeing you there. Your support is appreciated. ■



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Members and Sponsors in the Business Spotlight

The Business End with SHANNON DONATO

AS THIS is the first edition for 2012, I wish all CMAA members, CMDA Sponsor organisations and friends of the Association a Happy New Year. I trust you had an enjoyable and relaxing festive season and are revitalised for an exciting and prosperous year in 2012. And what a great way to kick off the year, with the CMAA welcoming four new CMDA Sponsors. Joining our Sponsor family for 2012 and beyond are ...

- **MailEzy** (Major Sponsor of Queensland CMDA): We strongly recommend Nathan Koina and his team to our Queensland members and associates for print, design and mail solutions.
- **PGD Financial Services:** Harry Mantzouratos and his team have provided advice to the CMDA and CMAA members on personal wealth creation for many years. Harry has extended that relationship by supporting the CMDA for the next three years as a sponsor.
- **Gobsmacked Loyalty (GSL) Solutions:** Danielle Rayner and her team have an outstanding reputation in assisting clubs to maximise revenues with innovative loyalty and rewards-based promotional systems.
- **Garlo's Pies:** Sean Garlick and I are old football sparring partners and I can attest that he has a great left

hook - and that his pies are even better! Sean supplies to Coles and numerous clubs and is committed to supporting the Association and industry for many years to come.

We thank these new Sponsors for their support. They join a proud family of Sponsors who have supported Club Managers and the Association for many years. Be sure to support those who support YOU and YOUR Association.

THIS YEAR, CMDA Sponsors and the CMAA are taking the level of support for CMAA members to a new level. We have developed numerous new initiatives to help all members achieve maximum value from your Association membership.

The CMAA AGM, Conference & Hospitality Expo from March 12 to 13 at Darling Harbour is the first major event on our 2012 Calendar. This year, all member delegates will be provided with a **"Sponsors Passport"** that offers all members the opportunity to win a Hamilton Island holiday for two - including flights and accommodation. By visiting all Sponsors Stands at the Expo and having your **Sponsors Passport** stamped at the Expo stand, members will go into the draw to win the Hamilton Island holiday for two, along with an impressive range of other prizes provided by our generous Sponsors. One

of those great prizes is tickets and corporate hospitality to the Sydney round of the 2012 State of Origin series and the NRL Grand Final at ANZ Stadium.

Sponsors also will provide informative presentations for 2012 Zone Workshops, Summits and Conferences. These presentations will draw heavily from the "knowledge bank" of our national partners - the experts in their respective fields within the Club Industry. They will be practical and purely educational in focus, ensuring the CMAA through the CMDA continues to provide insightful and productive industry education to our members at Zone Workshops and Conferences.

Our partners at **Community First Credit Union**, a CMDA Career Development Sponsor organisation, have even developed a raft of new financial products specifically for Club Managers - **pages 17 & 46**.

On top of this, our Sponsors will be offered a program of new events - as part of their sponsorship - to invite CMAA members, including corporate hospitality at race days, representative sporting fixtures ... even days out on Sydney Harbour.

It all starts at the CMAA's 2012 AGM Conference & Hospitality Expo next month, so be sure to log on to the CMAA website - www.cmaa.asn.au - and book your Conference registration or Hospitality Expo Trade Stand today. ■

- **SHANNON DONATO** is the CMAA's Sponsorship & Marketing Manager
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Gillard walks away from Wilkie's MPC deal

THE NEGOTIATIONS between the Prime Minister and Tasmanian Independent MP Andrew Wilkie – also with intense media speculation – ended with the Gillard Government announcing it would not meet the terms of the Gillard-Wilkie deal on mandatory pre-commitment (MPC) technology for all gaming machines in Australia.

The Prime Minister announced that the Government would pursue its own poker machine reform measures.

Prime Minister Julia Gillard said the Government believes its proposal has the support of cross bench MPs and will pass through the Parliament.

“We believe this evidence-based pathway to help problem gamblers and their families will gain the necessary support to pass the current Parliament,” Ms Gillard said. “It’s our intention to introduce legislation in the first Parliamentary session of this year. The Government understands that many Australians enjoy gambling responsibly. But for others it can have devastating consequences.”

Andrew Wilkie, the Member for Denison, subsequently announced that he had withdrawn his support for the Government and would no longer guarantee supply and confidence. Ironically, in his press conference, Mr Wilkie stated ... “a deal’s a deal and it must be honoured. Our democracy is simply too precious to trash with broken promises and backroom compromises.”

This move restores the Government’s margin in the House of Representatives to a single vote.

The Club Industry has welcomed this latest development in the ongoing and controversial issue.

CMAA Federal President Bill Clegg, ACCM, said that this development, by no means, was a victory for the Club Industry. “It is, however, an indication that, finally, the Prime Minister can take a step back from this ill-conceived, untested and unwanted strategy to better investigate other forms of assistance to problem gamblers,” Mr Clegg said.

“Hopefully, this will allow both sides the time and the latitude to sit down and constructively discuss how the people who need the help can get it. I know the Club Industry has the will to make this happen. I hope the Gillard Government shares that ambition. Neither Mr Wilkie, nor Mr Xenophon, needs to be involved.”

Clubs Australia CEO Anthony Ball said the industry was in the process of analysing the Government’s proposed measures.

“We will seek an early meeting with officials on the detail and there are a number of issues to be taken up,” Mr Ball said. “These primarily relate to limits on ATM withdrawals and the timelines set for the adoption of voluntary pre-commitment.”

An important part of the Government’s position is that MPC will not be implemented as specified in the Gillard-Wilkie Agreement, that is that starting this year and fully rolled out by 2014.

Rather, legislation will be introduced to require new poker machines to carry voluntary pre-commitment (VPC) functionality from 2013 and for all poker machines to be part of a voluntary pre-commitment system by the end of 2016.



■ Prime Minister Julia Gillard has walked away from the mandatory pre-commitment deal with Andrew Wilkie. The Federal Government has come up with its own plan to tackle problem gambling.

“Hopefully, this will allow both sides the time and the latitude to sit down and constructively discuss how the people who need the help can get it.”

The Federal Government proposes that state and federal ministers, through the Council of Australian Governments (COAG), will be involved in the development of the VPC solution.

Many state governments, including the NSW Government, have a substantial interest in this matter and ClubsNSW and the CMAA will seek a meeting with senior representatives of the O’Farrell Government as a matter of priority.

A comprehensive trial of mandatory pre-commitment has been proposed for clubs in the Australian Capital Territory (ACT). It is proposed that the trial commences in February 2013 and concludes in early 2014 with a review of the results to be undertaken by August 2014.

Other measures proposed by the Federal Government include:

- Electronic warnings and cost of play displays on poker machines by 2016;
- A \$250 daily withdrawal limit from ATMs;
- Additional support for counselling;
- New self-exclusion and staff training arrangements;
- Banning the promotion of live odds during sports coverage;
- Extending pre-commitment to online betting;
- Limiting inducements and credit for online betting. ■

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Mailezy's prints all over Queensland



■ *Nathan Koina, Mailezy Managing Director, has accepted the CMAA's invitation to become the CMDA Major Sponsor for Queensland.*



► For more information, contact Mailezy Managing Director Nathan Koina –
P: 07 - 5443 7337,
M: 0406 530 203
E: nathan@mailezy.com.au
or go to
www.mailezy.com.au

By PETER SHARP

CMAA MEMBERS already have experienced the work of Mailezy.

When the Association sent our Christmas cards to all members late last year, it was the Mailezy team who made it happen.

Mailezy Managing Director Nathan Koina, with his wife and business partner Kim, has accepted the CMAA's invitation to become the CMDA Major Sponsor for Queensland.

"We see it as a great opportunity to support club managers and their clubs," Nathan said. "We also look forward to working with the CMDA in delivering education and professional development opportunities to CMAA Zones. We already do business with many CMAA members managing clubs in south-east Queensland, so this partnership is an extension of those relationships."

Nathan and Kim moved to Queensland in 2003 and began marketing consulting to the club market. The business evolved into producing marketing materials, which gives a competitive edge with a clear understanding of clubs and how to extract the optimum information from LMO systems.

Mailezy, one of only nine Bulk Mail Partners of Australia Post in Queensland, specialises in VDP (variable data printing), which is perfect for personalised print communications for clubs with tiered loyalty programs.

Operated on the Sunshine Coast and specialising in graphic design, printing and bulk mailing, Mailezy is perfectly set up for clubs – large and small.

Offering cutting-edge technology and concepts, Mailezy has the answer to club business questions as a one-stop shop to communicate with members and prospective members.

Kim Koina (then McMartin) worked in marketing management roles at Parramatta Leagues Club, Mingara Recreation Club, Merrylands RSL Club and CMP Marketing (consulting to clubs).

Already working with many Queensland clubs, and with more than 80 years of club-based experience on staff, Mailezy has the expertise and understanding of marketing goals and reporting systems to assist with design, print and/or mail jobs.

Mailezy's Queensland club clients

include industry leaders such as Club Pine Rivers, Nambour RSL Club and Alexandra Headland Surf Club.

From logo and identity design to direct marketing campaigns, posters, newsletters and brochures, Mailezy's in-house graphic design is customised to meet each club's needs.

Mailezy offers a combination of graphic design and marketing consultancy, which means they don't just create designs that are pleasing to the eye, they deliver solid return on investment.

From small-run digital to large-run offset print jobs, Mailezy can print it all, including the Express 3-Day Guarantee on selected items.

Mailezy makes it possible to personalise every print to achieve maximum impact using VDP, which allows clients to connect on a personal level with members and clients. Personalisation can increase response rates by up to 30%.

If envelopes take too long with a current supplier, Mailezy has the solution with the latest full-colour envelope printer technology available in Australia.

To ensure mail is being sent in the most efficient way, Mailezy's state-of-the-art software is constantly updated and approved by Australia Post, assuring the maximum discount on business mailing and the most efficient delivery times.

Mailezy has a comprehensive range of mailing machinery that can output up to 12,000 mail items per hour - from a DL envelope for standard mailing, through to sending important A4 items/magazines flat, meaning quicker processing times that reduces mailing costs.

Club Pine Rivers CEO and CMAA Federal Councillor Wayne Moffatt said his club started working with Mailezy a few years ago. "They are fantastic," Wayne said. "Their printing turn-around times are great and they never miss a deadline. We also use direct mail as part of our marketing mix and Mailezy have made that part of our business the most efficient it's ever been."

Nambour RSL Club General Manager Suzanne Long also said Mailezy takes the worry out of the club's direct mail campaigns. "We have a regimented, ongoing campaign and Mailezy help us execute it to perfection each and every month," Suzanne added. ■

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3 Year Introductory Basic Home Loan is a discounted Variable Rate loan, available for new borrowings only, which reverts after the 3 year period to the True Basic Variable Rate current at the time. This offer is only available to employees of member clubs of CMAA and their business partners. Apply before 30 June 2012 to be eligible for the \$500 home loan application fee waiver. All lending is subject to lending guidelines. Terms and conditions, fees and charges apply – details available on application. *Rate is current as at 13 January 2012 and subject to change without notice. **The comparison rate is true only for the example given. Different amounts and terms will result in different comparison rates. Costs such as redraw fees or early repayment fees and cost savings such as fee waivers are not included in the comparison rate but may influence the cost of the loan. ^This is an introductory rate for 6 months from the date of card funding on retail purchases, cash advances and balance transfers. At the end of the introductory period the rate will revert to our standard McGrath Pink Visa card rate – currently 9.99%p.a. and subject to change without notice. Community First donates \$20 to the McGrath Foundation from the annual fee for each McGrath Pink Visa card. The McGrath Foundation supports McGrath Breast care Nurses in communities across Australia and educates young women to be breast aware. For more information visit www.mcgrathfoundation.com.au.

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Garlo's appreciates clubs' appetite for their delicious pies

By **PETER SHARP**

SEAN GARLICK recalls the Randwick Labor Club being the first club to sell his pies almost 10 years ago.

CMAA Federal President Bill Clegg, the club's boss, also remembers taking on Garlo's Pies ... "they are the best pies in Sydney – maybe Australia," Bill says with a smile, "and our members love them."

As the Garlo's Pies business has flourished impressively, the company now supplies its range of gourmet pies to nine Garlo's Pies shops and more than 35 clubs – along with more than 400 outlets, including the biggest and best Coles supermarkets in NSW.

"I can still remember feeling excited when Bill agreed to sell our pies at the Labor Club," Sean Garlick says. "We were getting started, doing quite well, but hadn't given a lot of thought to selling our pies in clubs. It was an important marketing direction for our business."

Sean "blames" his brother Nathan for the birth of the Garlo's Pies business.

Nathan "blames" Sean for not minding his own business.

Terry Garlick, the boys' father, "blames" the both of them for ruining his retirement plans. Fishing and golf were Terry's priorities when he clocked off after more than 40 years as a wharfie. These days, Terry dreams about landing big fish and long putts as he delivers pies to Garlo's Pies stores and wholesale customers across Sydney.

"Nathan is a great pastry cook," Sean, a former NRL first grade – South Sydney Rabbitohs and Sydney Roosters – hooker says with a rueful smile. "He was driving a truck and I thought ... what a waste of a great talent. We sat down and talked about the possibility of starting a pie shop ... the rest, as they say, is history."

Garlo's Pies has recently joined the family of CMDA sponsors as a CMDA National Bursary Program Sponsor. "The club business has been good for us and this sponsorship is a way of putting something back into the clubs and the managers who support us," Sean said.

In 1991, Nathan started his apprenticeship as a pastry cook at a family-owned pie shop in



south-eastern Sydney. Nine years later, he teamed up with Sean and Terry, to start the Garlo's Pie retail and wholesale concept. Using their surname nickname of "Garlo", the first store was opened on Anzac Parade at Maroubra Junction in March 2001.

Using contacts Sean had built up through his Rugby League and television career, the Garlo's Pies "grand opening" was broadcast live on Channel Nine's *"The Footy Show"* with a Celebrity Pie Eating Competition. Legend pie-eater Artie Beetson joined some of Rugby League's biggest names, including Mark Carroll, Mark Geyer, Craig Salvatori and Darryl "The Big Marn" Brohman. The event helped the business become an instant success.

In April 2002, Garlo's Pies Mascot was born.

The head office and all baking was transferred to the 250-square-metre site and the Footy Show was back to telecast the opening via a *"State of Origin Celebrity Pie-Eating Contest"*.

A further five stores opened over the next two years, forcing Garlo's Pies production into a 500-square-metre facility at St Peters in 2004.

Since then, another four retail outlets were opened and Garlo's wholesale customer base has grown to more than 400 clubs, hotels, cafés, schools, mobile lunch van, sports grounds and catering companies as well as introducing Garlo's Pies into Coles stores across NSW. With free-loan pie warmers on offer to CMAA club managers, why not investigate why so many other clubs are finding Garlo's Pies are doing great things for their members - and their bottom line. ■

■ *Garlo's Pies Managing Director Sean Garlick (right) with his son, Jackson 18, after signing on with the CMDA as a CMDA National Bursary Program Sponsor.*



► The Garlo's Pies Head Office & Bakery is located at Unit 3, 2a Burrows Road, St. Peters in Sydney. For more information on the Garlo's Pies range of products,
P: 02 - 9519 5504;
E: sales@garlospies.com.au



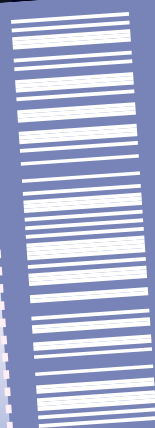
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Maria Pena from ClubsNSW on (W) 9268 3010 (E) mpena@clubsnsw.com.au



Loyalty means everything to Danielle at GSL Solutions



■ *Danielle Rayner, GSL Solutions Founder, says the gaming industry has realised it can no longer interact with and reward members the same way it did 10, even five, years ago.*



► For more information on the latest in loyalty reward programs, contact **Danielle Rayner** at **GSL Solutions** – P: 02 - 8090 6533 E: danielle@gslsolutions.com.au or go to www.gslsolutions.com.au

By **PETER SHARP**

AS THE demographic of the average Australian gamer and club member changes, clubs increasingly are looking to new technology to fill the promotional void that was once dominated by shopping and petrol vouchers, gift cards, game prize showcases, and the traditional meat raffle.

Club managers are driving this trend, refocusing their marketing strategies to build a strong sense of loyalty in the member, versus simply throwing out promotional prizes.

At the forefront of answering this movement, is loyalty program company Gobsmacked Loyalty Solutions (GSL), which has developed a pre-paid loyalty program that is literally overtaking raffles and vouchers, while drawing a stronger, more loyal member base through the front door.

GSL Solutions has joined the “family” of CMDA sponsor companies by supporting the CMDA National Bursary Program.

GSL Solutions founder and Director Danielle Rayner says one of the main reasons why GSL’s pre-paid loyalty system is taking off so strongly is because the gaming industry has realised it can no longer interact with and reward members the same way it did 10, even five, years ago.

“Gift cards, shopping vouchers and prizes are yesterday’s news ... the game has changed, and the players have changed,” Danielle added. “Today’s club members are very different to those we saw throughout the ‘90s.

“They might be roughly the same age, in some instances they might even be the same person, but their expectations have changed. They expect more - more freedom and more choice. Cash is king and at GSL Solutions we give them the nearest thing to cash.

“Since everyone offers some type of reward, loyalty either goes or stays with the one program that members feel gives them the most bang for their buck.”

Danielle Rayner developed GSL Solutions on the premise that members

would know the best way to meaningfully reward themselves.

So she created a loyalty program that allows members to convert club reward points into a dollar balance on a reloadable pre-paid eftpos card. The points then can be spent at retailers across Australia - similar to a debit card.

With the program operating with reloadable pre-paid cards, versus once-off gift cards, members are encouraged to return to the club for additional spend. “We saw an opening for a program that puts the member back at the centre of loyalty,” Danielle added. “And, with 11 clubs ‘live’, combined with overwhelming feedback that we’ve received from the clubs and the increase they have seen - not only in gaming profit, but also increased member frequency - we seem to have hit the nail on the head.”

With more clubs signing on to the GSL loyalty program, Danielle predicts the trend towards adopting more-expansive, technologically modern loyalty solutions is here to stay. “In this industry, loyalty is key for success,” she added. “Club managers that want top billing know that simply opening the doors, serving a cold beer and 10-year-old promotional strategies is not going to keep today’s member coming back. It won’t even get a second glance from tomorrow’s member. I’m thrilled we are pioneering such a successful loyalty solution, and bringing rewards into the 21st Century.” ■

“Gift cards, shopping vouchers and prizes are yesterday’s news ... the game has changed, and the players have changed.”

CMAA 2012 AGM, Conference & Hospitality Expo

MARCH 12 & 13

Darling Harbour

Exhibitor Bookings & Conference

Registration – www.cmaa.asn.au



FEBRUARY

Clubs+ Dynamic Online Marketing Workshop OR Webinar series: Commences 21st February – 29th March 2012

Includes follow up Masterclasses. 2012 version of this popular course, brings new content to cover the fast-changing world of online marketing. Offered in two formats - a One Day workshop and three follow-up Masterclasses **OR** a series of five Webinars and the three Masterclasses. Recordings of all sessions will be available for participants, plus individual website and social media reviews.

Club Business Essentials...Managing Staff, Service and Cost Control: 29th February – 1st March 2012

In Victoria for the first time, a special two-day introductory workshop for managers, supervisors, chefs and front line staff. By invitation from one of Victoria's leading clubs. BOOK NOW - numbers limited to 25.

MARCH

How to Create a Great Beer Venue – Special Beer Dinner in Melbourne: 1st March 2012

Enjoy the company of colleagues and friends from the broader Club industry and learn 'How to Create A Great Beer Venue!'. Host Steve Jeffares will share how he and business partner Guy Greenstone have turned a low key local hotel, into a thriving European-inspired neighbourhood tavern specialising in craft beer, and with exceptional food, drink, events and hospitality. The Local Taphouse, St Kilda

Clubs+ Melbourne Food & Wine Tour - Bursary Tour: 1st – 4th March 2012

Experience some of Melbourne's best restaurants and club food & beverage operations. You won't just be eating and drinking at great places, but also sharing the company of other club professionals. Meet Executive Chefs, CEO's, restaurant and bar owners, who will share from the inside their secrets to success. Tour includes accommodation, meals, tour and educational activities.

MAY

Clubs+ Weddings & Events Management Summit: 22nd – 23rd May 2012

Position your venue as the first choice for weddings, parties, corporate bookings and entertainment. Hear first-hand from a great line-up of wedding and event management experts: inspiring presentations, in-depth masterclasses and valuable networking. All set in the world-class facilities of The Epping Club.

Clubs+ Online Marketing Competition 2012: Launch 22nd May 2012

Is your club making an impact with a great website? Are you using the latest social media - sharing photos on Facebook, conversations on Twitter, inspiring stories on a blog or high impact email campaigns? You could win an Apple iPad and other great prizes. Winner announced at the Clubs+ Sales & Marketing Summit in September.

JUNE

Clubs+ Two-Day Chefs Hands-On Workshop: 5th – 6th June 2012

Day One will be working with a high-profile club chef looking up-close at food preparation, cooking and supply management. Day Two covers management issues such as food costing, menu planning, time management and productivity.

JULY

Clubs+ Food & Beverage Workshop OR Webinar series: Commences: 25th July – 5th Sept 2012

Offered in two formats - a One Day workshop and three follow-up Masterclasses **OR** a series of five Webinars and the three Masterclasses.

Option A: Join this One Day workshop - hear from leading industry experts on cost control, menu design and trends, equipment, purchasing, staff and reputation management: major challenges for club catering. Includes three online Masterclasses, plus Q&A.

Option B: Covers the same content over five weekly webinars, available at your location anywhere in Australia. Includes three online Masterclasses plus Q&A.

AUGUST

Clubs+ ADVANCED Online Marketing Workshop OR Webinars: Commences 8th August – 27th September 2012

New content and in-depth development for those with solid knowledge of online marketing. Suitable for those who have completed the first Dynamic Online Marketing Seminars.

Option A: Join this One Day workshop and hear from leading industry experts. Includes three online Master-classes, plus Q&A.

Option B: Five webinars will cover the same topics as the one-day workshop in Sydney. Available at your location anywhere in Australia. Includes three online Masterclasses plus Q&A. Recordings of all sessions will be available for participants, plus individual website and social media reviews.

SEPTEMBER

Clubs+ Sales & Marketing Summit: 19th – 20th September 2012

This Summit will be one of a kind! The two-day event will have a brilliant selection of top experts and authorities, with guest speakers, Masterclasses and great networking. It will focus on innovative ways for you to market your club's food, beverage, entertainment, membership, community engagement and media skills.



PGD Financial Services means tangible value in financial advice

By **PETER SHARP**

PGD FINANCIAL Services (PGD) has formalised its CMDA sponsorship after 10 years of providing financial education to CMAA members and clubs.

PGD Principal Harry Mantzouratos says it was a natural progression in the long-standing relationship with CMAA. "PGD and CMAA values are strongly aligned, in particular with the importance both organisations place on education to members," Harry added.

Harry Mantzouratos may be known to some CMAA members as he has spoken at Zone Meetings, Conferences and Summits. Many current and retired CMAA members, also, are PGD clients.

PGD, located at Level 2, 333 George Street, Sydney, is a boutique financial advice firm.

The strategies, advice and services that PGD provides work well with clients who are looking for an "active advice" relationship.

PGD understands that while CMAA members are busy and successful in their careers, they often do not have the time to look after their finances.

The complexities of superannuation, tax and changing legislation means that members are looking for an expert adviser they can trust and with whom they can establish a professional relationship.

The PGD team has extensive experience and includes key staff such as Client Service Manager Emma Madders and Senior Associate Planner Nathan Valbonesi.

Members can expect to see more of Harry and Emma, speaking at Zone Meetings and CMAA Conferences, as well as publishing



articles in *CMA Magazine*.

In the coming months, one of the articles will highlight the issues and pitfalls of negatively geared investments and the smart ways of using debt to create wealth.

"Negatively geared investments and relatively high levels of debt have never made sense to me," Harry said. "The banks make a lot of money from loans and interest paid. More often than not, people look at the relatively low level of money they may have made [or lost] and wonder was it all worth it."

For many Australians, superannuation is the main source of their retirement savings.

"Superannuation is a structure that can be used to invest in cash, term deposits, directly held shares, managed investments and investment properties," Harry added. "Why wouldn't you invest your superannuation [your cash] the same way as you would normally invest your own money?"

Emma Madders said PGD also was concerned about the level of under insurance among Australians. "The effect that it has on families can be devastating," she said. "Often, I see women, in particular, suffering a trauma i.e. breast cancer, and are not solely focused on their health due to financial stress."

PGD articles will cover these, and other financial matters, in more detail during this year.

CMAA Executive Officer Ralph Kober said he welcomed PGD's sponsorship and looks forward to CMAA members benefitting from their expertise and advice.

"Begin with the end in mind," is one of PGD's guiding principles ... ask yourself, what does your 2020 financial situation look like? ■

■ *The PGD Financial Services team (from left) Principal Harry Mantzouratos, Client Service Manager Emma Madders and Senior Associate Planner Nathan Valbonesi.*



► For more information on PGD's range of financial services and products, P: 02 - 9299 5099 or visit the **PGD Financial Services** website www.pgdfs.com



2020VISION



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www.cmaa.asn.au



Register: www.cmaa.asn.au

President's Message

On behalf of the Federal Executive, Federal Council and the Board of Management Studies, I welcome CMAA Members and eligible delegates to the CMAA's 2012 Conference and Hospitality Expo. This event



continues to be a spectacular success with more conference delegates and Trade Expo visitors attending than ever before. Your participation is greatly appreciated.

Thanks to our Conference Sponsor Aristocrat and wonderful trade suppliers who, again, will provide an impressive array of innovative and exciting products and services for management to review.

Bill Clegg, ACCM
CMAA Federal President

2012 Members AGM

9-10:15am Monday, March 12
Level 1, Parkside Ballroom.

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 Members travelling more than 100km from their club to attend the event.

CMAA National Bursary 2012 Winners Luncheon

12:30-2:30pm Monday, March 12
Level 1, Parkside Ballroom.

CMAA Cocktail Party

4-6pm Monday, March 12
Level 1, Parkside Ballroom.

The Conference Program: 2020 VISION - what will your club's business

"Neither a wise person nor a brave person lies down on the tracks of history"

Day 1: Monday, March 12, 2012

8am Conference Registration - Ground Floor Registration Desk

8:30am Doors Open for **CMAA Members' AGM** - CMAA Members only
Level 1, Parkside Ballroom

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

10:15am Morning Tea - Foyer

10:30-4pm CMAA Hospitality Expo - Hall 5

10:30-11:30 **Peter Ritchie, AO**
Corporate Strategy and the Business Lifecycle
Level 1, Parkside Ballroom

Peter Ritchie trained as an accountant before being approached in 1970 to join McDonald's and train in the United States. Peter was the first employee of McDonald's Australia and the first employee of the McDonald's system outside North America.

During the '70s and '80s he played a major role in every aspect of the company's development, from establishing raw product suppliers to the construction of new stores and the development of training programs. McDonald's Australia grew to more than 500 stores and 50,000 employees during his time as CEO. In 1983 and 1991 he was a member of the Board of the U.S. parent company, McDonald's Corporation, and helped establish McDonald's in most of the countries in Asia and the Pacific including Hong Kong, Singapore, Malaysia, Indonesia and New Zealand. He was a founding Board Member of McDonald's Hong Kong, Malaysia and New Zealand. In December 1995, Peter announced his retirement from an executive role at McDonald's Australia after 25 years with the company. Peter was non-executive Chairman of the Board from 1995 until his resignation in December 2001. Peter is Chairman of Mortgage Choice Australia Limited, Chairman of Reverse Corp Limited, Chairman of Culligan Australia Pty Limited and Deputy Chairman of the Seven Network Limited.

Peter will share with us his thoughts on corporate strategy, including:

- Some insights into the background of the McDonald's business model success from the 1970s to now.
- His thoughts on what brought about the recognition of the need for their change in strategy in the late 1990s and early 2000s, and at what point was the formal decision made to change.
- The indicators of the needed for change, and how the new strategy was determined.
- How the major stakeholders were won over.

11:30-12:15 **Paul Lyons**
Organisational Psychologist: Developing the Mindset for Embracing Possible Change

"A person who buries his head in the sand offers an engaging target." - Mabel A Keenan
One of the hardest things to do when operating a business is to say: *"this doesn't work anymore, we need to change or we may not be around much longer"*. Paul lends his expertise to the problem of dealing with our own internal change demons.

12:30-2:30 CMAA National Bursary 2012 Winners Luncheon
Level 1, Parkside Ballroom

4pm Hospitality Expo Closes



Register: www.cmaa.asn.au

model look like in a decade?

to wait for the train of the future to run over them." - Dwight D. Eisenhower

Day 1: **Monday, March 12, 2012** (continued)

4-6pm **CMAA Hall of Fame Cocktail Party with Exhibitors & Delegates**
Level 1, Parkside Ballroom

All accredited Conference Delegates and Expo Exhibitors are welcome to mingle, network and relax post Day 1 of the Conference. There will be inductions to the CMAA Hall of Fame and presentation of the 2012 Peter Cameron Award.

Day 2: **Tuesday, March 13, 2012**

9-10:30am **In the Face of Inexorable Change, Five Industry Experts Consider the Club Industry in 2020**
Level 1, Parkside Ballroom

- **The Customer:** David Halliday - General Manager of Sales (Licensed) for *Coca-Cola* - shares some research into the profile of the 2020 customer. What will they want? What will attract them? What entertainment will they like?
- **The Number Cruncher:** Greg Russell - Director, Russell Corporate Advisory. In the face of reducing margins and possible negative community perceptions, Greg talks about how to review core business strategy and competitive positioning.
- **The Banker:** Sidney Lin - Senior Relationship Manager (Hospitality), St George Bank - discusses how banks determine lending risk profiles for the industry. Do banks look at the business, the strategy, or the Board and Management? Where is the weak link?
- **The Lawyer:** Brett Boon - Partner, Thomsons Lawyers - looks at the legal issues arising from strategic diversification matters.
- **The Builder:** Lindsay Verdon - Head of Hospitality & Entertainment Venues, Paynter Dixon - discusses the question: *"If a club burned down tomorrow, what would you build in its place to meet the market needs of 2020?"*
Take this opportunity to ask every question you have about strategy.

10:30am **Morning Tea** - Foyer

10:30-4pm **CMAA Hospitality Expo** - Hall 5

10:45-11:35 **Workshop 1 - The Management Consultant**
The Mechanics of Strategic Choice and the Primary Reasons for Strategic Failure

Greg Bell - from PKF - discusses the scenario "My club is earning about 20%-25% EDITDA currently but I expect we will not be able to sustain that in the long term because of demographic change in my area, margin reductions due to competition and effects of pre-commitment gaming. Who do I call for professional help and advice? What do I ask? Where do I start? What is the general process for strategy review? Where do I find new ideas? Should I get a quote from these professionals? How will I know if I can afford the changes that I might envisage?"

11:40-12:30 **Workshop 2 - The Change Manager**
Change the Strategy and the Bricks and Mortar, but What About the Constituents?

Ron McLean - from Creating Synergy - discusses the most often neglected assets and aspects of business strategy - PEOPLE. Ron will look at the planning, processes and tools required to transform a workforce to support and enhance a new business model.

4pm **Hospitality Expo Closes**

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 \$1000 plus GST.

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

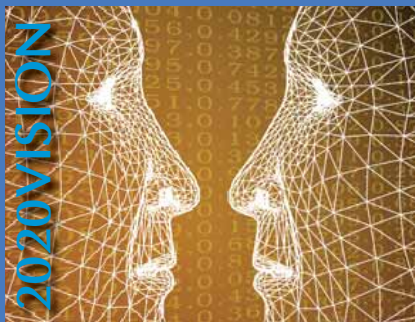
Conference Sessions

Conference sessions both days will be held on Level 1, Parkside Ballroom.

** Speakers may change due to unforeseen circumstances.*


Conference Sponsor

Register: www.cmaa.asn.au



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Add an extra day to get more value from your stay ...

Wednesday, March 14
at CMDA Career Development Centre
Sydney Olympic Park

Workshop Investment: \$500 (incl GST)

"A man who misses his opportunity, and monkey who misses his branch, cannot be saved." - Hindu proverb

Day 3: Wednesday, March 14, 2012

9am-12:30 Chartered Secretaries Australia & CMDA presents ...
Not-for-Profit Officers, Directors & the Board

Strategic change is best ushered in by Officers and Boards who have a full understanding of their duties, obligations, and rights under Commonwealth and State laws. This is a great opportunity to kick-start your Certificate in Governance for Not-for-Profits proudly offered by the CMDA and our partner, Chartered Secretaries Australia.

1:15-2:45pm PKF
*Strategic Steps (No. 1) **

"A journey of a thousand miles begins with a single step." - Lao Tzu

A practical examination of the processes required to assess your current business model. Run the financial and operational ruler over your current strategy before looking for new ones. There may be lots of scope for change with what you already have. PKF will give a practical insight into reviewing your business systems, processes and procedures to measure their effectiveness and efficiency within your environment. Look at strengths and weaknesses before starting to make decisions.

3-4pm Russell Corporate Advisory
*Diversifying Your Business? Let's Talk Feasibility Studies **

It is estimated that only 1 in 50 business ideas are commercially viable. Therefore, a business feasibility study is an effective way to safeguard against wasting further investment and resources.

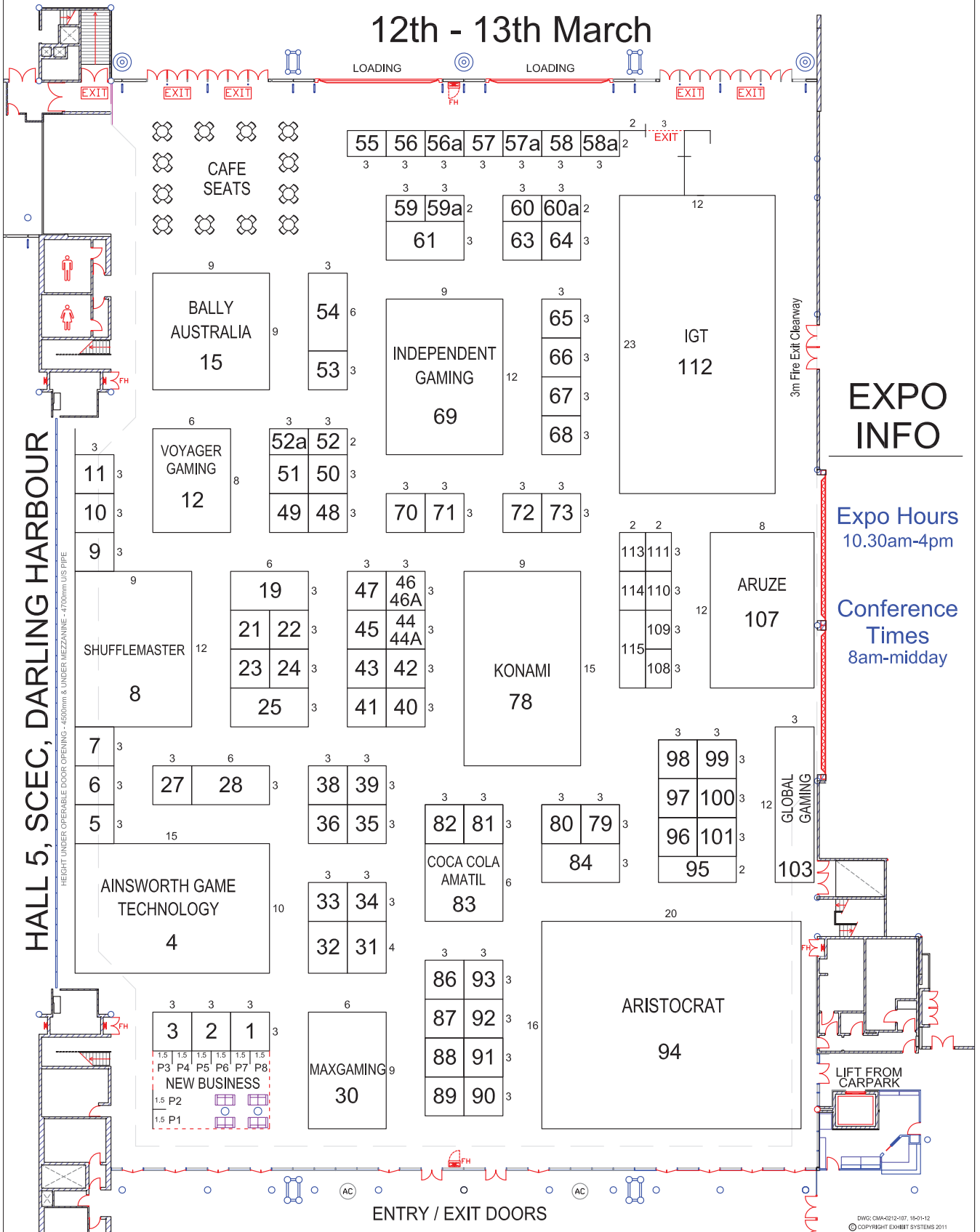
(http://bestentrepreneur.murdoch.edu.au/Business_Feasibility_Study_Outline.pdf)

** These are practical courses involving group work, discussions and you will be provided with resources you can implement immediately back at your venue.*



CMAA HOSPITALITY EXPO 2012

12th - 13th March



Parental leave and flexible work requests

An employer's unilateral change to an employee's role is tantamount to an unfair dismissal, giving rise to a compensation claim. Eastern Commercial Lawyers is a CMDA Career Development sponsor company and ECL Partner JOHN MURRAY looks at a recent case before Fair Work Australia and its implications for employers ...

Fair Work Australia's (FWA) recent decision in *Maria-Anna Owens v Allied Express Transport [2011] FWA 1058* serves as a warning to employers not to unilaterally change an employee's employment contract against a backdrop of requests for parental leave and flexible working arrangements. A national courier company was ordered to pay \$25,000 to an employee for unfair dismissal under the *Fair Work Act 2009* (the Act).

Background

An employee (the Applicant) commenced employment with the employer (Allied) in January 2010 as a Customer Service and Accounts Manager. This role required her to travel extensively using her own car to visit clients. In April 2010, the Applicant informed Allied that she was pregnant and they mutually agreed that she would take maternity leave from the end of October. As the Applicant's pregnancy progressed, she became easily tired and, in August, asked her employer whether she could "come off the road". A few days later, Allied notified her that a change in role would result in a reduction of \$10,000 per annum to her salary. This was because the car allowance would no longer be payable. However, according to the Applicant, the car allowance was \$5,000 per annum and therefore any revised offer of employment should only be reduced accordingly. The Applicant immediately rejected the loss of \$10,000.

The Applicant acknowledged that coming off the road and a change in role would involve a reduction in salary, principally due to losing the car allowance. However, she was reminded

by Allied that coming off the road remained an option rather than a requirement. At no time during these discussions were details about the new role or reduction in salary concluded.

Allied, soon after, decided to transfer the Call Centre and Customer Services management duties to an alternate employee and advised relevant staff of the change. This decision was not discussed, nor agreed to, with the Applicant. The following day, Allied's Human Resource Manager gave the Applicant a letter in the form of a new employment contract "confirming" a transfer to the role of Telephonist and Customer Service effective from two days earlier. The salary package was \$60,000, which was \$10,000 less than her original salary package. The Applicant declined to sign the letter and walked out of the meeting very distressed. After consulting her obstetrician, the Applicant took three days of sick leave.

When she returned to work, the Applicant was given a new and revised letter from the HR Manager purporting to confirm a new salary package – this time \$52,000. The Applicant also refused to sign this letter. Again, Allied did not discuss this further change with the Applicant prior to this occasion. The Applicant worked the remainder of the week, then took planned annual leave. While on leave, she sought legal advice and subsequently made an application before FWA alleging unfair dismissal under the Act.

Arguments Before FWA

The Applicant argued there was an agreement in principle to move to a less onerous role however, at no time was there an agreement as to the details of that role or the reduction in salary. Further, the Applicant argued that the change in role and the significant reduction in salary were unilaterally made by the employer which, combined with the manner of introduction, was such that she was entitled to treat her employment relationship as being at an end and for such to be considered as the initiative of the employer.

Allied argued the changes were consensual and designed to accommodate her desire to "come off the road" in the immediate period before starting maternity leave. Allied further argued the new role and salary remained an option and that she could,

at any time, have insisted on resuming her substantive role. Allied therefore argued there was no dismissal at its initiative. Rather, it was an attempt by the Applicant to retain her full salary while changing duties.

The FWA Decision

The Applicant was found to be dismissed unfairly under the Act because:

- Allied's conduct was objectively analysed and found to be of such a nature that resignation was the probable result, or that the Applicant had no effective or real choice but to resign;
- the termination was at Allied's initiative;
- there was no basis to change the Applicant's role or salary package;
- there was a lack of application of reasonable human resource practices.

This Decision Tells Us That Employers Must ...

- Consult with, have adequate communications, transparent and fair dealings with employees throughout any process.
- Ensure that a change in an employee's role, duties and salary package is appropriately considered, based on the employee's capacity and performance. Any fundamental changes should be agreed mutually.
- Provide a clear and full position description as part of any employment contract to avoid any misunderstanding as to the terms of engagement.
- Create and maintain full and accurate records of material discussions and events that take place throughout negotiations.

Employers faced with these situations are encouraged to seek specialised legal advice to avoid "constructive dismissal" or discrimination on grounds of Parental Leave/Carer's entitlements. ■

➤ For more information or advice, contact **JOHN MURRAY**
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tony.johnston@eclawyers.com.au or
 go to **www.eclawyers.com.au**
Eastern Commercial Lawyers is
 located at Suite 3, 131 Clarence Street,
 Sydney P: **02 - 8243 1700.**

No time for training could mean no job

I WAS working recently with two separate cases involving managers at small clubs and their issues surrounding cutting corners in operational matters. In each case, I asked if the manager had done any recent training, or an upgrade of their professional development skills.

The response I got from each of these managers, which is common with many in similar situations, was ... "I don't have the time". While this sounds like a plausible reason for ignoring training responsibilities, their reason now has severe implications for their employment and their futures.

A manager failing to meet his/her corporate governance responsibilities not only puts themselves in this same circumstance, but their

action/inaction has serious implications for their club.

It's fair to say that all managers, in the current economic and political climate, are under time pressures, however well-planned, effective time management will ensure that training remains an essential work tool and professional asset for every manager.

Keeping up with industry-related change is a key responsibility for every manager. All managers are reminded that professional development leave provisions - five days paid leave - are still available through the new Registered & Licensed Clubs Award - Clause 33 ... "Professional Development Leave is available for the purpose of undertaking continuing education and industry activity programs."

I urge all managers to investigate the CMDA Professional Development Calendar on **Page 34** of this edition for education and skills upgrade options. ■

► **PETER COOPER**, Senior Industrial Relations Advocate

Fair Work Act review

THE FEDERAL Government and Fair Work Australia (FWA) have announced a review of both the Fair Work Act 2009 and transitional provisions in modern awards. The Government has set up a Review Panel to deal with the Fair Work Act, having reached its second year of full operation. The primary purpose of the review is to examine whether the Act is operating as intended and to identify areas of the legislation that could be improved. The deadline for any submissions is February 17, 2012. FWA Tribunal President Justice Guidice directed FWA must conduct a review of all modern awards as soon as practicable after the second anniversary of the Fair Work Act modern award process. The Award commencement date was January 1, 2010. Preliminary discussions already have taken place between the major stakeholders – CMAA, Clubs Australia and United Voice (national office) - regarding the Registered & Licensed Clubs Award 2010. Should modern awards need to be varied, applications should be lodged by March 8, 2012. ■

ThomsonsLawyers

Proud supporter of
Club Management
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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

30 CMAA DIARY - 2012 ZONE MEETINGS & INDUSTRY FUNCTIONS

Day	Date	Meeting	Venue	Zone
FEBRUARY				
Tuesday	07/02/2012	11:00	Asquith Leagues Club	Manly Northern Suburbs Zone AGM
Wednesday	08/02/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
Tuesday	14/02/2012	08:00	Coolangatta Surf Club	Gold Coast Zone AGM & Breakfast Meeting
Tues - Wed	14-15/02/2012	09:00	Eden Fishermen's Club	Far South Coast Zone Dinner & Meeting
Tuesday	14/02/2012	10:30	Nambucca Heads RSL Club	Mid North Coast Zone Meeting & Lunch
Wednesday	15/02/2012	08:00	TBA	Central Coast Zone Breakfast Meeting
Wednesday	15/02/2012	12:30	Singleton Army Barracks	Hunter Zone Social Day
Tuesday	21/02/2012		Sydney Olympic Park	Clubs + Dynamic Online Marketing Workshop
Friday	24/02/2012	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone Meeting & Lunch
Tuesday	TBA	11:00	TBA	Sunshine Coast AGM & Charity Bowls Day
Fri - Mon	24 -28/02/2012		Orlando, Florida	85th World Conference on Club Management
MARCH				
* NO MEETINGS - MARCH 8 to 16				
Thursday	01/03/2012		VICTORIA - The Local Taphouse - St Kilda	Clubs + How to Create a Great Beer Venue
Thurs - Sun	01-04/03/2012		Melbourne	Clubs + Melbourne Food and Wine Bursary Tour
Tuesday	06-07/03/2012	09:00	Inverell RSM Club	North West State Zone Dinner & Meeting
Sun - Tues	11-13/03/2012		Brisbane	Fine Food Brisbane
Sunday	11/03/2012	18:00	Darling Harbour	CMAA Fed Executive & Fed Council Meetings
Monday	12/03/2012	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Monday	12/03/2012	09:00	Darling Harbour	CMAA Annual General Meeting
Monday	12/03/2012	16:00	Darling Harbour	CMAA Cocktail Party & Hall of Fame Awards
Monday	12/03/2012		(Vic) Labour Day Public Holiday	(Vic) Labour Day Public Holiday
Tuesday	13/03/2012	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Wednesday	14/03/2012	10:00	Woodgate Bowls Club	Bundaberg Zone Meeting
Tues - Wed	13-14/03/2012	09:00	Eden Fishermen's Club	Far South Coast Zone Dinner & Meeting
Thurs - Fri	15-16/03/2012	09:00	Barrier Social & Democratic Club, Broken Hill	Riverina Murray Zone Dinner & AGM
Thursday	15/03/2012	11:00	St Johns Park Bowling Club	Nepean Zone AGM & Lunch
Wednesday	TBA	11:00	Kingscliff TAFE	Far North Coast Zone AGM & Lunch
Wednesday	21/03/2012	10:00	Redcliffe Leagues Club	Brisbane Zone AGM, Workshop & Lunch
Wednesday	21/03/2012	18:30	The Juniors @ Kingsford	2011 ACE Awards Dinner
Tuesday	27/03/2012	09:30	Moorebank Sports Club	St George Cronulla Zone Breakfast Meeting
Tuesday	27/03/2012	11:00	Paddington RSL Club	City & Eastern Suburbs Zone Meeting & Lunch
Wednesday	28/03/2012	10:00	Port City Bowling Club	Great Lakes Zone Meeting & Lunch
Thursday	29/03/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	30/03/2012	07:00	TBA	Manly Northern Suburbs Zone Golf Day
APRIL				
Monday	TBA	07:00	Concord Golf Club	Inner West Zone Golf Day
Friday	06/04/2012	EASTER	Good Friday	Good Friday
Saturday	07/04/2012	EASTER	Easter Saturday	Easter Saturday
Sunday	08/04/2012	EASTER	Easter Sunday	Easter Sunday
Monday	09/04/2012	EASTER	Easter Monday	Easter Monday
Wed - Fri	18-20/04/2012		Singapore Expo	Asian Club Managers' Conference & FHA Expo
Wednesday	25/04/2012		ANZAC DAY	ANZAC DAY
Thursday	26/04/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
MAY				
Tuesday	TBA	10:30	Woolgoolga RSL Golf Club	Mid North Coast Zone Golf Day
Sat - Tues	05-08/05/2012		McCormick Place, Chicago	NRA Show & Study Tour
Monday	07/05/2012		(Qld) Labour Day Public Holiday	(Qld) Labour Day Public Holiday
Tues - Wed	08-09/05/2012	09:00	Moree Services Club	North West State Zone Dinner & AGM
Mon - Tues	07-08/05/2012		Twin Towns Services Club	RSL & Service Clubs National Conference
Tues - Thurs	08-10/05/2012		Marriott, Surfers Paradise	Leagues Club Australia Gaming Conference
Mon - Tues	TBA		Twin Towns Service Club	RSL & Services Clubs Assn Conference
Wednesday	16/05/2012	08:00	Shelly Beach Golf Club	Central Coast Zone Breakfast Meeting
Tuesday	TBA	11:00	Caloundra RSL Club	Sunshine Coast Zone Meeting & Lunch
Friday	18/05/2012	11:00	Mulgrave Country Club	Victoria Zone AGM & Lunch
Tuesday	22/05/2012		The Epping Club	Clubs+ Online Marketing Competition
Tues - Wed	22-23/05/2012		The Epping Club	Clubs+ Weddings & Events Management Summit
Tues - Thurs	22-24/05/2012		The Venetian Resort, Macau	G2E Asia www.asiangamingexpo.com
Wednesday	30/05/2012	11:00	TBA	Hunter Zone AGM & Lunch
Thursday	31/05/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
JUNE				
Thursday	TBA	11:00	TBA	ACT Zone Meeting & Lunch
Tues - Wed	05-06/06/2012	09:00	Tomakin Sports Club	Far South Coast Zone Dinner & Meeting
Tues - Wed	05-06/06/2012			Clubs+ Chefs Hands-On Workshop
Tuesday	05/06/2012	11:00	Arncliffe Scots Sports & Social Club	St George Cronulla Zone Meeting & Lunch
Wednesday	06/06/2012	11:30	Greenbank RSL Club	Brisbane Zone Meeting & Qld Bursary Lunch
Wednesday	TBA	11:00	TBA	Far North Coast Zone Meeting & Lunch
Monday	11/06/2012		Queen's Birthday Holiday	Queen's Birthday Holiday
Tuesday	12/06/2012	10:00	Club Coffs on West High	Mid North Coast Zone AGM & Lunch
Thursday	21/06/2012	11:00	Cabra Vale Diggers Club	Nepean Zone Quarterly Meeting & Lunch
Monday	TBA	07:00	TBA	Inner West Zone Breakfast Meeting
Tuesday	26/06/2012	11:00	Currumbin RSL Club	Gold Coast Zone Meeting & Lunch
Tuesday	26/06/2012	11:00	Randwick Labor Club	City & East Zone Networking Event
Wednesday	27/06/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
No Meetings				

Day	Date	Meeting	Venue	Zone
JULY				
Tuesday	03/07/2012	14:00	Conrad Jupiters, Gold Coast	CMAA Federal Executive Meeting
Wednesday	04/07/2012	10:00	Conrad Jupiters, Gold Coast	CMAA Federal Council Meeting
Thursday	04/07/2012	16:00	Conrad Jupiters, Gold Coast	CMAA Members' General Meeting
Wed - Fri	04-06/07/2012	09:00	Conrad Jupiters, Gold Coast	CMAA Mid-Year Conference
Saturday	07/07/2012	11:00	Gold Coast Turf Club	Gold Coast-Brisbane Zone Charity Race Day
Wednesday	11/07/2012	10:00	TBA	Bundaberg Zone
Mon - Tues	16-17/07/2012	09:30	Club Barham	Riverina Murray Zone Dinner & Meeting
Thursday	19/07/2012	11:00	TBA	Manly Nth Subs Zone Mid-Year Meeting & Lunch
Sunday	22/07/2012			Clubs + Food & Beverage Workshop
Wednesday	TBA	13.15	TBA	Ipswich Darling Downs Zone Meeting
Thursday	26/07/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	27/07/2012	11:00	TBA	Illawarra Shoalhaven Zone Meeting & Lunch
AUGUST				
Thursday	02/08/2012	08:00	TBA	Brisbane Zone Charity Golf Day
Monday	06/08/2012	07:30	The Grange Golf Club	Illawarra Zone Charity Golf Day
Tuesday	07/08/2012			Clubs + ADVANCED Online Marketing Workshop
Tues - Wed	07-08/08/2012	09:30	Armidale City Bowling Club	North West State Zone Dinner & Meeting
Wednesday	15/08/2012	10:00	Country Club Wauchope	Great Lakes Zone AGM & Lunch
Tuesday	TBA	11:00	TBA	Sunshine Coast Zone Meeting & Lunch
Tues - Thurs	21-23/08/2012	09:30	Darling Harbour, Sydney	AGE 2010
Friday	TBA	18.30	TBA	Victoria Zone AGM & Awards Dinner
Wednesday	29/08/2012	07:30	TBA	Hunter Zone Breakfast Meeting
Thursday	30/08/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
SEPTEMBER				
Sun - Wed	TBA		Grand Hyatt Hotel, Melbourne	RSL & Services Clubs Assn Conference
Tuesday	04/09/2012	11:00	Oatley RSL Club	St George Cronulla Zone Meeting & Lunch
Tuesday	04/09/2012	07:30	Penrith Golf Club	Nepean Zone Charity Golf Day
Tues - Wed	04-05/09/2012	09:00	Pambula Merimbula Golf Club	Far South Coast Zone Dinner & AGM
TBA	TBA	11:00	TBA	Far North Coast Zone Meeting & Lunch
TBA	TBA	10:00	TBA	Mid North Coast Zone Meeting & Lunch
Tuesday	11/09/2012	11:00	Burleigh Bears R.L.F. Club	Gold Coast Zone Meeting & Lunch
Friday	11/09/2012	11:00	TBA	Inner West Zone Meeting & Lunch
Wed - Thurs	TBA	09:00	Koondah Waters Resort, Wyong	Central Coast Zone AGM & Conference
Wed - Thursday	19-20/09/2012			Clubs + Sales and Marketing Summit
Thursday	20/09/2012	11:00	Club Pine Rivers	Brisbane Zone Meeting, Workshop & Lunch
Thursday	20/09/2012	11:00	St Marys Band Club	Nepean Zone Quarterly Meeting & Lunch
Thursday	TBA	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Tuesday	25/09/2012	16:30	Club Rose Bay	City Eastern Suburbs Zone Meeting & Lunch
Thursday	27/09/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
OCTOBER				
Monday	01/10/2012		(NSW/ACT) Public Holiday	(NSW/ACT) Labour Day Public Holiday
Tues - Thursday	01-04/10/2012		The Sands Expo & Convention Centre	Global Gaming Expo - G2E 2012
Sun - Tuesday	06-09/10/2012		Gold Coast Convention Centre	ClubsNSW Annual Conference & Trade Expo
Wednesday	17/10/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
Wednesday	24/10/2012	10:00	TBA	Bundaberg Zone
Thursday	25/10/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	26/10/2012	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM & Lunch
NOVEMBER				
Thurs - Sunday	TBA		Sheraton Mirage, Gold Coast	Leagues Club Australia Annual Conference
Friday	TBA	14:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting & Xmas Lunch
Friday	TBA	11:00	TBA	ACT Zone Meeting & Bowls Day
Friday	23/11/2012	11:00	Arana Hills Leagues Club	Brisbane Zone Meeting & Xmas Lunch
Tuesday	27/11/2012	11:00	Matraville RSL Club	City East Zone Meeting & Xmas Lunch
Tuesday	TBA	11:00	TBA	Sunshine Coast Zone Xmas Lunch
Wednesday	28/11/2012	11:00	TBA	Hunter Zone Meeting & Xmas Lunch
Friday	30/11/2012	09:00	Brighton Le Sands	CMAA Federal Executive Meeting
Friday	30/11/2012	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	30/11/2012	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
DECEMBER				
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	TBA	Manly Nth Suburbs Zone Meeting & Xmas Lunch
Friday	07/12/2012	11:00	TBA	Inner West Zone AGM & Xmas Lunch
Friday	07/12/2012	11:00	TBA	Central Coast Zone AGM & Xmas Lunch
Friday	07/12/2012	12:00	Collegians, Balgownie	Illawarra Shoalhaven Zone Xmas Lunch
Friday	TBA	12:00	TBA	Brisbane-G Coast Zone Xmas Lunch
Wednesday	TBA	11:00	TBA	Far Nth Coast Zone Meeting & Xmas Lunch
Tuesday	11/12/2011	11:00	TBA	Mid North Coast Zone Meeting & Xmas Lunch
Thursday	13/12/2012	12:00	Liverpool Catholic Club	Nepean Zone Xmas Lunch
Friday	14/12/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting

Program Name	Course Date(s)	Location	Price Type	Amount	GST
Analyse & Report on Gaming Data	06-07/02	CMDA - Sydney Olympic Park	Member	\$480	
			Non-Member	\$580	
RSA	08/02	Castle Hill RSL Club	Member	\$135	
			Non-Member	\$140	
RSA	11/02	St George Masonic Club	Member	\$135	
			Non-Member	\$140	
RCG	12/02	St George Masonic Club	Member	\$95	
			Non-Member	\$100	
Deal with Conflict	13-14/02	CMDA - Sydney Olympic Park	Member	\$220	
			Non-Member	\$240	
Financial Fundamentals (1-Day face-to-face; rest online)	14-15/03	Blended - Sydney Olympic Park	Member	\$890	
			Non-Member	\$975	
Duty Manager Development Program 6 days: Feb 20, 21, 22 March 5, 6, 7	20/02-07/03	CMDA - Sydney Olympic Park	Member	\$1,560	+GST
			Non-Member	\$1,690	+GST
Roster Staff	21/02	CMDA - Sydney Olympic Park	Member	\$330	
			Non-Member	\$365	
Clubs+: Dynamic Online Marketing: Workshop + Master Classes (online)	21/02-29/03	CMDA - Sydney Olympic Park	One price	\$485	+GST
Clubs+: Dynamic Online Marketing: Webinars + Master Classes (all online)	Starts 22/02	Multiple online presentations	One price	\$485	+GST
RSA	27/02	CMDA - Sydney Olympic Park	Member	\$135	
			Non-Member	\$140	
RCG	28/02	CMDA - Sydney Olympic Park	Member	\$95	
			Non-Member	\$100	
Clubs+: Club Business Essentials: Managing Staff, Service & Cost control	29/02-01/03	VICTORIA - Eastern Golf Club	One price	\$495	+GST
Clubs+: How to Create a Great Beer Venue: special Beer Dinner in Melbourne	01/03	VICTORIA The Local Taphouse - St Kilda	One price	\$70	+GST
Clubs+: Melbourne Food & Wine Tour (join the Bursary tour)	01-04/03	Melbourne	One price	\$1,850	+GST
RSA	05/03	Bass Hill RSL Club	Member	\$135	
			Non-Member	\$140	
Manage Quality Customer Service	05/03	CMDA - Sydney Olympic Park	Member	\$330	
			Non-Member	\$365	
Lead & Manage People	06-7/03	CMDA - Sydney Olympic Park	Member	\$660	
			Non-Member	\$725	
RSA	06/03	The Adamstown Club	Member	\$135	
			Non-Member	\$140	
RSA	06/03	Bass Hill RSL Club	Member	\$135	
			Non-Member	\$140	
RSA	07/03	Beresfield Bowling Club	Member	\$135	
			Non-Member	\$140	
RSA	15/03	CMDA - Sydney Olympic Park	Member	\$135	
Conference week! Stay on for your NSW OLGR photo licence			Non-Member	\$140	
RCG	16/03	CMDA - Sydney Olympic Park	Member	\$95	
Conference week! Stay on for your NSW OLGR photo licence			Non-Member	\$100	
RCG	19/03	Bass Hill RSL Club	Member	\$95	
			Non-Member	\$100	
Duty Manager Development Program	19/03-4/04	North Haven Bowling Club	Member	\$1,560	+GST
			Non-Member	\$1,690	+GST
Supervisor Boot Camp 4 days March 20 & 27; April 3 & 17	20-17/04	CMDA - Sydney Olympic Park	Member	\$750	+GST
			Non-Member	\$950	+GST
Monitor Work Operations	20/03 & 27/03	CMDA - Sydney Olympic Park	Member	\$270	
			Non-Member	\$350	
RCG	20/03	Bass Hill RSL Club	Member	\$95	
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			Non-Member	\$140	
RCG	27/03	CMDA - Sydney Olympic Park	Member	\$95	
			Non-Member	\$100	
Coaching Skills	03/04	CMDA - Sydney Olympic Park	Member	\$220	
			Non-Member	\$240	
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			Non-Member	\$290	+GST
Recruit & Select Staff	23-24/04	CMDA - Sydney Olympic Park	Member	\$480	
			Non-Member	\$580	
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			Non-Member	\$140	
RCG	01/05	CMDA - Sydney Olympic Park	Member	\$95	
			Non-Member	\$100	
RSA	28/05	CMDA - Sydney Olympic Park	Member	\$135	
			Non-Member	\$140	
RCG	29/05	CMDA - Sydney Olympic Park	Member	\$95	
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What is a Business Model ... really?

with GEOFF MESTON *

EVERYONE AGREES that executives must know how business models work if their organisations are to thrive, yet there continues to be little agreement on an operating definition.

Management writer Joan Magretta defined a business model as *"the story that explains how an enterprise works"*, harking back to Peter Drucker (management consultant and author), who described it as the answer to the questions: *"Who is your customer, what does the customer value, and how do you deliver value at an appropriate cost?"*^[1]

What Actually Is A Business Model? ^[2]

The business model of a company is a simplified representation of its business logic. It describes what a company offers its customers; how it reaches those customers and relates to them; through which resources, activities and partners it achieves this; and, finally, how it earns money.

The Building Blocks of a Business Model

A business model can be described by looking at a set of nine building blocks. To get a good picture of your business model you should describe your ...

1. **Customer Segments:** Our groups of customers with distinct characteristics. Who do we attract (are they profitable?); what do they want?

2. **Value Proposition:** The bundles of products and services that satisfy our *customer segments'* needs. What do we offer, and is it attractive, unique and competitive? Are we providing the right products and services to capture a profitable customer segment?
3. **Distribution Channels:** The channels through which we communicate with our customers and through which we offer our value propositions. In a club: face to face customer quality contact is the paramount channel; media, social media, community support. Do we maximise our use of these channels and do we emphasise our product and service contribution enough? Do we use the right channels to make contact with and attract different customer segments?
4. **Customer Relationships:** The types of relationships we entertain with each *customer segment*. Customer loyalty is cheaper than customer acquisition; what do we do to get prospective customers become loyal customers?
5. **Revenue Streams:** The streams through which we earn our revenues from our customers for value creating and customer facing activities. Are we keeping abreast of social, demographic, and technological change to shore up our revenue bases?
6. **Key Resources:** The key resources on which our business model is built. Physical footprint, intellectual capital; the "human" relationship resource.
7. **Key Activities:** The most important activities performed to implement



our business model. What do we do, and are there others close by that do it better than us?

8. **Partner Network:** The partners and suppliers we work with. Can we get together with other parties and make things cheaper, or easier, or get better ideas.
9. **Cost Structure:** The costs we incur to run our business model. How expensive is it to generate the revenues and profits we achieve? Is every part of the business carrying its weight? ■

¹ Source: <http://hbr.org/2011/01/how-to-design-a-winning-business-model/ar/2>

² Source: <http://www.privatebankinginnovation.com/en/wp-content/uploads/tools/Draft-Business-Model-Manual.pdf>

* **GEOFF MESTON** is the CMAA's Industry Professional Development Manager & a former Club Manager

➤ **Strategic Thinking And The Business Model: Are You Unique? – Page 32-33**

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Strategic thinking and the business model: Are you unique?



with GEOFF MESTON *

OUR 2012 CMAA Conference theme is all about strategy. How do we best put our limited available resources - money, physical assets, intellectual capital etc. - to work to add value to our business by achieving better returns on our resource investment by generating new and or higher revenues and keeping costs under control? Broad industry financial results may indicate diminishing returns across the club and hotel sector, and managers (and boards) are feeling enormous pressure to pull back - to cut expenses, reduce staff, freeze spending and wait out the storm. While cost-cutting is necessary, the challenge also opens up opportunities to sharpen up what and how and why we do things, realign resources, and identify new paths for revenue growth to stay alive.

What Is Strategic Thinking?

Strategic thinking focuses on finding and developing unique opportunities to create value by enabling a provocative and creative dialogue among people who can affect a company's direction. It is the input to strategic planning that is the most important component. Good strategic thinking uncovers potential opportunities for creating value and challenges assumptions about a company's value proposition, so that when the plan is created, it targets these opportunities. Strategic thinking is a

way of understanding the fundamental drivers of a business and rigorously (without negativity) challenging conventional thinking about them, in conversation with others. Strategic thinking must take into account:

- **Competencies & Skills:** What are the company's strengths? How can these be used to create a unique competitive advantage? What are the company's weaknesses that might leave it vulnerable?
- **Products & Offerings:** What is the portfolio of offerings (product, service, price and image bundles) that the company provides to the market? What are the overlaps or white spaces among the offerings? What is the rationale or logic for these offerings? What makes them unique? What are the brands associated with these offerings? How do these brands fit with the company's image? With each other?
- **Environment & Industry:** What is the overall economic context in which the company competes? What is the regulatory or governmental environment and how does this impact the company? What is the structure of the industry? Where is this industry headed and where do we want it to be? What is our position in the industry and what do we want it to be? How does this industry connect

Good strategic thinking uncovers potential opportunities for creating value and challenges assumptions about a company's value proposition, so that when the plan is created, it targets these opportunities.

with others and what are the implications of that for our positioning?

- **Markets & Customers:** Who are the target customers for the offerings? What are their needs? How is the company uniquely suited to meet these particular needs?
- **Competitors & Substitutes:** What is the nature of competition in our industry? What other companies have offerings that could meet the same needs? What are their unique strengths and strategies? How are they similar to or different from us? How might they respond to our strategies? Are there companies not yet in the market who might choose to enter it? What are their strengths and strategies? What market conditions might lead to action on their part?

- **Suppliers & Buyers:** What other companies do we need to work with to make and sell our offerings? What is their relative power compared with us? What are their strategies and strengths, and are these aligned with ours? What's in it for them?

Process Considerations: To Make Your Strategy Realistic & Objective

As important as the content of strategic thinking is the process by which it takes place. Processes are needed to ensure that strategies are ...

- **Aligned:** A company's strategies must fit with its mission, vision, competitive situation, operating strengths, resources and culture.
- **Goal-Oriented:** Strategies are the methods a company sets out to achieve its goals. Effective strategies then set clear expected outcomes and make explicit links between these outcomes and the company's goals.
- **Fact-Based:** The best strategies are based on and supported by real data. While strategic thinking by its very nature requires assumptions about the future, these assumptions must be educated guesses, based on facts – e.g. actual performance data or results of some kind of pilot test or experiment. The logic behind the strategy must be clear. Effective strategies tell believable stories.
- **Based On Broad Thinking:** Companies that are strategically nimble are able to consider multiple alternatives at once and consider a range of scenarios in making strategic choices.
- **Focused:** No company can do everything, or be all things to all people. Strategy setting involves making choices about what a company will do and - as important - what it will not do. Strategies provide clear guidance about how a company's activities will be prioritised, and how its limited resources will be deployed.
- **Agreed Upon:** Especially in large, complex organisations, successful strategies must gain the support of multiple stakeholders. This often requires a process of developing strategies that are interactive in gathering multiple points of view and in sharing the thinking behind the strategy as it evolves.
- **Engaging:** Strategies that will need to mobilise broad resources must be easily articulated so that they can capture the attention of the people who will be asked to carry them out.
- **Adaptable:** Strategies need to be able to be adjusted to build on learning from experimentation, errors and new information. At the same time, there needs to be some thoughtfulness in these adjustments so that they are responsive without being overly reactive or "knee-jerk."
- **Implementable:** Because effective strategies draw on the particular strengths and skills of an organisation, they include explicit considerations of how they will be implemented. Implementable strategies provide clear guidance for decision making to shape behaviour throughout the company. ■

• *Source: this is a reproduction of a paper at <http://www.cfar.com/Documents/strathink.pdf>*

* **GEOFF MESTON** is the CMAA's Industry Professional Development Manager & a former Club Manager



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Queensland 'Connection' growing with opportunities

with JUSTIN MCGURGAN *

THE END of 2011 allowed many Queensland CMAA members and Club Industry business partners to enjoy Zone Christmas events. It's heartening to feel the general optimism for the coming year.

Ipswich & Darling Downs Zone

THIS QUEENSLAND country zone is up and running again, and at the latest meeting at Stanthorpe RSL Club, the Zone Committee set its 2012 meeting dates and had new members join the Zone based on this increased activity. New Zone President Kevin Stoddart, from Brothers Leagues Club at Ipswich, and his committee are planning a membership drive and Zone Bursary opportunities in the 2012 first quarter. New Zone Committee members or interested Zone Members are needed to grow this strong country Zone into a supportive local network for all club managers.

CMAA Affiliate Membership Initiative For Gold Coast

ONE SUCCESSFUL project in December was a CMAA Affiliate Members Study Tour. The CMAA Gold Coast Zone came up with this exciting initiative - a Study Tour on December 7 for club supervisors to visit four of the Gold Coast's best clubs and hear from their General Manager/CEO about what their club does best.

Gold Coast Zone asked clubs to select the best up-and-coming supervisor (potential future manager) to join the tour. The only prerequisite was the club first paid \$100 to join the supervisor as a CMAA Affiliate Member. The tour was FREE and included coach travel, supplied by Currumbin RSL Club CEO Anne Stovin, driven stylishly by yours truly, and the clubs visited also generously provided morning tea, lunch, afternoon tea and end-of-tour drinks. This was a great opportunity for the



best supervisors on the Gold Coast to join a professional Association of club managers and get a fully catered tour of the best clubs. This provided a significant reward for them and will surely earn the club strong loyalty in return.

Our first stop was Club Helensvale for tour and morning tea. Club General Manager Len Brunt provided a presentation in the board room, discussing *"Sports And Social Marketing In Clubs"*. For those who haven't experienced Club Helensvale, it's a suburban bowls club - but not like any you have seen. With 160 gaming machines averaging some of the best figures on the Gold Coast, it's a real surprise packet. Len gave the group a first-class history lesson on the changes to marketing styles and what works best for his club. He took us from the "good old days" of the 1960s where there was no marketing and you had to travel 40km to prove you were a bona fide visitor; to the discount liquor days of the '70s, and the introduction of RBT. When Len came to Helensvale in 1994, the club had 240 bowling members and **four** social members. Today, this is 17,000 social members and 500 bowling members. The club's early marketing involved the old leaflet drop and A-frame signs on the roadside, which the Council confiscated as quickly as Len replaced them. Entertainment was a key driver for the club and it is well known today for providing great opportunities for local performers such as the Gold Coast's own Dean Vegas, a previous

■ **ABOVE:** Surf Club at Kurrawa General Manager Rob Aldous (fourth from left) investigated the tourist market for clubs.

■ **PAGE 37:** Club Helensvale
General Manager Len Brunt with the
CMAA Gold Coast Zone Affiliates.

winner of the World's Best Elvis Impersonator. With cheap lunches and happy hours, the business grew - particularly the gaming. The club did all types of events, including "baby shows" on a Saturday morning. Now, the club's marketing consists of newspaper, radio, and social networking. Len recommends that managers and directors get involved to embrace the social marketing phenomenon. To get people out of their homes and get them talking, chatting and mixing, Len suggest we need to get our staff to be happy when dealing with customers. "Staff are our most important marketing tool".

Next stop was Southport Sharks AFL Club for a tour and lunch. CEO Dean Bowtell provided a great presentation in his board room on *"Diversification In Clubs"*. This is something that Sharks are renowned for as well as being the No.1 gaming venue on the Gold Coast in revenue earned. The club tour was amazing with the club working on a \$3.5 million refurbishment. Dean's tour took in the Fitness Centre that has 3,500 members and rivals anything else on the Coast; the refurbished Sports Bar with

female-friendly outdoor furnishings; Wobbegongs Kids Club with 4,000 junior members and queues on Friday and Saturday nights like a nightclub; the spectacular gaming room and new deck area; and Ultra Lounge concept that Dean brought back from Las Vegas. Dean even provided a PowerPoint presentation about the club's diversification efforts and future strategy. He was very generous with his club's vision for the future, including the change in financial mix that diversification has created. This was a unique and powerful insight into one of Queensland's top 10 clubs that few people get to experience - and one these supervisors will not forget. Dean shared his thoughts on low-margin versus high-margin customers, the end of cheap food, having the right people, the flattening of core revenue streams, increased competition, and opportunities in the marketplace. The current refurbishment aims to grow beverage sales and leverage off core products.

Stop three was at The Surf Club Kurrawa for a tour and afternoon tea with General Manager Rob Aldous to discuss *"Tourist Marketing In Clubs"*. Because the Gold Coast is Australia's tourism capital with a high concentration of successful surf clubs, the competition for the tourist dollar is intense. With 90% of customers being visitors staying in local accommodation, the task is to ensure that Kurrawa is seen as their first choice. This is achieved by having incentive offers for residential accommodation managers to



drive referrals to the club - particularly with dining offers. It also means capturing the steady pedestrian flows of tourists constantly walking by the club and beach-front. This is done with pick-up paper menus found at the club's foyer. An amazing neon sign on the front of the club faces the road and popular Broadbeach Mall dining precinct that the club competes with. A two-tier pricing policy promotes the value of visitors becoming a member, even if only on a short stay. The significant price difference makes this attractive and helps to ensure they remain regular during their holiday stay. Raffle prizes include bottles of wine, rather than meat trays, as this is what visitors find more appealing.

The last stop was at Currumbin RSL Club - so that I could return their (undamaged) courtesy coach with thanks - and hear from CEO Anne Stovin about *"Success In Food Service"*. When we arrived slightly late, Anne was deep in focus group meetings with her members so we had to "console" ourselves with a cold beverage and the

good company of the club's restaurants managers Andrew and Melinda discussing how they have successfully driven a la carte dining on a daily basis. The club is renowned for the quality of their food and great service in their restaurant and coffee shop operation as well as their functions. The club has been so successful that Anne has created an external catering company.

At the end of the day, I'm sure the supervisors - now CMAA Affiliates - who attended this first tour were as excited as I was to be involved and took back some great ideas to their own clubs.

One club emailed me the following day, enthusiastically thanking the CMAA and said their supervisors were ... *"just buzzing when they came back last night and we had a big chat about everything they saw and what they want to implement into our club"*.

Thank you to the clubs that sent their supervisors and supported this local CMAA Gold Coast Zone initiative to attract the next generation of club industry "young guns" and expose them to some of the most successful clubs on the Gold Coast.

I'm happy to assist all other Queensland CMAA Zones to organise their own CMAA Affiliate Tour.

Here's to a hugely successful 2012.

*** Justin McGurgan, CCM**
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That 'other' Nambour attraction doing well with Suzanne at the helm

■ *The Nambour RSL Club completed a \$6 million extension in November last year.*

Even given that some of the members live outside the immediate town area, it's still a fair bet that just about every adult you meet in down-town Nambour is a club member.

By **HENRI LACH**

THE TOWN of Nambour in Queensland's Sunshine Coast hinterland achieved a reputation over many decades as a vibrant tourist destination. Natural phenomena such as the Glass House Mountains are nearby. Magnificent golden surf beaches are only a leisurely 30-minute drive away.

However, there's been a glitch, recently. The Giant Pineapple - once a tourist magnet at the gateway to the town - is no more. It used to beckon motorists to stop, enjoy a quick snack, a tour of the establishment's plantation, then go away with fond memories and samples of local produce, including that famous delicacy, the macadamia nut.

Alas, economics and the by-pass of the Bruce Highway have reduced this once-bustling icon to the ignominy of a waste site, surrounded by chain wire fencing to keep out now-unwanted visitors.

That, however, hasn't fazed the town's other attraction, the Nambour RSL Club.

The club completed a \$6 million extension in November last year. This may seem a risky investment in the current economic climate, but club General Manager Suzanne Long rejects any pessimism. She's upbeat about the potential return. "I'm sure the club is headed for a great future," she said.

The impressive, opulent upgrade has added a whole new wing to the club that includes an extended gaming area for the club's 180 gaming machines, with smokers' retreat. Several applications for additional machines have been thwarted, but Suzanne is determined to press ahead with the club's demands.

Meanwhile, what used to be a bar where some of the locals regularly gathered, has become a coffee shop. It's now a focal point of the redevelopment. "Some serious thinking went into the refurbishment," Suzanne said. "We took a team down to look at coffee shops in Sydney and Melbourne ... Melbourne is known for its coffee scene. We had to work out how we could still make the locals feel



comfortable, but also attract some new revenue."

It took a big step. What started out as a simple coffee shop was expanded to offer full-on dining.

"We've gone from the coffee shop to 'Altro' which is Italian for 'the other' with its own menu," Suzanne added.

That all-day menu is amazingly comprehensive for a "coffee shop". It begins with breakfast at 10 and a choice of eggs done to order, with all the extras imaginable, including something for the very erudite palate - sautéed spinach.

Pastas for the rest of the day and night straddle the full range of Italian-style delicacies that would make any Sicilian momma proud. So would the pizzas.

"We cook all our own pastry and bread and make our own pizza dough," Suzanne said proudly. "This is an alternative dining venue. People can bring the kids and grandkids here to an informal atmosphere."

It's all done in-house, as is the club's established "Metro" a la carte restaurant that occupies an area refurbished six years ago adjacent to the new coffee



shop. "We cater for a full house of 400 every Friday and Saturday night," Suzanne added.

There's no doubt that the Nambour RSL Club is the social hub of this community. The town has a population of 13,500. The club's membership is 18,000. Even given that some of the members live outside the immediate town area, it's still a fair bet that just about every adult you meet in downtown Nambour is a club member.

There are no restaurants here, apart from the ubiquitous Chinese takeaway, and a fish and chip shop. The couple of

pubs in town are purely friendly drinking holes, so it's no wonder the locals flock to the ambience of the club.

Promotion of the new coffee shop has been heavy, with the support of the local radio station. Two motor cars went as prizes in the first week with \$1,000 nightly jackpots ongoing.

This may be just "pocket money" in terms of the Nambour RSL Club's assets, however. It owns the land on which it stands and it recently bought three vacant blocks across the way. There are no plans yet for this land. "It's a long-term investment," Suzanne said. ■

Local girl just keeps making good

SUZANNE LONG is a local girl ["born and bred on the Sunshine Coast"] who graduated from the Sunshine Coast Business College in 1992. She began her career at Nambour RSL Club that year as a temporary administrative officer.

Her talents soon became obvious and General Manager Chris Keene quickly promoted her to a permanent position as financial controller. The next step was on the cards. "Three years ago we went through a restructure when Chris was heading for retirement," Suzanne added. "The board decided to appoint someone from within the club - rather than look outside - and I got the job. Chris remains as CEO in an advisory capacity, but has nothing to do with the day-to-day running of the club. That's my job as General Manager."

Suzanne (pictured) gained her Active Certified Club Manager (ACCM) award in 2007 and a Diploma in Hospitality Management in 2009.



She has another important job in life, as mother of Mitchell, 9 and Madison 5. So, how does she juggle parenthood with the demanding task of heading a modern licensed club?

"I just do it," she says, "I have great grandparents, a very helpful mother, and the children's father is a very active part in their life."

As to her career with the club: "I've been here so long that I feel like part of the furniture," Suzanne says with a smile, "I'm passionate and I'm excited about the future." ■

- HENRI LACH

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Time to 'frock up' for ACE Awards

THE ONLINE voting has closed, so it's time go shopping for that special outfit for the 2011 Australian Club Entertainment (ACE) Awards.

The 14th awards dinner – at The Juniors @ Kingsford on Wednesday, March 21 – is the highlight event for talented and hard-working entertainers and acknowledging their contribution to the Club Industry.

It's the first time the black-tie event has moved away from Canterbury Hurlstone Park RSL Club, but The Junior management and events organising team, led by CEO Geoff Knight and Marketing & Entertainment Manager Brad Stanford are working overtime to ensure the debut at the South Sydney club is a memorable occasion.

Nominations in the 24 categories closed on December 31 and the judging panel now sits down to the challenging and onerous task of deciding who takes away the prestigious awards on the night.

The ACE Awards dinner, traditionally, is a sell-out show and tickets go on sale from February 1. Go to The Juniors @ Kingsford website – www.thejuniors.com.au – or P: 02- 9349 7555 for individual or table bookings.

The entertainment program for the night is almost finalised and, while it remains something of a secret until awards night, ACE Awards Chairman and CMAA Federal President Bill Clegg said he was impressed with the array of international and home-grown performers. "It's going to be another great ACE Awards dinner and the team at The Juniors are doing a wonderful job," Bill added.



► For information on ACE Awards 2011 Sponsorship Packages, contact **Shannon Donato** (CMAA) P: 02 - 9746 4199 (W); 0434 185 414 (M); E: shannon@cmaa.asn.au or **Maria Pena** (ClubsNSW) P: 02 - 9268 3010 (W); E: mpena@clubsnsw.com.au

► Tickets - \$110 - are on sale from February 1. Go to The Juniors @ Kingsford website - www.thejuniors.com.au, or P: 02- 9349 7555 for individual or table bookings.

The CMAA and ClubsNSW have teamed up with the ACE Awards Committee to co-ordinate the 2012 event with major sponsor Lion heading the list of category sponsors.

CMAA Marketing & Sponsorship Manager Shannon Donato, who is also working with the organising group, said that, although most award categories had been filled, there was still opportunity for sponsor companies and clubs to be part of the event. ■

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CMAA chief calls on Victoria's managers to remain strong

By KATIE CINCOTTA

TRANSITION WILL be tricky but don't panic ... that's the advice to Victorian club managers from CMAA Federal Secretary Allan Peter.

Mr Peter has, for the past few years, been dealing directly with the Victorian Government over critical issues affecting the transition to owner-operated gaming.

"I think there's going to be problems in the transitional period, between now and August, but they can be sorted out if people don't panic too much," Mr Peter added.

One of the most pressing issues is the control of machines, and the restrictions imposed by legally binding contracts with third-party operators such as Tabcorp Gaming Solutions.

"When people signed agreements with Tabcorp and Tattersalls five or six years ago, those agreements were extremely tight, but now the goal posts have moved," Mr Peter added.

He believes clubs in Victoria underestimated how much control they'd have when they took over the operation of their own machines.

"They didn't realise how dramatic the changes would be, and the opportunities like NSW to operate their own machines ... that Tatts and Tabcorp were actually exploiting clubs and pubs," he added.

Allan Peter says clubs acted in good faith, but they've tied themselves up so much that now they can't get out of them.

"And that's one of the major issues that the Government has got," he added. "They realise it's a problem, that venue operators across Victoria have signed these legally blinding documents, unbeknown to how the changes would affect them down the track, like trying to buy their own machines."

Mr Peter says clubs and pubs are coming to realise the drawbacks of signing over control of their EGMS.

"They see that they could run into a problem of getting stuck with older machines, and not being able to change them," he added.

The 42-year club veteran admits some clubs remain fearful that Tabcorp will make good on its threat to remove high-performing machines from the gaming floor, although there are no reports of Tabcorp removing 40% of the floor and replacing it with poorer performing machines.

"You'd hope that commonsense prevails and Tabcorp conducts itself in the manner of a good corporate organisation," he added.

Lobbying by the CMAA and ClubsVic is trying to persuade the Victorian Government that legislation is required to undo such restrictions in contracts with gaming service providers.

"The only way that it can be stopped is with the [Gaming] Minister intervening," Mr Peter admits.



■ CMAA Federal Secretary Allan Peter believes clubs in Victoria underestimated how much control they'd have when they took over the operation of their own machines.

"When people signed agreements with Tabcorp and Tattersalls five or six years ago, those agreements were extremely tight, but now the goal posts have moved."

Over the coming months, Mr Peter advises venues presented with controversial letters, threats and demands to report them to the VCGR.

"A lot of clubs are still very wary of what Tabcorp could do if they complain - and that's been the biggest issue," he added.

Mr Peter says what will help guide a smooth transition in Victoria is a standardised corporate governance program.

"We're trying to get all the community clubs, including the RSL and ClubsVic, for a joint effort so that everyone is going down the same path for training," he said. "We're in discussions with Leon Weigard at Community Clubs and Richard Evans with ClubsVic to come up with a formula similar to the corporate governance program in NSW."

"It's something that's needed, to understand all the duties and responsibilities of directors, managers and board members, and we're hoping that will come into effect this year." ■

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Training means everything in an emergency

IT'S SATURDAY, a damp and cold July evening. The gaming room is full and the local entertainment has just finished up for the night. You look at your watch and see that you only have about two hours before you knock off.

You think to yourself that you will need to stock the fridges very soon. But, first, you head to the cupboard to get a mop because someone has just spilt a drink on the main dance floor.

You get to the cupboard and you can smell smoke. Not cigarette smoke, but a strange electrical burning smell. Automatically, you think that it won't be anything too much to worry about. You walk down the hall a little further and see a light whisper of smoke coming from the electrical distribution cupboard. You open the door to find the cupboard full of smoke, and the board on fire.

You run towards the bar and tell everyone to get out. Some people panic. Some just stare at you. Others just want another drink.

What do you do?

Well, because you have just completed your evacuation training, you know exactly what to do. But, more importantly, so does your staff.

You manage to get all staff and patrons out of the club efficiently and safely without any injuries or persons suffering ill effects from smoke inhalation. A couple of your staff are quickly able to knock down the fire using an extinguisher - and call "000". More importantly, all this is done without panic or injury to any staff or customers. In fact, you're a little happy with yourself because the local Fire Service Station Commander tells the local paper that ... "Tragedy was averted due to the quick thinking of the staff and the well coordinated and rapid evacuation of the patrons."

Even a few of the patrons are heard to say that the staff were fantastic, and they wouldn't know what to do if the local club and its memorabilia was destroyed.

For the manager, providing training was an easy decision to make. It's an OH&S and Australian Standard requirement, so compliance is a must. But, more importantly, the training is provided for the safety of the staff and customers in the event of such an incident. To comply is easy. To avert a tragedy is easy.



Simply contact CMDA Career Development Sponsor company TJS Fire & Safety Services to have their professional trainers conduct regular compliant Emergency Response training.

TJS Fire & Safety Services we will ensure your Club meets all compliance requirements and is a much safer workplace so that you sleep more soundly when you knock off. If you are a club manager, you can be held personally responsible for injuries and deaths that can unfortunately occur within your Club.

Online Training

TJS Fire & Safety Services also offers training in a "Virtual Classroom" on-line training facility. It allows for web-based learning. Content is delivered via the internet. It can be self-paced or real-time, instructor-led and includes media in the form of text, image, animation, streaming video and audio, powerpoint and photo presentations. The instructor and trainee can view and listen to each other throughout the training.

Extras

TJS Fire & Safety Services also provides installation, maintenance and certification services for all fire equipment and systems (not available in all areas).

Cost

\$845(+GST) for a three-hour flexible window, including unlimited numbers of participants. ■



► For more information or inquiries, call
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AUSTRAC Compliance

CLUBS HAVE obligations under the Anti-Money Laundering and Counter-Terrorism Financing Act 2006 and are required to submit a Compliance Report to the federal regulator – AUSTRAC - by March 31, 2012. A club will have these obligations if it has 16 or more electronic gaming machine entitlements. The Compliance Report covers business activity from January 1 to December 31, 2011. All clubs with gaming machines should be enrolled in AUSTRAC Online. To complete a Compliance Report ... log in and follow the menu prompts to create and submit your Compliance Report. http://www.austrac.gov.au/amlctf_compliance_report.html ■



1- 4 March 2012

The Clubs+ Melbourne Food & Wine Tour is an adventure for hospitality professionals. Join fellow managers, chefs and front-line staff to discover new ideas and inspiration to raise the bar with food & beverage at your club. Even better, you'll be shown many great ways to increase your club's profits and efficiency.

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 also speak with Executive Chefs, Club CEO's, restaurant and bar owners who will share their secrets to success (and what to avoid) from the inside.

The Clubs+ Melbourne Food & Wine Tour, hosted by well-known industry authority Ken Burgin, coincides with the legendary Melbourne Food & Wine Festival. What better opportunity to experience a taste of Melbourne's vibrant culinary world?

This tour has it all: Indulge yourself while you learn – see behind the scenes; discover **Beer and more Beer, at our special Pairing Dinner & Masterclass on 'How to Create a Great Beer Venue?'** and enjoy some of the highlights of the **Melbourne Food & Wine Festival.**

All this and more over four days in March 2012.

Thursday 1st March to Sunday 4th March... an exciting AND educational event for innovators and entrepreneurs. Put it in your diary now!

QUOTES:

"This is an eye opening and informative tour with back-of-house tours and information which cannot normally be accessed. It's a 'must' for anyone serious about wanting to learn or expand catering ideas and concepts." **John Wylie, General Manager, Combined Services Club, 2011 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: \$1850 +gst for four days including: Ground content; three night's accommodation, three dinners, three breakfasts, two lunches, two masterclasses, tours and opportunities for sightseeing.

MORE INFORMATION: www.clubsplus.com.au
or phone 1800 001 353

BOOKINGS: www.CMAA.asn.au
or phone 02-97464199



A credit union for Club Industry employees?

IN RECENT times, there has been a lot written about competition in the banking industry and the market share dominance of the "big banks". But there are 4.5 million Australians who prefer to bank at a place that isn't a bank at all ... a place with the products of a major bank, but with consistently better home loan rates.

It's no surprise that it is credit unions – member-owned organisations (like clubs) delivering this style of benefit to the community. The good news for Club Industry employees is that they now have access to Community First, Sydney's largest community-based credit union.

Community First Credit Union has been a proud CMA Career Development sponsor organisation for three years and is extending exclusive offers on its award-winning home loans and credit cards, to CMAA Members – **details: page 17**. These exclusive offers also extend to

employees of CMDA sponsor companies.

"There is definitely choice in banking and we think that club staff of all levels deserve to have access to a credit union they can call their own," says John Tancevski, CEO of Community First, whose vision is that Community First emerges to become the preferred financial services supplier to the Club Industry.

So What's The Community First Credit Union Deal?

Like clubs, Community First is member-owned and run to benefit members – not for external shareholder profit. When customers walk through the doors they benefit from the same member-focused service that clubs across Australia deliver every day to their members.

Community First's superior service also comes with superior convenience. Whether at home, at work, or on the go, members can access accounts to pay bills, transfer money and much more – using internet or smart phone banking. To help get a banking relationship with Community First started, we have put together a suite of competitive products available exclusively to CMAA members/club employees and CMDA sponsorship partners.

First, just like a club, you need to be a Community First member to take advantage of its banking services. To get started, new members will receive a Member Allowance of \$12 per month to offset normal transaction fees. As more of your business comes to Community First, you can achieve a Member Allowance of up to \$31 per month*.

Then there's our special home loan with an interest rate guaranteed to be lower than our already-discounted True Basic Home Loan, which means an additional 0.15% per annum discount for three years. And it comes with a redraw facility and no monthly loan fees. Community First's standard variable rate home loan has – for years – been below Australia's "big four" banks.

When you take out a home loan with Community First you can also get our McGrath Pink Visa card with Australia's lowest on-going interest rate of just 9.99% per annum. Community First is



community first
credit union

proud to work with the McGrath Foundation to bring this credit card to members. Each year, 50% of the annual fee (\$20) goes direct to the McGrath Foundation to help support the placement of Breast Care Nurses in communities around Australia.

Exclusive to Club Industry employees, Community First is offering a six-month introductory rate of 5.89% per annum on retail purchases, balance transfers and cash advances on our McGrath Pink Visa. At the end of the introductory period, it reverts to the on-going rate.

There is also the safety and security knowing that Community First is regulated by the Australian Prudential Regulation Authority (APRA) with all deposits up to \$250,000 covered by the permanent Australian Government Deposit Guarantee.

How Can Club Employees Access These Offers?

Many Clubs share the same suburb as a Community First Store, so drop in to ask about our exclusive offers for Club Industry employees, call **Community First Direct - 1300 13 22 77** or visit **www.communityfirst.com.au/club-employee-offer**

Community First recently hired a number of experienced Relationship Managers who will come to talk to your Club directly about exclusive employee offers and other ways that Community First can help your club and its members. ■

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29 February – 1 March 2012 at The Eastern Golf Club in Melbourne

A practical two-day Workshop introducing modern business management skills for managers, supervisors, chefs and club staff. Be inspired by the possibilities of entrepreneurial thinking in a club setting. Discover effective and motivational methods for managing staff; creating consistently good service; boosting productivity and controlling costs.

Topics include:

Leadership

- An introduction to Leadership opportunities and self-development
- What is Leadership and how is it different from Management?
- Developing yourself as a Leader, no matter what your role
- Taking the tough decisions – or are they?

Delegation – what, when and how

- What is Delegation?
- Knowing when and how to delegate task
- Methods of delegation
- Building your team strengths through delegation

Achieving Quality Customer Service

- What customers want (and don't want) in 2012
- Identifying the causes of customer service problems
- How to create a Cycle of Service for consistently good results
- Turning negatives into positives – professional complaint handling

Managing Staff Performance and Giving Feedback

- Identifying common performance problems in a club setting
- Separating incompetence from misconduct, and dealing with both
- Techniques to give quick, constructive feedback for minor problems
- Creating a positive climate for staff performance improvement

Financial basics

- Understanding daily, weekly & monthly food & beverage results
- Cost control essentials for a food and beverage business
- 4 essential calculations for club managers
- Fast ways to use sales and cost reports to pinpoint problem and success factors

Our final session: *How to Create a Great Beer Venue!* Discover ideas you can use, which could translate into serious dollars for your club. Enjoy a beer tasting and special dinner, pairing great food with great beer! Join us at The Local Taphouse, 184 Carlisle St, East St Kilda on March 1st – 5.30PM for 6PM.



COST: \$495 + GST for the two-day Workshop *including* beer dinner at The Local Taphouse.

INCLUDED ARE: refreshments, lunch, work notes, resource web page, and special dinner at The Local Taphouse.

VENUE for Training: Eastern Golf Club, 473 Doncaster Rd, Doncaster.

WHEN: 29th Feb & 1st March: 9am – 4.30pm

MORE INFORMATION: www.clubsplus.com.au or phone 1800 001 353

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Grants funding initiatives

GRANTS ARE a source of funding provided by various Government bodies, corporations and community groups to increase the services provided to the community and to enhance social well-being. These “grant providers” acknowledge the significant benefits not-for-profit organisations, recreational clubs, sporting associations and other similar organisations provide to the community and, as a result, contribute to the cost of various programs/initiatives by issuing grants. Effectively, receiving grant funding may subsidise the cost of a club program/initiative, either completely or partially depending on the level of grant funding and the cost of the program/initiative. Sporting/recreational grants mainly involve funding to provide greater opportunities for participation in sport and recreational-based activities, some include building sporting/recreational infrastructure. Eligibility criteria for most of these types of grants includes ...

- The organisation must be a not-for-profit, incorporated entity;
- The project must keep the young, healthy and active;
- The project must increase opportunities for participation in recreational activities and sport;
- The project must increase access and opportunities for disadvantaged groups;
- The project must raise awareness and take action regarding key community issues, including addressing disabilities and key social problems, particularly regarding youth development.

Organisations which have the “deductible gift recipient status” often will be open to greater grant funding opportunities

as well as having a higher standing than those that do not hold such status.

NSW Sport & Recreation Facilities Grant

The Sport & Recreation Facilities Grant program has grants available from \$500 to \$200,000. The program aims to:

- Increase regular and on-going participation opportunities in sport, recreation or structured physical activity in a sustainable manner;
- Improve access for people from groups that traditionally find it difficult to access sport;
- Improve safety at sport and recreation facilities;
- Develop environmentally sustainable sport and recreation facilities.

Eligible projects include the upgrade of sport facility amenities and new infrastructure that encourages sport and recreation within the community.

Other Grants That Are Available

- NSW Sport and Athlete Development Grant
- NSW Sport and Recreation Participation Grant
- NSW Community Building Partnership Grant
- Volunteers Grant
- Local Sporting Champions Grant
- BP Vouchers for Volunteers Program
- Regional Development Australia Grants
- National Binge Drinking Strategy & Community Initiative Grant ■

► For more information on grants, contact
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