CMAA National Managers Conference

Member Service Excellence

Introduction

- Club Managers Leadership and Management Program
- Approach
- What we will cover
  - Club Culture
  - Service Delivery
  - Core Service Features

Club Culture

PLAY
MAKE THEIR
DAY
BE THERE
CHOOSE YOUR
ATTITUDE

Club Culture

FiSH! Philosophy

1. Be There
2. Play
3. Make Their Day
4. Choose Your Attitude

Club Culture

Lifetime Customer Value (LCV)

LCV – The value of a member across all the times they visit your club

Club Culture

Increasing LCV

1. Extend the range of goods and services they buy from you

2. Retain their business longer

3. Sell them more expensive items than they are currently buying

4. Sell them more of what they're already buying from you

Service Delivery

"Do what you do so well that they will want to see it again and bring their friends"

Walt Disney

Service Delivery

The Five Critical Areas

1. Quality
2. Cost
3. Time
4. First Impressions
5. Consistency

Service Delivery

Quality

- How the product or service will be used?
- What does it need to accomplish?
- When does it need to be available?
- How long it needs to last?
- Will it be used with other products?

Service Delivery

Cost

- Directly related to quality
- Higher Quality = Higher Price
- Assign a price a member is willing to pay for quality
- Perception

Service Delivery

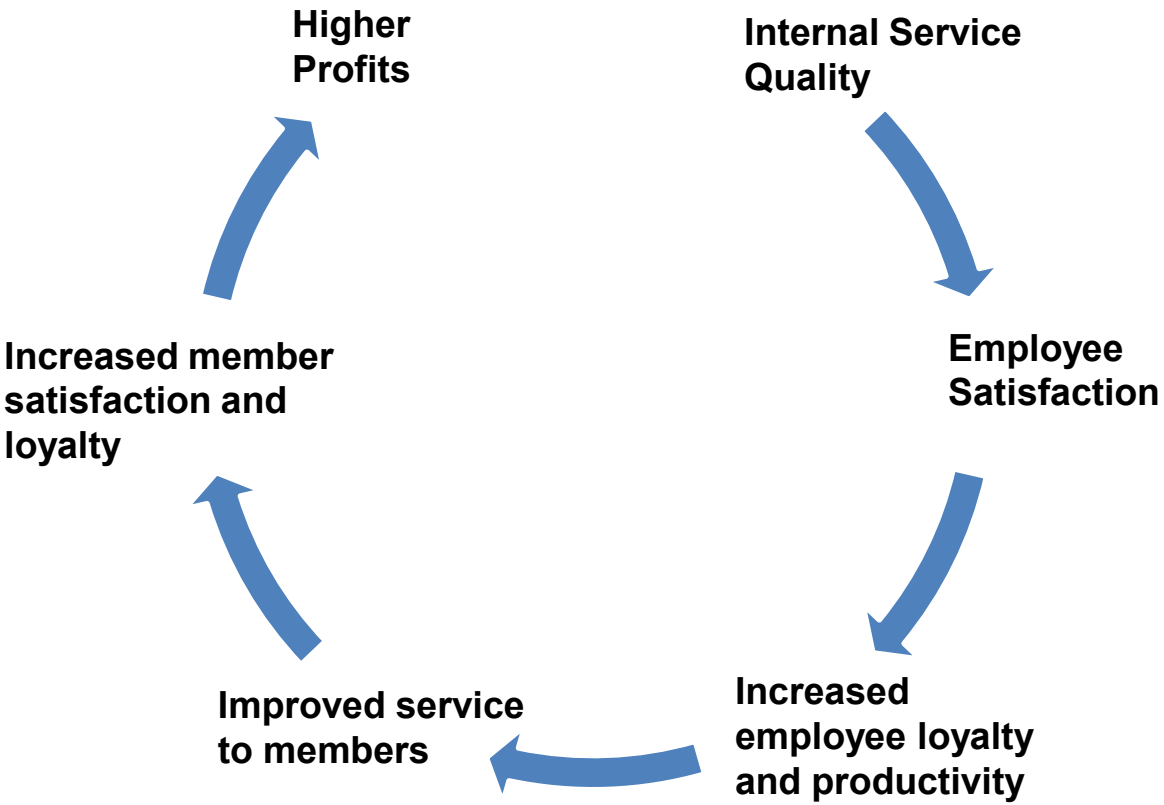
Time

- General Rule/Aim – Shortest Possible
- Busy Periods
- Even if highest quality and low cost –

  Relationship breaker

Service Delivery

The Service Profit Chain



Service Delivery

Internal Quality Service

- Job Clarity
- Operational Systems and Processes
- Professional Development Training
- Leadership and Culture

Core Service Features

Core Service Features

Kano Model

Three Tenets

1. Value attracts members

2. Quality keeps members and builds loyalty

3. Innovation is necessary to differentiate and compete in the market

Core Service Features

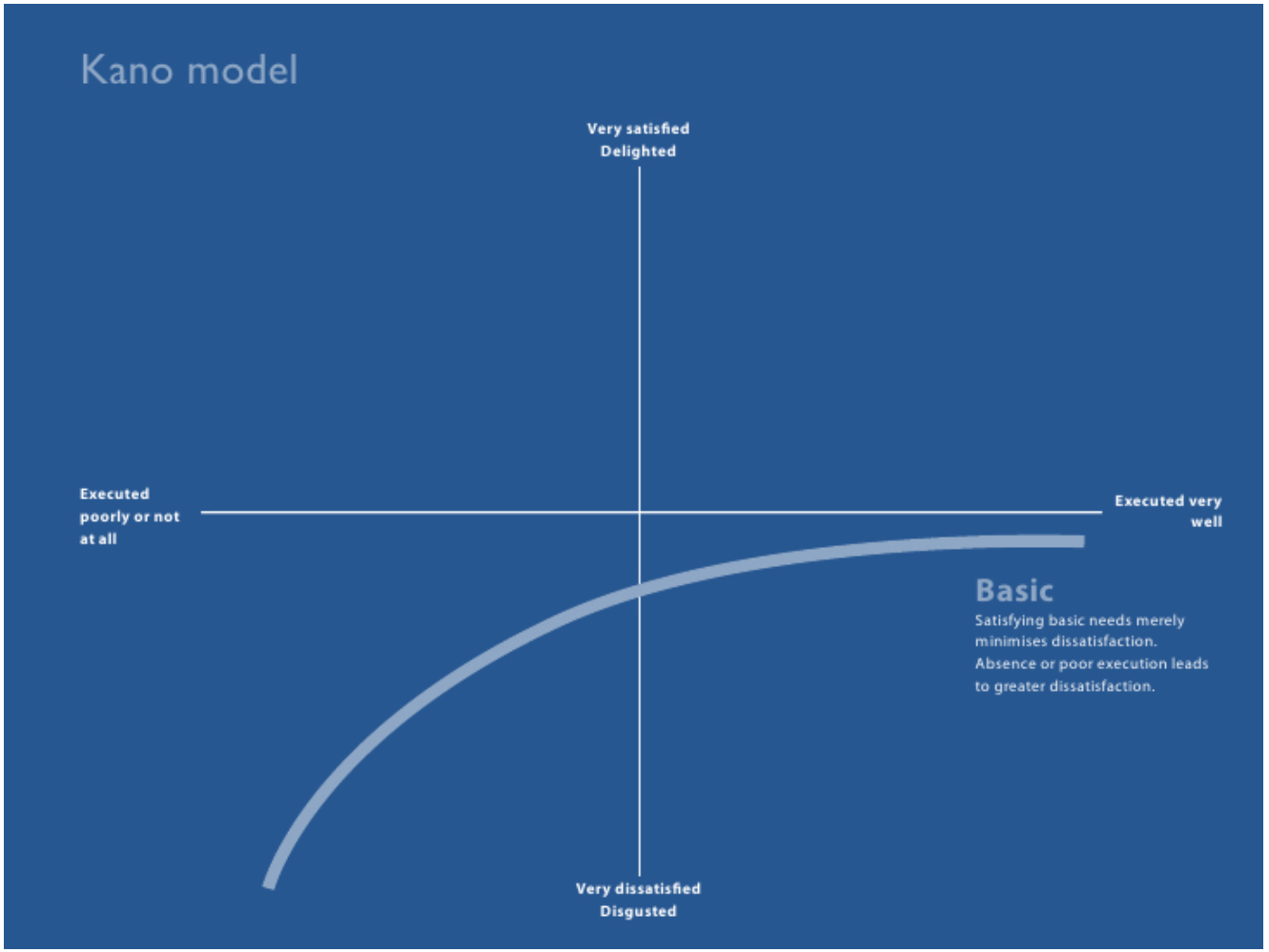
Kano Model

Three Service Features

1. Basic
2. Performance
3. Excitement

Core Service Features

Kano Model

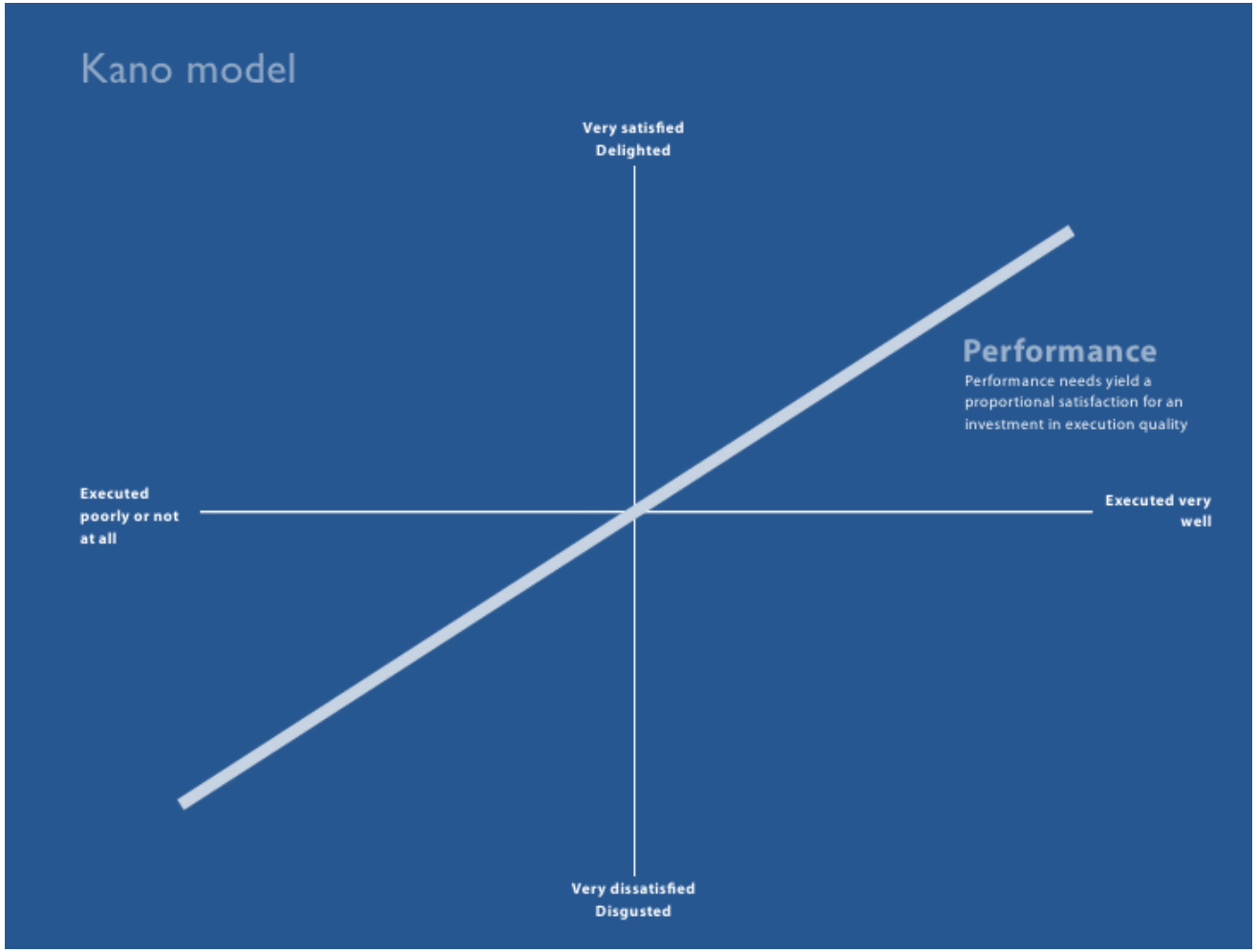


Basic

Core Service Features

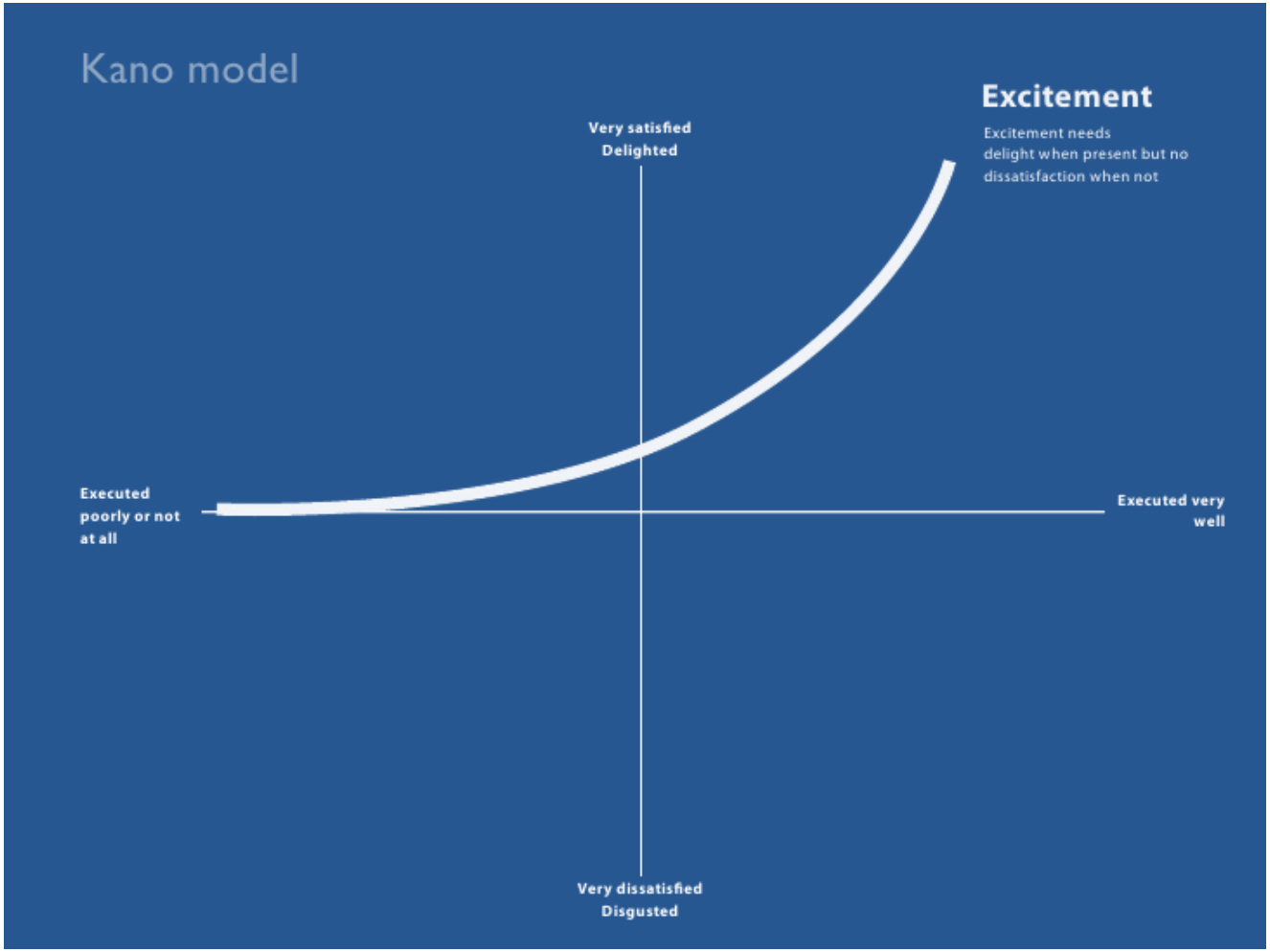
Kano Model

Performance



Core Service Features

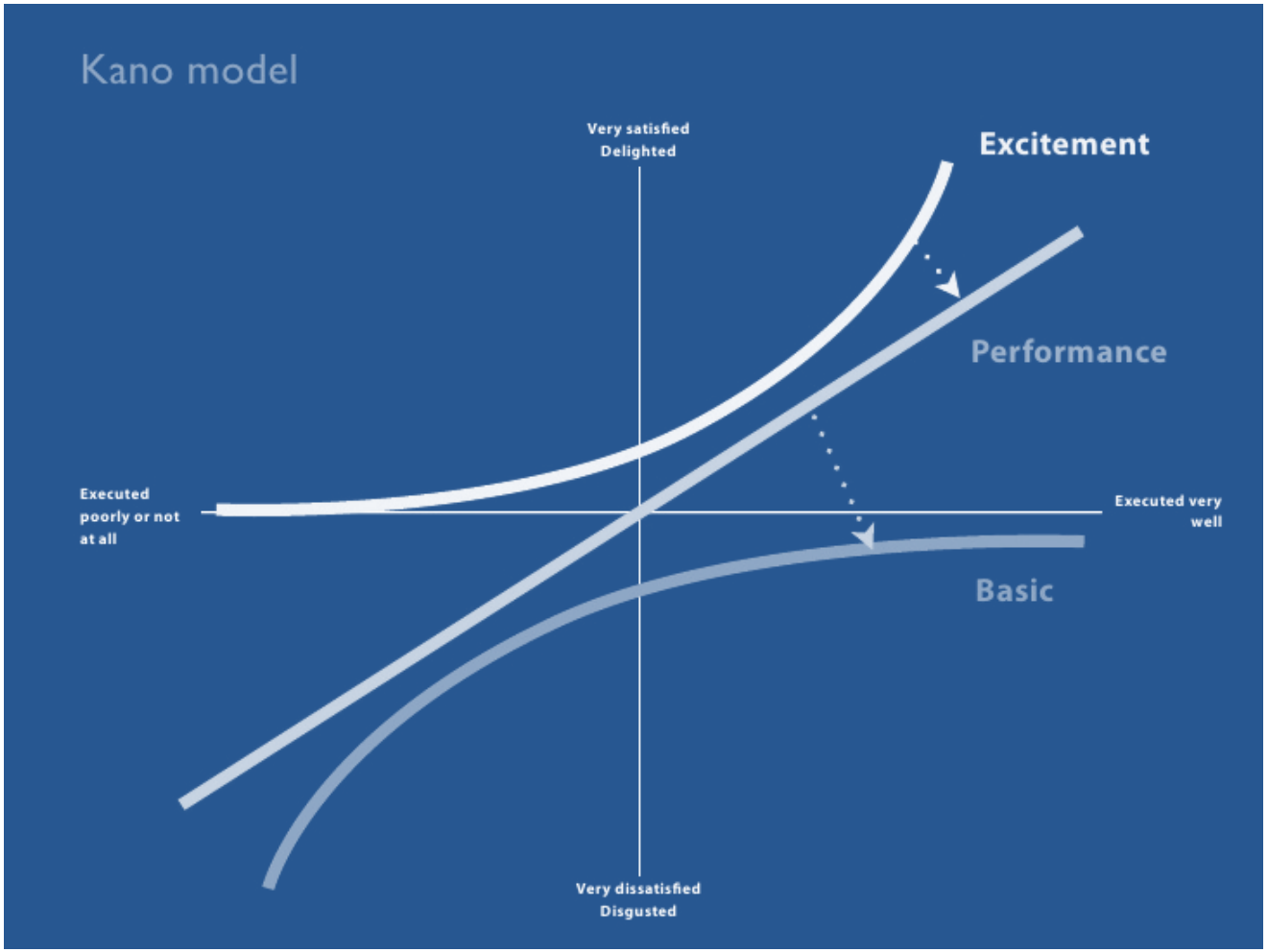
Kano Model



Excitement

Core Service Features

Kano Model



Over Time

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CLUB MANAGERS' ASSOCIATION AUSTRALIA

elevateB

Thankyou