

Member Satisfaction Builder

Measurement Leads to Improvement

Most Clubs have some form of member feedback system in place. The goal with these systems is always the same; to use input received directly from the members in order to go from being good at providing the type of experience the club's members want, to being really great!

Surveys are one of the most popular ways to get this input. Many clubs do "on line" surveys on their own. These in-house surveys are often handled through the Club website or its email system. A number of clubs still use hard copy surveys or some sort of comment card that is distributed at a point of sale or via the monthly bulletin.

These types of data collection systems can be very time consuming for a club, not only in managing survey distribution, but also in reporting the results. Unfortunately, waiting for quiet times to conduct a survey, sometimes delays the timely testing of member opinion.

Additionally if clubs do their own surveys, there is neither a way for them to compare how they are doing versus other peer clubs nor against club industry standards. Also, there is always the issue of members' reluctance to say what they think when they are providing comments that they know will be reviewed by the club's employees.

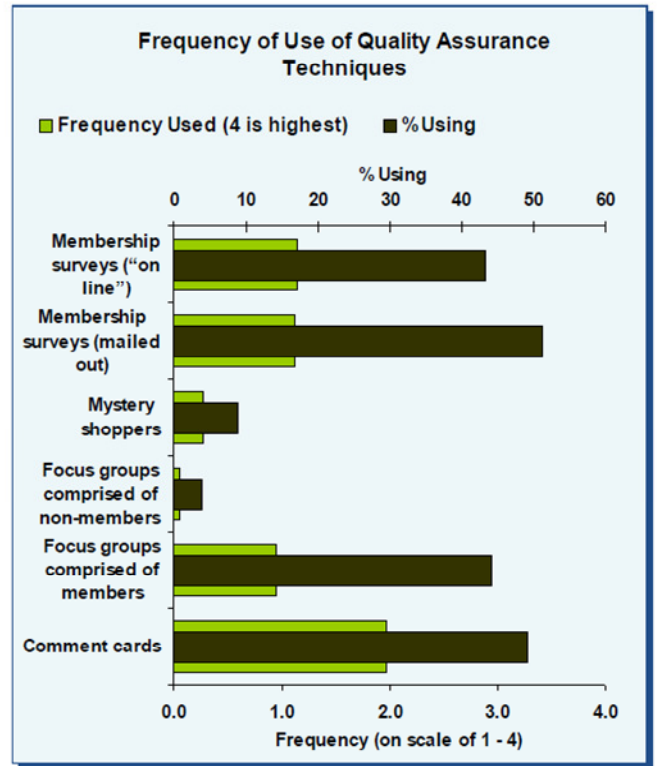


Figure 1: 2010 CCMS #3: Governance Marketing Communication Page #12



CCMS is now providing a service for Managers that will save your Club time, and provide the club's Manager with a clear on-going trended analysis of the results.

Our service assures your members:

- That comments will remain private.
- The highest possible response rate.
- A convenient non-intrusive process.
- Minimal staff involvement.
- Professional presentation of the analysis of the results.

CCMIS: Member Satisfaction Builder

CCMIS has developed a program to assist managers by:

1. Automatically measuring member and guest satisfaction on an ongoing basis.
2. Identifying operational improvement and service enhancement opportunities.
3. Relating members' feedback with their spending habits to identify high priorities for primary focus.
4. Tracking members' satisfaction trends over time for multiple market segments.
5. Providing "satisfaction level benchmarks" based on the responses received from the members at other clubs over an extended period.



How Does It Work?

1. Determine What to Measure

Typically, clubs will want to focus their efforts in measuring member feedback on the general aspects of their food and beverage operations. However, there may be other areas which your Club believes are also important to measure. For example:

- Unique service areas or styles of service used at your club.
- Club Events, Special Activities and Social Programs.
- The impact of special services / promotions provided by the club.

CCMIS also measures satisfaction levels with the golf program and services in the Golf Shop, as well as satisfaction with the golf course and other sports facilities.

**CANADIAN CLUB MANAGEMENT
INFORMATION SERVICE**

Member Satisfaction Builder: - Food and Beverage

3.

2. Please select an option below which most closely matches your perception of the Club's dining and beverage service facilities.

To me dining and beverage services are simply provided as a convenience to be used in conjunction with my game.

My dining and beverage experience at the Club is a separate and important part of my overall membership experience. I want the club to be a viable dining alternative for my family occasions and when dining with guests.

I regularly use the club dining facilities both after my game and for special occasions. I expect the member dining experience at the Club to provide both a convenience element and a strong alternative choice for dining out.

I use the club primarily for special occasions attending group events, club activities or banquets. I expect the servers to be efficient, but my club dining experience is determined mostly by the decor, entertainment, and preparation or presentation of food.

3. Please indicate your level of satisfaction with these aspects of our operation:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Our ability to provide the overall dining experience you expect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness to member comments and suggestions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Communication with the membership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our ability to meet any special dietary requirements (e.g. low fat, food sensitivities / allergies, etc.) that you may have.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our ability to accommodate children and to provide appropriate facilities / services to accommodate families.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please indicate HOW IMPORTANT each of the following Club activities/services is to you today. The next question will deal with satisfaction.

	Very Important	Important	Neutral	Unimportant	Very Unimportant
Casual Dining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dining with guests/special occasion dining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special club events, theme parties, post-game dinners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private Parties (catered events)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CCMIS consultants will assist you in establishing the right measures.

These will consist of:

1. a combination of various "generic" questions used broadly at all clubs.
2. Questions which cover unique aspects of your Club.
3. Open ended questions that allow your members to provide written suggestions, ideas, and opinions.

These questions are designed to provide timely and meaningful input from your members, that can be monitored over time. This allows us to offer your club unique and relevant research that is customized to address your needs.



2. Establish Member Feedback Groups

CCMIS recommends the use of a rotating panels of members to provide the Club with feedback. Panels eliminate member “survey fatigue” and provide a broad base of your membership with the opportunity to provide feedback over time.

These feedback groups or panels are randomly selected groups of 150–200 members, depending on the size of the club.

Panels are then further segmented into three groups, Type I, Type II and Type III, based on their level of spending at the club. This market segmentation helps us determine how feedback varies based on the levels of member participation and their spending habits. Other demographic groupings are also used. CCMIS manages the division of your membership list and distributes these groups as evenly as possible to ensure consistent testing.

You determine when the surveys should go out. We manage the schedule for you, automatically. Some clubs may choose to do a quarterly survey, others annually, and some may choose to survey only at specific times of the year.

3. Collection of Feedback

CCMIS will work with you to determine the exact questions in your survey. Your survey will be a combination of some “generic” questions which facilitate benchmarking versus other clubs and trended reporting, plus unique multiple choice and open ended questions you design. A sample of the food & beverage “generic” survey is shown below, for your reference.

5. Management Review and Action Planning

The “Member Satisfaction Builder Service” works best when used by Managers to discuss opportunities with staff, and create action plans. You may choose to use the program as a basis for staff performance review or bonus programs. Some Managers may also choose to share the reports with the Board, or Committees at the Club.

6. Cost of the Service

Our service is priced to be cost effective so that clubs can afford to conduct multiple reviews. CCMIS will discuss your needs with you and custom design a program to meet your budget. The ongoing price of your service will depend on the number of areas of the Club you wish to survey, and how often you wish to conduct reviews. Please note, we bill only on completion of each review, and you can cancel at any time. There is no long term commitment required.

