

**DANIEL GRADY**

**CHIEF EXECUTIVE OFFICER  
WEST TRADIES**

**GMDC QLD – GAMING OVERVIEW**

*LOYALTY, TIERING, SERVICE AND  
UNPROVEN TENETS OF LEADERSHIP*



# *A bit of Background...*

## Gaming in Western Sydney

- ✦ In the last year at Wests League Club, gaming contributed;

Revenue - \$39.8m @ \$314 per machine per day

Turnover - \$615 million dollars

- ✦ Winners and losers post-COVID

DGR Ranking for Club Gaming Revenue, qtr Aug 2022;

League Club    # 11    (490 of 490 machines – up 8 on '19)

Country Club   # 30    (270 of 270 machines – up 22)

Golf Club        # 355   (71 of 71 machines – up 184)

West Tradies    #142    (143 of 143 machines – up 40 on '21)

...but a long, long way to go...





Licence Name	Local Government Area (LGA)	EGMs At 2020 Nov	vs Last 3 Years	vs Last Qtr	vs Last Year	vs 5 Years	2020 Nov
Mt Pritchard & District Community Club Limited	Fairfield City Council	615	603	2	0	0	1
Bankstown Sports Club	Canterbury-Bankstown Council	743	745	-1	1	0	2
Cabra-Vale Ex-Active Servicemen's Club Ltd	Fairfield City Council	450	450	1	1	2	3
Rooty Hill RSL Club Limited	Blacktown City Council	709	726	-2	2	2	4
Canterbury League Club Ltd	Canterbury-Bankstown Council	713	695	0	0	-2	5
Wentworthville Leagues Club Limited	Cumberland Council	537	541	0	1	2	6
Liverpool Catholic Club	Liverpool City Council	435	435	2	2	8	7
Parramatta Leagues Club	City of Parramatta Council	509	520	3	2	-1	8
Revesby Workers' Club Ltd	Canterbury-Bankstown Council	525	525	-1	-1	0	9
Dooleys Lidcombe Catholic Club	Cumberland Council	448	450	0	-8	-6	10
<b>Western Suburbs League Club (Campbelltown)</b>	<b>Campbelltown City Council</b>	<b>431</b>	<b>510</b>	<b>2</b>	<b>8</b>	<b>12</b>	<b>11</b>
Smithfield RSL	Fairfield City Council	325	325	0	12	24	12
Penrith Rugby League Club Limited	Penrith City Council	625	625	1	-1	-2	13
Dee Why RSL Club Limited	Northern Beaches Council	494	494	5	-1	-4	14
Campbelltown Catholic Club Ltd	Campbelltown City Council	516	490	15	-1	3	15
City Of Fairfield RSL Memorial Club Limited	Fairfield City Council	332	332	1	4	-2	16
Western Suburbs Leagues Club Limited	Inner West Council	323	483	-2	5	-1	17
Western Suburbs (N'cle) Leagues Club Ltd	Newcastle City Council	538	554	0	-7	-5	18
Workers Blacktown	Blacktown City Council	430	430	2	-1	0	19
Castle Hill RSL Club	The Hills Shire Council	344	350	3	10	9	20
<b>Country Club Gledswood Hills</b>	<b>Camden Council</b>	<b>251</b>	<b>204</b>	<b>8</b>	<b>15</b>	<b>84</b>	<b>37</b>
Ingleburn RSL Sub-Branch Club Limited	Campbelltown City Council	255	245	-6	5	24	49
Campbelltown RSL Club Limited	Campbelltown City Council	192	192	-38	-9	1	111
Camden Golf Club Ltd	Camden Council	57	57	-19	16	38	289
Camden RSL Club Limited	Camden Council	50	50	-1	7	6	297
Ingleburn Bowling and Recreation Club Co-Op Ltd	Campbelltown City Council	38	38	74	53	103	423
<b>Lakeside Golf Club - Camden</b>	<b>Camden Council</b>	<b>60</b>	<b>51</b>	<b>130</b>	<b>107</b>	<b>183</b>	<b>432</b>
<b>West's Tennis Club</b>	<b>Campbelltown City Council</b>	<b>53</b>	<b>34</b>	<b>5</b>	<b>-49</b>	<b>-1</b>	<b>462</b>
Campbelltown Golf Club	Campbelltown City Council	20	30	-16	-72	-119	587
Camden Sports Club Ltd	Camden Council	14	14	-27	-31	-46	723
Campbelltown City Bowling Club Co-operative Ltd	Campbelltown City Council	12	24	18	32	-86	748
NSW Harness Racing Club Limited Menangle Park	Campbelltown City Council	19	19	47	-71	19	925



Post-Covid  
shutdowns,  
three of four  
WGM  
venues  
achieved  
record high  
NSW club  
rankings for  
gaming  
revenue



# “Pokies Aren’t Cool”

Where/how can we fix?

Will we ever be invited to a BBQ again?



# Pokies *in Clubs* Aren't Cool!

COVID-19 and the last decade of getting  
bashed by pubs have shown the way





# Crisis and Opportunity

## ...in every decision

- Tight labour market
- Surging interest rates
- Inflationary pressure & disposable income
- Cashless gaming & economy
- Harm min and regulatory impositions...
- An end to institutionalised loyalty



# Crisis and Opportunity

## ...in every decision

- Greater cross section of (happy?) employees
- Return to pre-GFC normal - people do adapt
- Where can the disposable dollar go further?
- Access to digital wallet – at last!
- Opportunity for visible compliance, *and...*
- Who can replace the church?



# Leveraging Our Strengths: engagement and value proposition to capitalise on the loss of faith in big institutions

2016 Census reveals	
1. No religion	6,933,700
2. Catholic	5,291,800
3. Anglican	3,101,200
4. Uniting Church	870,200
5. Islam	604,200
6. Buddhism	563,700
7. Presbyterian & Reformed	526,700
8. Eastern Orthodox	502,800
9. Hinduism	440,300
10. Baptist	345,100

Change 2011-2016
+45%
-3%
-16%
-18%
+27%
+7%
-12%
-11%
+60%
-2%

Capital Cities
+54%
-2%
-18%
-22%
+22%
+3%
-10%
-10%
+50%
-7%

Without a friendly ear, people to talk to and subsidised bread and wine, where will people go?





Loneliness will be a major social issue next decade.  
People in ~~Sydney~~ **everywhere** will want to connect,  
somewhere...

Household type x '000	2011	2016	2031	Capital Cities
Mum, Dad & the Kids	607	638	773	21%
Double Income No Kids	419	470	617	31%
Singles	378	415	556	34%
One Parent Families	199	220	286	30%
Group Households	75	79	92	17%
	1,677	1,822	2,325	28%

*COVID has accelerated this change. Clubs must continue to  
evolve in order to be 'that' place...*



# Pareto's Guide to the evolving role of a CEO / Ops / Gaming Manager

- *“The vital few and trivial many”* in any endeavour
  - 80% of effects come from 20% of causes
  - Know the 20% of staff/members/product/ departments responsible for 80% revenue
  - Focus on minority of repeated problems and causes which result in a majority of grievances
  - Elaborate why clubs need engagement
  - Do likewise the difference between a “loyalty” and a “rewards” program
  - Try it - Inertia and inert management are the obstacle



# Pareto's Guide to the evolving role of CEO / Ops / Gaming Manager

- Learn the COVID-19 / Darwin lesson – the map exists
- Pursue the *broader* “frictionless economy”
- Create the strongest possible value proposition
- Concede that you will spend more time on ‘people’
- In time-poor climate - direct time, resources and people to tasks which will yield the best outcome
- Celebrate the patronage of members and espouse the values of “congratulatory” and “complimentary”





# The Easy Part - Measuring Machine Performance

## Internal

- ✦ Performance Rankings via Theo Win/Expected Net Per Day

$$\text{Theoretical Win Per Day} = \text{Turnover} \times \text{RTP\%} / \text{Days}$$

- ✦ Contribution Analysis, Heat Maps, Board, ~~Occupancy~~, BI
- ✦ Know Your Market – Talk to Players, Frontline Managers

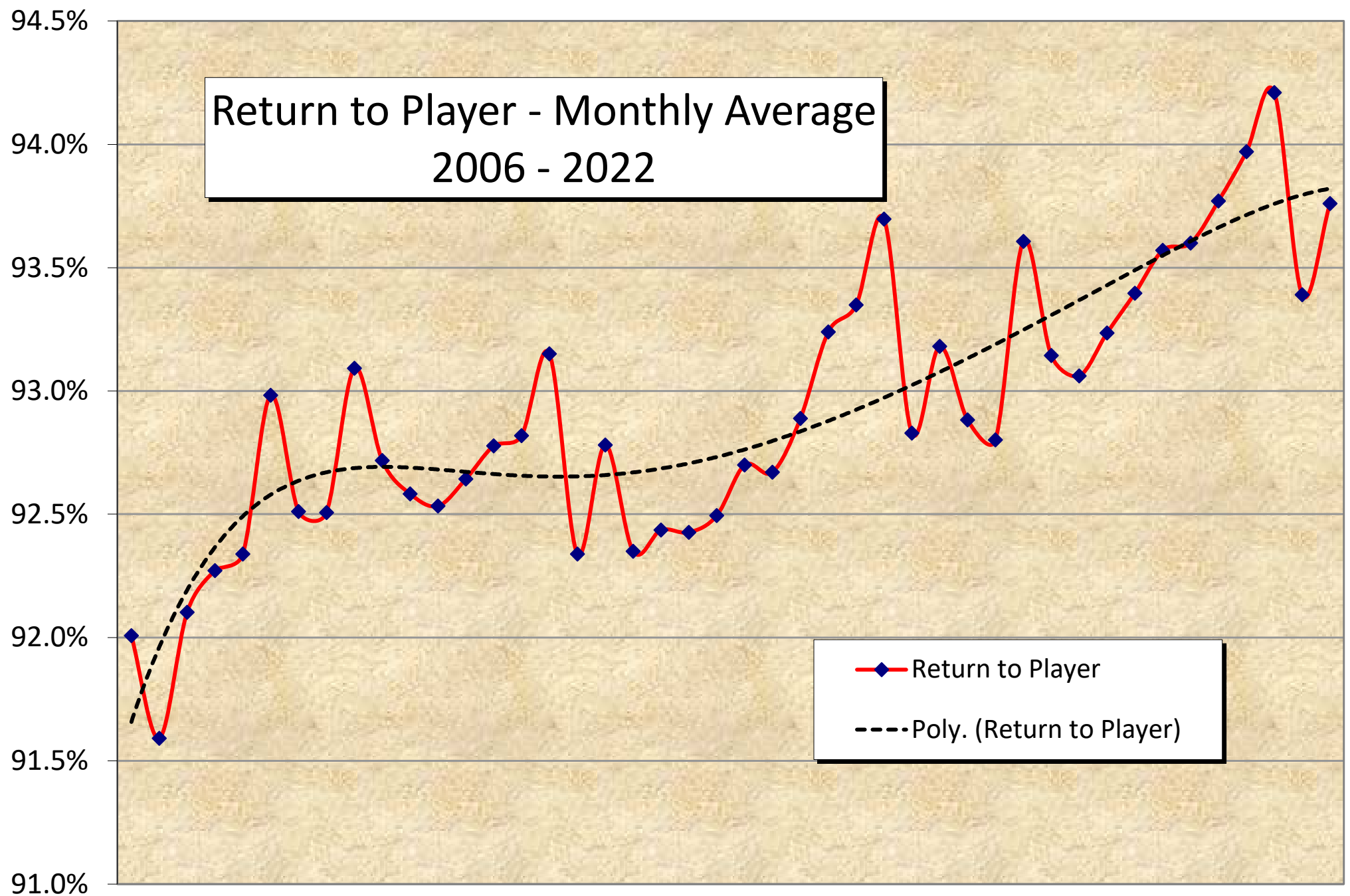
## External

- ✦ Networking – CMA, LCA, GMDC, LMOs, ClubsAustralia
- ✦ Manufacturers, Reps, Techs & Service Agents
- ✦ Astute BI, Max, Odyssey, DGR Rankings

Knowledge Represents The Wheel



# A graph for anyone lucky enough to hold 9%...



# “If you can’t measure it, you can’t manage it...”

- ✦ Gaming is a very simple science – get your performance reporting right, generate it quickly – use 5 of 20 rule
- ✦ Track performance, try new things, be innovative and responsive – but be ready to react swiftly based on results

“What other business provides you with instant, daily feedback about what you’re doing right and what you’re doing wrong?”

- The Cashbox





# “If you can’t measure it, you can’t manage it...”

- ✦ Product -> player segmentation
- ✦ Aggressive warranty conversions in the Hold & Spin Dragon age for dead cat bounce factor
- ✦ First to market to maximise honeymoon periods
- ✦ Volume (c. -33%) vs spend (c. 50%) of players
- ✦ Building banks & zones in multi-game –denom
- ✦ Competitive advantage vs retaining existing play



# Who's Making the Money?

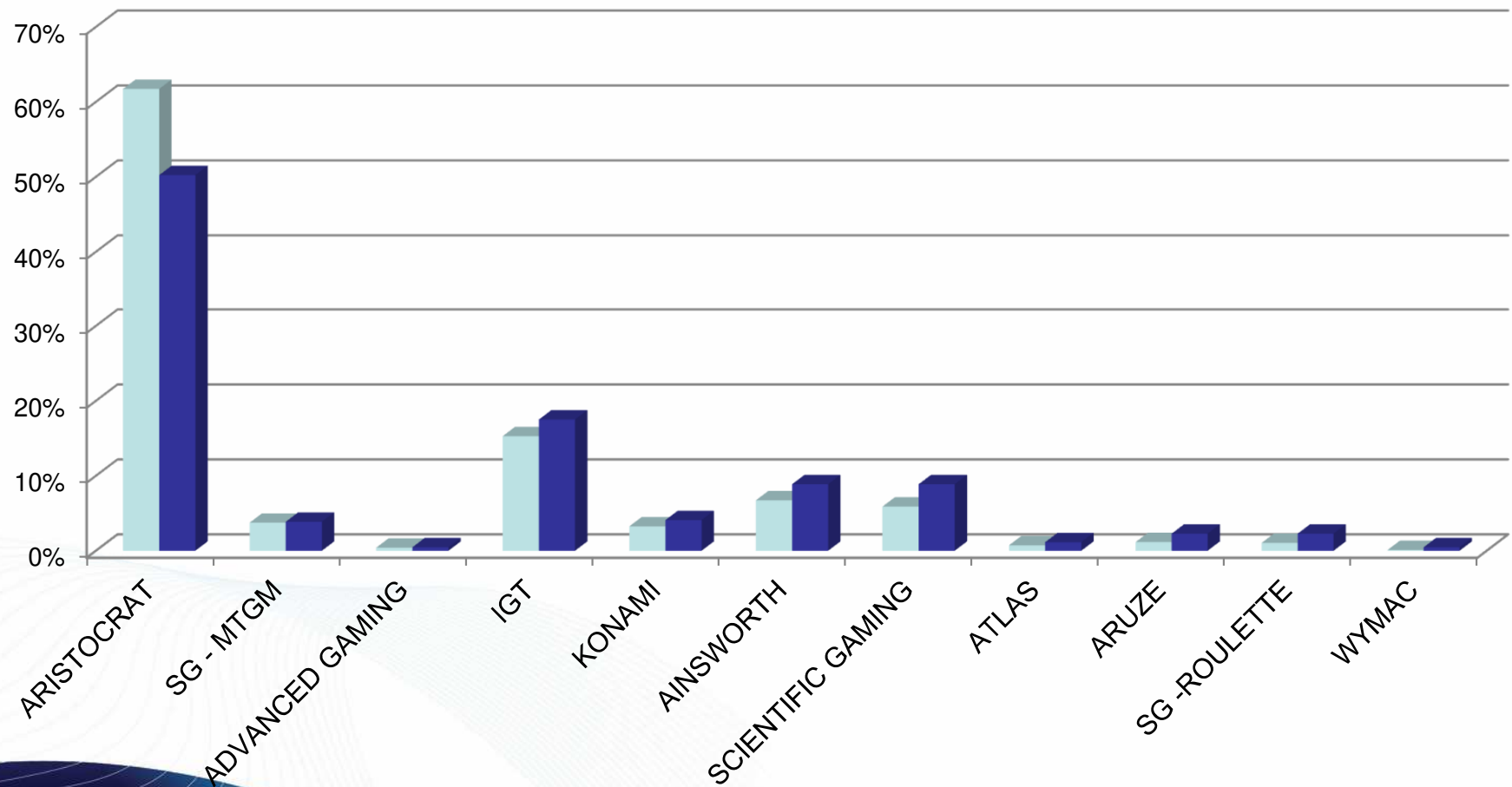
*God bless Aristocrat, again...*



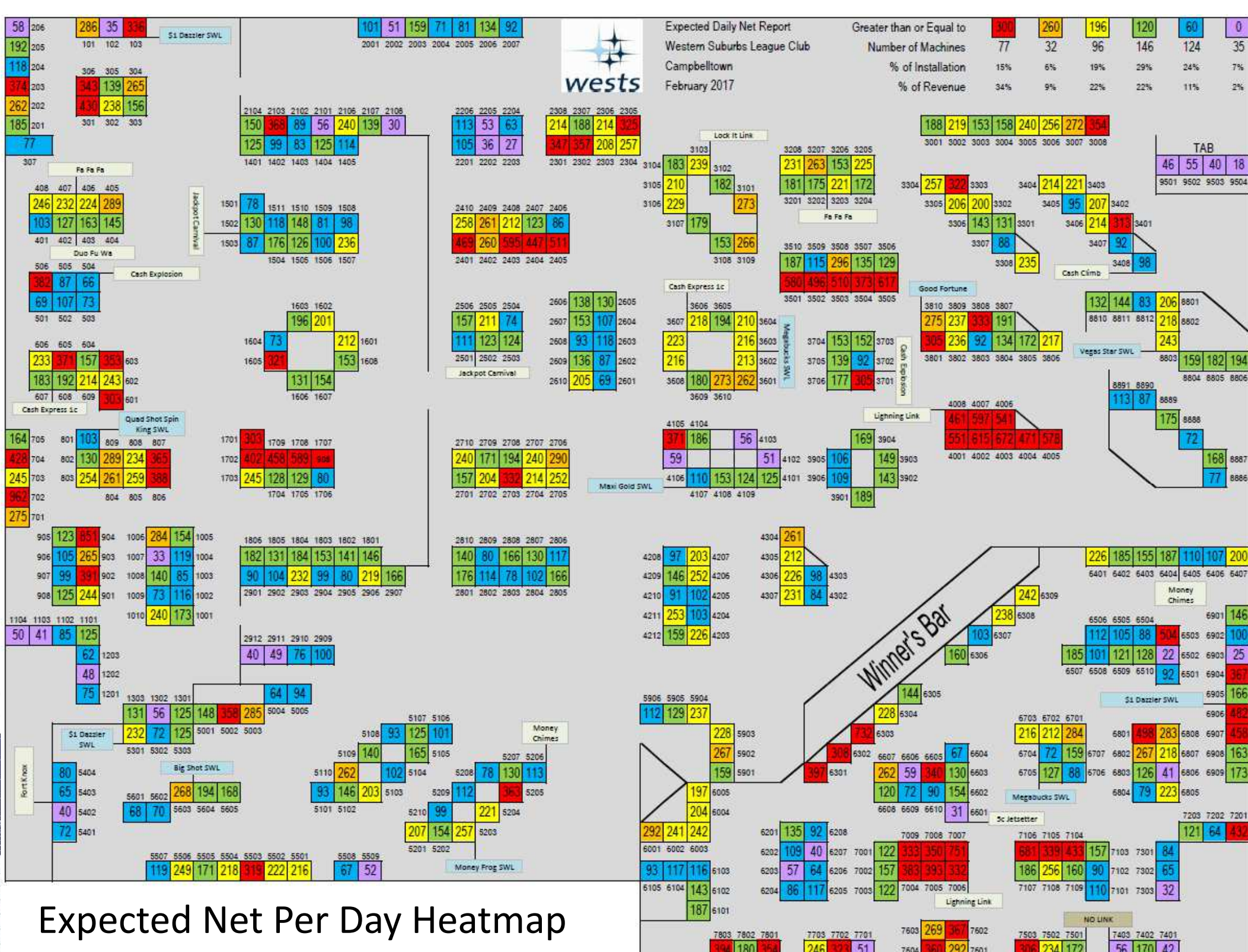
## Manufacturer Contribution – November 2022

Exp Net %

Mach %









Inc/Dec	4 Wk Ave	Prev Wk	28/05/18				through				Leagues Club Exp Net per Day Average				215	Wk En 24/06/18	17/06/18
			Rank	Floor	Serial	Manu/Cabinet	Install Date	Name	Deriv	Exp %							
252.03%	805	229	1	1708	XAW908986	Ali - Helix	22/03/17	MAGIC PEARL - LIGHTNING CASH	Multi	8.78%					785	8	8
203.23%	804	265	2	5205	XAW328306	Ali - Mk5	11/10/05	QUEEN OF THE NILE	0.01	9.10%					584	1	1
73.58%	784	452	3	7801	XAW908930	Ali - Helix	09/08/17	PANDA MAGIC - DRAGON CASH	Multi	8.53%					264	8	8
112.72%	750	353	4	2008	XAWA25859	Ali - Helix+	30/10/17	PANDA MAGIC - DRAGON CASH	Multi	8.78%					688	9	9
76.19%	735	417	5	7007	XAW932054	Ali - Helix	01/06/16	TIKI FIRE - LIGHTNING LINK	Multi	8.60%					839	4	4
93.69%	729	376	6	304	XAW880671	Ali - Vir 22 Inch	03/09/13	PC DIAMOND EDITION V01	Multi	6.46%					597	5	5
82.08%	727	399	7	6404	XAWA28681	Ali - Helix+	15/05/18	HAPPY AND PROSPEROUS - DRAGON LINK	Multi	6.83%					267	9	9
328.42%	672	157	8	5201	XAW328337	Ali - Mk5	07/04/03	QUEEN OF THE NILE	0.01	9.10%					1025	5	5
114.90%	628	292	9	4304	XAW947711	Ali - Helix	06/10/15	HIGH STAKES - LIGHTNING CASH	Multi	8.78%					919	10	10
67.16%	618	370	10	6305	XAW943053	Ali - Helix	12/06/15	HIGH STAKES - LIGHTNING CASH	Multi	8.53%					438	7	7
73.74%	584	336	11	3809	XAWA23575	Ali - Helix+	14/05/18	HAPPY AND PROSPEROUS - DRAGON LINK	Multi	6.72%					882	8	8
40.46%	573	408	12	3404	XGT502320	IGT - Crystal Dual	17/08/17	HYPER HITS LONGSHIP LEGEND	Multi	7.61%					752	4	4
107.43%	571	275	13	201	XAWA21447	Ali - Helix+	09/08/17	AUTUMN MOON - DRAGON CASH	Multi	8.53%					194	2	2
-17.25%	569	688	14	6405	XAWA28674	Ali - Helix+	15/05/18	AUTUMN MOON - DRAGON LINK	Multi	6.83%					1022	6	6
-13.29%	545	628	15	704	XAW930512	Ali - Helix	29/03/16	MOON RACE - LIGHTNING CASH	Multi	8.78%					232	4	4
25.50%	532	424	16	6402	XAWA28677	Ali - Helix+	15/05/18	GOLDEN CENTURY - DRAGON LINK	Multi	6.83%					344	4	4
-6.83%	523	561	17	1710	XAW940144	Ali - Helix	13/04/16	TIKI FIRE - LIGHTNING CASH	Multi	8.78%					873	4	4
115.16%	512	238	18	2401	XAW908927	Ali - Helix	12/10/16	BENGAL TREASURES - LIGHTNING CASH	Multi	8.78%					551	2	2
56.54%	511	327	19	6407	XAWA28885	Ali - Helix+	15/05/18	PANDA MAGIC - DRAGON LINK	Multi	6.83%					830	4	4
192.87%	510	174	20	2007	XAWA25856	Ali - Helix+	30/10/17	AUTUMN MOON - DRAGON CASH	Multi	8.78%					583	6	6
150.24%	506	202	21	6001	XSG306265	MTGM - Multi Game	09/12/15	VEGAS STAR MULTI GAME W BJ	MTGM	2.30%					657	4	4
75.48%	501	286	22	6805	XGT667108	IGT - Neo N	24/09/15	MS CHAMPION SERIES GOLD	Multi	6.65%					919	6	6
91.33%	501	262	23	6301	XAW947709	Ali - Helix	29/03/16	MOON RACE - LIGHTNING CASH	Multi	8.53%					114	7	7
26.01%	480	381	24	6401	XAWA28673	Ali - Helix+	15/05/18	AUTUMN MOON - DRAGON LINK	Multi	6.83%					354	5	5
57.62%	473	300	25	7104	XAW890497	Ali - Vir 22 Inch	27/11/13	PC DIAMOND EDITION V03	Multi	8.18%					409	9	9
64.51%	472	287	26	6304	XAW908931	Ali - Helix	12/10/16	WILD CHUCO - LIGHTNING CASH	Multi	8.53%					946	1	1
7.74%	470	436	27	1705	XAW941047	Ali - Helix	09/08/17	PANDA MAGIC - DRAGON CASH	Multi	8.78%					603	7	7
-30.74%	464	671	28	1501	XAWA21450	Ali - Helix+	09/08/17	HAPPY AND PROSPEROUS - DRAGON CA	Multi	8.78%					357	7	7
142.90%	463	191	29	8806	XSG305422	MTGM - Multi Game	28/01/15	VEGAS STAR MULTI GAME - SWL	MTGM	2.50%					724	5	5
40.25%	463	330	30	2707	XAW932051	Ali - Helix	09/08/16	WILD CHUCO - LIGHTNING LINK	Multi	8.60%					163	1	1
110.86%	459	218	31	7006	XAW943054	Ali - Helix	11/07/17	HIGH STAKES - LIGHTNING LINK	Multi	8.60%					515	5	5
-0.94%	458	463	32	2002	XAW908982	Ali - Helix	06/12/17	BENGAL TREASURES - LIGHTNING CASH	Multi	8.78%					717	3	3
142.51%	458	189	33	6002	XSG306266	MTGM - Multi Game	09/12/15	VEGAS STAR MULTI GAME W BJ	MTGM	2.30%					610	4	4
130.49%	450	195	34	6003	XSG306267	MTGM - Multi Game	09/12/15	VEGAS STAR MULTI GAME W BJ	MTGM	2.30%					720	4	4
27.93%	446	349	35	1704	XAW943055	Ali - Helix	09/08/17	GOLDEN CENTURY - DRAGON CASH	Multi	8.78%					395	3	3
32.19%	445	336	36	4005	XAWA23568	Ali - Helix+	14/05/18	GOLDEN CENTURY - DRAGON LINK	Multi	6.72%					431	4	4
74.10%	444	255	37	8805	XSG305421	MTGM - Multi Game	28/01/15	VEGAS STAR MULTI GAME - SWL	MTGM	2.50%					614	5	5
49.57%	440	294	38	4007	XAWA23572	Ali - Helix+	14/05/18	HAPPY AND PROSPEROUS - DRAGON LINK	Multi	6.72%					307	2	2
199.03%	431	144	39	5203	XAW328339	Ali - Mk5	07/04/03	QUEEN OF THE NILE	0.01	9.10%					767	2	2
33.67%	431	322	40	4008	XAWA23574	Ali - Helix+	14/05/18	AUTUMN MOON - DRAGON LINK	Multi	6.72%					781	3	3
134.26%	429	183	41	5404	XAWA28682	Ali - Helix+	15/05/18	PANDA MAGIC - DRAGON LINK	Multi	6.83%					384	2	2

# The Hard Part – People

We are in the hospitality business. So be hospitable!

Invest time in managing relations with key stakeholders around your venues, use their favourite word, feed the beast ceaselessly. Don't be the two mouthed, one eared Club Manager - learn from the fabled masters;

- ✦ Raff and the Sports Bar Bleeder
- ✦ McAleer's Bilby's and Silence is approval
- ✦ Cameron Louis's Every Conceivable Effort
- ✦ Ballesty & Levett – Red flag of probies, wagon wheels
- ✦ Chase the 1%'ers via information & peers - SOCG  
(judiciously read Bill Friedman, Simon Sinek, Daniel Kahnemann, James Kerr...)



# The Hard Part – People

Less resilient staff, low unemployment and flexible workplace expectations make for a very tough HR / IR Climate, thus impact on Gaming & Hospitality Service provision.

If they don't bark as puppies...  
*They will not bark as dogs!*

When interviewing and employing prospective staff, it's not always easy to pick the good ones so use probation periods mercilessly...





When you have twins, it's not always easy to figure out which one is the evil one, but sometimes ...



# Unique Features v Common Sense

- Feng Shui vs Common Sense
  - Master plan –? Identify prime real estate
  - ATMs in foyer, audio, discretion, scenting
  - Footprints in the snow – Wynn the traffic flow
  - Give them what they want – millennials?
- Understand your market & product
  - Teach staff to have tough discussions
  - Explain cognitive dissonance & RTP reality
- Preparing for Digital Wallet & Cashless economy
- Free membership or attach a prime value?

ask Jeff Bezos...



# Time, Space & Money

- ❖ Management Focus and the inequity of how we allocate  
Time Vs Space Vs Money
- ❖ Gaming is fundamental to the financial feasibility of the business  
– aggressively pursue the sum of cumulative gains 1% more is a lot  
of schooners – so, *“nothing is not your job”*
- ❖ Spend time with staff and supervisors on the gaming floor
- ❖ Stay informed & in touch with each other
- ❖ Speak with players and hear their concerns, criticisms, praise and  
feedback – engage them, be *“complimentary”*
- ❖ Everything else is marketing...

*Including F&B, Craig's washer/dryer, every new car...*



# Marketing and Promotions

- ✦ Gaming-specific promotions aside, it is essential that all club-wide promotions return a yield if not directly; from the gaming dept
- ✦ Get or make gaming savvy Marketing & HR Mgrs
- ✦ Typically measured by looking at pre- and post-promotion turnover and machine occupancy levels to ensure that a breakeven point has been achieved
- ✦ Reduced scatter gun marketing/promo spend
- ✦ New Product Launches & Player Education Campaigns, Club-wide promos inc. gaming
- ✦ Members & Major Draws -> Use accelerated earns

*In NSW, the capacity to break the shackles of S.10.1(i) of the Registered Clubs Act and drive targeted returns to deserving recipients is the crux of VIP in Sydney clubs...*

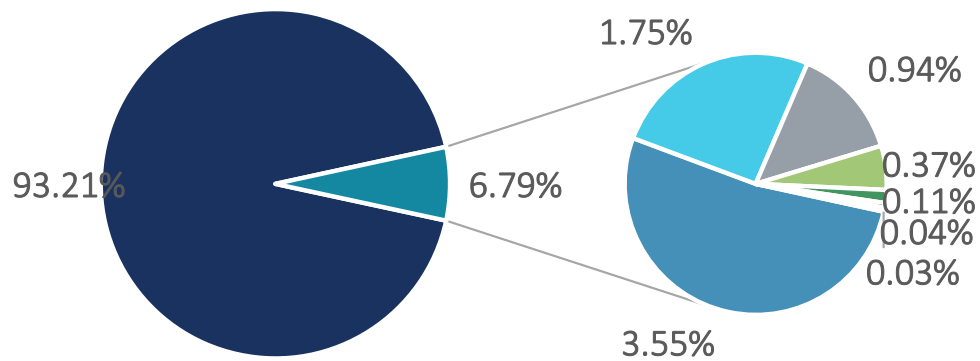




# KNOW & RESONATE WITH YOUR NEW MEMBERSHIP PROFILE

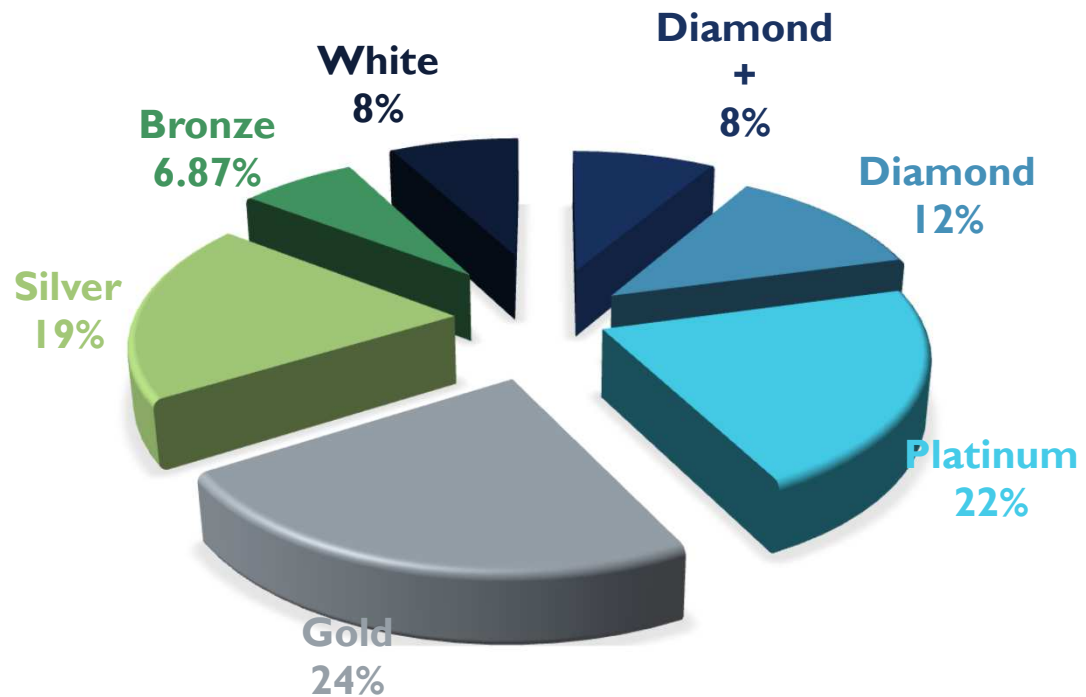


## TIER SPREAD



- White
- Bronze
- Silver
- Gold
- Platinum
- Diamond
- Diamond +
- Millenial

## REVENUE



## HOW DO I QUALIFY?

Over a rolling 12 month period, members need to accumulate the following:

MEMBERSHIP LEVEL	POINTS NEEDED
DIAMOND+	200,000 POINTS
DIAMOND	100,000 POINTS
PLATINUM	40,000 POINTS
GOLD	15,000 POINTS
SILVER	5,000 POINTS
BRONZE	1,500 POINTS

## WHAT YOU NEED TO KNOW

- Tier eligibility is reviewed on the 20th of every month (or next business day)
- Tier relegation is reviewed on the 20th of every April and October (or next business day)
- Assessment shall be made on points earned (excluding points awarded by promotions and weekly bonus points via Wests Members Rewards Program)
- Those eligible automatically receive all the benefits unless the member "Opts Out"
- Rewards are limited to the member and one guest (guest must be on premises)
- One Wests Members Rewards point is equal to one cent (1c)
- Displayed discounts are in addition to standard membership discounts
- Player activity statements and full Terms and Conditions of the Wests Members Rewards Program are available on request
- Think! About your choices. Call Gambling Help 1800 858 858

# Quantum Rewards

## BENEFITS FOR MEMBERS OF WESTS GROUP MACARTHUR

There has never been a better time to become a member of Wests Group Macarthur with so many fantastic venues, events and benefits.

## WHAT IS IT?

A card based loyalty program, rewarding members based on their use at any of Wests Group Macarthur's venues. Points are allocated for all bar and catering transactions, as well as gaming machines.



## WHAT ARE THE REWARDS?

	DIAMOND+	DIAMOND	PLATINUM	GOLD	SILVER	BRONZE
Food Discount	80%	60%	40%	20%	10%	
Beverage Discount	50%	50%	40%	20%	10%	
Bonus Points (Based on points earned previous week, issued every Monday)	80%	60%	40%	20%	10%	
Function Discount (Inc Free Room Hire)	25%	20%	15%	10%	Room Hire	
Sunday Breakfast	Q	Q	Q	Q	40%	20%
Additional Members Promotions	Q	Q	Q	Q	Q	Q
Complimentary late night food	Q	Q	Q	Q	Q	Q
Monthly Draw	Q	Q	Q	Q	Q	
Occasional Showroom Tickets	Q	Q	Q	Q		
Exclusive Card	Q	Q	Q	Q		
No point expiry	Q	Q	Q			
Christmas Party	Q	Q	Q			
Complimentary Tennis Hire for 4ppl*	Q	Q	Q			
Complimentary Golf for 4ppl*	Q	Q	Q			
VIP Carpark Access	Q	Q	Q			
Complimentary Food*	Q	Q	Q			
Football Tickets*	Q	Q	Q			
Special Event Tickets*	Q	Q	Q			
Preferential Services	Q					

## ADDITIONAL REWARDS (Wests Tennis Club and Lakeside Golf Club Camden)

	DIAMOND+	DIAMOND	PLATINUM	GOLD	SILVER	BRONZE
Food Discount	80%	80%	60%	40%	30%	10%
Beverage Discount	50%	50%	40%	30%	20%	10%
Discount off Chinese Restaurant Meals	50%	50%	30%	20%	10%	

\* Some restrictions apply

PLEASE SEE OUR FRIENDLY STAFF FOR DETAILS

Wests  
GROUP | MACARTHUR

Country Club  
LAKESIDE GOLF CLUB

Lakeside  
TENNIS CLUB

Wests  
TENNIS CLUB

The Greens  
LAKESIDE GOLF CLUB

# Members Rewards Program



- ✦ No longer a competitive advantage, but...
- ✦ Greatest enduring driver of membership & revenue growth over the last two decades
- ✦ Commercial – emulating casinos, hotels
- ✦ Origins in indiscriminate pickle distribution
- ✦ Staff selection, pruning & education is vital
- ✦ Emphasizing “complimentary” not “free”
- ✦ Concept easy – implementation is fraught with pitfalls in consistently delivering promise
- ✦ Be honest with dissenters – “VIP’s money built this place and subsidize your beer!”
- ✦ The VIP Promise... carparks and kudos...



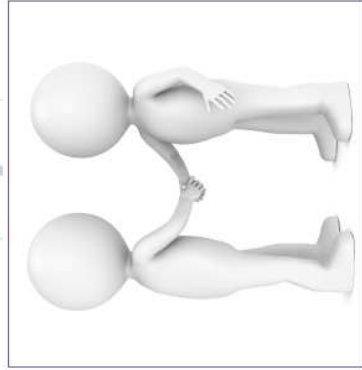
# Members Rewards Program



- ✦ The agricultural start it yesterday philosophy
- ✦ Start by conceding, “we’re not that smart!”
- ✦ Aggressively acquire gaming assets
- ✦ Importance of Parking for discretion & kudos
- ✦ The Casual Meritocracy
- ✦ Aggressive use of probationary period to counter entitlement and lack of resilience
- ✦ Pursue the frictionless transaction – remove roadblocks and impediments to loyalty
- ✦ Utilize Values to empower staff and management



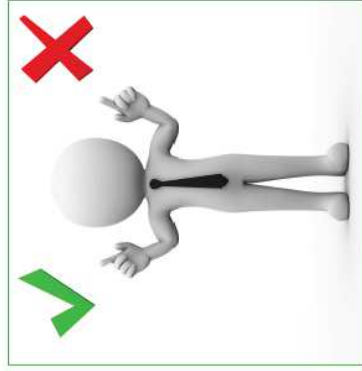
# West's Values



**RESPECT**



**CUSTOMER  
FOCUSED**



**INTEGRITY**



**PROGRESSIVE**



**TEAMWORK**



# Members Rewards Program



- ✦ Zebras attract zebras – consider the impact of communal thinking on your staff, management and players
- ✦ Importance of the fine print in your T's & C's and LTPS's. Enact the Superman clause judiciously
- ✦ Brace yourself - a strong program will mobilise and unite a group of your “biggest losers”
- ✦ Try to comprehend ***cognitive dissonance*** in gaming players' inconsistent thoughts and beliefs contradicted by their own actions
- ✦ Market engagement and philanthropy
- ✦ Ensure advocates know the difference between pubs & clubs



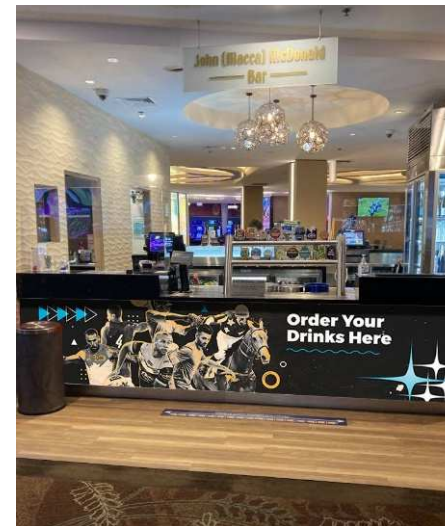
# Leverage Engagement & NFP



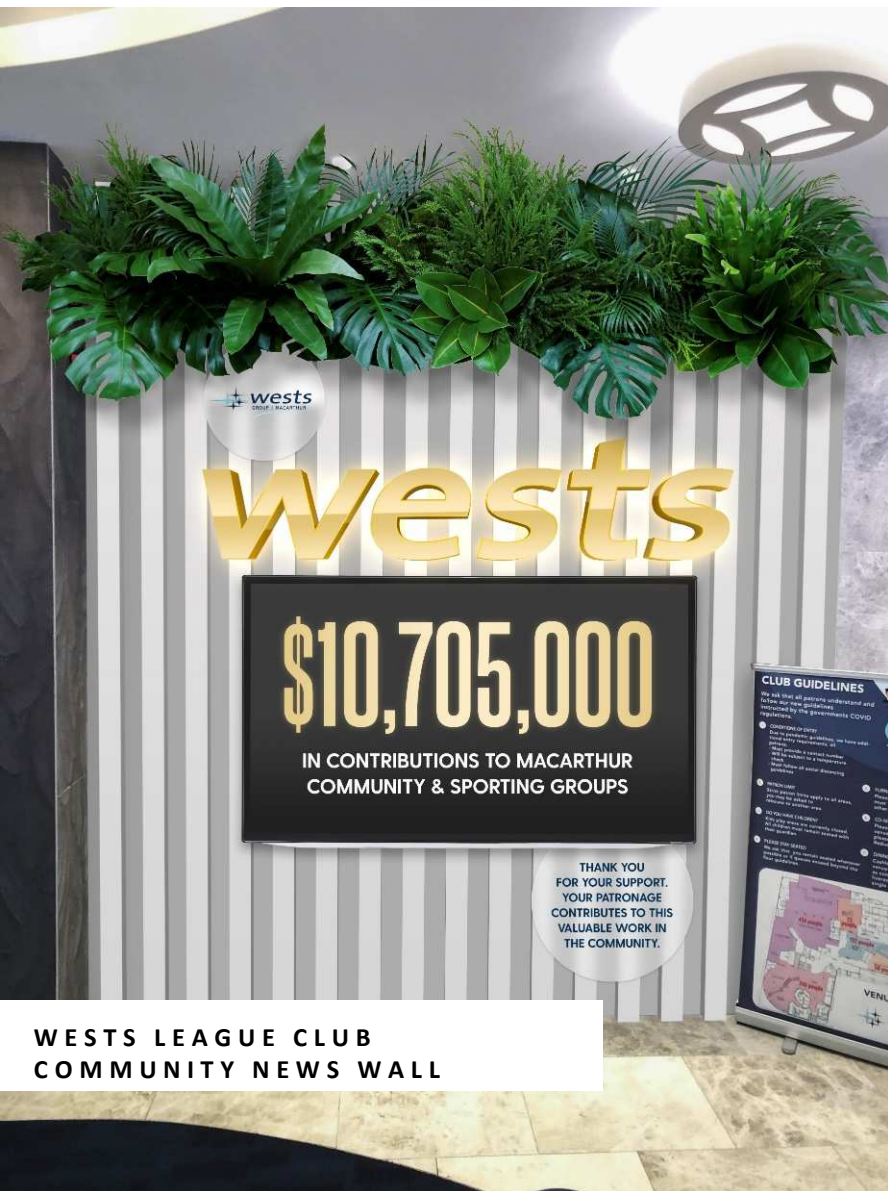
WESTS LEAGUE SPORTS  
COMMUNITY WALL



WESTS LEAGUE TAB &  
SPORTS BAR WALL







WESTS LEAGUE CLUB  
COMMUNITY NEWS WALL



COUNTRY CLUB COMMUNITY WALL



WESTS LEAGUE CLUB SPORTS WALL



# Running clubs in a post-COVID-19 world...



## HOW THE MARKET HAS SHIFTED

- Learn from other jurisdictions
- Have you recalibrated your business to meet change?
  - Layout, scenting, space, sanitising
  - Invisible tasks - suddenly, cleaners are cool!
  - Staff
  - AEMP Spend
- Regulatory appetite - Digital Wallet
- Barriers to entry diluted – chase the frictionless economy
- Younger, hungrier, time-poor client base has emerged
- Staff and Community engagement prioritised
- Excruciating labour market
  - Capacity to attract and retain talent is challenged
  - Capacity to earn is enhanced

*EVERYONE MAKES MONEY IN A BOOM,  
BUT A GOOD CRISIS POLARISES...*



# Leadership and Culture; unproven tenets of...



- Have a personal impact on values and culture via recruitment and retention.
- Imbed expectation. Use probation judiciously
- Ask yourself - if this was my money, would I do it?
- Be humble, grateful and gracious – acknowledge acts of excellence, whether in sporadic displays by suppliers, staff or any other minor victory that deserves celebrating
- Be a good, loyal lieutenant – including butting heads and fighting the good fight when necessary
- Get a good, loyal lieutenant – find like-minded people and be patient with delegation; *“follow the spearhead”*
- Definition of teamwork is...



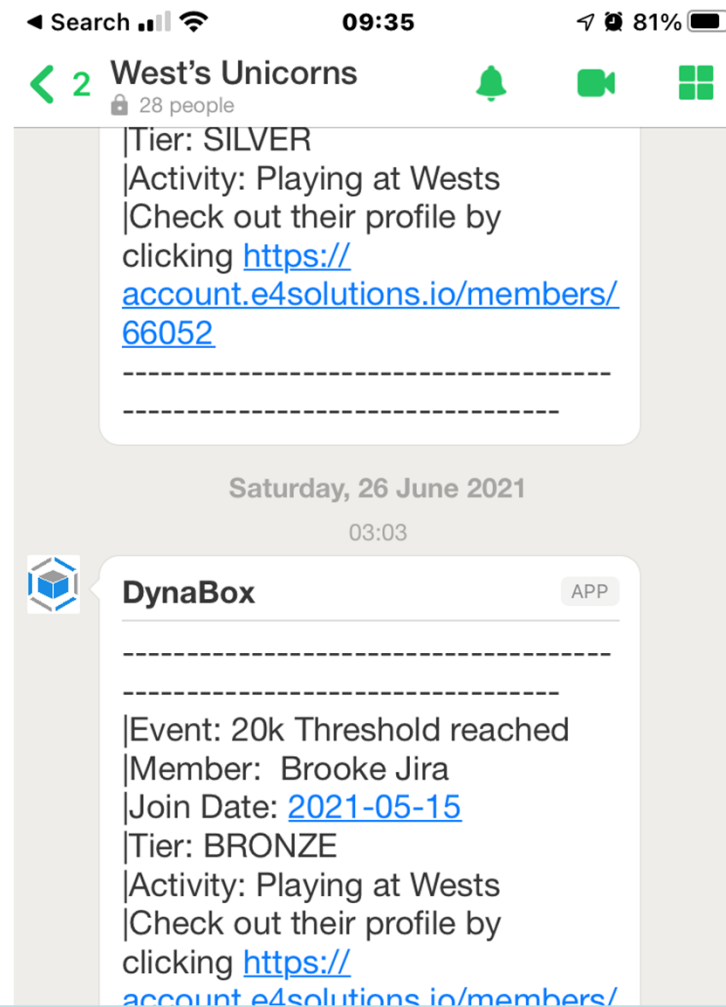
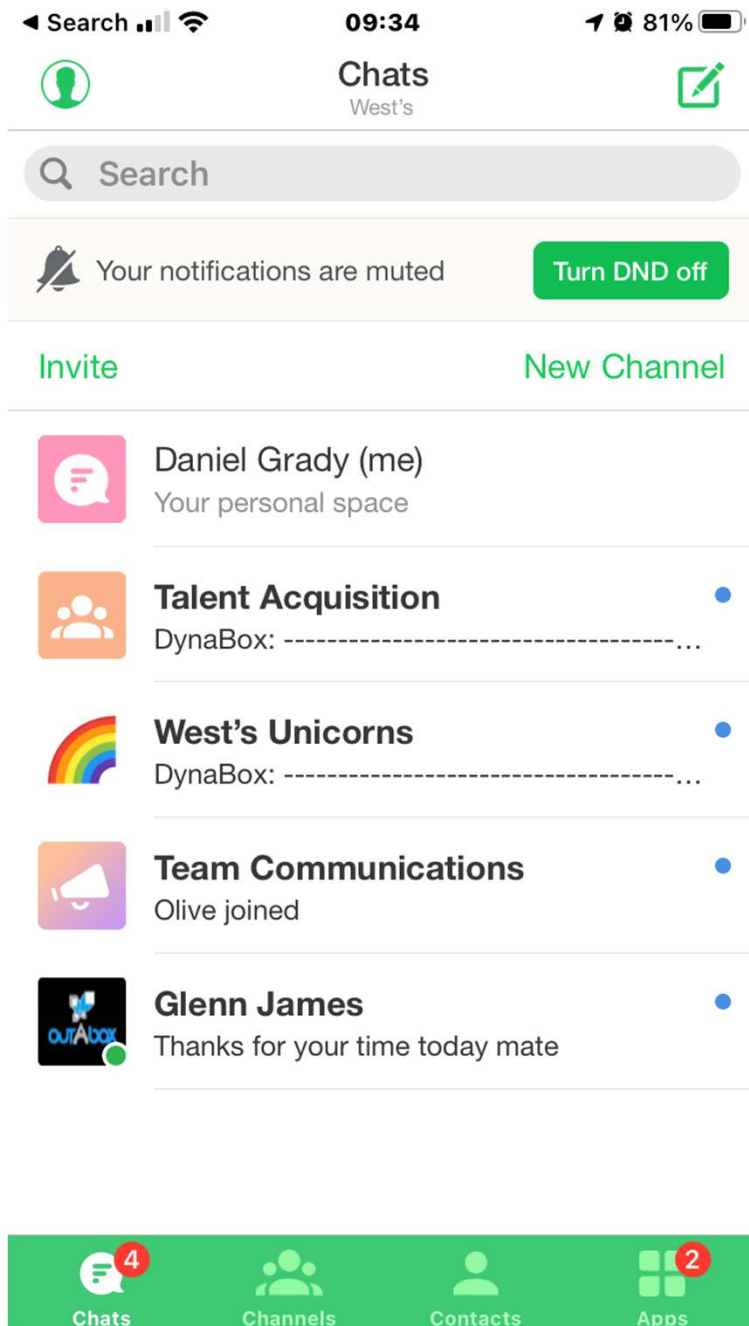
# Planting the post-COVID seeds...



- ❖ Duty of Care in COVID-19 world
- ❖ Loyalty Programs vs Rewards Programs
- ❖ The RTP% complaint – “Russia in a box”
- ❖ 18 to 38yo don't go to clubs – relevance?
- ❖ Know your market and engage!
- ❖ Fit-out – emulate hotels Post-COVID
  - Facilitate social distance - wider and shallower
- ❖ Innovate
  - No need to reinvent – build on knowledge and XP
  - Other jurisdictions - Service, space, finite capacity
  - Dynamic Player Recognition
  - Get them Flocking to you



# Dynamic BI - Get FLOCKED with OutAbox (or Cherry Hub)



[Glenn@outabox.com.au](mailto:Glenn@outabox.com.au)

0498 045 313

or Frank & Mandy @ Cherry Hub

Or Aristocrat

# Maximise opportunity, responsibly



- Gaming presents a unique opportunity for clubs to responsibly continue to generate proceeds to drive not for profit business models in a highly responsible, highly regulated market, in a manner we should be proud of
- Consider extending visible commitment to best practice;
  - Clubcare / Chaplaincy program
  - Non-mandatory Betsafe training for Directors, Management & Staff
  - Voluntary pre-commitment offered
  - Philosophy of gaming training for staff
  - Accidental Counsellor training for managers
  - Appointment of Contact Officer
  - Training on personality types, conflict management, cognitive dissonance
- Identify your issues, install the need for outcomes
- Double edged sword **can** present opportunity
- Internal vs external focus – do everything you can...
- Vital that we continue to make hay whilst the sun shines

## Leadership and Culture; unproven tenets of...



- Have a personal impact on Recruitment and Retention
- Don't over-complicate – we're not that smart  
Ask yourself - if this was my money, would I do it?
- Butt heads and fight the good fight when appropriate
- Be a good lieutenant; get a good lieutenant;  
row together
- Be Grateful and Gracious – acknowledge excellence,  
whether in sporadic displays by suppliers, staff or any  
other minor victory that deserves celebrating
- Be humble – listen and admit, we're not that smart...
- Be adaptable and opportunistic (if regs change...)

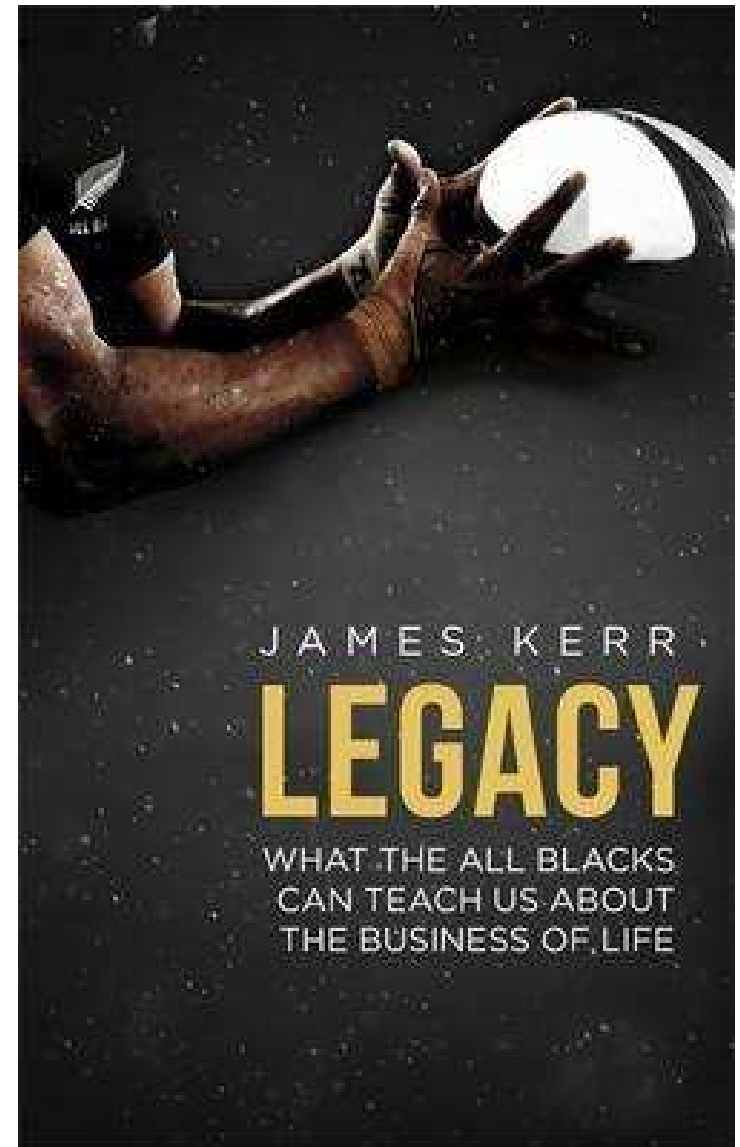


# Leadership and Culture; unproven tenets of...

## Building a Legacy

- Do more - *“Champions do extra”*
- The power of humility as a foundation
- *“Sweep the sheds”*
- No dickheads policy - who’s got the time?
- Be a good ancestor by espousing the *“legacy”* of actions and the planting of seeds which you may never see grow
- Authenticity - everything becomes easier when people become the key to good judgement;
- How do you put the best team on the park?

*“Better people make better All Blacks  
[and everything else...]” – James Kerr*



# Questions?



Any questions, queries,  
philosophical objections or  
employment applications  
available from;

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West Tradies

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