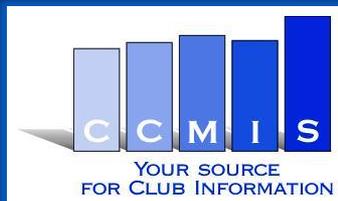




Using Surveys to Achieve Member Satisfaction

A Tool for Continuous Improvement

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Canadian Club Management Information Service*



*strategic partners of National Private Club Practice

This membership surveying session will cover:

Survey

Types

Risk & Reward

Why

When

How

What you get

Q&A

Two types of Surveys

... then and now.



* Strategic Planning Survey:

- Membership Input
- Type of Club
- Club's policies and practices
- Capital projects and funding

* Goal

- Achieve long term sustainability

* Responsibility:

- Board and Planning Committee
- Management provides input

The Other Type

* Satisfaction Surveys:

- Measure Satisfaction
- Strengths and weaknesses
- Unknown issues
- Focus efforts / resources

* Goal:

- Improvement
 - Immediate / Continuous

• Responsibility:

- Management Team
- Board and committees provide input



Traditional Methods.

- *Soliciting oral feedback
 - Management by walking around



Traditional Methods.

*Checking with key staff

- * Management Team
- * Trusted Employees
- * Internal Rumour Mill



Traditional Methods.

*Internal survey process

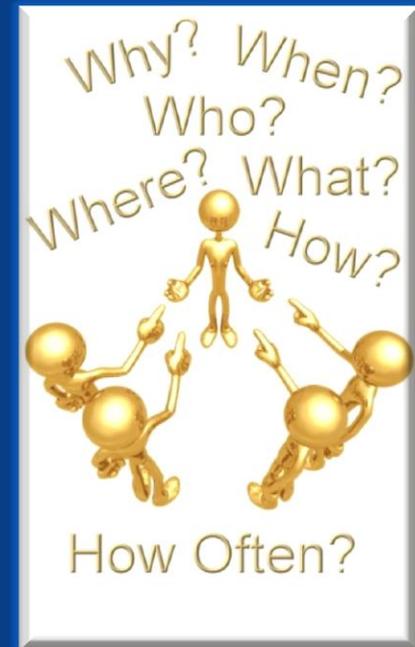
- Post event polls
- Suggestion box
- Comment card systems



Traditional Methods.

*Third party reports

- Board
- Committee
- Government



Traditional Methods.

* Letters / Correspondence

- * Letters to the Board
- * Email
- * Written Complaints



Traditional Methods.

* Financial Results

- * Sales
- * Performance to budget
- * Benchmarking performance



Traditional Methods.

* Issues with traditional methods:

- * Biased
- * Unreliable
- * Anecdotal
- * Not easily measured
- * Difficult to prioritize



Survey Impediments (why managers avoid surveys)



- Things seem to be going south at the club.
 - Good time to drive a then / now stake in the ground
 - Better to deal with festering issues

Survey Impediments.

- What will they say about me or my Team?
 - Don't be the last to know
 - Hear from the silent majority – often more positive than the vocal few.



Survey Impediments.

- Do I really want to know?
 - It's harder to deal with the unknown.



Survey Impediments.



What will I do with the results? What if we need to change?

- Nothing is worse than being really good at doing the wrong thing.
- Make sure your plan fits your membership's needs

Survey Impediments.

I want to do these things
but it's always too busy!

- I'm so busy working I don't have time to do my job.
- What you don't know CAN hurt you!



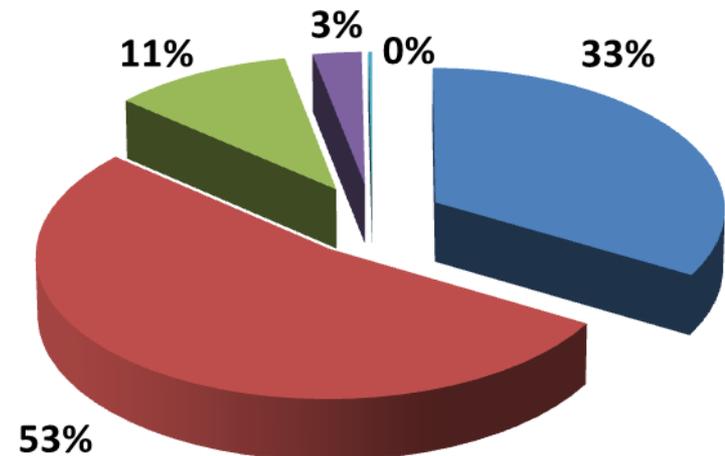
You DO Need to Know!

* And the truth will set you free!

Members' Overall Satisfaction

4700+ members surveyed from 2011-2012 in Canada

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied



Overall Average Satisfaction Score out of 5: 3.99



What surveys can do for you?



What you measure you can improve.

You get:

- Quantifiable input
- The real facts

Allows responsive communication



Helps teamwork and collaboration.

You need to know what is being said out of earshot.



Gives the GM information needed to be effective.

A Manager has many roles and responsibilities.

Two key roles are:

- * Members' Spokesperson
- * Staff's Team Leader



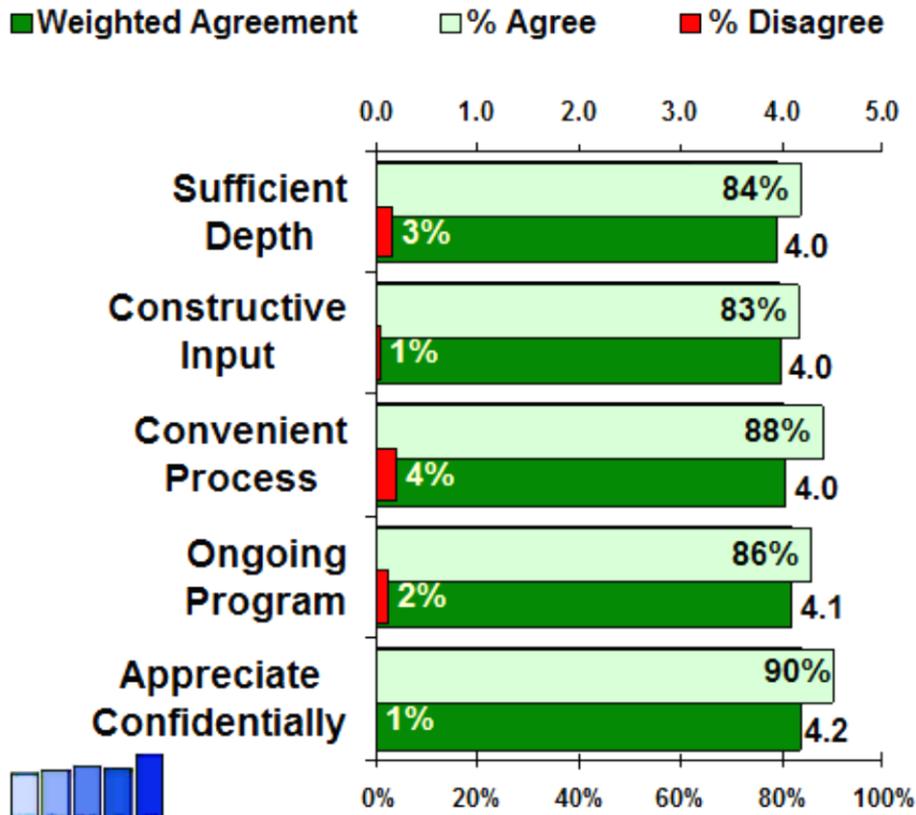
Two key responsibilities are:

- * Member Satisfaction
- * Prudent use of financial resources

(in addition to being the Club statistics wizard)

Members' input enhances your Club's operation.

Agreement with Survey Process



**"I've been a member for many years. Thank you for giving me this opportunity to have a say in my club!"*

**Typical Member's response when taking a CCMIS survey.*

Survey Response Level (from 12000 Members at private club surveyed in 2011 – 2012)

Golf Club	60%
Yacht Club	55%
Athletic Club	50%
Country Club	59%
Golf and Curling Club	54%
Total All Clubs	55%

Why Survey the Membership?

* **Members:**

- Member satisfaction is fundamental to Club success.
- Offers an opportunity to focus on Membership needs.
- Member take ownership of their club environment.

* **Staff:**

- * Helps ensure staff accountability.
- * Helps focus and prioritise staff effort.
- * Provides opportunity to discuss issues.
- * Provides a means of recognition and reward.



Why survey online?

- * **Provides anonymity:**

- * Confidential surveys:

- Help determine real concerns (i.e. more truthful response).
 - Members prefer to offer confidential input.
 - Tend to provide more detail.

- * **Online easier/more convenient input:**

- At home at their convenience.
 - No need to find pen / envelope /stamp

- * **Quicker more manageable results:**

- Facilitate the analysis of useful feedback
 - Information in a statistically valid format.



When is it a good time to survey?



If they told you, they don't need to tell you again, until you have done something about what they said the first time!

* **Keep pulse on the mood of the club :**

- Shortly after the start of the season.
- Peak season to measure improvement / training.
- End of season to develop budgets and plans for next year.

* **Early on when times call for change:**

- The Club's leadership must be seen as responsive to the needs of all Members.
- Help ensure Membership engagement, early on.
- Best way to ensure future support.

Key Survey Opportunities.

* **Prior to a slow period:**

- Time to respond to the Members' input.
- Time to address Members' concerns.
- Time to initiate plans.

* **After changes are implemented:**

- Verify the results of this effort.
- Obtain suggestions for next season.

* **Continuous improvement program:**

- An effective ongoing means to measure satisfaction over an extended period.
- Provides a basis to measure success of initiatives.



What you measure improves!



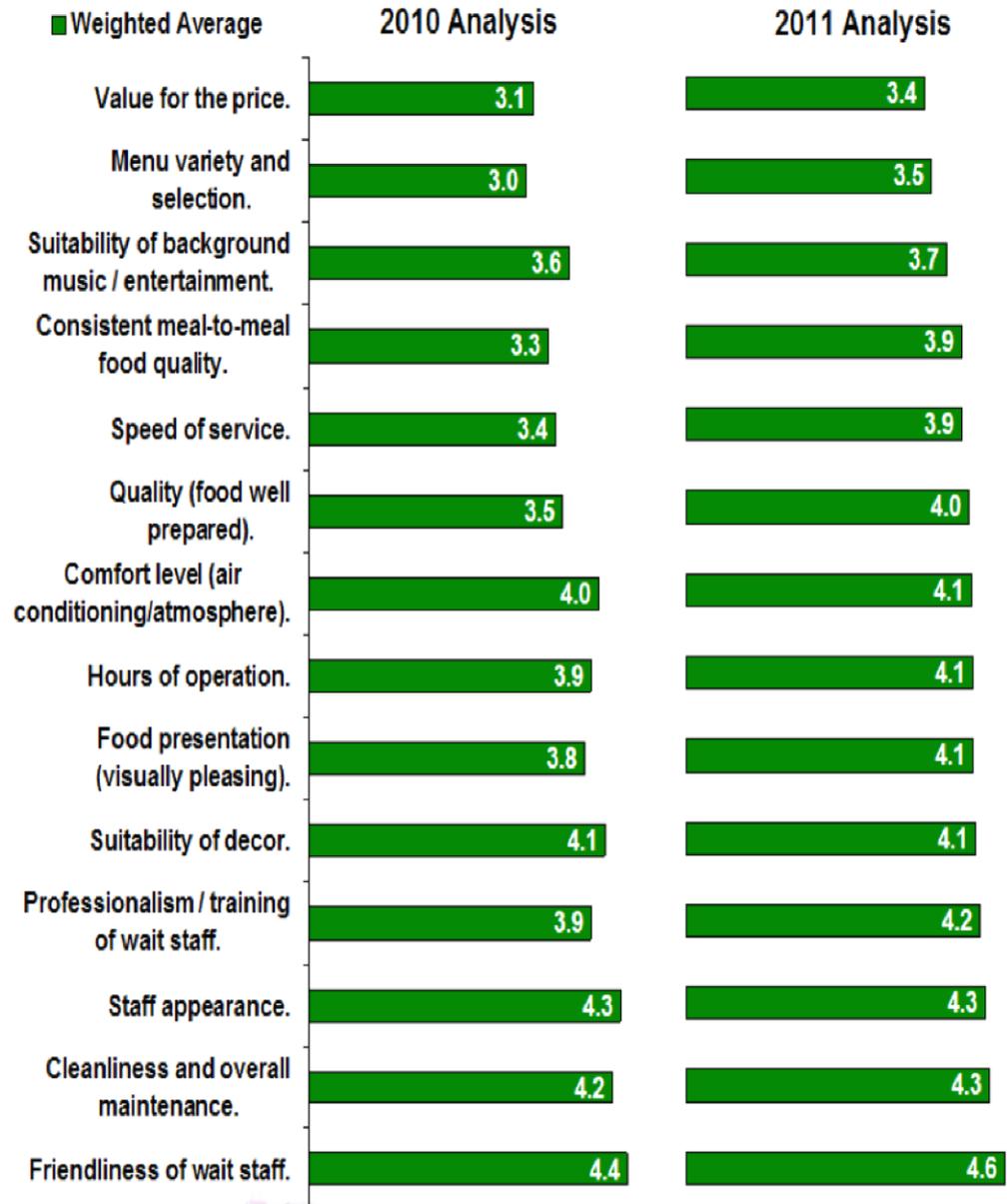
In almost every club where we have conducted successive surveys in a specific area, that area has shown marked improvement in the second review.

People respond to metrics if they know what is expected and are allowed to achieve their objectives.

Year over Year Improvement.



- * In every one of the 14 aspects measured, this club improved year over year!
- * This Club went from a loss in 2010 to a solid contribution in 2011.



How should a survey be done?

* **Developed effectively:**

- Use proven questions and processes.
- Get a broad range of input from Club.
- Ensure survey addresses issues appropriately.

* **The response objective:**

- Complete and Accurate.
- Conducted properly privately / conveniently.
- Representative (100% not necessary).

* **A successful survey must be:**

- Tabulated and analysed promptly.
- Results reported concisely.
- Post survey action plan communicated.

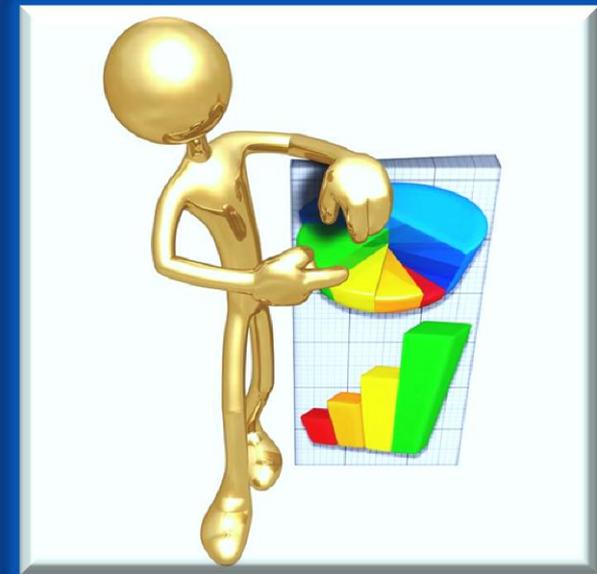


9 Step Survey Process

**The process outlined is the CCMIS model.*

* How to survey*:

1. **Develop** a survey to meet Club's needs.
2. **Conduct** the data collection process.
3. **Compile** the survey / membership data.
4. **Analyse** the results / the relationships.
5. **Report** on the analysis in various formats.
6. **Review** the reports with stakeholders.
7. **Plan** to implement improvements.
8. **Schedule** follow-up reviews.
9. **Consult** professionals if beneficial.



Communication is your link to continuous improvement

* **Communicate with the Members:**

- Share your appreciation for their input.
- Provide an overview of key findings of the survey.
- Detail steps that you've taken already.
- Outline a plan to ensure continuous improvement.

* **Provide information regarding plans for future reviews**



SMART improvement initiatives.



- * Key to the success of the survey is the action taken to improve on the results.
- * The **SMART Rule** still applies to your “survey improvement initiatives”
 - They must be specific, measurable, and based on actions/activities that are realistic and time sensitive.

Tools for success

The balance of this presentation is CCMIS specific.

However, all providers should offer similar services.



What should you expect from professional survey providers?



- * Efficiency
- * Experience conducting surveys
- * Objectivity
- * Professional analysis
- * Comparisons where appropriate
- * Reports detailing results
- * Concise summary for distribution.
- * Ongoing access to reports / analysis
- * Ability to use prior information

Executive Summary

- * Provides a summarized overview of the results of the survey.
- * Identifies key strengths and opportunities for improvement.
- * Key findings are presented graphically.
- * Intended for the Board, Manager, and Management Team.



Demographic Analysis

- * Survey results are segmented by various membership groupings:
 - (Men/Women; Intermediate / Regular / Senior; etc.).
- * Groupings selected are customized to meet the Club's unique requirements.
- * Segmented analysis:
 - helps identify issues for specific groups of members and may help suggest improvement initiatives.
- * Intended as a research resource.

Response Summary Report

*Note: Some Members are included in the membership list but have no age reported.
*Under 45 45 - 65 Over 65

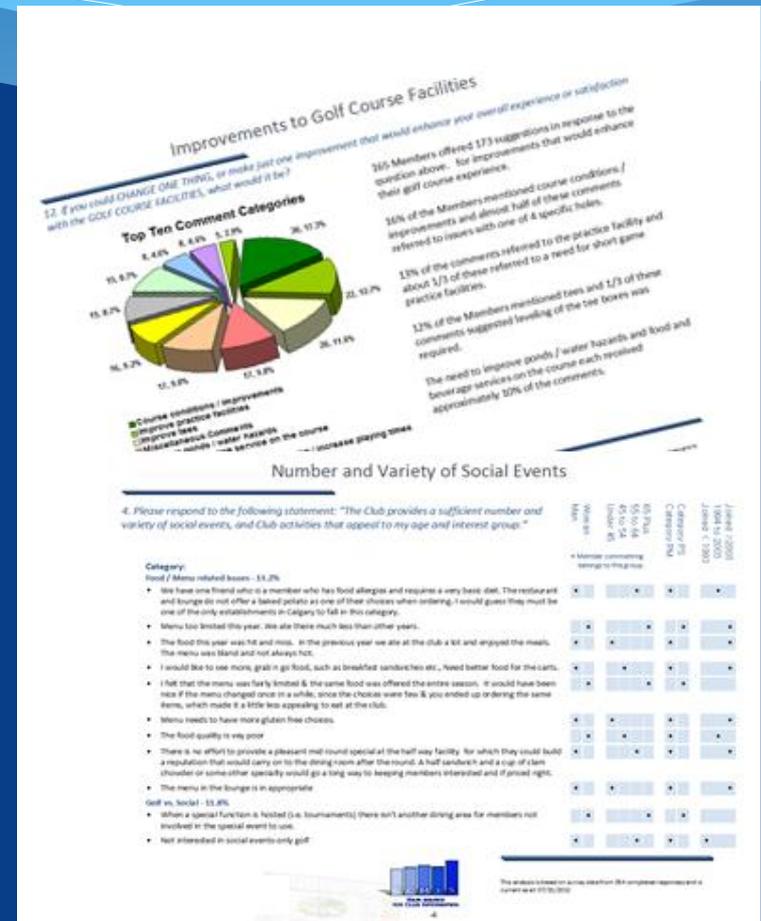
	All Peers	Men	Women	Under 45	45 - 65	Over 65	Golfer	Restricted	Other	Richmond	Lower Main	Other
9. Please indicate your SATISFACTION with respect to these aspects of your Club food and beverage service experience overall.												
 Quality (food well prepared).												
Very Satisfied	18.0%	13.9%	19.5%	16.7%	16.1%	16.1%	15.8%	16.7%	19.2%	18.0%	13.5%	14.3%
Satisfied	49.8%	51.3%	47.6%	58.3%	50.5%	48.9%	49.5%	66.7%	36.5%	47.5%	55.2%	28.6%
Neutral	22.2%	22.2%	23.2%	16.7%	23.7%	21.9%	24.5%	8.3%	19.2%	23.7%	20.8%	14.3%
Dissatisfied	7.4%	8.2%	6.1%	8.3%	4.3%	9.5%	6.8%	4.2%	15.4%	7.2%	6.3%	28.6%
Very Dissatisfied	3.7%	3.8%	3.7%	0.0%	5.4%	2.9%	3.1%	4.2%	7.7%	3.6%	3.1%	14.3%
No Opinion	0.8%	0.6%	0.0%	0.0%	0.0%	0.7%	0.5%	0.0%	0.0%	0.0%	1.0%	0.0%
# of Responses	243	158	82	12	93	137	192	24	26	139	96	7
Weighted Average	3.68	3.64	3.73	3.85	3.68	3.66	3.68	3.88	3.46	3.69	3.71	3.00
 Food presentation (visually pleasing).												
Very Satisfied	20.9%	20.3%	21.7%	16.7%	22.6%	20.3%	19.7%	29.2%	23.1%	24.5%	16.7%	14.3%
Satisfied	51.2%	48.7%	56.6%	66.7%	47.3%	52.9%	52.8%	54.2%	38.5%	49.3%	56.3%	28.6%
Neutral	22.5%	25.9%	16.9%	16.7%	24.7%	21.7%	22.3%	12.5%	34.6%	22.1%	20.8%	57.1%
Dissatisfied	2.5%	3.2%	1.2%	0.0%	3.2%	2.2%	3.1%	0.0%	0.0%	1.4%	4.2%	0.0%
Very Dissatisfied	1.2%	0.6%	2.4%	0.0%	1.1%	1.4%	0.5%	4.2%	3.8%	1.4%	1.0%	0.0%
No Opinion	1.6%	1.3%	1.2%	0.0%	1.1%	1.4%	1.6%	0.0%	0.0%	1.4%	1.0%	0.0%
# of Responses	244	158	83	12	93	138	193	24	26	140	96	7
Weighted Average	3.90	3.86	3.95	4.00	3.88	3.90	3.89	4.04	3.77	3.95	3.84	3.57

2018-19, Response Summary Report

This analysis is based on survey data from 255 completed responses and is current as at: 10/04/2018

Verbatim Comments Report

- * Members' comments are organized by question and printed anonymously.
- * Comments add depth and understanding to the Members' survey responses.
- * More detailed analysis and categorization improves understanding.
- * Provides an opportunity to open lines of communication.
- * Intended for key leaders in the Club who can act on the responses.
- * Care **MUST BE TAKEN** to ensure comments are considered in light of the entire survey response and not used out of context.



Comments are nuggets of truth.

- * Each comment is an individual effort by a particular member.
- * Range from sensitive suggestions to frank rants.
- * Comments are sometimes pointed and often not substantiated by results
- * Discerning the difference and gleaning the meaning is the Art of Club Management.

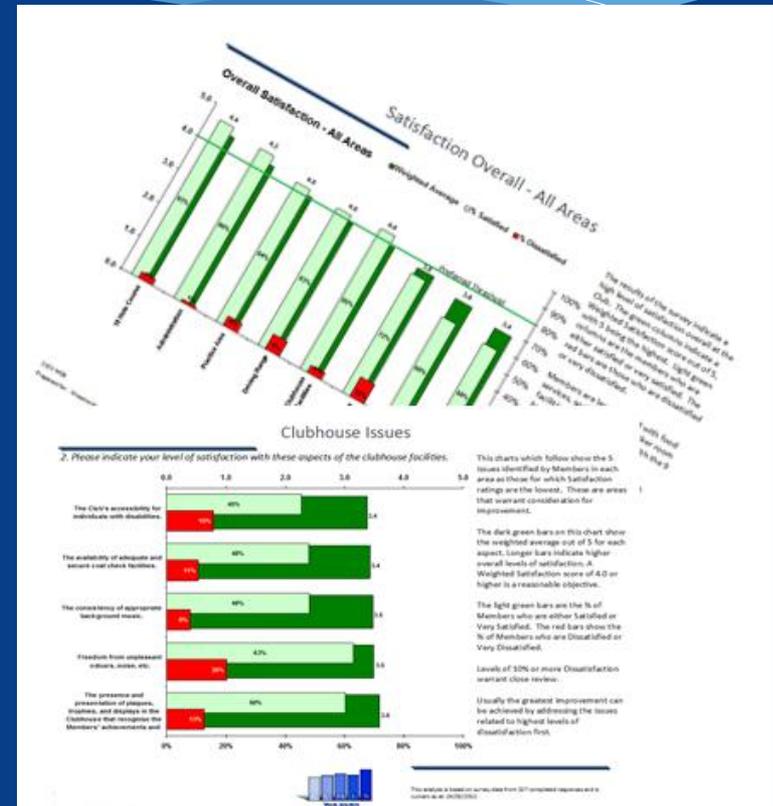
"Thank you for this opportunity to discuss these issues in an organized, non confrontational manner." - (Rowing Club Member)

Thanks for the opportunity to provide input. I know it has been raised before, but the design of the bunkers / consistency of sand results in many punitive lies"... Not fun for an average golfer." - (Country Club Member)

...the bar/lounge are fine and don't require any work. The deck overlooking the pool is fantastic. Can we update / modernize the meeting and dining rooms without breaking the bank is the issue? Thanks to the staff and the board for all their hard work on the strategic planning focus. - (Athletic Club Member)

Member Response Summary

- * Purpose of Member Summary:
 - Provide Members with a broad overview of the key results in an easy to understand format.
 - **Less = more!**
- * To inform - not to satisfy idle curiosity or feed personal agendas
- * Graphs and simple explanations are used to convey key points.
- * Can be posted to the website or provided via link in the newsletter.



Survey Metrics

beyond the simple count



% Score Satisfied

(% Satisfied + Very Satisfied)

Ignores Neutrals

> 10% dissatisfaction in a specific area warrants prompt attention

Weighted Average

Sum of results x weight
($Ax_1 + Bx_2 + Cx_3 + Dx_4 + Ex_5$)

Divided by Total – N/A

Categorization

Results are grouped by common theme or concept (e.g. Highlight top 5 - 10 comment categories)

Cluster Analysis

- Cross tabulation (# of that B that also selected A)
- Cohort groupings

Prioritising

X/Y Quadrant Analysis

Weighted importance

Vs. Satisfaction

% Satisfied for mission critical aspects.

How much does a survey cost?

- * The least expensive survey is the survey that:
 - Is completed properly.
 - Asks the right questions.
 - Yields conclusive meaningful results.
 - Provides concise, convincing analysis.
 - Facilitates the resolution of member issues.
 - Focuses staff time and efforts towards Member service and away from research that can be done by others.



Cost vs. Value?



- * Consider the cost spent to measure financial performance – e.g. Annual Audit
- * Consider the time and energy and expense needed to establish a strategic plan

Versus

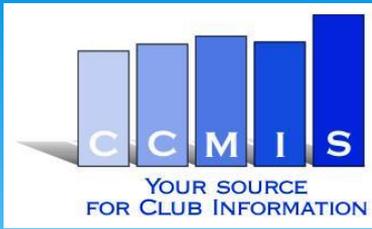
- * Cost effective measurement of member satisfaction e.g. Annual Satisfaction Surveys
- * Value of being able to include Members input when measuring departmental performance.

- * CCMIS will develop a custom cost effective membership survey proposal to meet your club's specific needs.

Virtuous Cycle of Improvement







Canadian Club Management Information Service.

- * Formed in 2006, originally operating under the auspices of National Private Club Practice (NPCP), in order to provide ongoing operational benchmark information services to members of the CSCM.
- * CCMIS is a strategic partner of NPCP and provides survey services in conjunction with conducting NPCP “Future Direction” and Strategic planning contracts.
- * In 2009, CCMIS began to independently offer a wider variety of Member Satisfaction Reviews and other surveys to clubs and other clients.
- * CCMIS currently provides survey services for private clubs, condominium associations, service clubs, and other member/client based organizations.

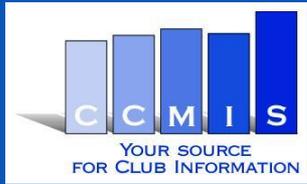
CCMIS has years of experience providing surveys to private clubs

CCMIS has conducted surveys * of various types for:



* CCMIS provides survey services for National Private Club Practice and HomeStead Solutions.

CCMIS Contact Information



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CCMIS services include:

- * Private club membership research.
- * Ongoing focused “Member Satisfaction Reviews”.
- * Benchmarking for the Canadian Club Industry.

CCMIS offers the following services in conjunction with our strategic partners*

- * Strategic plan development and review and future direction planning.
- * Planning retreats to engage and focus the entire club leadership
- * Food and Beverage Operational Reviews
- * Website communication system development.
- * Condominium , association, and service club survey services.

Our goal is to provide easy access to useful Canadian Club Management information.

*CCMIS Strategic Partners include: National Private Club Practice; Buz Software