

PROFESSOR LISA RONSON

Mastering the art of leadership & marketing: strategies for success for Clubs NSW



FIRST, A LITTLE ABOUT ME

coles



DAVID JONES

Westpac



VISA

Telstra



Bank SA



Bank of Melbourne



Board Director



AANA



WHAT I WILL COVER TODAY

- Leadership learnings – the bad and the good
- Five leadership principles – the “star”
- Building and nurturing strong, positive cultures
- The fundamentals of marketing and customer centricity and implications for Clubs NSW
 - Customer trends in 2023
 - Value creation – building brands
 - Fewer, bigger, better
- Measurement for continuous improvement

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“IF YOUR ACTIONS CREATE A LEGACY
THAT INSPIRES OTHERS TO DREAM
MORE, LEARN MORE, DO MORE AND
BECOME MORE, THEN, YOU ARE AN
EXCELLENT LEADER”

DOLLY PARTON

“.....BUT SADLY, WE CAN LEARN JUST
AS MUCH FROM OUR BAD LEADERSHIP
EXPERIENCES AS OUR EXCELLENT
LEADERSHIP EXPERIENCES”

ME

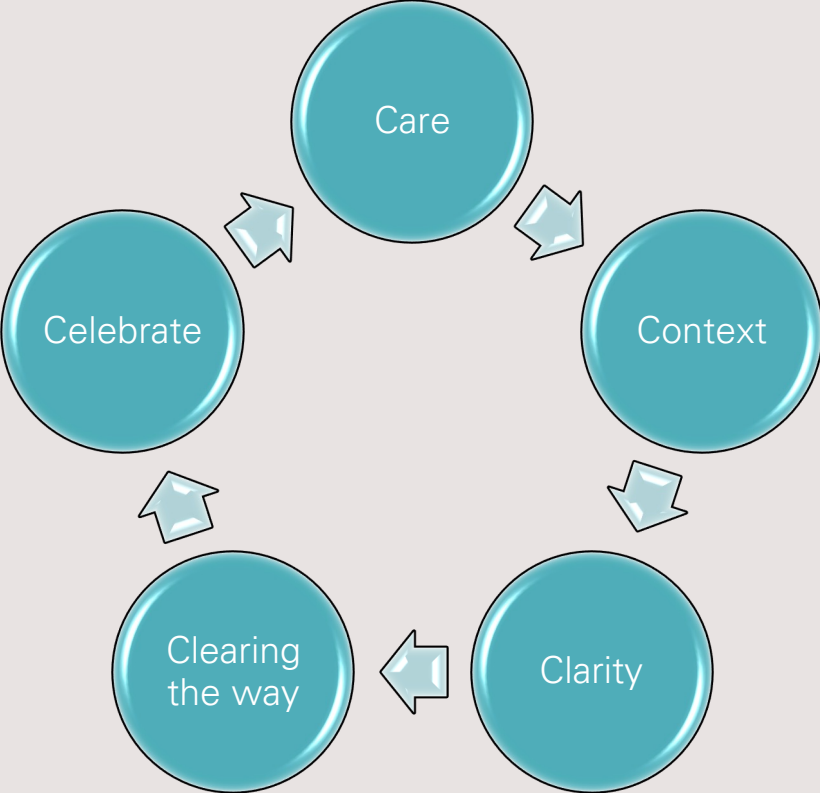
AN EXCELLENT
EXAMPLE OF
POOR
LEADERSHIP

AN EXCELLENT
AND ALBEIT
SLIGHTLY CORNY
EXAMPLE OF
GREAT
LEADERSHIP

THE FACTS ON LEADERSHIP

- Poor leadership is the main reason good people leave organisations. 79% of people will leave after receiving inadequate recognition from their leader
- The good news is you can learn from poor leaders so you don't have to do it yourself. It's a good shortcut
- You need to practice good leadership like muscles. Being a good leader is NOT an accident
- What makes you successful in your early years in business fundamentally changes in more senior roles. No-one cares how much you know until they know how much you care
- Lack of confidence, fear of failure, lack of authenticity - the leadership "armour", imposter syndrome. All breakdowns in successful leadership

THE SO WHAT? THE HOW- TO : LEADERSHIP PRINCIPLES - THE FIVE POINT “STAR” *



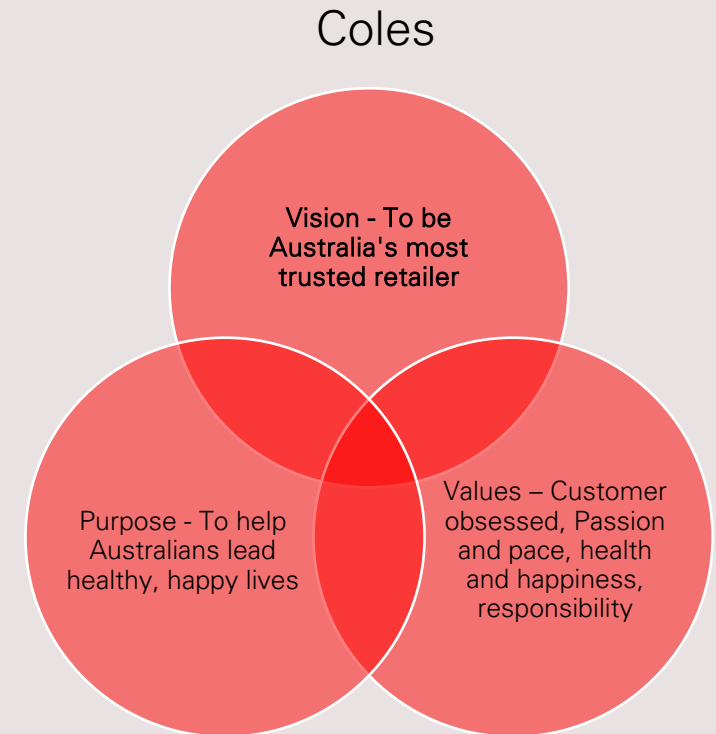
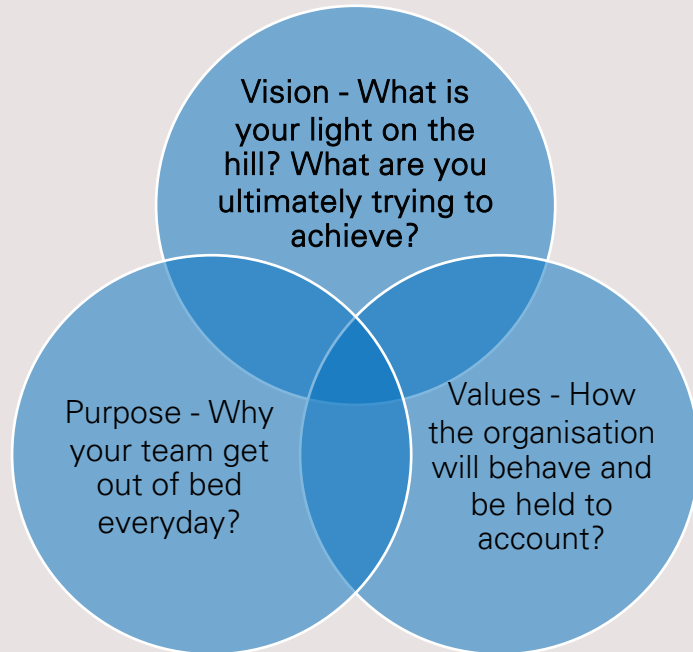
*Courtesy of Brian Hartzler, my excellent leader at Westpac

THE “OTHER” C

- COMMUNICATION!
 - Frequently. Particularly in a crisis. You can never over communicate
 - Be genuine in all communications – verbal, written. No BS. Teams smell it a mile off
 - Share the outcomes of big meetings with your team, its inclusive
 - Make it a two way conversation. Ask for feedback. And actually listen

MY GOLDEN RULES OF ADVICE FOR ESTABLISHING
POSITIVE AND HIGH PERFORMING CULTURES IN
CLUBS

ESTABLISH THE BUILDING BLOCKS FOR YOUR
BUSINESS- VISION, PURPOSE AND VALUES





OUR VISION

TO MAKE
AUSTRALIA THE
MOST **DESIRABLE**
AND **MEMORABLE**
DESTINATION ON
EARTH

Aligned to
**OUR CORE
VALUES:**

Positive, genuine,
innovative,
commercial & united

MY GOLDEN RULES OF ADVICE FOR ESTABLISHING
POSITIVE AND HIGH PERFORMING CULTURES IN
CLUB. STARTING NOW.

- Absolute clarity on your vision, purpose and values. Make sure every team member understands them
- Practice the principles of the five point star. Every day. Teach your teams the framework
- Invest in your team – hospitality training and masterclasses – show them what good looks like, social events, services, digital/social training
- Empower your team
- Surround yourself with fantastic people and let them go. Employ people better than you
- Do team engagement surveys at least twice a year. Encourage honesty. Share the findings, and ACT swiftly on the findings
- Do not allow detractors of your positive culture to stay in the business. No matter how “good” they are at their job. Move them on now

WHAT YOU CAN START DOING TOMORROW TO
IMPROVE YOUR CULTURE - WHETHER YOU LEAD
A TEAM OR NOT

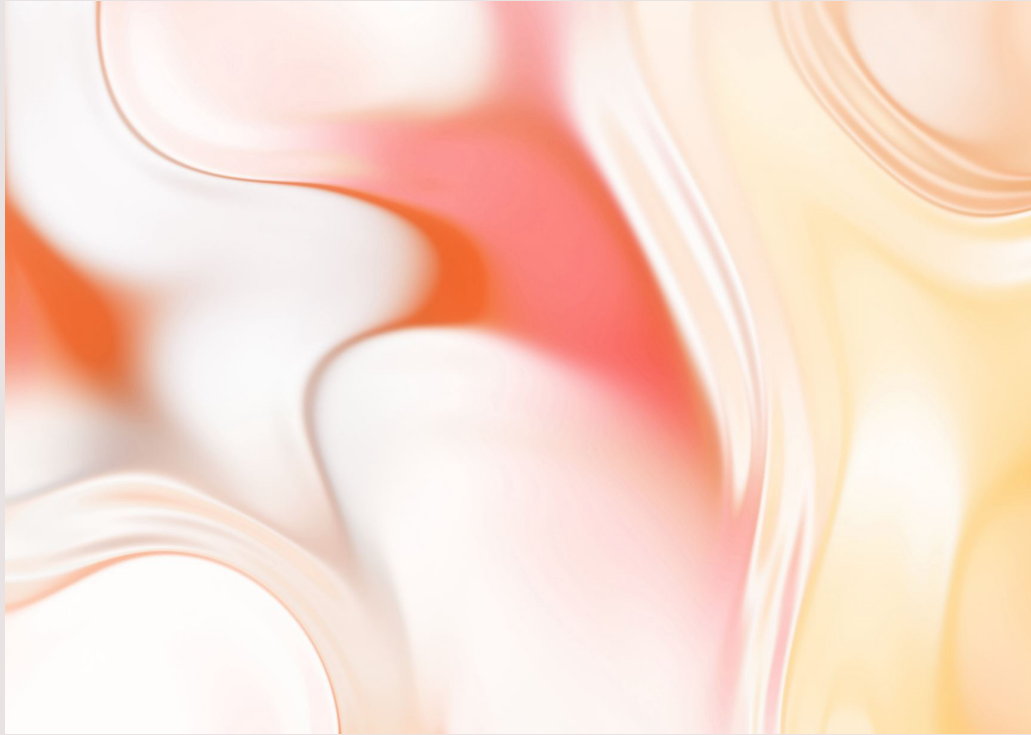
- Be a decent person
- Show your vulnerabilities, Show you are human
- Be curious. Always – were all students of what we do. Ask questions
- Look after yourself and others
- Always remember we have two ears and one mouth. It's a natural ratio
- Give a co worker a compliment
- Watch Ted Lasso
- Try to be Ted Lasso, not David Brent

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“MOST AUSTRALIAN
MARKETERS ARE SHITHOUSE
AT MARKETING. TOTALLY
SHITHOUSE”

Professor Mark Ritson



“THE BEST
MARKETING
DOESN'T FEEL LIKE
MARKETING”

Tom Fishburne

SOME CONTEXT
2023: CURRENT
CONSUMER
TRENDS



CONSUMER
TRENDS 2023-
THEY ARE EVER
CHANGING

- Flexible work
- Conscious consumerism and sustainability
- Heightened focus on health and wellness
- Financial outlook
- Life rewilded
- Personalisation
- Digital transformation
- Convenience and on-demand services
- ChatGPT is here to stay!

1. CUSTOMER CENTRICITY

- Maniacal customer focus and the growth mindset - BE customer centric to grow share, sales and advocacy
- Understand your role in their lives – this is imperative for clubs
- Market research doesn't have to be complicated – your team members are a wealth of information, as are compliments and complaints
- Never assume consumers are rational – empathy is the key
- Marketing is not a cost centre, it's a growth engine for the business – this sets the foundations for everything – mindset, positioning, resource allocation, ROI etc.
- Critically important when positioning marketing with other parts of the business
- Don't be distracted by the stuff that doesn't matter – VR ten years ago, anyone?

2. VALUE CREATION - BUILDING BRANDS

- Strong brands drive business growth and sales – you are all brands that play a net positive role in customers lives
- Build you marketing plan in three stages : Diagnose the problem you are solving for your customers, develop your strategy, THEN look at your marketing mix
- Keep it simple and be helpful, some of the most engaging work comes from very simple insights
- Effectiveness award winners are all based on simplicity - Eg Coles example – What's for dinner?
- Focus on the long and short

THE LONG AND SHORT....

A balanced approach is required

Vision
Purpose
Values



Creates mental brand equity

Influences future sales

Broad reach

Long term

Emotional priming

Eg. Advertising, Sporting sponsorships,
community donations



Exploits mental brand equity

Generates sales now

Tightly targeted

Short term

Persuasive messages

Eg. Promotions/giveaways, discounts on
F&B, Social media

CUSTOMER CENTRIC VS CHANNEL CENTRIC

The more channels, the more effective and impactful the campaign. Increased focus on what works, not getting distracted by bright and shiny.



3. FEWER, BIGGER, BETTER

- You cant be all things to all people
- Focus on what matters
- Do fewer things and do them really well, its more meaningful
- Tourism Australia example – Dundee for the American market

SOME THEMES FOR CLUBS NSW

- Your annual reports are better at marketing yourselves than your websites – consistent tone of voice, highlights the long term work you are doing in your communities, purpose is very clear, values are clear
- Your websites are hard to navigate
- Too heavy a reliance on short term promotions
- You have multiple tones of voice depending on what part of the site the customer is in
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SOME THEMES FOR CLUBS NSW

- Your annual reports are better at marketing yourselves than your websites – consistent tone of voice, highlights the long term work you are doing in your communities, purpose is very clear, values are clear. They are really really good
- In general, your websites are hard to navigate (there were some stand outs that were fantastic)
- Too heavy a reliance on short term promotions, and they are shouted from the rooftops
- You have multiple tones of voice depending on what part of the site the customer is in
- Your biggest competitors for customers \$ and loyalty are each other
- Your membership programs are complicated
- A lot of you have very outdated events on your sites

SOME SUGGESTIONS WHEN YOU GET BACK TO YOUR CLUB

- Determine the primary, secondary and tertiary purposes for your digital channels – what is your website for? Driving membership? Your role in the community? Event information? Do an audit of your website – be honest about the good bad and the ugly. Get rid of the ugly first.
- It was about a 50:50 split on who welcomed customers to your biggest shopfront – your website. It's a simple thing but you want customers to feel welcome when they come into your physical clubs, do the same online
- Your social channels should support your website and demonstrate the role you play in the community – review your social channels with the lense of a digital native
- What you do for your communities is an embarrassment of riches – SO much content. Make sure your customers know about this. It drives advocacy and repeat purchase
- Determine your tone of voice – are you fun, quirky, a little more serious, warm? Then look at all of your marketing material and make sure its consistent
- Prize draws/consumer promos are good but they shouldn't be the only thing a customer sees when they land on your home page. They are not the sole purpose for your existence so don't make it look that way
- Check that your websites are accessible

MEMBERSHIP PROGRAMS - SOME TIPS

- They are really powerful, some of you have memberships the size of small nations!
- Simplify them as much as you can – have someone with fresh eyes do an audit and see if they can understand the benefit to the customer
- Do a table of benefits in plain language so the potential member can easily understand the benefits of multi tiered programs
- I would discourage using prize draws to encourage membership sign ups or renewals. It makes customers question the substance of the program, it looks like you are trying to hide behind a promotion
- Definitely have exclusive promotions and benefits for members and don't be shy about it. Member pricing is OK and well accepted in clubs
- Do some testimonials on the benefits of being in the club – make it special, make customers feel good about it. It will be a no brainer when it comes to renewal
- Most of your members would be a member of another club. Remember that always – it will focus your resources on making sure yours is the best

THE BEST EXAMPLE I FOUND

- The club welcomes the customer to the site – “welcome to XX Club” as soon as you land on the home page
- Their home page was simple to navigate, all events were current and up to date!
- In the membership section:

“Our members of XX Club are treated as family and we go out of our way to ensure our member benefits are second to none”
- Simple warm language and a nice statement of intent
- At the end of the day, members want to feel special, exclusive, “in the know” and they want to tell their friends why they were made to feel that way. This is marketing gold.

FINALLY, HOW ARE YOU GOING TO SEE IF ITS ALL WORKING? MEASUREMENT IS ESSENTIAL FOR CONTINUOUS IMPROVEMENT

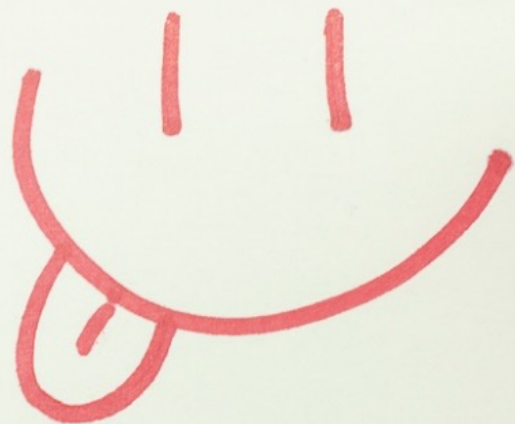
- Focus on what matters:
 - Advocacy – would your customers recommend you to a friend?
 - If not, why not?
 - Sales and market share
 - Competitive intelligence – but keep it in perspective
 - Acquisition, retention, conversion
 - Return on investment

Lisa Ronson Consulting

CUSTOMER | TEAM | LEADERSHIP

MARKETING AND LEADERSHIP CONSULTING
PUBLIC SPEAKING
MENTORING

L.RONSON@DEAKIN.EDU.AU



Thanks!