CASTLE HILL COUNTRY CLUB

ESTABLISHED 1950

2023

Food & Beverage Survey

Final Report

Prepared by Brenden Ellam

1 TABLE OF CONTENTS

2 INTRODUCTION

2.1 Purpose

Castle Hill Country Club has developed their 2023 Strategic Plan which will guide the Club for the next 5 years. The overarching main objective is: *"Ensure that the off-course facilities and offerings meet the expectations of members whilst preserving a financially stable operating model."*

A sub-objective to helps us towards achieving our main objective is: *"Ensure that the clubhouse and surrounding facilities meet member and employee expectations."* The Board has created advisory groups to assist the Board and management in the formulation of action plans in its quest to achieve this, and other, sub-objectives. One of key groups, the Food & Beverage Advisory Group (FABAG), has been formed to develop a member first experience that elevates the current food & beverage offering.

The role of the FABAG is to:

- Define and develop the desired F&B experience and supporting infrastructure;
- Represent the point of view of members and guests;
- Participate in focus groups and market research (ie: club visitations);
- Provide advice but not execute the required activities.

This survey was designed to engage the membership and to ensure their point of view is well represented in any decision-making from the group.

Food & Beverage Operations is wide-ranging and cannot be easily all contained within this one survey. FABAG worked together to formulate the survey questions focussing on those areas it felt it needed greater representation from the membership.

The information we derive from surveys provides the Club with a perspective of the environment in which we operate. It negates any hearsay or vocal minority groups, instead giving real and credible feedback from a wide cross-section of members.

Finally, among the various comments are a great many excellent suggestions. Of course not all of these suggestions are able to be implemented in the short or medium, usually because of the cost or because other issues have been given a higher priority.

2.2 Survey Process

At the time the survey was conducted there were 1,335 invitations sent to our membership. Where two or more members share the same email, only one invitation was sent to one of the members.

Of the invitations, 552 members opened and responded (41.35%), 591 opened but did not respond (44.27%), 167 did not open the survey (12.51%), 10 emails bounced (0.75%) and 15 opted out (1.12%). Although we aim for a larger response, any sample size greater than 40% is a great result and should provide a good representative view of our membership.

An initial invitation to participate in the survey was emailed on 9th October 2023 with a follow up reminder on 9th October 2023. The survey was also publicised through the Members' Update on the 5th October 2023 and 11th October 2023.

2.3 Demographic Analysis

We use various demographic data (gender, age, years of membership, membership category and suburb) to "slice and dice" responses so that we can gain a better understanding of whether issues are specific to a particular group of members or generally applicable across the membership.

In this report some tables and graphs show analysis on one or more demographics and many will not have any demographic analysis at all. The main reason for this is simply space; the report would be enormous if we showed analysis on every demographic.

Where major variations exist between demographics, they have been shown.

2.4 Membership Categories

The membership categories have been grouped to enable easier viewing and analysis of the survey by category. The categories are grouped as follows:

Category	Sub Categories
7 Day / Life	7 Day (inc Seniors), 7 Day Intermediate & Life
6 Day	6 Day (inc Seniors) & 6 Day Intermediate
5 Day	5 Day S, 5 Day W, 5 Day Intermediate S & 5 Day Intermediate W
Young Adult	Young Adult
Juniors	Cadets & Sub-Cadets
House	House
Other	Country, PGA and Special
Social	Neighbourhood, Social & Social 3 year

Grouped by gender and membership, the following members responded:

Category	Female	Male	Total Respondents	Female	Male	Total Membership
5 Day	59	91	**150**	111	204	**315**
6 Day	14	69	**83**	23	153	**176**
7 Day / Life	1	211	**212**	1	372	**373**
Cadet / Sub-Cadet	1	5	**6**	24	82	**106**
House	3	3	**6**	13	56	**69**
Other		2	**2**	7	44	**51**
Social Member	51	39	**90**	213	165	**378**
Young Adult		3	**3**	0	16	**16**
Grand Total	**129**	**423**	**552**	**392**	**1092**	**1484**

Table 1 - Respondents by Gender - Total numbers

Category	% of Category Responding Female	Male	Total	Total Respondents	Total Members
5 Day	18.73%	28.89%	47.62%	**150**	**315**
6 Day	7.95%	39.20%	47.16%	**83**	**176**
7 Day / Life	0.27%	56.57%	56.84%	**212**	**373**
Cadet / Sub-Cadet	0.94%	4.72%	5.66%	**6**	**106**
House	4.35%	4.35%	8.70%	**6**	**69**
Other	0.00%	3.92%	3.92%	**2**	**51**
Social Member	13.49%	10.32%	23.81%	**90**	**378**
Young Adult	0.00%	18.75%	18.75%	**3**	**16**
Grand Total	**129**	**423**	**552**	**552**	**1484**

Table 2 - Respondents by Gender - % of total members in category

2.5 Members’ General Comments

The comments are a useful source of member sentiment and often contain some great suggestions. We should add that most notice is still taken from the responses to the specific questions as only a small number of members write comments. All comments are collated for the FABAG.

2.6 Report Preparation

This report, including the analysis in it, was written and collated by the General Manager, Brenden Ellam, at no cost to the Club. The report has been checked and approved by the Chairman of FABAG, Steve Kemp.

If you wish to comment on any aspect of the report please feel free to email: gm@chcc.com.au

2.7 Anonymity and Confidentiality

Those of you familiar with surveys will know that the raw data from the survey software includes information that identifies each respondent (such as your email address and membership number). This raw data is only visible to the General Manager.

The raw data is downloaded to a spreadsheet and we then match each response with the demographic data we have in the membership system (gender, date of birth, date joined, membership category and suburb). All identifying information is then deleted from the spreadsheet.

No-one else, including other members of the Board of Directors or any staff member, is able to identify the respondent from the information given to them.

3 FREQUENCY OF USE

3.1 Clubhouse Usage – Following Golf – By Gender

Table 3 and Table 4 show that, as a percentage of the total men and women, both genders use the clubhouse equally as following their game. There may be a misnomer that the survey is only taken by active members, and whilst this may have some credit, this report still indicates that there is over 70% of those golfing who will use the Clubhouse once or more times a week.

Female	>Weekly	Weekly	Rarely	Monthly	Never	Total
5 Day	23	19	10	4	1	**57**
6 Day	7	5	1	1		**14**
7 Day / Life				1		**1**
Cadet / Sub-Cadet		1				**1**
House		2		1		**3**
Other						**0**
Young Adult						**0**
Total	**30**	**27**	**11**	**7**	**1**	**76**
% of Total	**39.47%**	**35.53%**	**14.47%**	**9.21%**	**1.32%**	**100%**

Table 3 - Frequency of Clubhouse use after golf – Females

Male	>Weekly	Weekly	Rarely	Monthly	Never	Total
5 Day	17	39	15	18	1	**90**
6 Day	18	27	15	9		**69**
7 Day / Life	100	85	13	9	4	**211**
Cadet / Sub-Cadet	2	1	1	1		**5**
House	1					**1**
Other			2			**2**
Young Adult		3				**3**
Total	**138**	**155**	**46**	**37**	**5**	**381**
% of Total	**36.22%**	**40.68%**	**12.07%**	**9.71%**	**1.31%**	**100%**

Table 4 - Frequency of Clubhouse use after golf - Males

3.2 Clubhouse Usage – Social Capacity

3.2.1 By Age Cohort

The mean age of all members (including Social and House) is 63 years of age. The mean age of those completing the survey was 64 years of age. This indicates that, based on the age demographic, a good cross-section of our members completed the survey.

The best response of the age cohorts are those aged between 61 years and 70 years, where 20.97% indicate that they use the Clubhouse more than once per week.

It is noted that only 13.77% of the respondents use the Clubhouse more than once a week, and only 25.73%, or a quarter of the membership, use the Clubhouse socially, once a month.

Age Cohort	>Weekly	Weekly	Monthly	Quarterly	Rarely	Never	No answer	Total
<18					3	1	1	**5**
18-20						2	1	**3**
21-25				1	1	1	1	**4**
26-30			1		3	2	1	**7**
31-40		2	5		6	18	3	**34**
41-50	2	8	6	8	23	23	3	**73**
51-60	2	5	9	6	51	35	7	**115**
61-70	4	22	9	11	47	22	9	**124**
71+	5	26	36	27	75	12	6	**187**
Total	**13**	**63**	**66**	**53**	**209**	**116**	**32**	**552**
% of Total	**2.36%**	**11.41%**	**11.96%**	**9.60%**	**37.86%**	**21.01%**	**5.80%**	**100%**

Table 5 - Frequency of Use Socially - By age cohort

3.2.2 By Distance From Club

There is a thought that tyranny of distance from the Club may be a factor in why members do not socialise at CHCC. This may be because of the amount of travel time, drink driving legislation, or they prefer to socialise at a more local or preferred venue.

In **Error! Reference source not found.**, it shows that there may be a correlation between distance from the Club and social visits to the Club. If we compare respondents who live within 1km (130) with those who live more than 7km (122), they are a similar sample size. Analysing one against the other, it is evident that those who live within 1km frequent the Club much more often (in green), where those outside 7km frequent the Club much less (in red).

Distance	<1	<2	<3	<4	<5	<6	<7	7km+	Total
>Weekly	53.85%	7.69%	15.38%	7.69%	7.69%	0.00%	0.00%	7.69%	13
Weekly	39.68%	3.17%	9.52%	11.11%	14.29%	4.76%	3.17%	14.29%	63
Monthly	57.58%	3.03%	1.52%	18.18%	7.58%	1.52%	3.03%	7.58%	66
Quarterly	26.42%	13.21%	11.32%	9.43%	11.32%	3.77%	5.66%	18.87%	53
Rarely	14.35%	6.70%	8.61%	12.92%	17.22%	9.09%	5.26%	25.84%	209
Never	8.62%	8.62%	10.34%	13.79%	15.52%	5.17%	7.76%	30.17%	116
No Answer	18.75%	9.38%	15.63%	15.63%	9.38%	3.13%	3.13%	25.00%	32
Total	**130**	**39**	**50**	**73**	**78**	**32**	**28**	**122**	**552**

Table 6 - Frequency of Use Socially - By Distance

3.3 Factors affecting their decision to socialise at CHCC.

Members were asked to rate a range of factors which affect their decision, or choice of venue, to socialise. This enables us to get a better understanding of our members' needs and how we may address those needs.

In Table 7, it demonstrates that the key factors which most influence our members decision where to socialise is food quality (85.83%), staff service (75.05%), menu variety (74.17%) and ambience (61.4%).

On the other hand, the key factors which had the least influence was not knowing other members (68.62%), the distance the venue is from their home (62.43%) or whether the club is child friendly (51.47%).

Factors	Not Influential	Minor Influence	Neutral	Influential	Very Influential	Total
Time constraints	31.31%	14.68%	25.24%	18.40%	10.37%	511
	160	75	129	94	53	
Distance from home	50.10%	12.33%	14.07%	10.98%	12.52%	519
	260	64	73	57	65	
I have my own favourite venue.	34.17%	13.59%	33.40%	14.56%	4.27%	515
	176	70	172	75	22	
I don't know many members	55.36%	13.26%	23.00%	6.43%	1.95%	513
	284	68	118	33	10	
Ambience	10.92%	6.82%	20.86%	34.11%	27.29%	513
	56	35	107	175	140	
Menu Variety	6.80%	6.80%	12.23%	40.00%	34.17%	515
	35	35	63	206	176	
Quality of food offering	1.94%	3.11%	9.13%	48.16%	37.67%	515
	10	16	47	248	194	
Quantity of food for price	5.27%	7.03%	29.88%	40.43%	17.38%	512
	27	36	153	207	89	
Staff Service	4.26%	4.45%	16.25%	52.42%	22.63%	517
	22	23	84	271	117	
No entertainment	29.08%	13.56%	42.04%	11.59%	3.73%	509
	148	69	214	59	19	
Child Friendly	42.86%	8.61%	28.96%	14.68%	4.89%	511
	219	44	148	75	25	
Affordability	12.21%	14.92%	30.62%	34.50%	7.75%	516
	63	77	158	178	40	

Table 7 - Factors affecting decisions where members socialise

Despite members indicating above that distance from home doesn't influence their decision to socialise, in 3.2.2 it demonstrates that distance does have a bearing on how often a member uses the Clubhouse.

4 SOCIAL ACTIVITY

4.1 Growing our Social attendance

There is the challenge of attracting members into the Clubhouse to socialise more, whether it be for an afternoon beverage or for a meal. Many clubs have tried and tested promotions and activities to draw in patrons, some with success and some without. We asked members to consider an array of promotions/activities and whether they would likely attend the Club to support such events.

We have used the age cohort demographic to analyse each of these activities. From observations at other venues, each of these activities attract different age groups, e.g. bingo, poker nights, etc., and wanted to test whether these activities would be for everyone.

4.1.1 Badge Draw

Age Cohorts	1. Highly unlikely	2. Unlikely	3. Unsure	4. Likely	5. Definitely	Total
<18	0.19%	0.00%	0.19%	0.19%	0.19%	**0.77%**
18-20	0.19%	0.00%	0.19%	0.00%	0.00%	**0.39%**
21-25	0.19%	0.00%	0.00%	0.00%	0.39%	**0.58%**
26-30	0.00%	0.39%	0.00%	0.19%	0.58%	**1.16%**
31-40	0.58%	1.16%	2.12%	1.35%	0.77%	**5.97%**
41-50	1.54%	2.89%	3.08%	5.20%	0.77%	**13.49%**
51-60	2.89%	4.62%	4.24%	7.13%	1.93%	**20.81%**
61-70	2.50%	5.39%	5.59%	7.51%	1.16%	**22.16%**
71+	5.97%	10.60%	8.48%	8.29%	1.35%	**34.68%**
Total	**14.07%**	**25.05%**	**23.89%**	**29.87%**	**7.13%**	**100.00%**

Table 8 - Badge Draw Demand - By Age Cohort

Badge Draws are a popular activity in clubs to generate patronage. From experience, when jackpots are low this activity can be a loss-leader. On the flipside, when jackpots begin to climb to a larger amount, it is then that patronage increases, and the Club must capitalise on the higher foot traffic.

In Table 8, of the 519 who responded, more members said they would be unlikely to attend (39.12%) vs those likely to attend (37.00%). Of the 192 who said they were likely to attend, 37 members said they would definitely attend (7.13%) and 155 said they would likely attend (29.87%). Further analysis of those saying they would attend, 67 members (43.2%) said they currently rarely socialise at the club and another 33 (17.19%) said they never socialise.

4.1.2 Raffles

Age Cohorts	1. Highly unlikely	2. Unlikely	3. Unsure	4. Likely	5. Definitely	Total
<18	0.19%	0.00%	0.00%	0.39%	0.19%	**0.78%**
18-20	0.19%	0.00%	0.19%	0.00%	0.00%	**0.39%**
21-25	0.19%	0.00%	0.00%	0.00%	0.39%	**0.58%**
26-30	0.00%	0.39%	0.19%	0.39%	0.19%	**1.17%**
31-40	0.78%	1.55%	1.75%	0.97%	0.97%	**6.02%**
41-50	1.94%	3.50%	3.11%	4.27%	0.78%	**13.59%**
51-60	3.30%	5.24%	5.44%	5.24%	1.17%	**20.39%**

61-70	3.30%	6.02%	6.02%	6.02%	1.17%	**22.52%**
71+	6.60%	10.68%	8.74%	7.18%	1.36%	**34.56%**
Total	**16.50%**	**27.38%**	**25.44%**	**24.47%**	**6.21%**	**100.00%**

Table 9 - Raffles Demand - By Age Cohort

Observably, raffles are a traditional promotional activity which has lost its lustre somewhat over the decades and does not have the same attraction as other promotions. Raffles are designed as fundraisers for charities, schools, or local sporting organisations.

In Table 9, of the 515 who responded, 43.88% said they would be unlikely to attend, where 30.68% said they would be likely to attend. Further review of those who said they would attend, of the 206 members who rarely socialise at the Club, 57 (27.67%) said they would likely attend and 7 (3.40%) said they would definitely attend.

4.1.3 Trivia Evening

Age Cohort	1. Highly unlikely	2. Unlikely	3. Unsure	4. Likely	5. Definitely	Total
<18	0.20%	0.20%	0.00%	0.20%	0.20%	**0.78%**
18-20	0.20%	0.00%	0.00%	0.00%	0.20%	**0.39%**
21-25	0.20%	0.00%	0.20%	0.00%	0.20%	**0.59%**
26-30	0.00%	0.20%	0.20%	0.59%	0.20%	**1.17%**
31-40	1.37%	1.76%	1.17%	0.98%	0.78%	**6.05%**
41-50	1.95%	3.13%	3.91%	4.10%	0.59%	**13.67%**
51-60	3.32%	5.86%	3.71%	6.45%	1.56%	**20.90%**
61-70	4.30%	5.47%	4.49%	7.03%	0.98%	**22.27%**
71+	6.64%	10.35%	9.18%	7.23%	0.78%	**34.18%**
Total	**18.16%**	**26.95%**	**22.85%**	**26.56%**	**5.47%**	**100.00%**

Table 10 - Trivia Night demand - By Age Cohort

Similar to raffles, weekly trivia evenings have lost its appeal over the years. On the flip side, an annual event as a fundraiser will gain more traction and can still be quite successful.

The analysis in Table 10 provides similar results to the Raffles with 231 (45.12%) unlikely to attend, and 164 (32.03%) likely to attend. Further review of those who said they would attend, of the 204 members rarely socialising at the Club, 52 (27.67%) said they would likely attend and 8 (3.40%) said they would definitely attend.

4.1.4 Poker League Night

Age Cohort	1. Highly unlikely	2. Unlikely	3. Unsure	4. Likely	5. Definitely	Total
<18	0.58%	0.19%	0.00%	0.00%	0.00%	**0.78%**
18-20	0.00%	0.00%	0.19%	0.00%	0.19%	**0.39%**
21-25	0.00%	0.00%	0.39%	0.00%	0.19%	**0.58%**
26-30	0.00%	0.39%	0.19%	0.39%	0.19%	**1.17%**
31-40	2.14%	1.36%	1.75%	0.39%	0.19%	**5.84%**
41-50	3.70%	4.47%	3.50%	1.36%	0.58%	**13.62%**
51-60	7.00%	8.17%	3.31%	1.95%	0.39%	**20.82%**
61-70	9.53%	7.78%	2.72%	1.95%	0.19%	**22.18%**
71+	16.54%	12.84%	4.67%	0.39%	0.19%	**34.63%**

Grand Total	39.49%	35.21%	16.73%	6.42%	2.14%	100.00%

Table 11 - Poker Night Demand - By Age Cohort

The Poker League night is a promotional activity designed specifically towards attracting visitors who travel with a particular poker league. It was expected to receive a poor response from members as we are a golf-centric audience.

The results supported our expectation with only 44 (8.56%) of the 514 respondents supporting this event. 384 (74.70%) respondents said they would be unlikely to attend. This is a clear indication that poker nights are incongruous with the Club's culture.

4.1.5 Weekly Bingo

Age Cohort	1. Highly unlikely	2. Unlikely	3. Unsure	4. Likely	5. Definitely	Total
<18	0.59%	0.20%	0.00%	0.00%	0.00%	**0.78%**
18-20	0.20%	0.00%	0.20%	0.00%	0.00%	**0.39%**
21-25	0.20%	0.00%	0.00%	0.20%	0.20%	**0.59%**
26-30	0.20%	0.59%	0.00%	0.20%	0.20%	**1.17%**
31-40	2.94%	1.57%	0.98%	0.20%	0.20%	**5.87%**
41-50	3.72%	4.31%	3.52%	1.76%	0.20%	**13.50%**
51-60	8.22%	7.83%	2.54%	1.76%	0.39%	**20.74%**
61-70	8.02%	8.02%	3.91%	2.15%	0.00%	**22.11%**
71+	13.89%	10.37%	6.85%	3.13%	0.59%	**34.83%**
Total	**37.96%**	**32.88%**	**18.00%**	**9.39%**	**1.76%**	**100.00%**

Table 12 - Bingo Demand - By Age Cohort

Weekly Bingo is normally associated with midday activities down at the larger registered club, e.g. RSL. We expected a larger response from our social member audience.

All categories of membership demonstrated little interest in Bingo. Looking at Table 12 it shows that of all 511 responding to the question only 11.15% (57) would likely attend. Of the Social category, 14.46% of the respondents said they would likely attend vs 66.27% saying they wouldn't attend.

4.2 Growing our Social Membership

At CHCC we are governed by the number of social members we can elect to our membership. Our Constitution stipulates at least 50% of the membership must be voting. On 31 October 2023, we have 1,487 members of which 937 are voting and 550 as non-voting. This means that we may only admit another 386 social members at this point to ensure we do not breach the Constitution.

To change our Constitution to reflect the requirements of the Registered Clubs Act, that being at least 25% of members must be voting, we would require at least 75% of those voting members to vote in favour of a Special Resolution to change it. If passed, based on current membership numbers, the Club would be allowed to have 2,810 non-voting members.

In Table 13, those respondents in voting categories, 68.08% are in favour of increasing the capacity to bring in more social members. This, however, falls short of the minimum requirement to pass a Special Resolution of 75% in favour. In saying this, if the Special Resolution was put to the members at some point in time, we would be relying, at this stage, on more that 6.92% of the 17.14% who are "Unsure" to vote in favour of the resolution.

Categories	No	Unsure	Yes	Total
5 Day	25	35	80	140
6 Day	11	12	57	80
7 Day / Life	27	24	151	202
House	0	2	2	4
Total Voting	**63**	**73**	**290**	**426**
(%)	**14.79%**	**17.14%**	**68.08%**	**100.00%**
Cadet / Sub-Cadet	0	2	3	5
Other	0	0	2	2
Social Member	4	15	64	83
Young Adult	0	1	1	2
Total Non-Voting	**4**	**18**	**70**	**92**
Grand Total	**67**	**91**	**360**	**518**

Table 13 - Increasing Non-Voting Membership capacity - By Voting Categories

5 BEVERAGES

5.1 Beverage Menu

A conscientious effort continues to be made to deliver the beverage products to accommodate each members' desire. Of course, we cannot satisfy everyone's favourites, but we do believe we have a great range that we can provide an equivalent substitute should we not satisfy your first preference.

This question seeks to understand if our efforts are congruent with members' expectations or if we are failing to meet their needs.

Beverage Category	Very Poor	Poor	Neutral	Good	Very Good	Total
Tap Beer	1.21% 6	8.47% 42	29.84% 148	50.00% 248	10.48% 52	**496**
Packaged Beer	1.22% 6	5.30% 26	61.91% 304	27.70% 136	3.87% 19	**491**
Spirits	0.61% 3	3.45% 17	61.87% 305	31.03% 153	3.04% 15	**493**
Red Wine	2.41% 12	11.27% 56	54.93% 273	28.77% 143	2.62% 13	**497**
White Wine	2.39% 12	10.54% 53	57.65% 290	26.84% 135	2.58% 13	**503**
Ciders	0.61% 3	3.89% 19	82.00% 401	12.47% 61	1.02% 5	**489**
Soft Drink	0.40% 2	2.22% 11	56.57% 280	33.33% 165	7.47% 37	**495**

Table 14 - Beverage Menu Satisfaction

From the results, there are only a small portion of the respondents who are not satisfied with the menu selections.

It is not unexpected that the highest areas of dissatisfaction are with the wine selections. Due to the vast range of suppliers and each supplier then having a range of varietals, there are literally thousands of different products to select from, and every person would have their own favourites. There were a number of comments regarding a need for a selection of better quality wines – it may not be known that the current wine menu does have a "Premium Cellar Selection" on the menu which includes some of Penfolds and Henschke's finest wines. We also have Piper and Moet & Chandon as our premium selections in the sparkling/Champagne range.

The Club also recognises that not everyone is into the premium selection, and consequently, we have selected a range of wines at a variety of price points to meet as everyone's needs.

It may also not be known that the Club has a contractual agreement with Tooheys requiring us to mainly serve their tap beer products. This agreement helps us deliver quality products at competitive prices.

Cocktails and craft beers also received a few comments from respondents.

6 BISTRO

6.1 Usage

Members were asked if they have used the bistro in the past 3 months. It is our intention to understand what percentage of the membership support this facility, what influences people's decisions to use the bistro and gain feedback how we can shift attitudes towards the bistro.

Of the 502 people who responded to the question 281 members used the bistro in the last 3 months vs 221 who have not.

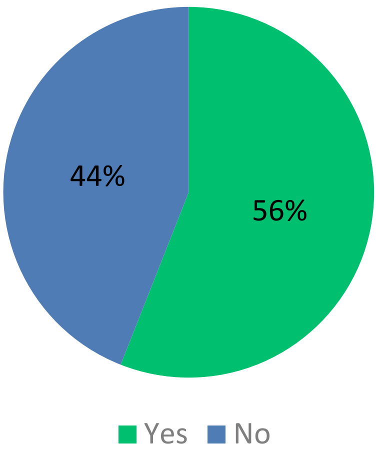

Figure 1 - Club Bistro Usage

We then asked members what influenced their decision to not eat at the Club's bistro. This was designed to give us an understanding of the reasons behind our members' decisions, and whether these decisions are for reasons within our control.

Reasons	Not Influential	Minor Influence	Neutral	Influential	Very Influential	Total
Time constraints (family/work/personal reasons).	38.54% 185	13.54% 65	24.58% 118	15.42% 74	7.92% 38	**480**
Distance from my home to CHCC	58.04% 278	10.65% 51	16.91% 81	9.39% 45	5.01% 24	**479**
The ambience of the venue	8.77% 42	12.11% 58	22.55% 108	33.82% 162	22.76% 109	**479**
The variety of menu selections	2.94% 14	9.01% 43	15.51% 74	46.75% 223	25.79% 123	**477**
Meals must be high quality	1.47% 7	3.36% 16	14.71% 70	51.26% 244	29.20% 139	**476**
Meals must be a good size and filling	4.59% 22	5.22% 25	35.70% 171	40.08% 192	14.41% 69	**479**
Delivery of Service by staff	4.18% 20	3.97% 19	27.41% 131	49.58% 237	14.85% 71	**478**
I need to be entertained	32.84%	13.05%	41.47%	10.53%	2.11%	

	156	62	197	50	10	**475**
The venue must be suitable for children	40.04% 191	9.64% 46	29.98% 143	14.47% 69	5.87% 28	**477**
Affordability	9.43% 45	11.95% 57	35.64% 170	36.69% 175	6.29% 30	**477**

Table 15 - Reasons for not eating at the Club's Bistro

In Table 15, the main influences on members' decisions to eat at the Club's bistro is ambience, menu variety, food quality and delivery of service. These are items within our control, and we can address. There is an opportunity to shift attitudes towards eating at CHCC.

With golf already taking 5 hours to warm up and play and knowing that lunch would naturally extend that time away, it could easily be presumed that time constraints would have a greater influence on the decision. Surprisingly, but pleasing, that items outside of our control, that being time constraints and distance from home, actually have a minor influence on the decision.

6.2 Bistro Offerings – Your Say

We highlighted the main elements of the bistro experience, and how each of them rates in their members' opinions. The first table considers all respondents, and the second table only considers the responses of those who have used the bistro in the last 3 months.

Elements	Unsatisfactory	Below Average	Average	Above Average	Outstanding	Total
Food Quality	8.39%	18.37%	57.60%	14.51%	1.13%	441
Presentation	3.86%	14.09%	64.77%	16.36%	0.91%	440
Value for money	5.01%	22.32%	61.73%	9.57%	1.37%	439
Menu options	12.53%	38.95%	43.05%	4.78%	0.68%	439
Food service	5.47%	13.21%	54.90%	24.60%	1.82%	439
Overall enjoyment	6.35%	23.81%	54.20%	14.06%	1.59%	441

Table 16 – Bistro experiences – All respondents

Elements	Unsatisfactory	Below Average	Average	Above Average	Outstanding	Total
Food Quality	6.12%	18.71%	54.32%	19.06%	1.80%	278
Presentation	2.88%	12.59%	62.59%	20.50%	1.44%	278
Value for money	4.33%	21.66%	60.29%	11.55%	2.17%	277
Menu options	11.83%	39.78%	41.94%	5.38%	1.08%	279
Food service	4.66%	11.11%	52.69%	28.67%	2.87%	279
Overall enjoyment	6.12%	18.71%	54.32%	19.06%	1.80%	279

Table 17 - Bistro experiences - Those who use bistro last 3 months

It appears that the overall experience is equally split. From those members who have used the bistro and have provided their review on their experiences, it stands out that the Club must reduce the swing towards sub-par food quality and menu options, and continue to build upon the favourable swing towards presentation and food service.

6.3 Bistro – Food Outlet

The difficulty in private golf clubs is that they must provide a wide range of different food services to its members and customers. They must flexible and versatile. Private clubs usually offer the following food outlets: bistro, dining, halfway house, snack menu, function centre and café, all of which are normally serviced from the one kitchen.

There is not always the demand for each food outlet, and these outlets typically, tend to operate during quiet times placing upward pressure on wages. Despite this, and most importantly, each food outlet is a member's service and there is an expectation that this service is available when each member visits the Club. This question investigates whether the Club is meeting the expectation and has the balance right.

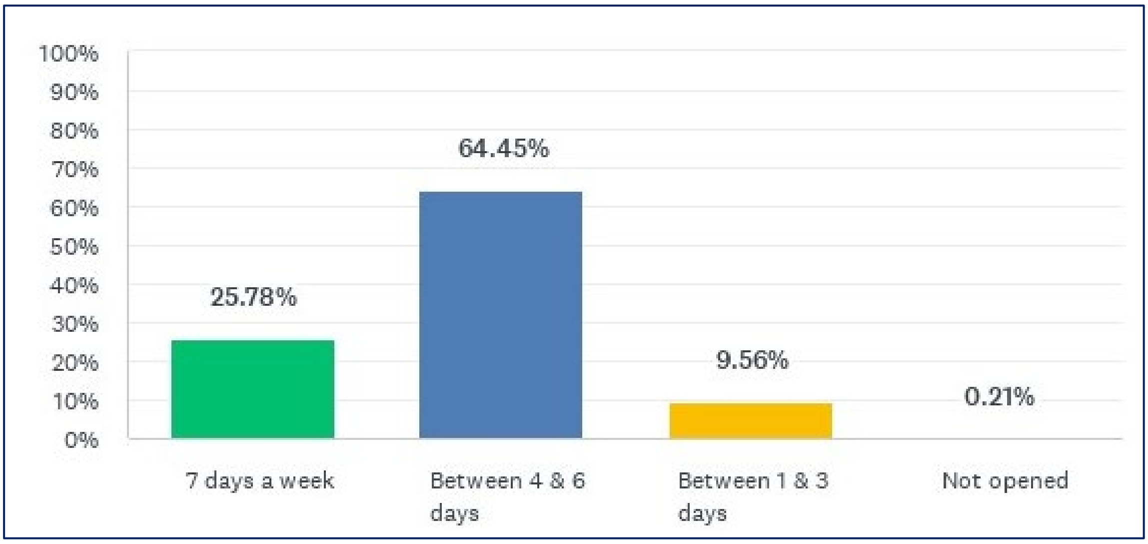

Figure 2 - Bistro - Days a week to be opened.

The bistro currently opens for 5 days a week from lunch time to late afternoon. This appears consistent with the majority of the respondents. It is interesting that there is more support for opening 7 days than there is for cutting back days.

6.4 What is important for you when ordering food?

People are overwhelmed by the many food outlet options to select from. Researching what criteria members base their final decision on will enable the Club to realign our focus towards meeting the members' needs.

Members were asked to rank a range of influences/criteria from lowest to highest priority. Giving a weighting of 1 for the Lowest Priority and 7 for the Highest Priority, we were able to calculate a total score for each criteria. The black number in Table 18 represents the total responses for that ranked that particular criteria/priority, and the red number is the calculated weighted score.

In Table 18, the respondents ranked the criteria in the following order:

1. Fast Service (Lowest Priority)
2. Quantity of Food (must be filling)
3. Healthy Options

4. Price
5. Variety
6. Quality/Presentation
7. Friendly & Polite Service (Highest Priority)

Criteria	1 Lowest Priority	2	3	4	5	6	7 Highest Priority	Total
Price	45 45	54 108	60 180	54 216	59 295	32 192	27 189	331 1,225
Fast Service	45 45	51 102	51 153	69 276	32 160	21 126	7 49	276 911
Quality / Presentation	6 6	7 14	26 78	34 136	68 340	59 354	102 714	302 1,642
Quantity (must be filling)	53 53	67 134	51 153	55 220	39 195	33 198	15 105	313 1,058
Healthy options	76 76	50 100	54 162	60 240	37 185	40 240	21 147	338 1,150
Variety	13 13	30 60	39 117	65 260	61 305	84 504	47 329	339 1,588
Friendly & polite service	21 21	39 78	61 183	68 272	91 455	74 444	62 434	416 1,887

Table 18 - Food outlets - What influences your decision?

7 FRIDAY & SATURDAY NIGHT DINING

7.1 Attendances

Members were asked if they attended Friday or Saturday Night Dining in the past 3 months. It is our intention to understand what percentage of the membership support this offering, what influences people's decisions to attend and gain feedback how we can shift attitudes towards this offering.

Of the 484 people who responded to the question, 112 members had attended dining and 372 had not attended.

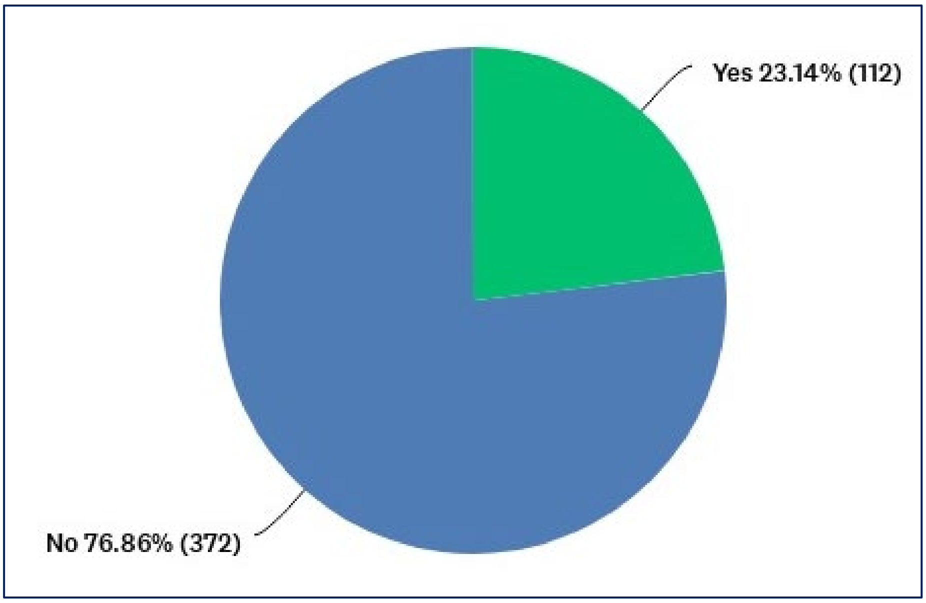

Table 19 - Members attending Friday or Saturday Night Dining in past 3 months

7.2 Food Offerings

Although all respondents were asked to rate the offerings from the Friday & Saturday Night dining, only those who have attended would be able to provide feedback about the Food Quality, Presentation, Value for Money, Food Service and Overall Enjoyment.

Elements	Very poor	Poor	Neutral	Good	Very Good	Total
Food Quality	2 1.82%	24 21.82%	31 28.18%	48 43.64%	5 4.55%	110 100.00%
Presentation	1 0.91%	7 6.36%	47 42.73%	48 43.64%	7 6.36%	110 100.00%
Value for Money	0 0.00%	19 17.27%	47 42.73%	38 34.55%	6 5.45%	110 100.00%
Food Service	2 1.83%	10 9.17%	34 31.19%	55 50.46%	8 7.34%	109 100.00%
Overall Enjoyment	3 2.75%	13 11.93%	50 45.87%	34 31.19%	9 8.26%	109 100.00%

Table 20 - Friday & Saturday Night Dining Offerings - Your View

In Table 20, the data suggests that the dining experience is quite divided, and an opportunity exists for growth. It is positive is that the largest swing is towards the good for all elements, however, there is still a portion of the membership who are not satisfied. Where elements do not meet the standard or members are dissatisfied, the word-of-mouth will detract from our objective of promoting and growing our dining events.

7.3 Influencing factors within our control.

We then asked members to rank those elements which may influence their decision to not attend. We listed elements which were within our control to get an understanding of the major issues why only 23.14% of the membership attended in the past 3 months.

Elements	1. Least Influential	2	3	4	5	6	7. Most Influential	Total
Prices are too high	79	35	47	38	21	13	9	242
	79	70	141	152	105	78	63	688
Food quality/presentation is sub-standard	6	38	37	47	39	35	54	256
	6	76	111	188	195	210	378	1,164
Menu selections do not interest me	10	29	50	38	47	48	49	271
	10	58	150	152	235	288	343	1,236
Service levels are substandard	41	44	54	51	30	17	3	240
	41	88	162	204	150	102	21	768
The ambience is lacking	29	36	38	39	53	55	73	323
	29	72	114	156	265	330	511	1,477

Table 21 - Friday & Saturday Night Dining - Influencing Factors for not attending – Rankings

Giving a weighting of 1 for the Lowest Least Influential and 7 for the Most Influential, we were able to calculate a total score for each criterion. The black number in Table 18 represents the total responses for that criteria/priority, and the red number is the calculated weighted score.

In Table 18, the respondents ranked the criteria in the following order:

1. Prices are too high (Least Influential)
2. Service levels are sub-standard.
3. Food quality/presentation is sub-standard.
4. Menu Selections do not interest me.
5. The ambience is lacking (Most influential)

It has been observed that the ambience of the venue is a contributing factor for members not attending the Club. Immediate improvements have been implemented to reduce this influencer, such as the refurbishments, new furniture and entertainment.

7.4 Influencing factors – Distance from Club.

With the hundreds of restaurants throughout Sydney, we are so spoilt for choice. There is an assumption that members who live further from the Club are highly unlikely to drive past their local restaurants and clubs to dine at CHCC. To allay our concerns, we asked members their attitudes to travelling to dine.

With CHCC in mind, the following analysis looks at the distance members live from the Club and how far they are willing to travel to come to dinner. When answering this question we accept that members may have responded with the thought of how far they would travel to a restaurant or a club with a certain reputation, e.g. a member may drive 20km for a hatted restaurant experience, but not necessarily for good cuisine at a lesser known restaurant.

From the table below, it would suggest that if there is a great food experience at CHCC, those respondents highlighted in green would be prepared to travel to CHCC. This equates to 365 of the 477 respondents (76.52%). Those respondents highlighted prefer to stay local and may travel to CHCC, but it is close to their normal travel limit for dining – 60 out of 477 (12.58%). Those highlighted in red are highly unlikely to travel to CHCC as the Club is further than their preferred travel distance to dine – 52 out of 477 (10.90%).

Distance from CHCC	< 5km	5-10km	10-20km	> 20km	Total
<1	52	41	15	9	117
<2	6	13	12	1	32
<3	5	22	7	6	40
<4	5	37	18	6	66
<5	6	40	19	4	69
<6	3	15	11	1	30
<7	2	8	7	7	24
7km+	8	39	37	15	99
Total	**87**	**215**	**126**	**49**	**477**

Table 22 - Travelling to CHCC for Dining

7.5 Influencing factors – Preferred Dining Style for CHCC.

There is not one dining style which suits all members. Members were asked what their preferred dining style would be for the Club.

Dining Style	1. Least Preferred	2	3	4	5. Most Preferred	Total
Fine Dining	6	9	00	9	47	361
	66	98	300	396	235	1095
Family / Casual Dining	3	8	47	95	258	411
	3	16	141	380	1290	1830
Cafe / Bistro	7	37	118	150	70	382
	7	74	354	600	350	1385
Buffet	92	147	59	31	11	340
	92	294	177	124	55	742
Fast Food	195	109	54	12	3	373
	195	218	162	48	15	638

Table 23 - Members Preferred Dining Style – Ranked

Giving a weighting of 1 for the Lowest Least Preferred and 5 for the Most Preferred, we were able to calculate a weighted total score for each dining style. The black number in Table 23 represents the total responses for that dining style and its preference, and the red number is the calculated weighted score.

Based on this, respondents preferred dining style is as follows:

1. Fast Food (Least Preferred)
2. Buffet
3. Fine Dining
4. Café/Bistro
5. Casual Dining (Most Preferred)

The next question seeks to understand where members prefer to dine. This builds on the previous question as we seek to identify if a correlation exists between where they want to go and what the Club is offering.

Dining Outlet	1. Least Frequented	2	3	4	5	6. Most Frequented	Total
Destination/city restaurant	74	58	53	55	52	43	335
	74	116	159	220	260	258	1087
Suburban restaurant	8	18	29	60	96	201	412
	8	36	87	240	480	1,206	2057
Local Club (inc. CHCC)	50	75	73	61	72	30	361
	50	150	219	244	360	180	1203
Hotel/Pub Dining	18	54	87	90	62	30	341
	18	108	261	360	310	180	1237
Cafe	18	81	81	83	58	24	345
	18	162	243	332	290	144	1189
Fast Food	192	70	40	16	9	10	337
	192	140	120	64	45	60	621

Table 24 - Where do members most often dine?

Giving a weighting of 1 for the type of outlets Least Frequented and a 6 for the Most Frequented, we were able to calculate a weighted total score for each type of dining outlet. The black number in Table 24 represents the total responses for that dining outlet and frequency, and the red number is the calculated weighted score.

Based on this, the frequency of members dining at a particular outlet style is as follows:

1. Fast Food (Least Frequented)
2. Café
3. Destination/city restaurant
4. Local Club (inc CHCC)
5. Hotel/Pub Dining
6. Suburban Restaurant (Most Frequented)

Most suburban restaurants do provide a casual dining style, however these are normally attached to a particular type of cuisine. Similarly, the hotel/pub dining provides a similar casual dining style, but the menus are more consistent with 'pub grub' bistro style selections.

8 PRO SHOP - HALFWAY

8.1 How often buy food from halfway?

Following the closing of the Sprig Bar, the Club has provided food options in the Pro Shop, as well as cooking a BBQ on other certain competition days. This question seeks to understand how many members purchase food at halfway.

By Category	All the time	Most of the time	50% of the time	Not often	Never	Grand Total
5 Day	5.51%	5.01%	5.51%	12.03%	3.76%	**31.83%**
6 Day	1.25%	3.01%	2.76%	8.27%	3.51%	**18.80%**
7 Day / Life	9.02%	9.02%	8.77%	14.04%	5.76%	**46.62%**
Cadet / Sub-Cadet	0.50%	0.50%	0.00%	0.25%	0.00%	**1.25%**
House	0.00%	0.00%	0.00%	0.25%	0.25%	**0.50%**
Other	0.00%	0.00%	0.50%	0.00%	0.00%	**0.50%**
Young Adult	0.00%	0.00%	0.25%	0.25%	0.00%	**0.50%**
Grand Total	**16.29%**	**17.54%**	**17.79%**	**35.09%**	**13.28%**	**100.00%**

Table 25 - How often members buy from halfway - by category.

This question only relates to golfing members; therefore, an analysis was conducted by using the category filter to avoid influence from non-golfing members' responses.

Of the 399 responses counting towards the analysis, there is a larger portion (48.37%) who rarely, or never, purchase food from the halfway house. In comparison, 33.83% buy food all, or most of the time, when they are playing.

Members were asked to comment as to why they do not purchase food at the halfway point of their round. There were 248 comments which were categorised into topics and tabulated. The top 5 topics which were presented were as follows:

1. *Food is low in quality – 33 comments*
2. *The options are limited – 28 comments*
3. *Preferred the previous Sprig Bar - 17 comments*
4. *Don't eat during the round – 16 comments*
5. *No Healthy Options – 11 comments*

9 FUNCTIONS AND EVENTS

9.1 Attendance

Members were asked if they had attended a range of different type of events in the past 12 months and how was their experience at that event. Social events were categorised in four categories:

- Sporting event with golf – this is where there is a golf element to the day followed by a social event. This includes events such as Masters Monday or Melbourne Cup Day.
- Sporting Event no golf – this is a function centred around a sporting event. This includes State of Origin or a Sportsman Lunch.
- Special Occasion event – this is a function based around a particular date or significant event. This includes Mother's Day, Valentines Day or Xmas Party.

Type of Event	0. No	1. Yes - Unsatisfactory	2. Yes - Average	3. Yes - Good	4. Yes - Great	Total
Sporting event (with golf)	191	9	43	86	24	353
	0	9	86	258	96	449
Sporting event (no golf)	244	6	24	21	8	303
	0	6	48	63	32	149
Special Occasion event	178	13	47	66	22	326
	0	13	94	198	88	393
Other Club events	208	6	48	44	10	316
	0	6	96	132	40	274

Table 26 - Attendance & Experience

Giving a weighting of 0 for those who did not attend any events, and then a score from 1 being Unsatisfactory through to 4 being great, we were able to calculate a weighted total score for each event type. The black number in Table 26 represents the total responses for that type of event, if they attended and their experience, and the red number is the calculated weighted score.

In Table 26, it shows that, across the range, those attending events mostly have a good or a great time. On the surface, those sporting events with a golf element scored well, where there is a rise in dissatisfaction in those attending Special Occasion events which must be addressed.

9.2 Members Preferred Events

When posing this question, it was considered the wide range of events that the Club could possibly host and whether there was a demand for that type of event. This is critical when preparing the Annual Member Events' calendar for the following year. Understanding what attracts members and what works will allow each future event the best chance of being successful.

The range of events listed for rating are as follows:

- Sporting event (with golf) – this is where there is a golf element to the day followed by a social event. This includes events such as Masters Monday or Melbourne Cup Day.
- Sporting Event (no golf) – this is a function centred around a sporting event. This includes State of Origin or Grand Final Day.
- Themed Dinners – this event is centred around a particular theme and cuisine. This includes an Italian Night, Spanish night, etc.

- Special Occasion event – this is a function based around a particular date or significant event. This includes Mother's Day, Valentines Day or Xmas Dinner.
- Formal Dinners – these events are typically more refined events where cocktail dress is expected. This includes Degustation Nights, a Ball, etc.
- Novelty Events – these events have a fun activity assigned to the evening. This includes Trivia Night, Long Drive BBQ, etc.
- Outdoor Events – these events are set up outside of the Clubhouse in open air or tented space. This includes music concerts, garden party, etc.
- Kids Xmas Party – this event is held annually and is available to members children and grandchildren.

Range of Events	1 - No interest	2 – Likely not attend	3 - Undecided	4 – Likely attend	5 – Will attend	Total
Sporting Events (with golf)	56	85	106	143	41	431
	56	170	318	572	205	1321
Sporting Events (no golf)	100	103	111	101	13	428
	100	206	333	404	65	1108
Themed Dinners	43	58	110	188	37	436
	43	116	330	752	185	1426
Special Occasion Event	58	117	130	113	13	431
	58	234	390	452	65	1199
Formal Dinners	64	88	117	139	24	432
	64	176	351	556	120	1267
Novelty Event	71	66	128	139	24	428
	71	132	384	556	120	1263
Outdoor Events	51	55	106	180	46	438
	51	110	318	720	230	1429
Kids Xmas Party	168	86	79	68	32	433
	168	172	237	272	160	1009

Table 27 - Range of Events - Interest?

Giving a weighting of 1 for those have no interest in attending the type of event, through to 5 for those who will attend, we were able to calculate a weighted total score for each event type. The black number in Table 27 represents the total responses for that type of event and their interest in attending, and the red number is the calculated weighted score.

Of between 428 and 438 responses to the range of events, Table 27 indicates that the most popular type of event members are interested in attending is Outdoor events, closely followed by Themed Dinners. Also scoring well was those Sporting events (with Golf). These are highlighted in green above.

Highlighted in orange, the event scoring the lowest total was the Kids Xmas Party, with also a high level of non-interest for Sporting events with no golf element.

10 COMMUNICATION

10.1 Communication Channels

An important part of the success of any event is how well it is communicated to members. Given the wide range of ages of members, it can be fair to assume the Baby Boomers may prefer a different type of communication channel to the Millennial. This question seeks to find common ground and what is most effective form of communication of the available channels to CHCC.

Communication Channels	1. Ineffective	2	3, Neutral	4	5. Most Effective	Total
Email Newsletter (Electronic Digital Mail)	4	6	28	71	347	456
	4	12	84	284	1,735	2,119
SMS Notification	28	13	100	144	134	419
	28	26	300	576	670	1,600
Publish on Website	88	54	136	91	36	405
	88	108	408	364	180	1,148
Social Media - Facebook, Instagram, etc.	129	60	122	57	44	412
	129	120	366	228	220	1,063
Pop-up message in MiClub	159	52	142	41	12	406
	159	104	426	164	60	913
Posters/Flyers throughout the Club	77	58	134	108	31	408
	77	116	402	432	155	1,182
Announcements at the Club	91	63	171	64	21	410
	91	126	513	256	105	1,091
Word of Mouth	91	50	159	78	31	409
	91	100	477	312	155	1,135
Postal mail	235	51	91	13	15	405
	235	102	273	52	75	737

Table 28 - Preferred Communication Channel

Giving a weighting of 1 for those who feel the communication channel is ineffective, through to 5 for those who feel that channel is most effective, we were able to calculate a weighted total score for each communication channel. The black number in Table 28 represents the total responses for that communication channel and its effectiveness, and the red number is the calculated weighted score.

The Club currently uses emails to communicate messages. Of the 456 respondents to this question, an overwhelming majority 76% feel this is the most effective measure. Members also rated SMS notification as an effective measure. These are highlighted in green.

On the contrary, the old postal mail was deemed to be the most ineffective, closely followed by a pop-up message through the golf software.

11 COMMENTS

11.1 Themes

Members were given the opportunity to provide any final comments to assist our Food & Beverage operation. The responses were vetted and any comments that were not suitable for publication were removed. Each comment was categorised and tabulated below.

Category	Count of Comment
Ambience	41
Sprig Bar & Halfway Options	36
Food Options	24
Outsourcing	21
Quality	18
General	14
Trading Hours	14
Promotion	9
Social Club	8
Coffee	7
Service	4
Staff	4
Grand Total	**200**

11.1.1 Ambience

Ambience drew the most comments. Most comments simply stated that the 'ambience was lacking'. When digging a little deeper through the comments, it appears the ambience was lacking due to a feeling of emptiness, the seating and table arrangements, a 'bingo hall' layout, and just a better use of the space.

11.1.2 Spring Bar and Halfway

This category drew the second most comments. Most comments simply stated, 'bring back the Sprig Bar'. In addition to these comments, several members cited their dissatisfaction with the food offerings at the Golf Shop in comparison to the Sprig Bar, the convenience of the Sprig Bar and how they enjoy sitting in this area. The Chicken Burger also got four mentions.

11.1.3 Food Options

Most comments relating to Food Options was about a lack of variety, a range of cuisines, healthier and fresh options.

11.1.4 Outsourcing

There were 8 comments about introducing Asian contractors, another 2 suggesting a Club/Pub option, and 1 other supporting a higher level of dining experience. There was reference to the old 'Ginnivans' restaurant in a couple members comments, and how some members believe this is the better option. In making a decision to outsource, there are pros, including passing responsibility to a contracted party, and cons, including relinquishing control and influence over the leased operation.

11.1.5 Quality

Of the comments made regarding quality the underlying theme was a lack of freshness and prepared foods, and a sense of frozen food or pre-packaged.

11.1.6 General

This is a catch-all category for those comments which did not specifically sit in another category. Comments in this area include: need for a new lift, Hot & Cold cabinets in main bar, herb gardens, food & drink cart on-course, and competitive pricing.

11.1.7 Trading hours

This category included comments regarding opening for breakfast, later in the evening and on days normally closed for bistro meals.

11.2 Where to from here – response to themes?

11.2.1 Ambience

The Club has made headway in respect to improving the overall ambience of the Club. This involves the recent clubhouse refurbishment, including new members' bar, furniture and members' balcony. Other smaller strategies include the introduction of entertainment on nominated Fridays and Sundays.

The Strategic Plan will continue to address ambience through development of the Clubhouse Master Plan, which will incorporate interior upgrades, clubhouse layout to maximise function and kitchen facilities.

11.2.2 Spring Bar and Halfway

The future of the Sprig Bar as a halfway facility will be reviewed as part of the Clubhouse Master Plan.

The Board will continue to review the feasibility of re-opening the Sprig Bar as a halfway facility, but on a more commercially viable basis. In the interim, the Club has introduced a BBQ offering on busier golf days, and we will continue to provide sandwich, hot food and beverage offerings from the Golf Shop.

11.2.3 Food Options & Quality

The purpose of this survey is to gain meaningful feedback from the membership to the Food & Beverage Advisory Group, so that they gain a better understanding of the members' perspective. This group will then deliver this feedback to the Club management, so that this feedback can be considered when developing menus, the quality of each dish and meal presentation.

The Food & Beverage Advisory group will, from time-to-time, survey diners to gauge whether there are improvements in variety, food quality, presentation and service delivery.

11.2.4 Outsourcing

The Food & Beverage Advisory group acknowledge the comments. Any consideration of outsourcing, or introducing other cuisines, would be a decision of Board and management.

11.2.5 Trading hours

Trading hours are continually reviewed and if commercially feasible, times will be adjusted to meet demand.

12 CONCLUSION

The Food & Beverage Survey provided some great insights into the Club's membership and how they connect with our Food & Beverage offering. This information is critical in the formulation of Food & Beverage action plans as part of our Strategic Planning process.

The Food & Beverage Advisory Group, who were formed to review this part of operations, can refer to the data collected within this report to support their decision-making process. This will ensure their input is aligned with the majority of the members, and that any objective formulated has the best chance of success. This information provided is real and credible and represents a sizeable cross-section of members.