



# CLUB HOST

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# BE THE BEST

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### Acknowledgements

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## Welcome from the RFU

**NatWest RugbyForce**, now in its third year, has already helped hundreds of rugby clubs to become more welcoming and sustainable. With Rugby World Cup 2015 a once in a lifetime opportunity for our sport, NatWest RugbyForce 2015 will ensure that clubs across the country are the place to watch England take on the world.

Attracting new club members and becoming stronger and more sustainable for the future will see our clubs reap great benefits from the world tournament. NatWest RugbyForce will be a significant part of this and the programme is bigger and better than ever this year.

So good luck, enjoy the workshops and the chance to welcome many new members to everything that your club and our sport has to offer.

**Steve Grainger**  
RFU Rugby Development Director

## Welcome from the NatWest RugbyForce Team

**NatWest RugbyForce** is all about helping clubs make improvements off the field to give players, supporters and local communities more than just a place to play and watch the game they love. Rugby Clubs form the heart and soul of community life and at NatWest, we want to support what is important to your community and ensure we all remember what makes our game great.

In 2015 there will be a huge focus on making sure your club is geared up to host a hoard of hundreds, as England do battle in the most prestigious rugby tournament on the planet. England need all of your support, so this year NatWest RugbyForce will help your club get ready to be the place people come to watch our boys in action.

Log on to [www.facebook.com/natwestrugby](http://www.facebook.com/natwestrugby) to share how your club will be setting up for the big games.

Lastly, the very best of luck with your RugbyForce weekend on 27/28 June!

**NatWest RugbyForce Team**



## Introduction

Thank you for attending this session on helping your club to be a great host.

This year England will host the Rugby World Cup for the first time in 24 years. During the six week tournament, the profile of the game in England will be the highest it has ever been. 48 matches will be played. An estimated 400,000 people will visit from outside the UK. There will be an estimated viewing audience of over 16 million in the UK and 4.2 billion worldwide.

Rugby clubs have a fantastic opportunity to showcase themselves to their members and the general public.

The aim of this session is to help rugby clubs to be where **more people** want to spend **more time** before, during and after the tournament:

- Playing rugby
- Supporting rugby
- Participating in rugby as volunteers
- Socialising with rugby friends.

Rugby has a proud tradition of hospitality to visitors including those from all over the world or just down the road. However, sometimes we think of the people who visit our clubs as 'opponents' rather than guests.

**This workshop is about helping clubs be the best hosts they can be.**

By the end of this session you will have...

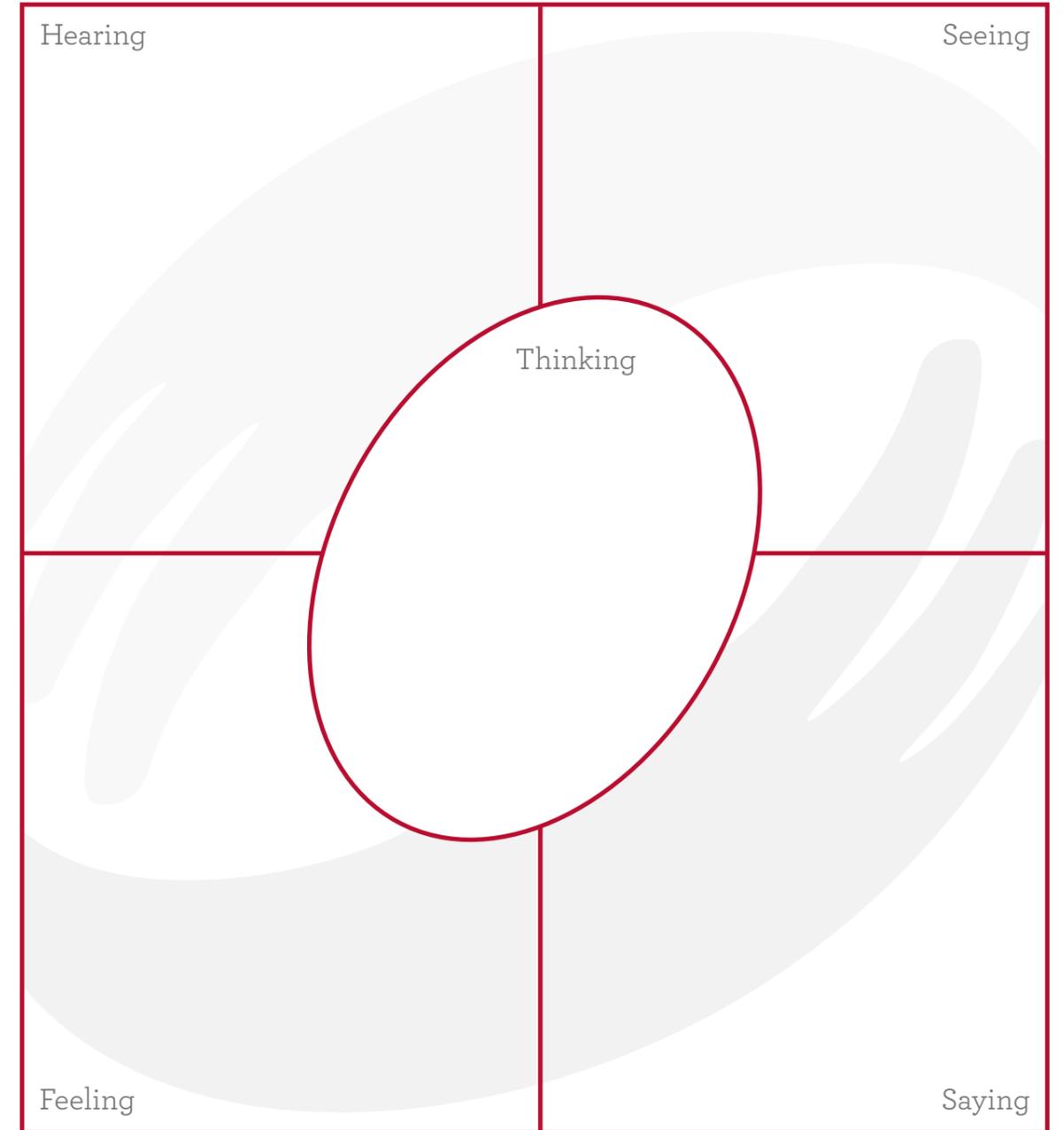
- Shared best practice for being a great host club
- Reviewed *your* guests' experience
- Identified an immediate action to improve your hosting



**RUGBY CLUBS HAVE A FANTASTIC OPPORTUNITY TO SHOWCASE THEMSELVES TO THEIR MEMBERS AND THE GENERAL PUBLIC**

## Be my guest

Think of a time when you had a great host at a rugby club. What made that person a great host?





## Being a good host

Here are a few simple principles to being a good host...

- 1. Make a great first impression.** Getting your invitation right is a good start: timing, direction, dress code, contact details etc. Make sure you are easy to find to minimise the stress of travel. Greet your guests warmly as soon as they arrive and tell them the important things (where the toilets are, who to speak to if they need anything, etc).
- 2. Ensure your facility is as clean and pleasant as possible.** After a journey, there's nothing like stepping into a host's inviting club. You may not mind spit and sawdust, but that's no way to treat your guests. Obviously, there are limitations to what you can do with the building your club operates in, but it is always possible to make your space clean and inviting.
- 3. Provide refreshments.** Preparing food and drink for your guests is an ancient rite of hospitality. Make sure there are plenty of refreshments to suit the tastes of your guests (at a reasonable price where applicable). Think about the quality of the food/beverage and the service.

- 4. Plan interesting activities for your guest.** You want your guest to have a memorable visit and the best possible time while they are with you. Think about the activities that will particularly appeal to your guests and their interests. Provide the enthusiasm and everything else they need to really enjoy themselves.
- 5. Never act imposed upon.** Every guest worries a bit that they are imposing on you. Always act as though you could not be more pleased that your guest is with you. You shouldn't have to fake such a sentiment; while you may experience moments of annoyance, keep in mind that you are the ambassador for your club and for rugby. Your guest will want to return if you have the right attitude to being a great host.
- 6. Be inclusive.** Every guest is special. Some may come from different cultures or backgrounds or have special needs, for example: special diet, religious requirements, accessibility, etc. A great host will cater for all their guests and make everyone feel part of the club.



## Rugby traditions

The traditions of rugby make our game unique. They make rugby special and differentiate our game from other sports. They are part of rugby's attraction for new recruits and part of the fun that retains players, coaches, volunteers and referees.

If we want to keep them on board, everyone involved in rugby needs to educate and encourage those

uninitiated to embrace our traditions. We must also politely educate others if their behaviour is contrary to the values of the game, for example not respecting the referee and opposition or those with disabilities or from other backgrounds.

### Some examples of rugby traditions include:

- |  |  |
|--|--|
| <input type="checkbox"/> Shaking hands with the other captain before kick off                                      | <input type="checkbox"/> Club motto  |
| <input type="checkbox"/> Clapping players off the pitch  | <input type="checkbox"/> Prize giving – both serious and not!                                      |
| <input type="checkbox"/> Buying your opposite number a drink   | <input type="checkbox"/> Player of the match (for both home and away teams)                        |
| <input type="checkbox"/> Eating with your opposite number  | <input type="checkbox"/> Pennants/shields/friendship mugs for away clubs                           |
| <input type="checkbox"/> Swapping shirts   | <input type="checkbox"/> Speeches by team captains   |
| <input type="checkbox"/> Thanking the referee and calling him or her sir or ma'am                                  | <input type="checkbox"/> Toasts e.g. taking a drink with new members                               |
| <input type="checkbox"/> Buying the referee a drink and talking politely to them after the game.                   | <input type="checkbox"/> Awarding caps for new players and those passing milestones like 50 games. |
| <input type="checkbox"/> Taking a team photo - both serious and not!   | <input type="checkbox"/> 1st XV colours  |
| <input type="checkbox"/> Thanking volunteers e.g. saying thanks to the coach or giving flowers to the team manager | <input type="checkbox"/> Responsible bar games like heads and tails, yard of ale, boat races       |
| <input type="checkbox"/> Giving people nicknames or tour names   | <input type="checkbox"/> Team uniform  |
| <input type="checkbox"/> Amusing but acceptable programme notes about players                                      | <input type="checkbox"/> Singing   |
| <input type="checkbox"/> Club branding and clothing  | <input type="checkbox"/> Fines and/or kangaroo court   |
| <input type="checkbox"/> Club mascot   | <input type="checkbox"/> Fancy dress   |
|  | <input type="checkbox"/> Codes of conduct  |

## Your club traditions

Think about your club past, present and future. What traditions do you value? What new traditions do you want to create?

## Attitude

- Friendly players, supporters and volunteers
- Geared towards families
- Meet & greet
- Designated contact to answer questions
- Clear and useful information about club
- Socialise freely for a significant time (home and away)
- Live rugby values: teamwork, respect, enjoyment, discipline & sportsmanship
- Challenge poor discipline by players or others
- Uphold rugby traditions
- Camaraderie and banter
- Fairness
- Cost appropriate
- Appropriate and inclusive language (no swearing or jargon)

## Facilities

- Ample parking
- Warm, welcoming and clean clubhouse
- Tidy and spacious changing rooms
- Clean toilets
- Warm showers
- Quality pitch close to clubhouse, well marked
- Club memorabilia
- Risks assessed and managed
- Maintenance tasks complete
- Secure
- Appropriate TV/music

## Organisation

- Up to date website
- Clear directions
- Confirmed arrangements
- Flexibility on arrangements if there are problems
- No mismatch
- Social activities
- Food & drink
- Special touches: welcome board, flowers, awards etc.

## Your guests' experience

Tick the box closest to the experience your guests had last weekend... Be honest! This is for you to reflect and improve.

Welcomed	<input type="checkbox"/>	Alienated							
Sociable	<input type="checkbox"/>	Dull							
'Real' rugby club	<input type="checkbox"/>	Could be anywhere							
Refreshed	<input type="checkbox"/>	Hungry/thirsty							
Comfortable facility	<input type="checkbox"/>	Poor quality facility							
Organised	<input type="checkbox"/>	Shambolic							

## How family friendly is your club?

More players, more revenue... just two of the benefits of being family friendly. The phrase is used as shorthand for a venue in which children and their families feel comfortable and welcomed. This friendliness will be demonstrated in the physical space and its facilities and activities, and in the attitude of the staff and volunteers. How would your club rate if we sent an undercover agent along? Take our test and find out...

### Access

- Is your club well sign-posted externally?
- Is there parking on site? For disabled badge holders? For parents with babies?
- Does public transport stop near your club?
- Is the exterior welcoming? E.g. flowers, plants, litter free
- Is the smoking area clean and away from children?
- Is the access to your club suitable for pushchairs and wheelchairs?
- Is there space to move a push chair around?
- Is your club well sign-posted internally?

### Welcome

- How do people know what is going on in your club?
- How are new people greeted?
- Do you target pre-event publicity towards families?
- Do non-rugby playing partners feel welcome?
- Do you have a parent and toddler group for families connected to the club?
- Have you trained your staff and volunteers to contribute to the family friendly approach?
- Is the notice board well laid out, attractive and up to date?
- Are there photos of key personnel?
- Is the club clean?
- Does your club have nappy changing facilities (that can be used by parents/guardians of either gender)? e.g. [www.magrinichildcare.co.uk](http://www.magrinichildcare.co.uk)
- Are there vending machines for feminine hygiene, condoms etc.

### Activities

- Are there places to sit comfortably?
- Are there activities to suit different ages of children?
- Do you offer family deals?
- Are your events timed to be family friendly?
- What activities do you have for non-rugby playing family members?
- Do you have a kit exchange?
- Do you have a toy library?
- Are there newspapers/magazines?

### Food & Drink

- Does your club have a room available for baby feeding (not in the toilets)?
- Does your club offer catering for families (children's drinks, fruit, tuck shop, etc.)?
- Do you have bottle warming facilities?
- Does your club offer affordable items for children?
- Are there low level tables and chairs?
- Is the bar clean? (including drip trays and bar towels)
- How good is the range of food and drinks including wine, tea and coffee? (How do you compare to Starbucks?)

### Policies

- How do you cope with lost children and lost property?
- Has your risk assessment considered hazards to young children (choking, finger traps, sharp edges, etc.)?
- Is the culture of your club family friendly e.g. appropriate language around children?
- Do you get feedback from families about your club?
- How does everyone know about your welfare officer and policy?

### Toilets

- Are the toilets for visitors kept clean? Is there soap, loo roll, towels, air freshener, flowers (real or artificial) etc.?
- Are the toilets in good repair? (locks, seats, hooks, flush, plugs, etc.)
- Does your club have easily accessible lavatory facilities?



England  
Rugby



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**Supporting your club & community**

## What customers want

Thinking with your customer hat on, consider the following two questions: first, what companies do you do business with or buy from *specifically* because of the exceptional customer service they provide? Second, what companies have you *stopped* buying from and refused to do business with because of the awful customer service you've experienced?

I bet you found the second question easier to answer. When you think of those companies that you buy from strictly because of the great service – because they go above and beyond – you can probably think of one or two, but it's a rarity for most. But the other question, naming those you've stopped buying from, that's much easier isn't it? Maybe the electrical repair people who want you to stay in all day to await their engineer, the bank that took five calls to resolve your issue, the airline that lost your bags, or the restaurant that messes up your order.

Why is that? Why are customers so much quicker to punish companies for bad service than to reward them for good service?

For years customer service experts have talked about delighting customers with fantastic service, providing a service that wows. They wanted to lock in customers so that they wouldn't buy from anyone else. Achieving customer loyalty has been the holy grail but the problem has been identifying exactly what is meant by customer loyalty and what causes it.

Firstly, let's define what customer loyalty means. For organisational success, we can define it as being 3 behaviours:

- Re-purchase (customers continue to buy from you);
- Share of wallet (customers buy more from you over time);
- Advocacy (customers say good things about your club to friends and family, even strangers).

So, as you can see from the definition, customer loyalty is a lot more than just retention or locking in. It's about getting customers to use your club because they really *want* to, plus they don't want to keep you at arm's length, they actually increase spend with you over time and tell others that you are a club worth joining or visiting.

Now if we consider your customer's world. Technology is everywhere and they use the

internet, You Tube, TripAdvisor, social media, to research, educate and compare. They know what the alternatives are and how much they cost. Many customers will know more about your club, the benefits and the options than you will. Als having experienced recent economic activities, they have become very comfortable with questioning your pricing and the value it represents. Juggling work, children, hobbies, friends and family, they live life at a frenetic pace and so it's understandable that what customers really want isn't necessarily a wow but customer service that is effortless.

What do we mean by *effortless*?

In the context of your club - running the bar, serving food, dealing with guests and members are some useful points to note.

Your team must be:

### Intuitive

Think from the point of view of the customer and make suggestions and recommendations based on the customer's perceived needs and expectations. Using knowledge of the customer journey, ask questions such as: what do customers usually want to know at this stage? What might a guest with this set of needs require e.g. young child? Who should I suggest they speak to about this? They must offer up this information willingly and helpfully so that the customer doesn't need to ask.

### Able to Adapt Style

Look for and recognise differences in members' and guests' behaviour so that they can adapt their own manner and approach to match the customer.

### Capable of Empathising

Communicate compatibly with the member or guest to reflect their situation. Use words and emotions to relate to the customer and build rapport.

### There at the Right Time

Recognise when it is appropriate/inappropriate to initiate/end conversations.

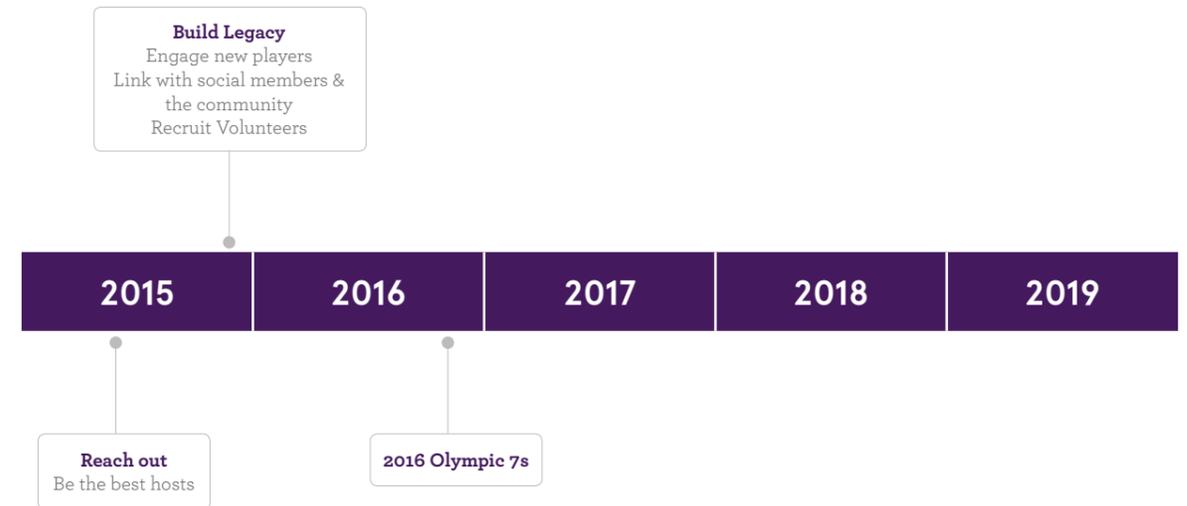
### Non-scripted

Discuss membership and other services in a person-to-person friendly manner. Avoid jargon and speak naturally.

### Empowered to Make Decisions

Use knowledge to make decisions as situations occur, whatever is best and right for the customer.

## Timeline



Day	Date	To kick off..
Wed	02-Mar-2015	200 days
Sun	18-Apr-2015	6 months
Mon	02-Mar-2015	100 days
Sun	18-Jul-2015	2 months
Thu	30-Jul-2015	50 days
Wed	18-Aug-2015	1 month
Fri	28-Aug-2015	3 weeks
Sat	29-Aug-2015	Registration weekend 1
Sun	30-Aug-2015	Registration weekend 1
Fri	04-Sep-2015	2 weeks
Sat	05-Sep-2015	Registration weekend 2
Sun	06-Sep-2015	Registration weekend 2
Tue	08-Sep-2015	10 days
Wed	09-Sep-2015	9 days
Thu	10-Sep-2015	8 days
Fri	11-Sep-2015	1 week
Sat	12-Sep-2015	Registration weekend 3
Sun	13-Sep-2015	Registration weekend 3
Mon	14-Sep-2015	4 days
Tue	15-Sep-2015	3 days
Wed	16-Sep-2015	2 days
Thu	17-Sep-2015	1 day
<b>Fri</b>	<b>18-Sep-2015</b>	<b>Tournament kicks off</b>

## Lead up for your club

Are there any significant dates or events for your club that coincide with key milestones in the lead up to RWC2015?

How will you make the most of your opportunities?

## England Tournament Timetable

Day	Date		
Fri	18-Sep-2015	43	Tournament kicks off – England v Fiji - 20:00
Sat	19-Sep-2015	42	
Sun	20-Sep-2015	41	
Mon	21-Sep-2015	40	
Tue	22-Sep-2015	39	
Wed	23-Sep-2015	38	
Thu	24-Sep-2015	37	
Fri	25-Sep-2015	36	
Sat	26-Sep-2015	35	England v Wales - 20:00
Sun	27-Sep-2015	34	
Mon	28-Sep-2015	33	
Tue	29-Sep-2015	32	
Wed	30-Sep-2015	31	
Thu	01-Oct-2015	30	
Fri	02-Oct-2015	29	
Sat	03-Oct-2015	28	England v Australia - 20:00
Sun	04-Oct-2015	27	
Mon	05-Oct-2015	26	
Tue	06-Oct-2015	25	
Wed	07-Oct-2015	24	
Thu	08-Oct-2015	23	
Fri	09-Oct-2015	22	
Sat	10-Oct-2015	21	England v Uruguay - 20:00
Sun	11-Oct-2015	20	
Mon	12-Oct-2015	19	
Tue	13-Oct-2015	18	
Wed	14-Oct-2015	17	
Thu	15-Oct-2015	16	
Fri	16-Oct-2015	15	
Sat	17-Oct-2015	14	Quarter Finals - 16:00 & 20:00
Sun	18-Oct-2015	13	Quarter Finals - 13:00 & 16:00
Mon	19-Oct-2015	12	
Tue	20-Oct-2015	11	
Wed	21-Oct-2015	10	
Thu	22-Oct-2015	9	
Fri	23-Oct-2015	8	
Sat	24-Oct-2015	7	Semi Finals - 16:00
Sun	25-Oct-2015	6	Semi Finals - 16:00
Mon	26-Oct-2015	5	
Tue	27-Oct-2015	4	
Wed	28-Oct-2015	3	
Thu	29-Oct-2015	2	
Fri	30-Oct-2015	1	Bronze Final - 20:00
Sat	31-Oct-2015	Final	Winner SF1 v Winner SF2 - 16:00

## Tournament Plans

How will your club make the most of the period during and after RWC2015?

## Action plan

My key learning points from the workshop are...

1

2

3

The **one** action I **will** take to be a better host **this** weekend is...

What will **your club do** to be a better host for the **Rugby World Cup 2015**?

## Further Resources

Resources to help you be a good host can be found online at:

<http://www.englandrugby.com/governance/club-support/developing-revenue/>

### Toolkits

What customers want

Top tips for increasing sales

Checklist for good customer service

### Templates

Collecting feedback

Feedback questionnaire

### Alcohol Licensing Helpline – CALL 0115 9349177

A *FREE* helpline 0115 9349177 is available to discuss any issues or concerns you may have relating to the licensing of your premises.

### RFU Legal Helpline – CALL 0844 56 18177

Call the RFU Legal Helpline number on 0844 56 18177 for free legal advice to help manage your rugby club. To access the service rugby administrators can simply call up and quote the scheme number **81066**.

Please contact your Rugby Development Officer for more details or visit [englandrugby.com](http://englandrugby.com)

## Appendix – Feedback Questionnaire

### What do you really think?

We (or insert your committee names) want to know how we're doing. Is the club delivering on every level, or are there some tweaks we could make?

We're deadly serious about hearing your comments, good or bad, so we'd really appreciate a little of your time to complete the questions below.

1. Please rate your overall experience at the club (please circle, 10 = excellent, 1 = poor)

10	9	8	7	6	5	4	3	2	1
----	---	---	---	---	---	---	---	---	---

2. Would you recommend us to a friend? (please circle, 10 = definitely, 1 = no)

10	9	8	7	6	5	4	3	2	1
----	---	---	---	---	---	---	---	---	---

3. How do we score? (please circle, 10 = excellent, 1 = poor)

Club Facilities	10	9	8	7	6	5	4	3	2	1
Grounds	10	9	8	7	6	5	4	3	2	1
Coaching	10	9	8	7	6	5	4	3	2	1
Changing Area	10	9	8	7	6	5	4	3	2	1
Bar	10	9	8	7	6	5	4	3	2	1
Food	10	9	8	7	6	5	4	3	2	1
Car Parking	10	9	8	7	6	5	4	3	2	1
Welcome	10	9	8	7	6	5	4	3	2	1
Atmosphere	10	9	8	7	6	5	4	3	2	1
Service	10	9	8	7	6	5	4	3	2	1
Cleanliness	10	9	8	7	6	5	4	3	2	1
Communication	10	9	8	7	6	5	4	3	2	1
Administration	10	9	8	7	6	5	4	3	2	1

4. Any other comments?

We may want to speak with you about your answers. Is this OK with you? YES/NO

If yes, please supply your contact details:

**THANK YOU FOR YOUR TIME AND SUPPORT.**

## Collect Feedback

What do you REALLY think about {RFU Club}?

Dear {FirstName}

As a valued member, we warmly welcome your suggestions or criticisms about all and any aspect of the club. We want to know what you really think so that we can make sure we deliver.

We know that forms can be a pain so we've tried to keep this really simple. Would you please answer our short {number of questions} questionnaire? You'll be pleased to know we've used tick boxes to make it super quick. If you're kind enough to jot a few comments down in the free-space too, that would be even better but we won't be offended either way.

We're really serious about collecting feedback so that we can continuously make improvements to the club. If you ever have any comments, good or bad, please do not hesitate to pass them on to one of my team. Everything gets passed back to me and I'll be sure to get in touch.

Thanks for all your support.

Yours sincerely,

{YourName}





England  
Rugby



Supporting your club & community