

Marketing

Resources: White Papers on Club Management, Certification Edition Textbook
Contemporary Club Management 3rd ed., Chap. 6 & 7

Competencies

- | | |
|-------------------------|---|
| I. Service Excellence | IV. Building Member Use: Internal Marketing |
| II. Club Marketing | V. New Member Marketing |
| III. Membership Surveys | |

1. Service Strategies include all BUT which of the following?
 - a. empowerment of employees
 - b. facilitating technology
 - ☒ c. strict adherence to membership handbook
 - d. treating employees like guests
2. Which of the following is a recognized marketing-orientation?
 - a. revenue maximization
 - ☒ b. production
 - c. social-media
 - d. provisional
3. Services, as products, are different from "goods" because goods are more:
 - a. intangible
 - ☒ b. uniform
 - c. price sensitive
 - d. difficult to produce in advance
4. Once we have segmented the market, we can more effectively:
 - a. do market research
 - ☒ c. target the market segments
 - b. meet the needs of the entire market
 - d. conduct a situation analysis
5. Objective positioning means that we establish an image in the mind of the market based upon:
 - ☒ a. tangible/physical aspects of the club
 - ☒ b. intangible/service aspects of the club
 - c. matching the competition's strengths and weaknesses
 - d. spending more for attracting new members
6. The best stage of the family life cycle for a recruiting a new member is:
 - a. Young single
 - b. Young married with children
 - c. Young married without children
 - ☒ d. Middle-aged without dependent children
7. Price elasticity refers to a percentage change in the _____ resulting from a corresponding percentage change in the selling price of the item.
 - a. gross profit for the item
 - ☒ b. demand for the item
 - c. price category of the item
 - d. repeat purchase pattern
8. For marketing research, it is always more expensive to gather and/or analyze _____ data.
 - ☒ a. primary
 - b. qualitative
 - c. descriptive
 - d. secondary
9. Focus groups are a qualitative method and are typically used for _____ research.
 - a. secondary
 - ☒ b. exploratory
 - c. conclusive
 - d. basic

10. Online promotional tools used for private clubs should:
- a. avoid social media
 - b. focus on sampling
 - c. not replace print media
 - ☒ d. require a member-only password
11. The service encounter includes balancing these three aspects of the club:
- a. Structure, Staff, and Systems
 - ☒ b. Structure, Strategies, and Systems
 - c. Staff, Strategies, and Systems
 - ☒ d. Staff, Synergies, and Systems
12. A member-oriented marketing research project should begin with:
- a. Talking with club managers at other clubs
 - b. Attending CMAA conferences/workshops
 - ☒ c. Setting the project objectives
 - d. Conducting member surveys
13. Which of these segmentation criteria represents the best criteria for City Club membership:
- ☒ a. geographic segmentation
 - b. demographic segmentation
 - c. psychographic segmentation
 - d. behavioristic segmentation
14. A growth strategy based on marketing current products to our current markets is called:
- ☒ a. Market Penetration / *concentration*
 - b. Market Development
 - c. Product Development
 - d. Diversification
15. A good example of a modified re-buy, in the context of organizational buying behavior, is:
- a. wedding rehearsal dinner with plated service
 - b. monthly board meeting/luncheon with buffet service
 - c. annual office party with buffet service
 - ☒ d. monthly sales breakfast meeting with an added omelet-to-order station
16. The member value index (MVI) represents:
- a. the price a member will pay to belong
 - ☒ b. how much members value the club experience
 - c. value of the experience minus the cost
 - d. the accounting value of a member over time
17. Changing the image of the club, in an effort to capture a new market, is known as:
- ☒ a. Repositioning - *change everything*
 - b. Defensive Positioning
 - c. Subjective Positioning - *service*
 - d. Objective Positioning - *brick mortar*
18. A consultant, used by the club, only to help with the research design and not the actual implementation of a membership survey is called a.
- a. Provider
 - ☒ b. Mediator
 - c. ☒ Prescriber
 - d. Collaborator
19. Reasons for having new member marketing include:
- a. ~~survey results said we should~~
 - b. ~~club's financial needs require it~~
 - ☒ c. ~~changing membership demographics~~
 - ☒ d. ~~all of the above are valid reasons~~
20. Which of the following is NOT a valid rational pricing method?
- ☒ a. competitive
 - b. integrated
 - c. full-cost
 - d. mark-up

Resources: White Papers on Club Management, Certification Edition Textbook
Contemporary Club Management 2nd ed., Chap. 5 & 6

12 vs. 12³⁰
~~12~~

Competencies

- | | |
|-------------------------|---|
| I. Service Excellence | IV. Building Member Use: Internal Marketing |
| II. Club Marketing | V. New Member Marketing |
| III. Membership Surveys | |

1. "Moments of Truth" are:

- ☒ a. any point of contact that the member has with the club
- ☐ b. easily controlled by management
- ☐ c. not as important to the membership as they are to the club manager
- ☐ d. another term for benchmarking

2. The different concepts of marketing include all but which of the following:

- ☒ a. product
- ☒ b. production
- ☒ c. societal
- ☒ d. promotional

3. Services differ from "goods" because goods are more:

- ☐ a. intangible
- ☒ b. uniform
- ☐ c. price sensitive
- ☐ d. difficult to produce in advance

4. Once we have segmented the market, we can more effectively:

- ☐ a. do market research
- ☒ b. meet the needs of the entire market
- ☒ c. target the market segments
- ☐ d. conduct a situation analysis

5. Subjective positioning means that we establish an image in the mind of the market based upon:

- ☐ a. objective/tangible aspects of the club
- ☒ b. intangible/service aspects of the club
- ☐ c. matching the competition's strengths and weaknesses
- ☐ d. spending more for attracting new members

6. A club with modest increases in revenues, less than full, but increasing, membership and decreasing operating losses is probably in the _____ stage of the product life cycle.

- ☒ a. introduction
- ☐ b. growth → making money
- ☐ c. maturity → may begin to lose \$
- ☐ d. decline → losing \$

7. Price elasticity refers to a percentage change in the _____ resulting from a corresponding percentage change in the selling price of the item.

- ☒ a. gross profit for the item
- ☒ b. demand for the item
- ☒ c. price category of the item
- ☐ d. repeat purchase pattern

8. For marketing research, it is always less expensive to gather and/or analyze _____ data.

- ☐ a. primary
- ☒ b. qualitative
- ☐ c. multi-attribute
- ☒ d. secondary

9. Focus groups are typically used for _____ research.

- ☐ a. secondary
- ☒ b. exploratory
- ☐ c. conclusive
- ☐ d. basic

Production
Product
Selling
Marketing
Societal

P
P
M
S
S

Marketing

revised February, 2009

Resources: White Papers on Club Management, Certification Edition Textbook
Contemporary Club Management 2nd ed., Chap. 5 & 6

12 vs. 12³⁰
~~12~~

Competencies

- | | |
|-------------------------|---|
| I. Service Excellence | IV. Building Member Use: Internal Marketing |
| II. Club Marketing | V. New Member Marketing |
| III. Membership Surveys | |

1. "Moments of Truth" are:

- ☒ a. any point of contact that the member has with the club
- ☐ b. easily controlled by management
- ☐ c. not as important to the membership as they are to the club manager
- ☐ d. another term for benchmarking

2. The different concepts of marketing include all but which of the following:

- ☒ a. product
- ☒ b. production
- ☒ c. societal
- ☒ d. promotional

3. Services differ from "goods" because goods are more:

- ☐ a. intangible
- ☒ b. uniform
- ☐ c. price sensitive
- ☐ d. difficult to produce in advance

4. Once we have segmented the market, we can more effectively:

- ☐ a. do market research
- ☒ b. meet the needs of the entire market
- ☒ c. target the market segments
- ☐ d. conduct a situation analysis

5. Subjective positioning means that we establish an image in the mind of the market based upon:

- ☐ a. objective/tangible aspects of the club
- ☒ b. intangible/service aspects of the club
- ☐ c. matching the competition's strengths and weaknesses
- ☐ d. spending more for attracting new members

6. A club with modest increases in revenues, less than full, but increasing, membership and decreasing operating losses is probably in the _____ stage of the product life cycle.

- ☒ a. introduction
- ☐ b. growth → making money
- ☐ c. maturity → may begin to lose \$
- ☐ d. decline → losing \$

7. Price elasticity refers to a percentage change in the _____ resulting from a corresponding percentage change in the selling price of the item.

- ☐ a. gross profit for the item
- ☒ b. demand for the item
- ☒ c. price category of the item
- ☐ d. repeat purchase pattern

8. For marketing research, it is always less expensive to gather and/or analyze _____ data.

- ☐ a. primary
- ☐ b. qualitative
- ☐ c. multi-attribute
- ☒ d. secondary

9. Focus groups are typically used for _____ research.

- ☐ a. secondary
- ☒ b. exploratory
- ☐ c. conclusive
- ☐ d. basic

Production
Product
Selling
Marketing
Societal

P
P
M
S
S

Marketing

revised February, 2009

Resources: White Papers on Club Management, Certification Edition Textbook
Contemporary Club Management 2nd ed., Chap. 5 & 6

12 vs. 1230
~~1230~~

Competencies

- | | |
|-------------------------|---|
| I. Service Excellence | IV. Building Member Use: Internal Marketing |
| II. Club Marketing | V. New Member Marketing |
| III. Membership Surveys | |

1. "Moments of Truth" are:
- ☒ any point of contact that the member has with the club
 - ☐ easily controlled by management
 - ☐ not as important to the membership as they are to the club manager
 - ☐ another term for benchmarking
2. The different concepts of marketing include all but which of the following:
- ☒ product
 - ☒ societal
 - ☐ production
 - ☒ promotional
3. Services differ from "goods" because goods are more:
- ☐ intangible
 - ☒ uniform
 - ☐ price sensitive
 - ☐ difficult to produce in advance
4. Once we have segmented the market, we can more effectively:
- ☐ do market research
 - ☒ target the market segments
 - ☒ meet the needs of the entire market
 - ☐ conduct a situation analysis
5. Subjective positioning means that we establish an image in the mind of the market based upon:
- ☐ objective/tangible aspects of the club
 - ☒ intangible/service aspects of the club
 - ☐ matching the competition's strengths and weaknesses
 - ☐ spending more for attracting new members
6. A club with modest increases in revenues, less than full, but increasing, membership and decreasing operating losses is probably in the _____ stage of the product life cycle.
- ☒ introduction
 - ☐ growth
 - ☐ maturity
 - ☐ decline
7. Price elasticity refers to a percentage change in the _____ resulting from a corresponding percentage change in the selling price of the item.
- ☐ gross profit for the item
 - ☒ demand for the item
 - ☒ price category of the item
 - ☐ repeat purchase pattern
8. For marketing research, it is always less expensive to gather and/or analyze _____ data.
- ☐ primary
 - ☐ qualitative
 - ☐ multi-attribute
 - ☒ secondary
9. Focus groups are typically used for _____ research.
- ☐ secondary
 - ☒ exploratory
 - ☐ conclusive
 - ☐ basic

P
P
m
S
S

Product
Production
Marketing
Societal

Production
Product
Selling
Marketing
Societal

growth → making money
decline → losing \$

13. Marketing orientations refers to: ✓
- An approach to pricing the club's services
 - The aggressive use of advertising to encourage member usage
 - A training session for newly hired staff to encourage marketing to member needs.
 - ☒ A strategic emphasis on one element of meeting member needs such as emphasizing production efficiency. ✓

14. A growth strategy based on introducing new products to our current members is called:
- Market Penetration
 - Market Development
 - ☒ Product Development ✓
 - Diversification

	Current	New
Current	Mkt Pen	Prod Dev
New	Mkt Dev	Divers

15. The characteristic of services, as a product, that refers to difficulty of standardizing the quality of the service provided is known as:

- server
- Intangibility - go if no
 - Perishability - no shelf life - if sold, someone it
 - Simultaneity - produced & consumed at same time
 - ☒ Heterogeneity - totally diff every time

- 41/13
- Product
Place
Price
Promotion
16. The four Ps are:
- Product classification, product differentiation, product positioning, product life cycles
 - Product, Positioning, Pricing, Placement
 - ☒ Product, Place, Promotion, Price ✓
 - Product, Place, Price, Positioning

17. Creating an image of the club based on the tangible aspects of the club such as the facilities and grounds is called:
- ☒ Objective positioning ✓
 - Subjective positioning
 - Defensive positioning
 - Repositioning

18. The role of the consultant in conducting a membership survey where the consultant only provides support and advice is:

- Provider - they do it
- Prescriber - you do it - they design it.
- ☒ Collaborator - PARTNER
- Mediator - ADVICE

19. The best place to start the membership survey process is with the:

- ☒ objectives for the survey ✓
- determination of who to ask or sample
- development of the questionnaire
- collection of data

20. Internal marketing includes all but which of the following techniques:

- new member orientations
- empowering employees
- ☒ advertising club events
- merchandising menu items

PMD PLACEMENT OF INFO

CLUB MANAGER'S ASSOCIATION OF AMERICA CERTIFICATION REVIEW QUIZ

Section Three:

Management and Marketing

1. A "Moment of Truth" occurs at any point that the member is in contact with the Club.
T F
2. A Club's service culture is founded on the value of its stakeholders.
T F
3. Market segmentation entails subdividing the mass market into smaller "segments."
T F
4. A typical situation analysis in the planning stage ^{SWOT} only looks at the internal dimension.
T F
5. A typical buy class, in organizational buying, is a gatekeeper. — BUYER BEHAVIOR
T F
6. A Club in the mature stage of the product life cycle model is characterized by falling membership numbers and declining revenues. NO DECLINE
T F
7. Highly elastic demand indicates that a smaller price increase could yield a large increase in total revenue.
T F
8. Secondary data is generally more expensive, but is faster to access. EX
T F
9. Internal marketing puts the emphasis on the employee as a customer.
T F
10. New member marketing can be accomplished without concern for the current members, since they are already committed to the club.
T F
11. Delegation of responsibility means abdication of responsibility by the delegating manager.
T F
12. The primary purpose of marketing in a club operation is to create or keep members.
T F
13. The service encounter includes three S's, they are:
a. Structure, Staff, and Systems
b. ~~Structure, Strategies, and Systems~~
c. Staff, Strategies, and Systems
d. Staff, Synergies, and Systems
14. A member-oriented club manager can identify member needs by all BUT which of the following:
a. Focus groups
b. Active listening
c. Industry publications
d. Member surveys
15. A Club's marketing orientation refers to:
a. The club's approach to pricing the membership services
b. A strategic emphasis on one element of meeting members needs such as product quality
c. The aggressive use of advertising to encourage member usage
d. The club's training program for staff to encourage them to market to member needs

C

C

B

B

16. A growth strategy based on introducing our current products to new markets is called:

a. Market penetration
b. Market development
c. Product development
d. Diversification

Current	New
Current	Mkt Pen
New	Mkt Dev
	Prod. Dev
	DN

C

17. The characteristic of services, as a product, that refers to the difficulty of matching productivity of the supply of services to the demand for services, is known as:

a. Intangibility
b. Perishability
c. Simultaneity
d. Heterogeneity

PRODUCED AND CONSUMED
SIMULTANEOUSLY

C

18. The famous four P's of the marketing mix are:

a. Product, Positioning, Pricing, Promotion
b. Product differentiation, Product classification, Product life cycle Product positioning
c. Product, Place, Price Promotion
d. Product, Place, Price, Positioning

Product
Price
Place
Promotion

D

19. Creating an image of the club based on the tangible aspects of the club, such as the grounds and facilities is known as:

a. Repositioning
b. Defensive Positioning
c. Subjective Positioning
d. Objective Positioning

C

20. The role of the consultant in the conducting a membership survey, where the consultant only provides support and advice is called:

a. Provider
b. Prescriber
c. Mediator
d. Collaborator

D

21. The best place to start the membership survey process is:

a. Determining who to survey
b. Developing the questionnaire
c. Collecting some primary data
d. Determining the objectives for the survey

B

22. New member marketing is necessary because of all of the following except one reason:

a. Aging membership
b. Need to increase annual dues
c. Competition from other clubs
d. Socio-cultural attitudes toward club membership

C

23. Understanding the relationship between the parts of the business and the organization as a whole is an important part of which management skills?

a. Technical Skills
b. Human relations skills
c. Conceptual Skills
d. None of the above

A

24. Deciding which objectives to pursue and how to achieve them is part of which basic function of management?

a. Planning
b. Organizing
c. Leading
d. Controlling

C

25. The idea that there should be one boss and one plan for a group of activities having the same objective is referred to as the principle of:

a. Scalar chain
b. Equity
c. Unity of direction
d. Authority

C

26. All of the following are positive aspects of group decision-making except:

a. The sum total of the group's knowledge is greater than the knowledge of an individual member
b. The group poses a wider range of alternatives than an individual member
c. Social pressures to conform can inhibit group members
d. Group members better understand the decision and the alternatives considered

D

27. Which of the following is primarily carried out at the top levels of the organization?

a. Tactical planning
b. Operations planning
c. Production schedule planning
d. Long-range planning

C

28. Statements which outline what an organization is trying to achieve while giving it direction and purpose are known as:

a. Cascades
b. Operations
c. Objectives
d. Missions

D

29. When an organization attempts to make its products unique in the industry, it is following what type of strategy?

a. Growth strategy — *beginning*
b. Diversification strategy — *for everyone*
c. Overall cost leadership strategy — *?*
d. Differentiation strategy — *unique*

B

30. The idea that it is much more efficient to divide up the tasks required to make an object rather than to have each worker make the entire object himself is known as:

a. Synergism
b. Division of labor
c. The exception principle
d. Delegation

A

31. The more _____ the jobs being managed, the _____ the appropriate span of management.

a. Complex; lower
b. Simple; lower
c. Complex; higher
d. None of the above

A

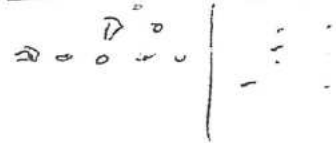
32. Larger organizations tend to be _____ specialized, _____ standardized, and _____ decentralized than smaller organizations.

a. More; more; more
b. Less; less; less
c. More; less; more
d. Less; more; less

B

33. Which type of organization structure is characterized by few levels of management and relatively large spans of management control with each level?

a. Tall structure
b. Flat structure
c. Diagonal structure
d. None of the above



C

34. Which of the following attempts to evaluate the overall management practices and policies of the organization?

a. Break-even charts
b. Gantt charts
c. Management charts
d. CRM charts

D

35. Which of the following characteristics applies to a marketing-oriented club manager who focuses on the changing needs of current and prospective members?

a. Marketing control
b. Marketing planning
c. Marketing opportunism
d. Marketing leadership

C

36. An approach to marketing that focuses on customers as assets and functions to attract and keep customers is called:

a. Internal marketing
b. External marketing
c. Relationship marketing
d. Integrated marketing

D

37. Before introducing a new product or service, a club manager should:

a. Identify member needs
b. Link the product or service to the club's overall goals
c. Screen and test ideas before spending money on development
d. All of the above

C

38. A strategic marketing tool for assessing broad conditions that have long-term effects on club operations is called:

a. Macro-competition analysis
b. Product differentiation
c. Environmental scanning
d. Micro-competition analysis

A

39. Which of the following best describes a positioning strategy that matches strengths and weaknesses against the competition and finds positions where a club is the weakest, and strengths where the club is least vulnerable?

a. Defensive positioning
b. Influencing the balance by taking the offense
c. Exploiting industry change
d. None of the above

D

40. A marketing strategy that focuses on the physical features and facilities of a club is called:
- a. Intangible positioning
 - b. Competitive positioning
 - c. Subjective positioning
 - d. Objective positioning

	Exist	New
Exist	Mkt Part	Prod Decl
New	Mkt Dev	Divers

Review Questions

- How is a market defined and segmented? — Area — Geographic, Demographic, Psychographic
People — Sought, usage — How they use the club
Benefit — what's the benefit
- What are five marketing concepts that serve as the focal points for marketing strategy? — Primary/monot
Secondary market — Production, product, marketing, social
- What is a situation analysis? — SWOT — strength, weakness, opportunity, threat
- What is service marketing? internal marketing? — Intangibility, perishability, simultaneity and heterogeneity
Internal — External
- How can understanding the concept of the family life cycle help club managers market their clubs?
- What is the consumer-purchase-decision process? — Need — Search for Alternative — Evaluation — Choose — Post Purchase Evaluation
- What are buying centers? buy classes? — Person buying what? Budget — Straight Rebuy — Idea people are buying for other
- What are some common product concepts that can help managers understand the products they offer to members? — Convenient — Shopping — Specialty
- A typical club's promotional mix consists of what elements?
- What are some common place or distribution concepts that can help club managers better understand how to market their clubs? —
- What are some typical approaches to pricing club products and services?
- What are the differences between qualitative research and quantitative research? — Focus groups — Descriptive — conclusive
- Ethics play what role in club marketing?

Mix p's
Product
Place
Price
Promotion

Marketing

revised 11/04

Resources: White Papers on Club Management, Certification Edition Textbook
Contemporary Club Management, Chap. 3 & 7

Competencies

- I. Service Excellence
- II. Club Marketing
- III. Membership Surveys
- IV. Building Member Use: Internal Marketing
- V. New Member Marketing

- ☒ ☐ (T) F 1. A "Moment of Truth" occurs at any point that the member is in contact with the Club.
- ☒ ☒ (T) ~~F~~ 2. A Club's service culture is founded on the value of its stakeholders. ☒
- ☐ T ☒ (F) 3. Internal marketing refers to selling memberships only inside the club's property.
- ☒ ☐ (F) 4. A typical situation analysis conducted during the marketing planning stage always includes both the internal and the external dimensions of the club.
- ☐ (T) F 5. A typical member of the buying group, in organizational buying, is an influencer.
- ☐ (T) F 6. A menu item in the growth stage of the product life cycle model is characterized by rapidly increasing unit sales and revenues.
- ☒ ☐ (T) ~~F~~ 7. Highly inelastic demand indicates that a small price increase could yield a large increase in total revenue.
- ☒ ☒ (F) ~~F~~ 8. Secondary data is generally more expensive, but is faster to access.
- ☐ T ☒ (F) 9. Focus groups are a form of secondary data gathering.
- ☐ T ☒ (F) 10. New member marketing can be accomplished without concern for the current members, since they are already committed to the club.
11. The service encounter includes balancing three aspects of the club, they are:
a. Structure, Staff, and Systems
b. Structure, Strategies, and Systems
☒ c. Staff, Strategies, and Systems
d. Staff, Synergies, and Systems
12. A member-oriented club manager can best identify member needs by which of the following:
a. Talking with club managers at other clubs
b. Attending CMAA conferences/workshops
c. Industry publications
☒ d. Member surveys
13. Which of these segmentation criteria best identifies "why" members do what they do:
a. geographic segmentation
b. demographic segmentation
☒ c. psychographic segmentation
d. behavioristic segmentation

Marketing

True or False

- ☒ 1. When a member comes in contact with the club this is known as a moment of truth ~~service encounter~~
- ☒ 2. A club's service culture is founded on the values of the stakeholders
- ☒ 3. Market segmentation describes the concept of subdividing the mass market into smaller, better defined segments.
- ☒ 4. A situation analysis looks only at the internal dimension of the club
- ☒ 5. A typical buy class is a modified rebuy
- ☒ 6. Clubs that are in the mature stage of the product life cycle are characterized by a stable membership and steady revenues
- ☒ 7. Highly elastic demand indicates that a small price increase could yield a large increase in total revenue your club
- ☒ 8. Primary data is less expensive to gather than secondary industry trends research
- ☒ 9. Internal marketing places emphasis on the employee as the customer and the job as the product
- ☒ 10. New member marketing can be accomplished without concern for the needs of the current members since they are already committed to the club.
- ☒ 11. A "moment of truth" occurs at any point that the member is in contact with the club
- ☒ 12. A club's service culture is founded on the value of its stakeholders
- ☒ 13. Market segmentation entails subdividing the mass market into smaller "segments"
- ☒ 14. A typical situation analysis in the planning stage only looks at the internal dimension
- ☒ 15. A typical buy class, in organizational buying is a gatekeeper
- ☒ 16. A Club in the mature stage of the product life cycle model is characterized by falling membership numbers and declining revenues Decline stage
- ☒ 17. Highly elastic demand indicates that a smaller price increase could yield a large increase in total revenue
- ☒ 18. Secondary data is generally less more expensive, but is faster to access
- ☒ 19. Internal marketing puts the emphasis on the employee as a customer
- ☒ 20. New member marketing can be accomplished without concern for the current members, since they are already committed to the club
- ☒ 21. Delegation of responsibility means abdication of responsibility by the delegating manager
- ☒ 22. The primary purpose of marketing in a club operation is to create or keep members.

22/22 = 100%

Answer

1. "moments of truth" are:
 - a. Any point in contact that the member has with the club
 - b. Easily controlled by management
 - c. Not as important to the membership as they are to the manager
 - d. Another term for benchmarking

X 2. The different concepts of marketing include all but which of the following:

- a. Product
- b. Societal
- c. Production
- d. Promotional

Product
Production
Marketing
Selling
Societal

3. Services differ from "goods" because goods are more:

- a. Uniform
- b. Intangible
- c. Price sensitive
- d. Difficult to produce in advance

4. Once we have segmented the market, we can more effectively

- a. Do market research
- b. Target the market segments
- c. Meet the needs to the entire market
- d. Conduct a situation analysis

5. Subjective positioning means that we establish an image in the mind of the market based upon:

- a. Objective/tangible aspects of the club
- b. Intangible/service aspects of the club
- c. Matching the competition's strengths and weaknesses
- d. Spending more for attracting new members

6. A club with modest increases in revenues, less than full, but increasing, membership and decreasing operating losses is probably in the _____ stage of the product life cycle.

- a. Introduction
- b. Maturity → steady
- c. Growth → make \$
- d. Decline → lose \$

7. Price elasticity refers to a percentage change in the _____ resulting from a corresponding percentage change in the selling price of the item

- a. Gross profit for the item
- b. Price category of the item
- c. Demand for the item
- d. Repeat purchase pattern

8. For marketing research, it is always less expensive to gather and/or analyze _____ data

- a. Primary
- b. Multi-attribute
- c. Qualitative
- d. Secondary

9. Focus groups are typically for _____ research

- a. Secondary
- b. Conclusive
- c. Exploratory
- d. Basic

2. The different concepts of marketing include all but which of the following:

- a. Product
- b. Societal
- c. Production
- d. Promotional

Product
Production
Marketing
Selling
Societal

3. Services differ from "goods" because goods are more:

- a. Uniform
- b. Intangible
- c. Price sensitive
- d. Difficult to produce in advance

4. Once we have segmented the market, we can more effectively

- a. Do market research
- b. Target the market segments
- c. Meet the needs to the entire market
- d. Conduct a situation analysis

5. Subjective positioning means that we establish an image in the mind of the market based upon:

- a. Objective/tangible aspects of the club
- b. Intangible/service aspects of the club
- c. Matching the competition's strengths and weaknesses
- d. Spending more for attracting new members

6. A club with modest increases in revenues, less than full, but increasing, membership and decreasing operating losses is probably in the _____ stage of the product life cycle.

- a. Introduction
- b. Maturity → steady
- c. Growth → make \$
- d. Decline → lose \$

7. Price elasticity refers to a percentage change in the _____ resulting from a corresponding percentage change in the selling price of the item

- a. Gross profit for the item
- b. Price category of the item
- c. Demand for the item
- d. Repeat purchase pattern

8. For marketing research, it is always less expensive to gather and/or analyze _____ data

- a. Primary
- b. Multi-attribute
- c. Qualitative
- d. Secondary

9. Focus groups are typically for _____ research

- a. Secondary
- b. Conclusive
- c. Exploratory
- d. Basic

10. Online promotional tools used for private clubs should:
- a. avoid social media
 - b. focus on sampling
 - c. not replace print media
 - ☒ d. require a member-only password
11. The service encounter includes balancing these three aspects of the club:
- a. Structure, Staff, and Systems
 - b. Structure, Strategies, and Systems
 - ☒ c. Staff, Strategies, and Systems
 - d. Staff, Synergies, and Systems
12. A member-oriented marketing research project should begin with:
- a. Talking with club managers at other clubs
 - b. Attending CMAA conferences/workshops
 - ☒ c. Setting the project objectives
 - d. Conducting member surveys
13. Which of these segmentation criteria represents the best criteria for City Club membership:
- ☒ a. geographic segmentation
 - b. demographic segmentation
 - c. psychographic segmentation
 - d. behavioristic segmentation
14. A growth strategy based on marketing current products to our current markets is called:
- ☒ a. Market Penetration
 - b. Market Development
 - c. Product Development
 - d. Diversification
15. A good example of a modified re-buy, in the context of organizational buying behavior, is:
- a. wedding rehearsal dinner with plated service
 - b. monthly board meeting/luncheon with buffet service
 - c. annual office party with buffet service
 - ☒ d. monthly sales breakfast meeting with an added omelet-to-order station
16. The member value index (MVI) represents:
- a. the price a member will pay to belong
 - b. how much members value the club experience
 - ☒ c. value of the experience minus the cost
 - d. the accounting value of a member over time
17. Changing the image of the club, in an effort to capture a new market, is known as:
- ☒ a. Repositioning
 - b. Defensive Positioning
 - c. Subjective Positioning
 - d. Objective Positioning
18. A consultant, used by the club, only to help with the research design and not the actual implementation of a membership survey is called a:
- a. Provider - *not*
 - b. ☒ Prescriber
 - c. Mediator
 - ~~d. Collaborator~~ - *Telling + Helping*
19. Reasons for having new member marketing include:
- a. survey results said we should
 - b. club's financial needs require it
 - c. changing membership demographics
 - ☒ d. all of the above are valid reasons
20. Which of the following is NOT a valid rational pricing method?
- ☒ a. competitive - *we don't know why*
 - b. ~~integrated~~ - *They charge what they charge*
 - c. full-cost
 - d. mark-up

18. A consultant, used by the club, only to help with the research design and not the actual implementation of a membership survey is called a
- Provider - *they do it*
 - ☒ Prescriber - *you do it*
 - Mediator - *advice*
 - Collaborator - *partner*
19. The best place to start the membership survey process is:
- Determine who to survey
 - Collect some primary data
 - Develop the questionnaire
 - ☒ Determine the objectives for the survey
20. Which of the following is NOT a reason that all clubs require new member marketing?
- Aging membership
 - ☒ Need to change the annual dues structure
 - Competition from other clubs
 - Socio-cultural attitudes toward club memberships
21. The three Ss of the service encounter are:
- Structure, Staff, Systems
 - Structure, Strategies, and Systems
 - ☒ Staff, Strategies, and Systems
 - Staff, Synergy, and Systems
22. A member-orientated club manager can identify member needs by all but which of the following methods:
- Suggestion box
 - ☒ Industry Publications
 - Focus Groups
 - Active Listening
23. Marketing orientations refers to:
- An approach to pricing the club's services
 - The aggressive use of advertising to encourage marketing to member needs
 - ☒ A strategic emphasis on one element of emeting member needs such as emphasizing production efficiency
24. A growth strategy based on introducing new products to our current members is called:
- Market Penetration
 - Market Development
 - ☒ Product Development
 - Diversification
- | | | |
|---------|---------|----------|
| | Current | New |
| Current | Mk. Pen | Prod Dev |
| New | Mk Dev | DIV |
25. The characteristics of services, as a product, that refers to difficulty of standardizing the quality of the service provided is known as:
- Intangibility
 - Perishability
 - Simultaneity

- d. Heterogeneity
26. The four P's are
- a. Product classification, product differentiation, product positioning, product life cycles
 - b. Product, Positioning, Pricing, Placement
 - c. Product, Place, Promotion, Price
 - d. Product, Place, Price, Positioning
27. Creating an image of the club based on the tangible aspects of the club such as the facilities and grounds is called:
- a. Objective positioning
 - b. Subjective positioning
 - c. Defensive positioning
 - d. Repositioning
28. The role of the consultant in conducting a membership survey where the consultant only provides support and advice is:
- a. Provider
 - b. Prescriber
 - c. Collaborator
 - d. Mediator
29. The best place to start the membership survey process is with the:
- a. Objectives for the survey
 - b. Determination of who to ask or sample
 - c. Development of the questionnaire
 - d. Collection of data
30. Internal marketing includes all but which of the following techniques:
- a. New member orientation
 - b. Empowering employees
 - c. Advertising club events
 - d. Merchandising menu items
31. Understanding the relationship between the parts of the business and the organization as a whole is an important part of which management skills?
- a. Technical skills
 - b. Human relations skills
 - c. Conceptual skills
 - d. None of the above
32. Deciding which objectives to pursue and how to achieve them is part of which basic function of management?
- a. Planning
 - b. Organizing
 - c. Leading
 - d. Controlling

33. The idea that there should be one boss and one plan for a group of activities having the same objective is referred to as the principle of:
- Scalar chain
 - Equity
 - Unity of direction
 - Authority
34. All of the following are positive aspects of group decision-making except:
- The sum of the total of the group's knowledge is greater than the knowledge of an individual member
 - The group poses a wider range of alternatives than an individual member
 - Social pressures to conform can inhibit group members
 - Group members better understand the decision and the alternatives considered
35. Which of the following is primarily carried out at the top levels of the organization?
- Tactical planning
 - Operations planning
 - Production schedule planning
 - Long-range planning
36. Statements which outline what an organization is trying to achieve while giving it direction and purpose are known as:
- Cascades
 - Operations
 - Objectives
 - Missions
37. When an organization attempts to make its products unique in the industry, it is following what type of strategy?
- Growth strategy
 - Diversification strategy
 - Overall cost leadership strategy
 - Differentiation strategy
38. The idea that it is much more efficient to divide up the tasks required to make an object rather than to have each worker make the entire object himself is known as:
- Synergism
 - Division of labor
 - The exception principle
 - Delegation
39. The more _____ the jobs being managed, the _____ appropriate span of management
- Complex; lower
 - Simple; lower
 - Complex; higher
 - None of the above
40. Larger organizations tend to be _____ specialized, _____ standardized, and _____ decentralized than smaller organizations.

- a. More; more; more
 - b. Less; less; less
 - c. More; less; more
 - d. Less; more; less
41. Which type of organization structure is characterized by few levels of management and relatively large spans of management control with each level?
- a. Tall structure *many levels*
 - b. Flat structure
 - c. Diagonal structure
 - d. None of the above
42. Which of the following attempts to evaluate the overall management practices and policies of the organization?
- a. Break-even charts
 - b. Gantt charts
 - c. Management charts
 - d. CRM charts
43. Which of the following characteristics applies to a marketing-oriented club manager who focuses on the changing needs of current and prospective members?
- a. Marketing control
 - b. Marketing planning
 - c. Marketing opportunism
 - d. Marketing leadership
44. An approach to marketing that focuses on customers as assets and functions to attract and keep customers is called:
- a. Internal marketing
 - b. External marketing
 - c. Relationship marketing
 - d. Integrated marketing
45. Before introducing a new product or service, a club manager should:
- a. Identify member needs
 - b. Link the product or service to the club's overall goals
 - c. Screen and test ideas before spending money on development
 - d. All of the above
46. A strategic marketing tool for assessing broad conditions that have long-term effects on club operations is called:
- a. Macro-competition analysis
 - b. Product differentiation
 - c. Environmental scanning
 - d. Micro-competition analysis

47. Which of the following best describes a positioning strategy that matches strengths and weaknesses against the competition and finds positions where a club is the weakest, and strengths where the club is least vulnerable?
- a. Defensive positioning
 - b. Influencing the balance by taking the offense
 - c. Exploiting industry change
 - d. None of the above
48. A marketing strategy that focuses on the physical features and facilities of a club is called:
- a. Intangible positioning
 - b. Competitive positioning
 - c. Subjective positioning
 - d. Objective positioning

$$42/48 = 88\%$$