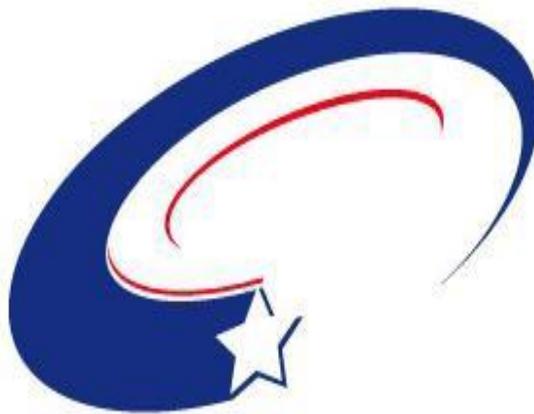


2014

Air Force Services
Directorate

Air Force Food and
Beverage Branch

*“What’s Cookin’ at Your
Club”*



AIR FORCE SERVICES
CLUBS

AIR FORCE CLUB MEMBERSHIP CAMPAIGN GUIDE (JUN- JUL 14)

This guide provides information on the June – July 2014 AF-wide club membership drive along with procedures and processes necessary to execute the campaign.

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2014 Air Force Club Membership Campaign

Implementation Guide

INTRODUCTION

Since 2000, we have conducted a membership campaign each year. Our plan going forward is to conduct two campaigns per year. The theme for June-July 2014 is “What’s Cooking at Your Club?”

It is extremely important installations have a comprehensive club member recruitment plan and aggressively execute the upcoming campaign. The information in this guide is designed to assist installation personnel with their campaign plans. Senior leadership “buy in” and support, Force Support Squadron staff involvement, cross marketing, and aggressive execution is the key to a successful campaign!

PURPOSE

The focus of the AF club membership campaign implementation guide is to provide information on the overall campaign concept and how to effectively implement and aggressively execute it.

OBJECTIVE

The major objectives of the club membership campaign is to inform the Air Force community about the benefits of club membership, educate eligible non-members about club activities and programs and ultimately to increase membership.

CAMPAIGN DATES

The membership campaign will be conducted **1 June – 31 July 2014** and is open to all active duty, reserve, National Guard, DOD and NAF civilian, and retiree eligible non-members (refer to AFI 34-272, paragraph 1.6.1., Active Membership).

CAMPAIGN DETAILS

Both Chase Bank and installation clubs will offer benefits during the campaign to all new members. The campaign features free dues, and the always popular instant win tickets redeemed via a newly developed club gift card. We encourage installations to obtain local sponsorship and additional premiums and giveaways.

Chase Bank will offer the following new member benefits

1. Cash back rewards program – Military Free Cash (available to MasterCard members)
 - a. Two points per dollar on card purchases made on-base in Force Support Squadron (FSS) activities, the Base Exchange (to include gas), and the Commissary
 - b. One point per dollar on all other card purchases for all charges off base
 - c. Members can redeem points for cash back, gift cards, and travel (airline tickets, hotel, car rental)
2. Please remember, Chase Bank has added increased value to the AF Club Membership MasterCard in the last year
 - a. *Unlimited cash back* - Military Free Cash reward point caps have been eliminated as well as foreign exchange fees, and they are working to expand reward offerings available under Military Free Cash Rewards benefits
 - b. *No foreign transaction fees* – an outstanding benefit for OCONUS members and members traveling abroad
 - c. *Blue Star benefit has been improved* with all fees and interest refunded on the account while the member or any authorized user on the account is deployed. The 12-month limit on this benefit has also been removed.
3. Added Earnings Program (AEP) for new accounts generated – all UBU MasterCard and Proprietary card down-sell accounts will be paid at \$35/new account – all other normal “take one” MasterCard and Proprietary card down-sell accounts will be paid at \$25/new account (Note: there are no recruitment goals or benchmarks that must be met to collect AEP)

Please note the “split” of officer club versus enlisted club new accounts generated is not tracked by the AF Services Directorate or Chase Bank, only total accounts by installation. As such, installations should run “Application Reports” from Club Works during the effective dates of the campaign to aid them in determining the distribution of AEP dollars when received.

4. The Club Membership Card Comparison table at Annex 1, page 11, is provided to assist you in addressing and providing information to applicants on the value and benefits of the club membership MasterCard and Proprietary club membership card.

Clubs will offer the following “new member” benefits

1. Three months free dues
2. “Instant win” scratch off tickets will be issued – the amount to be won is – \$5 - \$100 – amounts won will be issued via the new club gift card (**NOTE: SCRATCH OFF TICKETS WILL BE SHIPPED TO THE MARKETING OFFICE – WHEN RECEIVED, MARKETING SHOULD IMMEDIATELY DELIVER THEM TO THE NAF ACCOUNTING OFFICE FOR**

DISTRIBUTION TO THE CLUB) – all scratch cards not used during the campaign should be destroyed.

3. **FSS Gift Card or AF Club Gift Card (to deplete any remaining stock on hand)** – The AF Food and Beverage Branch in coordination with Services Directorate Marketing developed a “club gift card” for use during the previous membership campaign – there was no cost to the clubs for the gift card – development and purchase of the card was centrally funded. You can give away remaining stocks of those cards and or give away the FSS Gift Card. (An example of the gift card can be found at Annex 2, page 12)
- a. AFPC/SVOF/SVK shipped the club gift cards to the installation prior to last year’s campaign kickoff. The FSS Gift Cards should be used from on hand stock.
 - b. The club gift cards were distributed to the installation Marketing Office and were provided to the NAF Accounting Office for distribution to the clubs.
 - c. Each new applicant will be given a scratch off ticket and the amount (\$5 - \$100) will be transferred to the club gift card. Applicants that apply on-line must present a print out of their on-line application to an authorized club staff member to receive their club gift card or the club must confirm a valid application has been submitted to Chase by contacting Card Member Service (CMS) at 1- 800-955-8040
 - d. ***NOTE: The club gift card can only be redeemed at the club/club operations and cannot be used in other FSS activities. It may only be issued during the membership campaign and cannot be reloaded once redeemed. This ensures it does not compete with the FSS gift card.***
 - e. All gift cards issued during the campaign will be reimbursed by AFPC/SVOF at the value issued (amount transferred from the scratch card). Installations will request reimbursement from the Services Directorate – detailed instructions on reimbursement will be provided by HQ AFPC/FMNFP. Since Joint Bases where the Air Force is not the lead are unable to issue the club gift card, recommend they provide a local gift certificate as it will guarantee “return business;” however, if that is not feasible/possible, provide a “cash payout.” In either case, complete the gift card log or local gift certificate log, and request reimbursement using the instructions provided by FMNFP.

Gift cards make it easy to make purchases in the club for the member and their family members and friends on special occasions, the holidays or for everyday use. Some restrictions apply. For more information please contact us at 1-800-443- 4834 or DSN 969-7743.

- f. All gift cards not used during the campaign should be stored/secured appropriately for use in future membership campaigns and promotions

- g. As with the FSS gift card, fees associated with processing club gift card are:
 - i. Authorization \$.09
 - ii. Redemption \$.09
 - iii. Balance inquiry \$.04 (if done at POS – card holder can call 1-800-242-5353 or log on to www.myfssgiftcard.com [same as for the FSS gift card] and obtain current balance on the card)
- h. Procedures for issuing and redeeming the club gift card are the same as for the FSS gift card

With the issuance of the club gift card, you have a unique opportunity for creative programming and promotions. During the campaign, promote some specials, i.e. a lunch, brunch, or buffet and encourage new members to use their club gift card to “try it.” You may also want to consider collecting the redeemed gift cards (keeping track of the name of the member) and conduct a drawing each week and award a free lunch or months free dues or special discount. **Don't forget your current members. Conduct a club card drawing during the campaign to periodically reward/recognize their continued support.**

Please Note: It is extremely important installation clubs process all new club member applications in a timely manner. We recommend they be processed into Club Works the same day they are received. It is equally important member transfers, both in and out, also be processed in a timely manner.

We highly encourage installations to augment the campaign “offerings” with local sponsorship and additional programs, premiums, prizes, discounts, etc. For example, **you should take advantage of the fact our membership campaign runs during the Football Frenzy program – it's a great activity to complement and add variety to your campaign offerings.**

PROMOTION INCENTIVE – CASH BACK REWARDS PROGRAM

All installations Marketing offices were previously provided “buttons” promoting the Military Free Cash (MFC) rewards program (see Annex 3, page 13, – MFC Promotional Buttons). Please note **the buttons were designed to be an ongoing way to prompt patrons to ask about "Cash, Rewards, and Perks" as they relate to the MFC rewards program as well as club membership.** Accordingly, all FSS front line employees will continue to wear the buttons and ensure they're knowledgeable about MFC and the benefits to the member and if necessary, refer them to club leadership for additional information.

Detailed information on the Military Free Cash rewards program is at Annex 4 which can/should be used as a training aid. Annex 5, page 15, provides an overview of the MFC program and recent enhancements. It can be printed and be made available at cashiers stations, provided to the wait staff, etc.

APPLICATIONS

We will continue the current process to issue the MasterCard club membership card to club applicants that qualify (see Annex 2, page 12, for additional information). New members will enjoy the benefits associated with the MasterCard such as Military Free Cash Rewards and significantly overall better value. We realize there may be isolated instances where an individual will only apply if they can get a proprietary card; Chase has agreed to handle such instances through the existing 'commander reinstatement process.' For additional information on this subject, see Annex 6.

Chase Bank issued new applications mid-August 2013 – and were shipped to the FSS Marketing office and issued for immediately distributed to the club and other activities participating in the membership campaign. Please contact, Mr. Michael Therriat (michael.therriat@us.af.mil) or Mrs. Dulce Reyna (dulce.reyna@us.af.mil) if you need additional assistance. All applications should be entered in Club Works using the applicable source code and all will be credit qualified.

As a reminder, the source codes are:

- **F63N - regular application**
- **F63Q - UBU application**

These are the only applications that should be used – previous versions should be destroyed once the new applications are received. Ensure you have an adequate supply of applications and if needed, they can be ordered over the phone from Chase Card Member Service (CMS) by calling 1-800-955-8040. You should allow a minimum of three weeks for delivery (OCONUS installations should allow an additional 10 days to two weeks).

MEMBERSHIP ELIGIBILITY

Following are the eligibility rules for the club membership campaign.

- a. Club applicants must meet the eligibility requirement for club membership in accordance with paragraph 1.6, AFI 34-272, Air Force Club Program
- b. New member applicants must not have been a member within the last 91 days prior to the beginning of the campaign to be eligible for any premiums associated with this campaign, i.e. scratch off tickets, etc.
- c. Installations must validate an applicant's eligibility before being given instant win scratch-off tickets and being issued an FSS gift card

MARKETING CONCEPT

Key to Success

The key to success of your membership campaign is aggressive implementation and execution of your campaign plan. A successful membership drive must have a “local touch,” i.e. locally produced publicity, additional prizes, campaign functions having local unit participation, staff involvement, commander and senior enlisted support. Augment the campaign with local sponsorship and additional premiums, prizes, discounts, etc.

Cross-marketing with other FSS activities is extremely important and should part of your overall marketing strategy. **Consideration should be given to providing the Added Earning Program funding (\$25 - \$35 for UBU accounts) to the activity where the new application was generated.**

Point of Sale Materials

In order to assist club management and marketing staffs to promote the membership campaign and potentially increase recruitment, marketing materials developed by the Air Force Services Directorate Marketing Division will be provided to the installations prior to the beginning of the campaign – marketing materials are available under the “Managers” section of the www.usafservices.com web site (Download Central) to be downloaded. The Services Directorate Marketing Division will develop and distribute point of sale (POS) and marketing materials. Materials were shipped to the installation’s marketing representatives – exact shipping date will be provided by the Services Directorate Marketing. As mentioned, the campaign should be cross-marketed in all Force Support Squadron activities. The POS materials will include:

- a. Standee to be placed in the lobby of the club
- b. Table tents
- c. Counter card displays (with application holder)
- d. Club gift cards

Examples of the point of sales material concept is at Annex 7, page 17. Additional local materials should be developed complementing the campaign concept and personalize the campaign to the installation/community. Simply distributing the marketing material is not sufficient to ensure a successful campaign – each installation must have “something going on” during the membership drive – each installation must have:

- a. An event or events that “kick off” the campaign – signals the beginning of the drive such as an installation-wide event hosted at the club, in the club parking lot or a hangar
- b. Programs that “sustain” the campaign during the mid-point such as a club hosted event, a block party, tabling events at the Commissary and/or Exchange, briefings, at commanders calls, etc....and...

- c. Something that “ends the campaign with a bang” – a club event that welcomes new members to the club and thanks the current members for their continued support

A sample news release is at Annex 8 for your use and should be “tailored” to your installation.

Additional Marketing/Promotion Information

For additional marketing and promotional information, and program ideas see Annex 9.

SURVEY SAYS

According to survey respondents (people who signed up for membership during previous drives), club offerings prompted them to sign up for membership. Each person that signs up receives an instant win scratch off ticket. This method was determined to be of value to new recruits. New members have listed the below items as most important in their decision to join the club:

1. Free dues
2. Meal discounts for members
3. Club offerings/programs
4. Support of local club
5. Leadership encouraged
6. Tradition
7. Friends belong
8. Complements military career
9. Obtaining charge card
10. Graphic design on card

ACCOUNTING INSTRUCTIONS

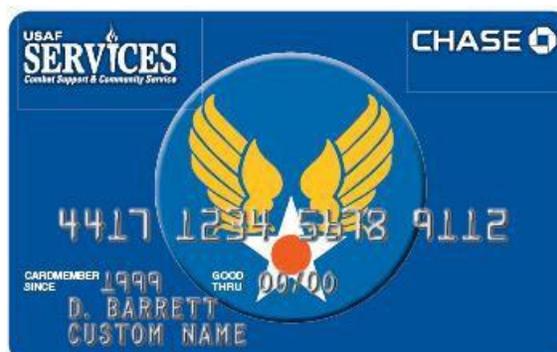
Detailed instructions on handling, storing, distribution, and reimbursement of the scratch-off tickets and disposition of tickets not redeemed during the campaign will be provided by AFPC/FMNFP approximately 1 week prior to the beginning of the campaign.

ANNEX 1 – CLUB MEMBERSHIP CARD COMPARISON

What do they look like?

MASTERCARD
Club Membership Card

PROPRIETARY CARD
Club Membership Card



Is there a difference in benefits?

Competitive APR	Prime + 6.74%	Prime + 6.74%
Low penalty fees	Yes	Yes
Reciprocity at all AF clubs	Yes	Yes
Rewards Program	Military Free Cash	No
	Travel Plus	No
Credit Line	\$1,000 minimum	\$500 maximum
Card Accepted	On- and Off-base	FSS activities only
Emergency cash and card replacement	Yes	No
Travel accident insurance	Yes	No
Travel assistance services	Yes	No
Year-end summary	Yes	No
Roadside coverage	Yes	No

When a member applies for and receives the Platinum MasterCard club membership card, and they are concerned about credit line available, they can contact the Bank at 1-800-759-0294 (option "0"). Chase bank has the option to reduce the credit line on their club membership card to \$1,000. Having done that, they're now looking at a difference of only \$500 in lines of credit, comparing the Proprietary club membership card with a max credit line of \$500 and the MasterCard with a \$1,000 credit line. Their MasterCard club membership card automatically comes with the free cash back rewards program (the Proprietary card does not) which generates 2% (2 points) per dollar spent at all Force Support Squadron activities, the commissary and the Base Exchange (to include gas) and it generates 1% (1 point) back for each dollar spent off-base. They can redeem for a few as 2,500 points for \$25 in cash, gift cards to major merchants and restaurants, as well as travel to include airline tickets, hotel, and car rental. It's a terrific value with great flexibility for our members and it's free.

ANNEX 2 – CLUB GIFT CARD



The club gift card:

- **Redeemable only at the club/club operations**
- **Cannot be used in other FSS activities**
- **Issued during the membership campaign**
- **Cannot be reloaded once redeemed**

ANNEX 3 – MILITARY FREE CASH (MFC) PROMOTIONAL BUTTONS

NOTE: Promotional buttons were distributed to installations for the Feb – Mar 13 campaign and club staff members will again wear them during the Jun – Jul 14 campaign and going forward



The promotional buttons are designed to be an ongoing way to prompt patrons to ask about "Cash, Rewards, and Perks" as they relate to the MFC rewards program as well as club membership. Accordingly, all FSS front line employees will continue to wear the buttons during and after the campaign. Club management must ensure all employees are knowledgeable about MFC and the benefits to members.

**MFC Promotional
Buttons**

ANNEX 4 – CASH BACK (MILITARY FREE CASH) REWARDS PROGRAM

- Military Free Cash (MFC) is a “points” rewards program provided to all MasterCard club members
- Accumulated points do not expire
- Members received double bonus points (2 points per dollar spend) on all purchases on-base in FSS activities, the Commissary, and Base Exchange (to include gas)
- There is no annual fee
- Members can redeem for
 - Cash – in any denomination starting as low as \$20 (previously was \$25 and the Bank will send the member a check)
 - 100+ gift cards options to major merchants and restaurants and 1,000’s of merchandise items (electronics, smart phones, movies)
 - Travel to include airline tickets, hotel reservations, and rental cars
 - Cash as a deposit into a Chase Bank account
 - Charitable options (World Wildlife Fund and ASPCA)
 - No foreign transaction fees
- Log on to the redemption website: www.chase.com/militaryfreecash

BEST OF ALL – IT’S ABSOLUTELY FREE!



During the campaign, all staff members will wear a MFC promotional button. It is extremely important they be familiar with the MFC program and are able to explain the basics of the program, i.e.

- ***The program is designed for specifically for our MasterCard club members***
- ***It’s a cash back rewards program***
- ***Members generate “double bonus points” on base and 1 point per dollar off base***
- ***Members have great flexibility in how they can redeem their points - for cash, gift certificates, and air travel – it’s their decision - they can do it differently each time***

When members are making purchases, the cashier should ask “would you like to put your purchase on your club membership card and generate cash back rewards?”



ANNEX 5 – MILITARY FREE CASH ENHANCEMENT OVERVIEW

Exciting New Benefits from the Military Free Cash Rewards Program

In an effort to provide our customers with more value and excellent service, we are pleased to announce exciting enhancements to the Military Free Cash Rewards program from Chase. Now you can offer your customers even more rewarding benefits for the purchases they make at your locations every day.

With the Air Force Club Membership MasterCard, your customers already earn:

- **2% Unlimited Cash Back Rewards** for purchases made on base at Air Force Services, Army MWR and MCCS locations, the Exchange and Commissary, plus
- **1% Unlimited Cash Back Rewards** for all other purchases when they use their card

Now the rewards options available to your customers are better than ever providing greater added value for your customers as well as your programs.

For Your Customers

As a result of the enhancements to the Military Free Cash Rewards program, cardholders will now have access to a more robust and easy to use website, many more redemption options and few new earning options too.

- Cash Deposits into a Chase Banking Account, if you have one – in any denomination starting as low as \$20
- Check or Statement Credits in any denomination starting as low as \$20
- 100+ Gift Card Options for top brand Restaurants, Retail Stores, Travel, Entertainment and more
- 1000's of merchandise items (electronics, smart phones, movies)
- Charitable Options – convert points to Donations (World Wildlife Fund & ASCPA)
- Earn an incremental 1 point for airfare & hotel accommodations when you book through Chase Travel Advisors using the Air Force Club Membership MasterCard
- Earn 2% for all room bookings and on-resort purchases at Armed Forces Recreation Center Resorts – including Shades of Green Resort on Walt Disney World in Orlando, Florida; Hale Koa Resort in Honolulu, Hawaii; Edelweiss Lodge & Resort in Garmisch, Germany; and Dragon Hill Lodge in Seoul, Korea

For Your Activity

These improved rewards benefits will provide your activity with even more ways to offer value to your customers while also adding value to your programs.

- **Builds Sales & Customer Loyalty** - Improved rewards benefits give cardholders even more reasons to use their Air Force Club Membership MasterCard for more purchases at your activity
- **Supports MWR Programs & Activities**— every purchase with the Air Force Club Membership MasterCard supports Air Force Services facilities and programs
- **Increase Revenue** Savings on Interchange Fees - increase bottom line profits for your activity as your customers use the Air Force Club Membership MasterCard for more of their purchases.



These improved benefits are automatic for all Air Force Club Membership MasterCard customers.

On or about **October 8, 2012**, current Cardholders will receive an email communication(if they have opted in for email) outlining the new features of the rewards program as well as a mail package which will include the new rewards brochure and a letter further outlining the enhancements to this program.

Customers who apply and are approved for the Air Force Club Membership MasterCard after October 8th will receive the updated rewards brochure with their new card as part of their welcome kit.

The upgraded rewards website, Chase.com/MilitaryFreeCash, is a great tool for customers who want to explore their new reward options or get answers to any questions. Customers can also contact our dedicated Military Service Center by calling the number on the back of their credit card.

CONTACT INFORMATION

Rewards Website www.chase.com/MilitaryFreeCash

Chase Travel Advisors 1-855-234-2538

Military Customer Service 1-800-759-0294

ANNEX 6 – LEADING WITH VALUE VS. CARD CHOICE

The following message was provided to the field on 1 June 2011

Subject: AF Club Membership Applications - Card Choice

To: MAJCOM Leaders,

The goal of offering the Card Choice program in 2008 was to increase membership by giving potential club members a choice between a commercial MasterCard and the proprietary card. This option was driven by feedback received through customer satisfaction and exit surveys. Despite the survey, our analysis of the data over the last 3 years shows providing the option of cards did not increase membership. Membership has continued to decline as have new applications for membership and contrary to widely accepted opinions about the Proprietary card; the retention of members that have the MasterCard club membership card is actually much greater than Proprietary card members.

Additionally, because the Proprietary card has far less utility and value to the members, they are using other bankcards for payment. By suppressing sales volume on the AF club membership card, it devalues the discounted merchant processing costs (0%) Chase provides via our contract relationship and increases operating cost for clubs and other activities. For example, in Jun 08, 5.1% of the merchant volume was on club cards; however, since that time it has continued to decrease to 3.8% equaling an increase in merchant processing cost of almost \$164,000 annually. The bottom line is the anticipated benefits of card choice we envisioned such as an increased membership, retention of members, and greater membership use, has simply not materialized.

As such, in conjunction with Chase, we have decided to move to "leading with value" club membership applications; that is to say we are restoring the original contract process to issue MasterCards to club applicants that qualify. These members will enjoy the benefits associated with the MasterCard such as Military Free Cash Rewards, Blue Star Benefit and significantly overall better value. At the same time, we realize there may be isolated instances where an individual will only apply if they can get a proprietary card; Chase has agreed to handle such instances through the existing "commander reinstatement process."

Chase is in process of developing applications without the Proprietary card option "check block" and will be removing the source code associated with that block from Club Works once the new applications are available at all installations. New applications will be sent to all installations. This change has the potential to increase revenue through the added earning program, lower merchant processing cost as result of anticipated increase Club Card usage, and improve member retention over time.

Along with this change in applications, Chase has begun adding additional value to club membership MasterCards. Plans are underway to eliminate Military Free Cash reward point caps, eliminate foreign exchange fees, and expand reward offerings available under Military Free Cash Rewards benefits. The Blue Star benefit has also been improved with all fees and interest refunded on account while the member or any authorized user on account is deployed. The 12-month limit on this benefit has also been removed.

ANNEX 7 – POS MATERIALS

What's Cookin' at Your Club?



Sign up now for Club Membership to receive "Members Only" benefits when approved for the Air Force Club Mastercard credit card:

Food and Beverage Discounts,
Entertainment, College Scholarships,
Prizes, Trips and More!

You'll also get free club membership dues for the first 3 months and a scratch card worth \$5 to \$100.

Pick up an application at the club or visit
www.myairforcelife.com/clubs/

Air Force Clubs are responsible for fulfillment of all scratch cards. Accounts subject to credit approval. Restrictions and limitation apply. Air Force Club Membership credit cards are issued by Chase Bank USA, N.A. Offer subject to change. See www.chase.com/afclubcard for pricing and rewards details. No federal endorsement of sponsor intended.

Scratch-Off Card



All POS materials, i.e. counter card, standee, and poster will incorporate this image. They will be shipped to the installation and also available on the Services Directorate Marketing Download Central website.

ANNEX 8 – SAMPLE CAMPAIGN NEWS RELEASE

Sign up now for three months of free club membership, win \$\$\$ instantly

(Insert by-line)

Everyone who joins any Air Force club between 1 June and 31 July 2014 will automatically receive three months free dues, be enrolled in the free cash back rewards program, and receive an instant win scratch off ticket worth \$5 - \$100. Existing members who sign up new members can receive \$5 - \$100.

“We want all personnel to consider club membership and understand the benefits of AF Club Membership. This membership campaign gives them the opportunity to try their club free for the first three months and possibly win some cash to be used in the club”, said Col Pigue, Chief, Operations Division at Head Quarters Air Force Personnel Center, Directorate of Services. During the period, membership promotional materials will be available in their local club and other Force Support activities. If interested, simply pick up an application and fill it out to begin experiencing the benefits of membership!

The membership card provides numerous benefits. The cash back rewards program and Military Free Cash are just a few of these benefits. Using your club membership MasterCard in any on-base Force Support activity, earns you 2% cash back on every eligible purchase including AAFES (to include gas) and the Commissary. Additionally you earn 1% cash back on eligible purchases everywhere including all off base purchases. In addition to being able to redeem points for cash back, gift cards and travel, to include airline tickets, hotel, and car rentals – super flexibility – and it is all free, as a benefit of club membership!

Air Force Clubs offer members numerous free and inexpensive activities including discounts on every meal to include special functions, an annual \$25,000 scholarship program, Football Frenzy, and other member’s only programs. Your club is a great place for entertainment and meeting friends in a fun and safe environment. Join now – the first three months are free on us – membership pays!

ANNEX 9 – MARKETING CONCEPT

Background:

Each year since 2000, the Air Force Services Directorate Food and Beverage Branch and Marketing Division has conducted Air Force-wide club membership campaigns focused on recruiting new club members from the active duty, civilian, retiree, and reservist eligible non-member population.

Typically, the Services Directorate plans the overall campaign theme and develops, funds, and distributes all marketing and promotion POS materials to the local installations. Each campaign normally features an “offering” from Chase Bank that includes such things as cash back rewards programs. Chase Bank also provides an Added Earnings Program (AEP) bonus of \$25 per new account generated during the campaign (\$35 per new UBU account) to the club for each new account generated. Clubs have typically offered 3 months free dues and instant win scratch-off.

Over the last several years, there has been a general decline in the total members recruited from 2001 -2006, followed by a small increase in 2007 and 2008, a significant decrease in 2009 followed by a small increase in 2010 due to us conducting two campaigns. Recruitment in 2011 dropped as there was only time for one campaign due to implementation of the “leading with value” application process. In 2012, only one campaign was conducted due to acquisition funding issues with Chase Bank. Now that those issues have been resolved, two campaigns are being conducted in 2013.

<u>Year</u>	<u>Members Recruited</u>
2001	19,280
2002	16,044
2003	11,753
2004	11,481
2005	10,392
2006	8,539
2007	10,082
2008	10,175
2009	4,016
2010	6,833
2011	3,928
2012	3,600
2013	2,562

Concept

It is necessary to develop a club membership campaign the local club manager can simply adapt to his/her use. The following concept is based on the fact the campaign must:

- a. Have Force Support Commander/Division Chief, flight chief and club manager “buy in”
- b. Have installation commander “buy in”
- c. Be easy to implement, i.e. user friendly
- d. Produce high exposure of the program to the eligible non-member population
- e. Have a “local connection,” i.e. local relevancy
- f. Focus on the “local connection”
- g. Be effective
- h. Be fun – for prospective members to participate in, and fun for the club to host
- i. Include installation-wide “command” involvement
- j. Include/involve local sponsorship support
- k. Require minimal administrative effort/support

Based on a standard 90-day membership campaign, the typical installation level membership drive conceptually include (a) a high-energy installation-wide “kick-off” event, (b) “sustanment” events and activities during the campaign, and (c) a “final” event to recognize new members, thank current members for their continued support, and culminate the campaign.

Timeline

April 2014

- a. Installations receive
 - Initial notification of campaign dates and tag line
 - Campaign talking paper
- b. Installations receive/review implementation plan; develop additional local promotions
- c. Installations formalize proposed supplemental club membership drive plan - develop local advertising for installation papers and Force Support publications, etc
 - Campaign development should involve local Force Support Squadron Commander/Division Chief, flight chief, club manager and marketing director
- d. Campaign should include immediate benefits for individual who becomes member, i.e. responds to the question “what’s in it for me”
 - Consider local Force Support premiums such as Force Support bucks, bowling, golf, outdoor recreation, fee dues, meals, discounts, etc.
- e. Obtain local sponsorship
- f. Briefing to installation commander
- g. Finalize local campaign plan

2014 Club Membership Campaign Implementation Guide (June – July 14) – 29 Apr 14

May 2014

- a. Installations receive Air Force point of sale (POS) material and club gift cards
- b. Inventory POS material to ensure all materials have been received
- c. If missing POS material, call Mr. Gary Lott in Services Directorate Marketing SVK at DSN 969-7511
- d. Marketing materials available under the managers section of the www.usafservices.com web site (Download Central) to be downloaded
- e. Installations receive accounting procedures
- f. Promote campaign
- g. Write publicity, and news releases
- h. Develop additional marketing materials including advertisements in Force Support publications, and installation paper, club calendar, placemats, tray liners, and flyers
- i. Cross market in all Force Support activities and dorm facilities

1 June 2014 – Execute Campaign

- a. Kick-Off Event
- b. Host at club
- c. Involve: spouses club, first sergeants, CGOC, squadrons, current members, other installation organizations
- d. Possible events include block party, event in parking lot, installation picnic, etc. (consider logistics for club to support)
- e. Include food, beverage, entertainment, instant rewards for joining

1 June – 31 July 2014 - Sustainment Events - “Direct Hits” (during the campaign)

- a. Tabling event at Commissary or Base Exchange
- b. Event at club, i.e. family night, boss and buddy night
- c. Brief at commanders calls
- d. Meet with First Sergeants
- e. Squadron competitions
- f. Involve employees
- g. Recognize new members in their work place with “premium” of some sort, i.e. cup with balloons

31 July 2014 – Culmination Event

- a. Lunch, dinner, cocktail party for new/current members
- b. Installation commander, Force Support Commander/Division Chief and club manger present to “glad hand” and personally thank new members for joining and current members for their continued support
- c. Provide small “thank you” gift
- d. Free meals, discounts, coupons, etc. – something that requires “return visit”

NLT 29 August 2014

- a. Installations submit reimbursement requests to AFPC/SVOF

Recruitment Event Ideas

1. Kickoff event examples
 - a. Block party
 - b. Installation-wide picnic
 - c. Parking lot party
2. Club responsibilities
 - a. Provide food, beverage, manpower, and entertainment
3. Marketing responsibilities
 - a. Provide publicity (posters, flyers, news article, etc. for event
 - b. Provide local commercial sponsorship for instant rewards for membership sign up

Sustainment Event Ideas

1. Block party

Outline squadron competition for highest percentage of club members at meetings; Small (100 or less personnel) and large (over 100 personnel) squadron categories; Highest membership figures for small category receives \$100 toward next squadron event; Highest membership figures for large category receives \$250 toward next squadron event. E-mail thermometer-type charts to squadron commanders showing increases in membership. Obtain the membership data from Club Works.

2. Membership Sign up Booth (Tabling):

Set up a staff manned booth to explain the benefits of club membership. Several incentives should be offered and can include trips, free dues, and dinner certificates, bowling for a family, cash and other items that will be given using entry forms to new members at the event. Attend Commanders calls, newcomer's briefings, to include setting up a booth at commissary and AAFES exchange on key dates (1st & 15th) of each month for greater access to retirees and active duty on pay days. Attend the Retirees Day Seminars and make presentations and cross-market with other promotions. Incorporate with Football Frenzy and local programs to show the advantage and tangible benefits of belonging to the club.

3. Retiree Invitations:

Send out to a personal invitation to all retirees within a 50-mile radius announcing the new membership drive. Include a detailed list of benefits associated with the program, membership application, and membership benefits brochure. Invite retirees to special function (developed by the installation) with music, food, dancing etc.

4. Publicity:

2014 Club Membership Campaign Implementation Guide (June – July 14) – 29 Apr 14

Run an article on membership recruitment success and outline the club program. E-mail thermometer-type charts to squadron commanders showing increases in membership by organizational unit. Run a final article on the results at end of campaign announcing squadron winners.

5. Organizations:

Offer the Company Grade Officers and the Enlisted Council club members an opportunity to assist with recruiting new members. Organizations will receive handouts that list the benefits of being a club member to give to potential members. Remember, a club representative must be present at all times.

6. Club Gift Card Special Promotions

With the issuance of the club gift card, you have a unique opportunity to do some creative programming and promotions. During the campaign, promote some specials, i.e. a lunch, brunch, buffet and encourage new members to use their club gift card to “try it.” You may also collect the redeemed gift cards (keeping track of the name of the member) and conduct a drawing each week or every two weeks and award a free lunch or months free dues or special discount. Don’t forget your current members – conduct a club card drawing during the campaign to reward/recognize their continued support.

Closing Event Ideas

Lunch, dinner, and/or cocktail party:

Host a special lunch, dinner, and/or cocktail party and invite all new members to attend. Invite the Installation Commander, and Force Support Commander/Division Chief, and along with the club manager personally thank each new member for their support. Provide a small “thank you” gift to each new member. Gifts can include free meals, discounts, etc. – something that requires a return visit.

Note: Marketing offices will be receiving additional information and all POS materials from the AFPC Marketing Division. If you have any questions, please contact Mr. Gary Lott at DSN 969-7511 or email gary.lott@us.af.mil.