



CLUB MANAGEMENT UPDATE

Published by the Club Managers Association of Hong Kong

Chinese New Year edition

Leading Change: The Trends Workshop

A One Day Conference with Guest Speakers & Round Table Discussions
Monday 8 March, 2004 beginning at 9.30am at the LRC

Agenda

Arrival, Registration, Continental Breakfast

Leading Change
Serious Creativity: Brilliant Ideas at Work
Round Table Discussions

Lunch

Food and Beverage Trends
Recreation Trends
Golf Trends

The Search for Leaders
Round Table Discussions
Our Funniest Experiences

Wine Trends and Wine Tasting
Optional Dinner

Confirmed Speakers

Robert Kirby
President, Kirby Leadership

Raju Harilela
Chairman, Harilela Strategic Group

Sean O'Connor
Executive Director, International Leisure Consultants

Simon Shepherdson
Managing Director, Asian PGA Services

Fred Smith
Adjunct Professor / Teaching Consultant,
Institute of Human Performance
University of Hong Kong

Registration

"Leading Change: The Trends Workshop" is being hosted for CMA members and senior members of their management teams.

Cost: \$250, including breakfast, lunch, materials and wine tasting
\$500 including dinner

Seating is strictly limited to 48 and preference will be given to CMA members. Please register to the Event Coordinator, David Brightling, at gm@lrc.com.hk no later than Monday, 16 February.

INFORMATION TECHNOLOGY

Securing the Wireless World

From "Outlook: News from the Club Managers Association of America", September 2003. Reprinted with permission.

Wireless Local Area Networks (WLANs) have become wildly popular in home use since their introduction a few years ago. WLANs are a great way to allow several computers to share one high-speed internet connection or allow you to set up a second computer in your home without having to route network cabling through your walls. Businesses in the last two years have been increasingly turning to WLANs as a way to extend their network infrastructure. For \$300 (US funds) or less, you can add a computer virtually anywhere, without regard to providing network cabling to the computer's location. In many clubs, this has proven to be a true money and time-saver. Many clubs are also historic sites, and drilling holes in the walls for network cabling usually requires many months and many permits. WLANs eliminate both.

WLANs are ridiculously easy to set up right out of the box. Plug a Wireless Access Point (WAP) into your existing network at any convenient point, add a Wireless Network Interface Card to your PC, and you're ready to go. Sometimes you may have to access the WAP over the network to tweak a couple of the setup screens, but this is usually done with the aid of a support technician. Stay within 300 feet of the WAP, and enjoy full network access. Indoors, building construction may limit your access to within 150 feet of the WAP. The WAP broadcasts its presence to any Wireless Network Interface Card that is listening, allowing the network connection to be set up without user intervention.

Couple this very easy installation and
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The Smoking Debate Continues

by David Brightling, General Manager and Chief Operating Officer of the LRC



In fact, not only does the debate continue, but it seems that it will never end as doctors, members and employees grow increasingly concerned about

the risks of second hand smoke. "Industry under fire over smoking risks" blazes the headline from an article in the 4 December issue of *Caterer and Hotelkeeper*. In the story, Britain's top doctors advocate an immediate, government mandated smoking ban. The heads of the 13 Royal Colleges of Medicine identified the hospitality industry as the "worst offender" in terms of protecting employees from the dangers of "passive smoking" and concluded "the current system of self-regulation has failed to protect the majority of staff or customers." A survey indicated that 63% of restaurant guidebook readers

supported an overall smoking ban while 28% favoured "obligatory" non-smoking areas. Only 8% voted for no restrictions.


Closer to Home

Since the last issue of *Club Management Update* went to press, the LRC introduced a ban on smoking on the outdoor terrace immediately adjacent to the Family Clubhouse restaurant, which has traditionally been smoke-free. The change was very well received by non-smokers and even smokers seemed resigned to the move, perhaps seeing it as inevitable. And yet, far from resolving the issue, non-smokers are now lobbying for no-smoking sections in the other outdoor dining areas or a ban on smoking altogether.

At another Hong Kong club – the manager of which has asked for it to remain anonymous – a member has threatened a lawsuit if the General Committee does not institute a total ban

on smoking. The member has cited the health risk to employees as the primary reason behind this action. So far the Committee – who are predominantly smokers – have not changed club rules and *Club Management Update* will monitor developments in the months ahead.

An "Inexorable" Trend

It is clear that smoking is in retreat and that lobbying from non-smokers, employees and governments will continue until smoking bans are finally imposed. Smoking bans have already been mandated in many jurisdictions and the trend has been described as inexorable. Even the relatively sheltered world of private clubs is not insulated from these pressures and managers will continue their difficult balancing act until the government steps in with legislation. 

(*"Securing the Wireless World"* from page 2)
ease of use with the low price and you'll see why WLAN use has exploded in homes over the last three years.

There's really only one problem with WLANs: Anyone – this is important – ANYONE within radio range can log onto a WLAN unless security precautions are taken. WAPs by default have all of their security options turned off to make initial installation easier. Few small businesses bother to turn the security features on, because it's too much of a nuisance. That "nuisance" can, at the least, mean that the company across the street from your city club is using your wireless network for free internet access; at the most, that same company could be looking inside your membership database. Other clubs aren't immune; it is just as easy for homeowners near the clubhouse to latch onto the clubhouse's WLAN as that company across the street from the city club.

When you use a wired network, the wires themselves afford some protection against snooping. A person with enough sophisticated equipment can break into any wired network, much like a phone tap, but for the average user, the wired


network is quite secure. Not so with WLANs, as unless their security features are turned on, anyone with a Wireless Network Interface Card can easily connect.



One simple-to-set security feature is called Wired Equivalent Privacy, or WEP. Basically, WEP works by encrypting the radio signal generated from the WAP using a key that you define. Your PCs and other wireless devices are then programmed with the same key, allowing them to decrypt the broadcasted signal. This provides essentially the same security as a wired network, hence the acronym WEP. Yes, there is more setup time involved, as you must choose a key (like a password) long enough to thwart would-be hackers but simple enough to remember when setting up new members

of the wireless network. One thing to note about using WEP is that although WEP itself is based on a standard that all manufacturers follow, not every manufacturer implements WEP the same way. Some vendors simply ask you to enter a password; others take that password and generate a hexadecimal (gasp!) key that you must enter into the remote devices.

Other ways to secure the WLAN include turning off the WAP's Dynamic Host Configuration Protocol (DHCP) server. This is the "server" built into the WAP that assigns Internet Protocol (IP) addresses to client computers. If you use fixed addresses, the would-be hacker must know what addresses to use – one is not given to the hacker by the WAP automatically.

Don't give up on the use of WLANs just because of security concerns. WLANs are a quite useful tool, particularly for clubs. Simply know ahead of time that you must take steps to safeguard your network, and have WAPs and Wireless Network Interface Cards configured accordingly. 

Fitness Centre Operations

by Sean O'Connor. Sean is the Executive Director of Hong Kong based ILC (International Leisure Consultants) and has extensive experience in the Asian club scene, specifically in strategic planning and business modeling, marketing, sales and club positioning, and safety, security and hygiene issues and hands-on experience.



The New Year is a time when members suddenly focus on making resolutions to improve their health and fitness behaviour. Committing to get fit is a common phenomenon

in this first month of the year. This column takes a look at the industry approach to health and fitness provision in Hong Kong and across the region.

Health and fitness facilities and services emerged in private membership clubs in the early 1980's as awareness of personal health and lifestyle issues began to surface in the consciousness of the general public across Asia. Already established in the North America and most of Europe and the UK, fitness centres and dance studios became more and more relevant in the club scene. This was not in competition specifically with high street commercial facilities that also sprang up in the 1980's (anyone remember Aero's in Central, The I Club or Raffles Club in Bank of America Tower, Tom Turk's or Clark Hatch?).

The evolution of contemporary club gyms and fitness facilities was more a reaction to voracious demand expressed by club members – evermore interested in investing in their health and personal fitness status. New clubs across the region, such as those set up and operated by CCA International, installed superb fitness facilities in attempts to lure new members. More mature clubs found that renovations seemed to increasingly focus on either retrofitting fitness centres or increasing the size and complexity of existing fitness facilities – usually in line with what was on offer in the newer private clubs and high street commercial operations.

While 10 years ago personal trainers were banned from private clubs as they

were considered anathema to the club scene, today they are embraced not only as a valuable service to discerning members but also as a valuable revenue centre. Revenue from fitness operations is not a primary focus for most private clubs as usually the gym is available without a user charge. More often the gym is considered an essential amenity and usage by members not only increases



CardioTheater provides entertainment while exercising



Qualified instructors should provide individual exercise programmes for results

member satisfaction but also attracts visitation and spending in other outlets such as restaurants and bars.

So how can a club ensure maximum satisfaction and usage?

It has long been recognised that when an individual embarks on a fitness campaign the first 12 weeks are crucial in determining whether or not the effort will persist. If results are not somehow seen

or felt by the 12th week, it is likely that the effort will fade. In order to see the benefits of exercise, the starting point must be some sort of benchmarking – like a current fitness assessment or evaluation. This should be with some basic questionnaire such as the PAR-Q (Physical Activity Readiness Questionnaire) that screens out those who should seek medical clearance prior to engaging in strenuous activity. This is essential to protect the safety of members and to avoid embarrassing and potentially fatal episodes on the gym floor.

The next step should be to benchmark the health-related aspects of personal health and fitness. These are as follows:

1. Resting blood pressure and resting heart rate (also measurements that may highlight medical concerns prior to activity).
2. Lower back flexibility – together with abdominal strength and endurance essential for prolonging normal range of motion, good posture and preventing lower back pain.
3. Heart and lung function – usually measured with a simple short walk on a treadmill or ride on a stationary bike by monitoring heart rate response to graded exercise.
4. Body fat content – often measured with a height/weight calculation or girth measurements and skin fold thickness – or using sophisticated equipment that can accurately 'see' body fat using infra red light.

The next step should be to set short-term goals (say six week and 12 week improvements) and draw up an exercise programme that will achieve these goals.

Astonishingly, very few clubs offer such an evaluation or exercise programme service to members. Most do not even screen members for medical clearance.

(continued on next page)

From the Canadian Society of
Club Managers Conference

Strategies for Effective Meetings

- If a **digression** (the meeting focuses on a side issue) happens in a meeting, you can say **"It seems to me that the issue is _____ and not _____. Am I right? Can we please get back on track?"**
- If **domination** (a member dominates the discussion and the Chair does not intervene) happens in a meeting, you can say **"May I interject? I think we need to hear from those who have not spoken, like _____, who has been waiting for a while to speak."**
- If **rambling and repetition** (you want to close debate on a motion) happen in a meeting, get permission to speak and say **"I move that we close debate"**.
- If **confusion** (the wording of the proposal is confusing) happens in a meeting, **propose to amend the motion by replacing the confusing words** or **propose to refer the motion to staff or a committee for a report at a later meeting**.
- If **time is running out** (you notice that the time allocated for an issue is about to end) at a meeting, you can say **"Madam President. The time for this issue is about to end. Can we close the discussion and move on?"** or **"I move that we extend debate on this issue by 10 minutes"**.
- If **surprise agenda item** is presented at a meeting, you can say **"Mr. Chair. It's late, and I wouldn't want to rush the decision on this important issue. I move to postpone this motion until the next meeting"** or **"I believe this issue needs some study. I move to refer it to _____"**.


(*"Fitness Centre Operations"* from page 3)

Most members embark on a fitness campaign not knowing their starting point or where they are going or how fast they are going. Consequently, if they even reach the 12th week they are unable to see results because they have no point of reference with which to compare.

When working out, it is essential to know how the heart is responding to the exercise to ensure that the individual is within their personal target heart rate. When trying to control body weight or body fat, heart rate is an essential tool – rather like a speedometer in a speed limit zone. Too low a heart rate and the individual is not working hard enough to achieve the result. Too high and the body uses another fuel pathway to generate energy – leaving fat reserves untouched. The result is fatigue without fat loss, exposure to dangerous levels of strain and of course disappointment for the over zealous user.

Most members do not monitor their heart rates when exercising and do not realise that their efforts are similar to driving a car through a forest at night with the lights switched off – they have no idea where they are, where they are going or how fast!

Yet modern technology allows all of this to be monitored through heart rate telemetry – often built into the treadmill, cross trainer, stepper or bike in the gym. Motivation and retention are the final bits of the puzzle. Contemporary clubs promote participation in fitness 'challenges' such as Tour de France, Climb the Pyramids, Row the Pearl River or Run to Beijing. In these games, participants are rewarded with kilometers on a map on the notice board every time they work out at their specified level. The winners (usually everyone) are awarded coupons for use in the restaurants and bars, or pro shop – or services (such as a massage or facial) or sponsored products (such as a Polar heart rate monitor and watch).

At this level of sophistication, many clubs do not feel equipped with the human resources skill and expertise to deliver the service – and consequently they outsource to a specialist firm. Others hire the expertise and get the results in-house. Either way if these pieces are not in place in a club, it is time to review your fitness centre operations. 

CMA Scholarships Presented



IVE students received the CMA awards – (Left) General Manager of the Hong Kong Football Club Mark Pawley, Sharon Sin Yuk-ting, Santi Chan Pui-shan, General Manager of the Kau Sai Chau Public Golf Course Kevin Yuen.