



CLUB MANAGEMENT UPDATE

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Ten Steps for Successful Clubhouse Planning **Step 3: Programming & Establishing Criteria** *By Glen Selligman, AIA, Director of Club Architecture*

This is part three of an ongoing series featured in The McMahon Report, and all steps are available on their website at www.mcmahongroup.com.



The view from one of the spa treatment rooms at the American Club's Tai Tam location.
Photo courtesy the American Club.

McMahon's 10 Steps for Successful Clubhouse Planning

1. Membership Input
2. Strategic Planning
- 3. Programming & Establishing
Criteria**
4. Master Planning Clubhouse
5. Analysis of Existing Clubhouse
Conditions
6. Clubhouse Improvement Programme
7. Project Funding
8. Clubhouse Project Presentation /
Communications
9. Selecting Final Design
& Construction Team
10. Design, Construction & Occupancy



Glen
Selligman

With a good understanding of the membership's wants for the clubhouse and the club's strategic position, the planning committee is ready to define the specific spatial requirements of the clubhouse, both in the long term for the Master Plan and in the short term for what are the highest priority clubhouse improvements.

The planning committee should develop a clubhouse architectural space program comparing existing facilities. A room by room analysis showing square feet of all required rooms/spaces is developed. The purpose of each area is defined and their relationships to one another explained.

The programming gets into such issues as dining room sizes, the banquet dining capacity, size and quantity of lockers, coat room capacity, kitchen capacities, fitness facility capacity, etc. The architectural, room-by-room space program is finally adopted by the committee. The spatial area program is the premise on which all planning will be based. The programming work should identify the facilities needed for a 10/20 year Master Plan as well as the highest priority improvements that should be done immediately. The last issue in this planning step is to establish the basic

(Cont'd on page 4)

INSIDE

Chairman's Notes *page 2*

**Looking for New Members?
Maybe It is Time to Think Pink**
page 3

**Key Points from "Human Capital
in Great China – Managing the
Next Wave" Conference** *page 3*

**Improving the "Service
Encounter" at Taco Bell** *page 4*

Special Inserts

- Singapore Conference Details
- New Anti-Race Discrimination
Legislation – A Preview

Chairman's Notes

Highlights From the January Meeting

The January meeting was held at The Jewish Community Centre and three important subjects were dis-cussed.

Member Feedback on the Compensation Survey

Vice-Chairman Casper Schonfeldt reported on the feedback the Executive has received on the CMA Annual Compensation Survey. Casper reviewed the detailed responses to our mini survey which are summarised in the minutes of the meeting. The consensus view, which was endorsed at the meeting, was very much in favour of the *status quo*. While benchmarking data like annual financial turnover, size of membership and number of staff will be included to make comparisons more meaningful, the balance of the survey will remain unchanged as it is currently meeting the needs of the membership. The survey will not be subcontracted out for the foreseeable future and will continue to be undertaken by a volunteer. It was agreed that the survey and the subject of

subcontracting it should be discussed by a future Exco in two to three years.

Participation in Governance Study

There was widespread support among those who attended that participating in this study was beneficial for the individual member clubs and for the profession as a whole. Members are reminded to inform Philippe de Manny when approval to participate has been granted by the club's General Committee and approximately when the surveys will be completed. Professor Christopher Auld, head of the research team, hopes that most will be returned prior to the end of March. Members with questions about the study should contact Chris directly at c.auld@griffith.edu.au.

Certified Club Manager Programme

As Chairman, I reported on my preliminary discussions with the Club Managers Association of America on

developing a strategic alliance to facilitate interested managers in achieving the CCM (Certified Club Manager) designation. At the time of writing, a formal proposal has been sent to the CMAA's Certification Manager and I will be continuing the dialogue at the World Conference on Club Management in late February to early March. Our proposal will be formally discussed by the CMAA Certification Committee at their meeting in May. To date, 15 CMA members have expressed an interest in the programme and six have completed the initial registration. Other interested candidates should liaise with Philippe de Manny at their earliest convenience.

Special thanks to Neill Morgan and his staff at The Jewish Community Centre for hosting the meeting, the wonderful dinner that followed and an interesting and informative tour of the synagogue.



REVISED MEETING SCHEDULE

13 February Dinner Meeting

United Services Recreation Club

13 March Dinner Meeting Guest Speaker: Karen Mocatta

**HACCP (Hazardous Analysis
Critical Control Point)
Certification for Food Service
Establishments**

Kowloon Cricket Club

18 April Dinner Meeting Guest Speaker: James Haybyrne

Strategic Thinking
LRC

15 May Annual General Meeting & Scholarship Fundraiser (Spouses welcome)

Royal Hong Kong Yacht Club

Trends, Facts & Stats

North American Golf Industry Concerned About Participation Levels

Representatives of the golf industry in both Canada and the U.S. are concerned about the health of the sport and both have launched initiatives to "grow the game". Both the CMAA (Club Managers Association of America) and the CSCM (Canadian Society of Club Managers) are part of broad industry alliances examining the problem. Statistics from the National Golf Foundation in the U.S. showed a marginal increase of .2% in rounds played in June 2005 versus June 2004 and a year to date total of -1.1% June to June. This is particularly of concern in view of the excess capacity as a result of the number of courses that have opened in recent years.

(Source: National Golf Foundation; Club Managers Association of America)

2.7 Years – A Manager's "Best Before" Date in the U.S.

Recent statistics from America indicate that the average lifespan of a General Manager is just 2.7 years. And this is with all the long-serving managers, some of whom serve for 10 to 20 years, included! This has prompted Jim Hope, General Manager of Earl Grey Golf Club in Calgary, Alberta, to suggest that candidates interview the General Committees that are interested in hiring them, as well as being interviewed themselves. In a soon to be published article in *Club Manager Quarterly*, the Journal of the Canadian Society of Club Managers, Jim outlines a 10-point survival strategy to undertake before one is hired. Areas one should cover include requesting a copy of the strategic plan, assessing the number of "sacred cows" on staff to discussing member discipline processes. We hope to reproduce Jim's article in a future issue of *Club Management Update*.

Looking For New Members? Maybe It Is Time To Think Pink ...

As implied earlier, even clubs with top-notch facilities and impressive programming may still struggle to attract an adequate number of new members. If the club's focus has been on families or male executives, you might consider reasons experts believe it may be time to refocus marketing attention toward women as prospective club members:

- Many households qualify for club membership only because both parties work and women are involved in 80 percent of all household buying decisions.

- Some experts contend that women are the driving force behind the unprecedented consumer quest for luxury items, including private-club membership.

- Women of the "boomer" generation are headed into the "empty nest" zone and have more control over where and how they will spend their down time.

- An article published in the June/July Met Golfer, published by the Metropolitan (New York) Golf Association, noted that in most clubs only 25 percent of female family

members play golf. A club wanting to boost business and shore up family commitment might analyze its own membership to determine if more could be done to encourage women to use the club.

We wonder about the potential impact of marketing materials that would feature the club as a life-enhancing reward for harried moms and busy career women.



From

The
PRIVATE CLUB ADVISOR.
A Letter to the Directors, Officers, Owners and Managers of Private Clubs

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August 2004

INTERNATIONAL CALENDAR

26 February - 2 March

**Club Managers Association
of America:
World Conference on Club
Management**

Honolulu, Hawaii, USA

For details visit www.cmaa.org

23 - 25 April

**Club Managers Association
of Singapore 2006
Conference**

Singapore

Details enclosed.

29 May

**Commodores' Forum 2006
Royal Hong Kong Yacht Club**


*A special invitation has been
extended to CMA members to
a lunch session on this day,
which will form part of the
broader Forum with
Commodores and Managers
from around the world.*

Key Points from –

“Human Capital in Greater China – Managing the Next Wave” Conference

Held on 10 January 2006 Hong Kong

Robert Kirby, a well known consultant to the broader hospitality industry and the private club sector, summarises his conclusions from the recent Conference. Robert also spoke at the CMA's one day conference "Leading Change: The Trends Workshop" in March, 2004. For details please visit www.kirbyconsulting.com.

- Importance of "Engaging Staff"
- Leadership impacts on Culture – Culture impacts on Performance
- Expanding the role of HR
- Managing Talent
- How do we expand the HR Pool?
- SOS = Short of Staff
- Managing Risk
- Shortage of Leaders – need to develop more leaders / leadership
- Working smart
- Learn from experience
- Importance of networking, in particular during overseas assignment
- We all have more in common than we have that divides us
- Rewarding & retaining "Best Performers"
- War for talent is on the way
- HR is the Oxygen in your Organisation
- I (Steve Wynn) design the building – you bring it to life
- Hire the right people for the right job
- You can never be better than the team you have
- Performance Management should be a basket of things – not just one item
- I like turnover – I want people to come back
- HR professionals must know the financials
- Monopolies are the enemies of leadership
- Leadership = how to get people to do exceptional things
- Life exits beyond work 

Improving the “Service Encounter” At Taco Bell

By Phillippe de Manny, General Manager of the Aberdeen Boat Club

Karl Titz and Lee Ross in their respective chapters in Kandampully et al, postulate that service quality and customer satisfaction can be realized best when the organisation’s culture, marketing, operations and human resource management practices are coordinated and synchronized.

The Taco Bell Case



Phillippe
de Manny

The Taco Bell, a leading fast food chain of Mexican food, saw its market share plummet in the 80’s due to a conjunction of factors affecting the perception and quality of service delivery.

Fierce competition, an undefined strategy and deficiencies in company culture lead management to rethink its strategy to avoid closure. The three components of “the service encounter” were at variance, rather than being intertwined; the customer had other choices and was expecting more than what was provided in quality; there was a lack of quality assurance and concerns about safety due to poor hygiene practices and employees were de-motivated and left the company as quickly as they were joining it.

For a company to consistently deliver quality service, it needs to have a vision and a mission to set goals and objectives. This process enables the management to select a strategy, target the proper staff for the right job and train them toward


company goals. It also enables the company to present an image – a perception to the customer – which will reduce the problems of service gaps for the first time customer or the returning customer. In the first case, the expected performance will be dictated by the product definition (vision and mission transmitted through advertising and reinforced by branding, restaurant design, uniforms etc.) and in the second case the expectation of service will be consistently met by reassurance of proper procedures and their application.

It goes without saying that front line employees are the most important actors in the success of a fast food chain as they face direct challenges day-to-day which they must turn into immediate opportunities for business development and this aspect of the business environment is beyond direct management control and therefore must be planned and implemented in advance, though trained and empowered employees.

The empowerment process must be very strong, providing motivation and rewards in terms of employee recognition and

development. Under this model, retention of employees is as valuable to the long-term health of the company as retention of customers.

A company may decide to remove, as much as possible, the human factor in the service failure treatment and like the Taco Bell create a virtually automated service delivery model. If one thinks of the specificity of the fast food segment where people want consistency, speed and accuracy, this makes sense and matches the quality service expectation for such an establishment. This approach will not be possible at restaurants providing more complicated food and service offerings, like the Peninsula Hotel’s Gaddi’s Restaurant.

At Taco Bell, a joint consultation among customers, management and staff lead to service excellence when every actor in the process understands each other and what is expected of them. In fact, this is the meaning of quality service: understanding each other, a game of diplomacy and strategy. 

(From page 1 “Step 3: Programming & Establishing Criteria” continues)



The new climbing wall and cave in the Sports Hall at the American Club’s Country Club location at Tai Tam. Photo courtesy the American Club.

criteria for facility planning. This involves such issues as understanding the budget

and financing factors for improvements; determining how important it is to attract

more members, especially younger ones, to a club; understanding the full or limited service aspect of a club; how important good service is to the entire membership, etc. The criteria for planning facility improvements is important for starting the facility planning in the right direction, and so it stays within a budgetary range that is financially feasible.

With the club’s facility programming and basic planning criteria defined, Step Four, “Facility Master Planning,” is ready to begin. This is when the fun part with architectural concept drawing starts. 