



CLUB MANAGEMENT UPDATE

Published by the Club Managers Association of Hong Kong

FALL EDITION 2004

MEETING SCHEDULE

8 November
**Dinner Meeting
& Optional Workshop**
LRC

Guest Speaker
Stephen Vine

Topic
Legally Managing Your Club
A Review of Current Legal
Trends in Hong Kong
See page 3 for details.

13 December
**Christmas Dinner with
Spouses**
Dynasty Club

Meeting, Dinner & Karaoke

10 January
Dinner Meeting
Pacific Club

Presentation
The CMA Strategic Plan:
Our Blueprint for the Future

14 February
Breakfast Meeting
Hong Kong Club

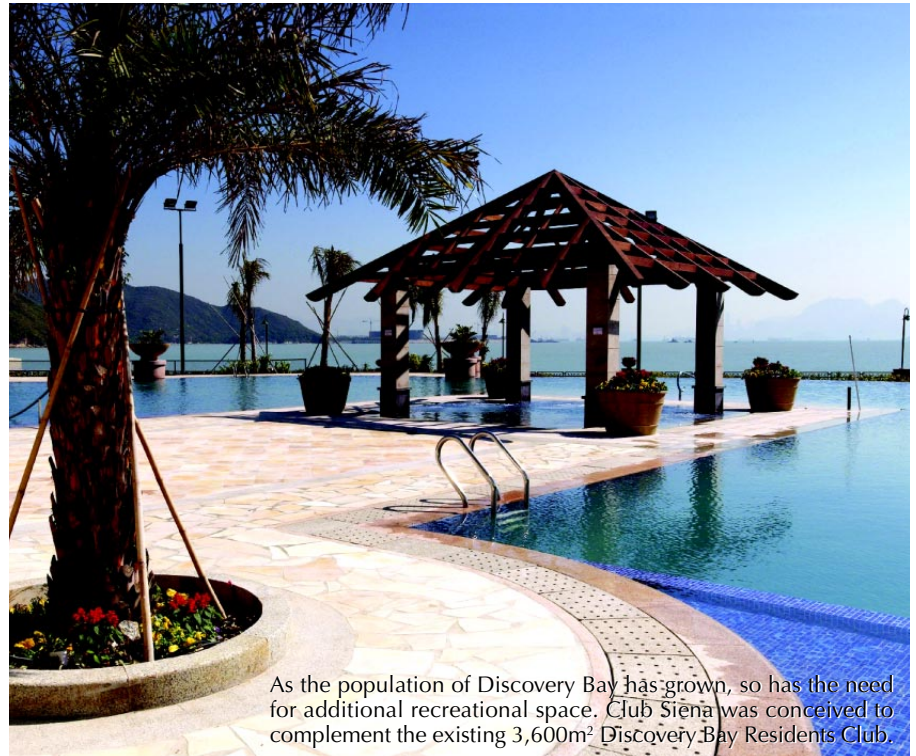
Guest Speaker
Mike Nardoza
Windy City Holdings

Topic
Group Purchasing:
Looking for Buyer Power in HK

14 March
Breakfast Meeting
Butterfield's

11 April
**Dinner Meeting
& Annual Fundraiser**
Hong Kong Cricket Club

9 May
**Annual General Meeting
& Dinner**
Hong Kong Country Club



As the population of Discovery Bay has grown, so has the need for additional recreational space. Club Siena was conceived to complement the existing 3,600m² Discovery Bay Residents Club.

A new club in Hong Kong Club Siena Opens in Discovery Bay

It isn't often that a new recreational club opens in Hong Kong, yet that was what took place this summer with the opening of Club Siena in Discovery Bay. Club Siena is now the fourth club operating in the Discovery Bay community and Club Management Update's David Brightling interviewed Gary Brown, who oversees club operations for Hong Kong Resorts International, on this exciting development.

CMU. Why build a fourth club at Discovery Club?

GB. *There are two reasons. 1. Need – As Discovery Bay's population has grown, so has the need for more recreation facilities for the community.*

2. It showcases the Discovery Bay lifestyle and as such is an effective real estate sales tool.

CMU. How long was it in development?

GB. *It has been a part of the master plan for the phased development of Discovery Bay for many years. The community has grown to a point now where the timing was right to build it. Construction time was about 18 months.*

CMU. What niche was it designed for that was not being served by the three other clubs in Discovery Bay?

GB. *None – it is aimed at the entire community.*

Inside

- Workshop Preview:
Legally Managing Your Club
page 3
- High Tech High Touch *page 3*
- Final thoughts:
Ethics in the Private Club Industry
page 4



“The focal point of Club Siena is an immense indoor and outdoor swimming complex, spanning the entire length of the building along the seafront. Other facilities include indoor and outdoor children’s play areas, dance studio, bowling alley, fitness center, reading room, cafe and bar, function and banquet rooms, boardroom for smaller gatherings, sauna, steam room, indoor and outdoor jacuzzis, billiards, tennis and basketball courts, grassy outdoor BBQ and picnic area, and rock climbing.”

CMU. What are the facilities?

GB. Club Siena is 4500m² under roof, and the outdoor facilities are at least double that. To quote from the press release “the focal point of the club is an immense indoor and outdoor swimming complex, spanning the entire length of the building along the seafront. Other facilities include indoor and outdoor children’s playareas, dance studio, bowling alley, fitness centre, reading room, café and bar, function and banquet rooms, boardroom for smaller gatherings, sauna, steam room, indoor and outdoor jacuzzis, billiards, tennis and basketball courts, grassy outdoor BBQ and picnic area, and rock climbing.”

CMU. What are the subscriptions?


GB. HK\$400/month.

CMU. How is membership going?

GB. Excellent. Membership has grown about 20% since Club Siena opened in May.

CMU. How do the clubs fit in to Hong Kong Resort International’s development philosophy and plans for Discovery Bay?

GB. From a development perspective, the clubs were envisioned as amenities to help sell Discovery Bay real estate. They were, and remain, important sales tools. However, over time, that original intent – while still important – has become secondary. As they came alive, the clubs became important parts of the community. They are focal points,

meeting places, places to take the family. They have become living advertisements of the Discovery Bay lifestyle: quiet, family-oriented leisure living. At this point, the primary focus of the clubs has shifted from property sales to operations and customer satisfaction. 



High Tech High Touch

By Kevin MacDonald. Kevin is a principal of Clarity Success Coaching, a practice based in Vancouver, Canada. He does one-to-one coaching as well as programs with Management Teams and Employee Groups. He has served as a Club Manager at Quilchena Golf and Country Club and Northview Golf and Country Club, both in the Vancouver area.



I think most club managers would agree that most, if not all members of their clubs, are people: human beings. This may seem like a pretty obvious observation, yet it appears that the more society, the service industry and clubs are enamoured with the benefits of technology, the more distracted we are from the real focus of serving members; living, breathing human beings.

At the club managers' conference in Kelowna, I was speaking to a manager whose club had installed a security

system to control the entrance of their building. When the member swiped their card the reception staff would see a picture of the member and instantly be able to call the person by name. They would also be armed with information that would enable them to overwhelm even the member who infrequently visits the club with recognition and awareness of personal preferences. What an opportunity! I asked the manager how it was working. He said the members hated it. The staff had stopped greeting people.

The cell phone is a tool that can keep us "in touch" or "connected," but for those who are not careful it can send the message to the person with you that whoever is calling is more important than they are. Some voicemail systems have

the ability to make the caller wish that they never started the process to call whoever it was they were calling.

E-mail can be a very efficient way to communicate with people. I recently started my day by clearing out my e-mail inbox and had 60 new messages by day's end, many requiring responses. Am I connected or disconnected?

These are technologies that are designed to enhance communication, yet if not used properly can do the very opposite. Then there are those that are not designed with serving people in mind. Good luck! In his 1982 book Megatrends, John Naisbitt looked into the future and in the section entitled "High Tech - High Touch" forecasted that as the amount of

Legally Managing Your Club: A Review of Current Legal Trends in Hong Kong With Stephen Vine

8 November 4 - 6pm at the LRC

This interactive session will discuss:

- Use and abuse of personal data
- Directors and Officers Liability Insurance for clubs
- Disciplining members and the rules of natural justice
- A case study

About Stephen Vine



Stephen has practised company and commercial law in Hong Kong for 18 years. Apart from having broad experience of mergers and acquisitions, banking and corporate finance matters, he has specialized in advising many local and international charities, clubs and non-government organisations. He is currently the Honorary Secretary of the Royal Hong Kong Yacht Club.

Stephen Vine, Partner, Angela Wang & Co.

- Born in Hong Kong, Stephen has a BA in Modern Languages (French and German) from Oxford University.
- After studying law at Chester College of Law, Stephen did his articles at Linklaters in London and then joined the Commercial Department of Deacons in Hong Kong in 1981 immediately after qualification.
- In 1988, Stephen returned to the UK and continued to practise company and commercial law in Sussex and London.
- In 1994, Stephen returned to Hong Kong with Crump and Co. and has been a partner at Angela Wang & Co. since 1995.

Members pursuing their Certified Club Manager designation will receive two allied association education points for attending this seminar.

technology in our lives increased, the need for human contact or “Touch” increased as well. What was once an interesting idea in 1982 has now become an obvious reality in 2001. In Kelowna, Robin Sharma made a comment that was directed at the dehumanizing effect of technology-driven society.

“We can send a missile to a target halfway around the world with pinpoint accuracy, but we find it hard to cross the street to meet our neighbour.”

Do you think I am suggesting that clubs should steer away from or ignore technology? Absolutely not! In fact, I am very excited about the possibilities made available by using new technologies. But I believe that the general manager has to be vigilant to ensure that new technologies do not undermine the club's mission or purpose.

“The most exciting breakthrough of the 21st century will occur not because of technology, but because of an expanding concept of what it means to be human.”
John Naisbitt

I believe that clubs are in an incredible position to deliver a human touch at a level that their members cannot receive anywhere else.

The challenge to the General Manager is to have the vision to design what can be and the ability to create the culture that can deliver the goods. Living in Vancouver, I have been able to get to know and watch some outstanding managers that really “get it” when it comes to creating a culture that cares. It starts with a high level of commitment to outstanding service, but goes beyond that. It goes beyond the impeccable service of a cocktail, or a warm welcoming greeting at the bag drop. I have walked around a club with a manager and seen him greet Mr. Smith and seen Mr. Smith's eyes light up when asked how his wife was doing in the hospital. It is possible that the manager just happened to know Mr. Smith and his wife, but knowing the manager it is my assumption that people in the organization know that the manager cares about the members as people, and because he does, they do too. It is not by accident that information about the members and their concerns reach the General Manager, it is by design.

One manager told me that his staff contributed to a recipe book and gave a copy to each member as a Christmas present. What kind of message is that sending to the members? What kind of message is that sending to the staff?

We have a club in our area that is renowned for a level of service that is truly “Above and Beyond”. I can honestly say that some of the most memorable service moments of my life have happened at this club. The managers have done an unbelievable job of instilling a culture that focuses on people and delivering service that is beyond their expectations. It is an organization that uses lots of technology, but uses it in a way that serves the club's purpose.

- What purpose is technology serving for you?
- Does your club have the opportunity to be “High Touch”?
- Is it important to you?
- What “High Touch” standards would you set for your club?
- What “High Touch” standards would you set for yourself?
- How would you create the culture so everyone in the organization delivers?
- Can your club stand out in the 21st century?

Remember club members are human!



Reprinted with permission

Final Thoughts

Ethics in the Private Club Industry

From the Club Managers Association of America, here is the Code of Conduct Test of Compliance as a guide to a manager's professional lifestyle:

1. Could I announce this decision to the membership at the club's Annual Meeting?
2. Could I announce this decision to other club managers at the World Conference?
3. Would this decision meet with the approval of business professionals?

Or, to pose the question another way:

If you want to know if a decision is ethical, just imagine how it would be received on the front page of *The South China Morning Post* or *Apple Daily*.

And, from the Ontario Branch of the Canadian Society of Club Managers, the top five reasons why General Managers have lost their jobs:

1. Poor performance.
2. Lack of (or loss of) credibility with the club leadership/board of directors.
3. Failure of obtaining approval for personal expenses from the Board or Club President.
4. Failure to take action against a fellow senior manager who was not performing well or not following proper financial procedures.
5. Falsifying a personal expense account.

The rest of the list will be published in the next issue of Club Management Update.