



# CLUB MANAGEMENT UPDATE

Published by the Club Managers Association of Hong Kong

WINTER EDITION 2005

## CMA Inter-Club Sports Competition

by Michael Helling, General Manager, Hong Kong Club




The Hong Kong Football Club: Winner of the Inter-Club Soccer Competition

With all the positive and rewarding responses in 2004, the Club Managers' Association initiated its Sports Competition for all clubs for a second year. This time, The Hong Kong Club was appointed as the organiser of this event which comprised three sports competitions – Snooker at The Hong Kong Club in June, Bowling at The Royal Hong Kong Yacht Club in July and

Football at The Hong Kong Football Club in August. With a total of 16 clubs participating in Snooker, 13 in Bowling and 16 in Football, there were approximately 280 staff taking part.

Though the competitions were tough, participants displayed sportsmanship, team spirit and, most importantly, trust and friendship between individuals and

among clubs. The Prize Giving Ceremony and outdoor barbecue dinner scheduled at end of August at The Hong Kong Cricket Club proved the success of the Competition and commitment of all players and clubs.

The Association is indeed proud of everyone who has taken part in accomplishing such impressive results. Congratulations again to all the winners, venue holders and organiser of the events. Looking forward to meeting you on the sports fields next year! 

We would like to thank the companies below who sponsored for the CMA Inter-Club Sports Competition 2005.

- Hoover Food Supplier Ltd.
- Hoto Ltd.
- Jebesen & Co. Ltd.
- Maxxium HK Ltd.
- Northeast Wines & Spirits Ltd.
- Riche Monde Ltd.
- Shing Lee Fish Stall
- The House of Fine Foods Ltd.
- Wai Loong
- Worldland & Sons Ltd.

### Inter-Club Snooker Competition (Individual)

Champion	Michael Ng	The Hong Kong Football Club
1st Runner-up	Forrest Tam	The Hong Kong Club
2nd Runner-up	Ricky Shuen	The Hong Kong Club
2 Highest Break	Forrest Tam	The Hong Kong Club
	Kwong Ming Yiu	The Hong Kong Cricket Club

### Inter-Club Bowling Competition (Individual & Team)

#### Individual

Champion	Ricky Ngan	The American Club
1st Runner-up	Dennis Tse	The Clearwater Bay Golf & Country Club
2nd Runner-up	Andy Lau	The Hong Kong Football Club

#### Team

Champion	The Hong Kong Cricket Club	
1st Runner-up	The Clearwater Bay Golf & Country Club	
2nd Runner-up	The Hong Kong Football Club	

### Inter-Club Soccer Competition (Team)

Champion	The Hong Kong Football Club	
1st Runner-up	The Clearwater Bay Golf & Country Club	
2nd Runner-up	The Hong Kong Cricket Club	

### INSIDE

Avian Influenza:  
A Special Report *page 3*

Environmental Award  
for Kau Sai Chau *page 5*

"Excellence Award" for Robert Bird  
*page 6*

"Where Are They Now?"  
focuses on Sandy Macalister  
*page 6*

Special Insert: Impact of the  
Smoking Bill

# Inter-Club Sports Competition Prize Giving Ceremony



The Hong Kong Cricket Club: Team champion of the bowling competition



The Clearwater Bay Golf & Country Club: Team and individual first runner-up of the bowling competitions



The Hong Kong Cricket Club: Second runner-up of the soccer competition



Highest Break & first runner-up of the snooker competition: The Hong Kong Club



James DiRenzo (left) receives the prize for winning the General Manager's beer chugging competition from Inter-Club Sports Competition Chairman Michael Helling

## MEETING SCHEDULE

2006

**16 January**  
**Breakfast Meeting**  
*Jewish Community Centre*

**13 February**  
**Dinner Meeting**  
*Kowloon Cricket Club*

**13 March**  
**Dinner Meeting**  
*United Services Recreation Club*

**17 April**  
**Scholarship Fundraiser**  
*LRC*

**15 May**  
**Annual General Meeting and Dinner**  
*Royal Hong Kong Yacht Club*

# Avian Flu: What Could It Cost Your Business?

By James Edwards, Marsh's Business Continuity Management Leader, Asia



Avian flu is not a “normal” business continuity risk – it has unique characteristics which make it potentially more serious and means that clubs and businesses in Hong Kong should be in continuity planning mode now, says James Edwards.

A few months ago, the Asia Development Bank released early estimates which placed the cost of avian bird flu to the Asia region in excess of US 110-billion. This coupled with other factors including fresh bouts of bird-to-bird and bird-to-human transmitted cases in Asia and Europe has caused corporations to begin to examine how they would be affected if there was a serious outbreak of the disease. The reality is that an outbreak would be likely to severely test most organisations' existing Business Continuity Management.

“As we learned during SARS, an outbreak gives service clubs and businesses a set of challenges that are well outside of the usual scope of recovering from the impact of a one-off event, such as fire or a terrorist threat,” says Marsh's risk consulting Deputy CEO in Asia, Andes Lam.

According to Lam, all businesses should look now at adapting Business Continuity Plans (BCP) because a serious outbreak would bring with it: a universal impact on business regardless of the sector; concerns about the number of people it may affect and the length of time it may last; plus a possible knock-on effect on national infrastructure and social structure.

Of course, no one can predict the timing of a potential pandemic or control its effects however, an organisation's ability to respond quickly and effectively can

be controlled - and this is what makes the difference to successfully protecting staff, members, customers, profits and reputation.

## Levels of Concern

The present status is that hundreds of millions of birds and poultry have been infected and culled and to date around 150 human cases of avian flu have resulted in some 74 deaths, in countries including Hong Kong, Vietnam, Indonesia and China. These human cases have almost all been spread from contact with infected birds and therefore governments and medical authorities

---

*“Unfortunately, most existing business recovery plans – particularly in Asia – are not well suited to situations where a proportion of the workforce is lost or there is a major disruption of the national and/or global environment.”*

---

such as the World Health Organisation (WHO) and Atlanta-based Centres for Disease Control and Prevention (CDC) are fighting this flu by focusing on bird population containment.

For a global pandemic to occur the virus would need to mutate into a human-to-human transmittable form - and although this is by no means certain, corporations should consider the impact such an outbreak might have on them.

## Not Your Average Business Continuity Risk

Corporations need to bear in mind that avian flu is not a ‘normal’ business continuity risk. Some of its more unique characteristics, which make it potentially more serious, include:

- It is not a localised issue – it could affect a very wide range of organizations and suppliers, nationally and internationally,

irrespective of industry or geographical location.

- It has the potential to be both sudden and to escalate.

- It has the potential to affect – directly and indirectly – massive numbers of people.

Statistics forecasted by the UK Department of Health say that in a true pandemic around 25% of the working population may need to take between five and eight days sick leave and that for every 100,000 people, local health-care organizations could expect to see 1,000 – plus new flu patients each week. Apart from these factors, the “knock-on” effect of avian flu on national infrastructure could impact significantly on the ability of a club to operate.

According to Lam, the availability of transportation, healthcare and communication could seriously affect organisations whose employees have not even caught the flu by preventing customers from buying products and services. This type of interruption is unlikely to be covered by a conventional business interruption (BI) policy.

Many organisations are predicting that the most serious effect of a human-to-human transmitted avian flu outbreak could be the psychological impact on people – the fear factor. While this would affect all businesses and their workforces, it would significantly impact the hospitality industry, which includes clubs, and the travel sector.

While the potential is for avian flu to have a macro impact on both Hong Kong's economy and global wealth, the reality is that some sectors will probably be hit worse than others.

“Unfortunately, most existing business recovery plans – particularly in Asia – are not well suited to situations where a

proportion of the workforce is lost or there is a major disruption of the national and/or global environment," says Lam.

## The Way Forward

Clubs and businesses in Asia would be well advised to take a range of precautionary steps before there is any escalation of avian flu, to ensure they are prepared to manage the event and reduce its potential impact.

Reviewing existing risk management and BCPs and amending them to fit an avian flu scenario is probably a good place to start. Clubs should check with governments and industry regulators to see if there are any guidelines drawn up or measures in place that would be of benefit.

For clubs that have sound risk management practices in place, a review of their risk register to determine whether avian flu poses a 'hazard risk' would be good practice.

In addition, an important part of being prepared is to agree now with the board, employee organizations and management which circumstances in relation to avian flu would be significant enough to trigger contingency plans.

Professional risk consulting companies including Marsh are advising that supply chains in and outside of Hong Kong need to be examined to assess possible interruptions to services by suppliers and the affect this would have on members and customers.

Lastly, consider running BCP rehearsals using an outbreak scenario.

## In the Worse Case

All the planning in the world won't guarantee your business would remain unaffected or that your staff will avoid contracting bird flu however, our experience through SARS and other disaster-related statistics show that well prepared organizations manage better and recover more quickly.

"On the insurance front, clubs and businesses should check their coverage and levels for employee benefits policies, business interruption, employers' liability and third-party liability," advises Lam.

Another critical area is that clubs need senior managers to have the skills to

capably manage a crisis – and crisis management skills needed for this type of scenario differ to those needed for typical business continuity.

Emergency response and crisis management deal with a requirement to immediately respond to an outbreak of avian flu, while business recovery would address the essentials of keeping the business running, during a serious avian flu outbreak.

The result is that during a potential pandemic, the ability of an organisation to respond quickly and effectively will make a huge difference to it protecting staff, members, customers, profits and reputation.

Clubs need to structure their continuity plans into distinctly time-sliced sections. To access their readiness, clubs should ask themselves these questions ...

## Four-Point Avian Flu Readiness Plan

### Have you prepared to manage member expectations if there is a widespread avian flu epidemic?

What levels of operation will members expect the club to maintain? Should you be communicating with the board and members in advance what facilities will be affected...?

### Have you determined your Key Risk Indicators (KRI)?

Which circumstances would cause you to evoke continuity plans? The government will have its own indicator to trigger their BCP – will you consider more or less stringent KRI or any other factors to trigger the club's BCP?

### Are internal and external communications planned?

Effective internal communications are crucial for containment and your employees' well-being. Members, customers and stakeholders will need to know how you are operating and the media is likely to be interested as well ... have you appointed a designated spokesperson and are the measures in place for this person to be properly informed on all matters?

### Are you ready to work with fewer people – including critical staff – and without normal buildings or facilities?

Does your club have a succession plan which addresses reduced operation capability and getting people to work via alternative transport? What will the club do if its premises or sections of its premises are quarantined?



*This article is adapted from a presentation James Edward made to the CMA on 14 November at the Aberdeen Boat Club. The subject is sufficiently serious – and potentially frightening – that you Executive wanted to ensure that all CMA members would benefit from James' presentation. Members wishing professional assistance in preparing their avian flu contingency plans may contact James at james.d.edwards@marsh.com.*

# Environmental Concern Pays Off with International Award for Jockey Club Kau Sai Chau Public Golf Course



The strong commitment of The Jockey Club Kau Sai Chau Public Golf Course to environmental protection has received international recognition with the facility being named as a “Certified Audubon Cooperative Sanctuary” – the first golf course anywhere in China to win this distinction.

Audubon International (website address: [www.auduboninternational.org](http://www.auduboninternational.org)), based in the United States, is a not-for-profit environmental education organisation dedicated to educating, assisting and inspiring people from all walks of life to protect and sustain the land, water, wildlife and natural resources around them. Its environmental programmes,

including the Audubon Cooperative Sanctuary Program for Golf Courses, have themselves received numerous international accolades.

Since the two existing golf courses on Kau Sai Chau were opened with funding from The Hong Kong Jockey Club Charities Trust in 1995, and with rigorous environmental protection measures put in place, the natural beauty of this Sai Kung island has enjoyed an amazing resurgence. Due to its former use as a military firing range and to hill fires caused by grave worshippers, the landscape was almost barren, but 10 years later it is lush and green with numerous species of flora and fauna


having recolonised the island.

The Trust has recently provided a further HK\$184 million donation to construct a third public golf course at Kai Sau Chau, of which HK\$50 million has been designated specifically for environmental conservation measures. The new course is expected to be ready for use in 2007.

The Hong Kong Jockey Club’s Executive Director, Charities, Mr. William Yiu, notes that concern for the natural environment has been at the core of development and operational strategies for the course since the earliest planning stage. “Kau Sai Chau must be one of the most beautiful natural settings for a golf course anywhere in the world,” he says. “We wanted to make sure that the course not only provided Hong Kong people with a superb new sporting facility, but also created a permanent legacy in terms of its environmental approach. It is very encouraging to see that these efforts have borne fruit, and have now received such prestigious international recognition.”

To achieve Audubon certification, the golf course had to demonstrate its ability, commitment and dedication in maintaining a high degree of environmental quality in six key areas: environmental planning; wildlife and habitat management; outreach and education; reduction and safety of chemicals use; water conservation; and water quality management.

As well as being the first course in China to achieve this accolade, Kau Sai Chau is only the fifth to do so anywhere in Asia.

The Golf Course management is committed to maintaining the highest possible environmental standards as construction of the third course goes ahead. As well as conserving Kau Sai Chau as a natural wildlife habitat and resource, it is hoped that these efforts will provide a successful business model for environmentally-conscious developments elsewhere in Hong Kong and Mainland China. 

# Congratulations to Robert Bird

## Winner of the 2005 McMahon Group “Excellence in Club Management Award”

*Congratulations to Robert Bird, former General Manager of the Royal Hong Kong Yacht Club for winning the “Excellence in Club Management Award” in the “City/Athletic or Specialty (Non-Golf) Clubs of All Types” category. The Award is co-sponsored by The McMahon Group, one of the world’s leading private club consultancy firms, and “Club & Resort Business” magazine. To be eligible for the award, a club manager must be nominated by another party (in this case, Commodore Inge Strompf-Jepsen). Candidates are evaluated on the information forwarded on their behalf on a nine page evaluation form and in the President’s (Commodore’s) letter of support. We hope that Bill McMahon, Chairman, will be able to make a trip to Hong Kong to present the award in person. If he does, we will be sure to hold a special meeting of the CMA, perhaps with Presidents and Managers, to hear one of the world’s foremost authorities on private club marketing, membership, renovation and governance issues. In the interim, the McMahon Group’s official announcement is reprinted here. Please visit the Group’s website at <http://www.mcmahongroup.com>.*



Robert Bird has served as the General Manager of the Royal Hong Kong Yacht Club since 1999. Mr. Bird came to the Royal Hong Kong

Yacht Club from CMS International in Singapore where he served as a co-partner from 1996-1999. Mr. Bird is a member of the Hotel and Catering Institutional Management Association in Sussex, United Kingdom. He attended the Michigan Business School in 2004

and 2005 where he studied Strategic Planning & Implementation and the senior executive Programme. He is currently the Vice-President of the Club Managers Association of Hong Kong.



# Where Are They Now?

## Sandy Macalister, Fomer General Manager of the Country Club

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

*“Where Are They Now?” is a new feature in “Club Update Management Update” that will report on where former CMA members are now and what they are doing. This was suggested by James DiRenzo, General Manager of the American Club, and will be an occasional feature in our newsletter. When I e-mailed Sandy Macalister to ask what he was up to, he – in typical Sandy form – wrote the whole article. Truly an editor’s dream. If you have a suggestion for a future “Where Are They Now?” please forward this to the Editor at [gm@lrc.com.hk](mailto:gm@lrc.com.hk).*



Sandy addressing the Allied Association Breakfast at the 2004 World Conference on Club Management.

The Jacks Point Development is in Queenstown, New Zealand, about six minutes from the airport on the other side of the Lake from Queenstown itself (14 minutes away)

Its quite unique in New Zealand in that on a 1000 acre site they are literally building a whole new town. They are

building what is likely to be New Zealand’s finest and most beautiful golf course, a large residential neighbourhood of some 700 homes, a massive man made lake, around which they will eventually build a town or village which has the potential of being another one-third bigger than the Queenstown town itself. The development is unique in that all the asset infrastructure has to be built and operated by Jacks Point Residents Society, as a Town or City council normally would. So everything from water supply to roading is built from scratch and the Residents Society acts in the role as a town council in imposing rates and levies etc. There is presently being planned a large Golf Club/Residents Club, a luxury 60 Room Lodge and a number of other facilities such as equestrian centre etc.

I was originally asked to consult on some concepts for the Club House and residents facilities/Club quite a lot has grown since and I’m presently working on the structure of the Residents Association, the Clubs and facilities, the asset management, affordable housing, the Residents Society Constitution, and some of the promotional and information materials.

All in all extremely interesting and am finding that Club Management is very applicable to many of the community aspects involved. It is certainly the case where the resident issues are involved, and it interesting to see that many developers in the past have experienced difficulties from underestimating and hoping to quickly exit and escape the people, issues that we are all to aware of! 