



January 2024

Secrets of Success 成功之道

Sarah Fung

Carla Thomas

Follow this and additional works at: <https://repository.vtc.edu.hk/ive-hosts-ambrosia>



Part of the [Food and Beverage Management Commons](#)

Recommended Citation

Fung, Sarah and Thomas, Carla (2024) "Secrets of Success 成功之道," *AMBROSIA 客道 : The Magazine of The International Culinary Institute*: , 28-31.

Available at: <https://repository.vtc.edu.hk/ive-hosts-ambrosia/vol12/iss1/12>

This Article is brought to you for free and open access by the Hotel, Service & Tourism Studies at VTC Institutional Repository. It has been accepted for inclusion in AMBROSIA 客道 : The Magazine of The International Culinary Institute by an authorized editor of VTC Institutional Repository. For more information, please contact wchu@vtc.edu.hk.

“

Always be hungry to learn more, stay humble, define your goals and where you want to be.

讓自己持續保持對知識的渴求、保持謙虛、確立目標及想要晉升的位置。

”



成功之道

SECRETS OF SUCCESS

The senior managers of two of Hong Kong's most prestigious private members' clubs share their insights on how to build a thriving career in this unique environment.
香港兩家最享負盛名之私人會所的高級管理人員，分享他們在這獨特的環境下，如何成就璀璨事業。

By Sarah Fung and Carla Thomas

For anyone interested in a career in hospitality, a stint at a clubhouse can offer invaluable experience and fascinating insights. With a high net-worth clientele that expects consistently high operational standards combined with a feeling of community and belonging, clubhouse management is both uniquely challenging and highly rewarding.

We speak to Wallace Li, Director of Racecourse Management of the Hong Kong Jockey Club, and Randal Linhart, General Manager of the Hong Kong Football Club, who share their insights on how to build a thriving career in the world of clubhouses.

對於有志投身款待業的人來說，在會所工作可獲得寶貴經驗和真知灼見。高貴賓客期望會所維持頂級的營運水平和親切的歸屬感。因此，會所管理既面對不一樣的挑戰，又是一個高回報的行業。

我們專訪香港賽馬會馬場業務部總監李展鴻和香港足球會總經理林克朗，他們分享在會所營運行業，如何成就非凡事業。

WALLACE LI 李展鴻

As the Director of Racecourse Management at the Hong Kong Jockey Club, Wallace Li is at the helm of a diverse team of over five hundred staff. He plays a pivotal role in managing a wide array of the club's operations. This includes overseeing sectors such as food and beverage, security, crowd management, facility management, marketing, entertainment, and more, ensuring seamless functioning across all these varied departments.

How did you start a career in hospitality?

I graduated with a Higher Diploma in Hospitality from PolyU [the former Hong Kong Polytechnic] in 1984, and right away knew I wanted to go into

food and beverage. My entry into the industry was through a management trainee programme with a hotel chain, which soon led to a role as a restaurant manager. That experience led to an opportunity to work in China, where I worked in hotels in Guangzhou and Hangzhou. I have to admit that it was very different back in those days - it was still quite rural, and as a young man I found it rather boring. In 1992, I joined the Hong Kong Jockey Club, and since then I have had many opportunities to develop my career by transitioning through different departments. They even sponsored my MBA!

Have you ever done an internship?

My six-month internship placement at The Peninsula was an incredibly enriching experience. Though it was only half a year, the amount of knowledge and skills I gained felt equivalent to three years! I had the opportunity to work across various departments, including the rooms division, housekeeping, and food and beverage, covering all aspects of operations. Hospitality graduates need to understand that in your first couple of years, there is so much to learn that can't be taught at school. Practical experience is invaluable, and you need to learn quickly. If you have an opportunity to get hands-on experience, take it.

Even if you plan to go straight into management?

Absolutely! You have to get your hands dirty in order to understand what's going on in every aspect of the operation.

What advice would you give to someone considering a career in hospitality?

First of all: be curious. If you're working in hospitality, it needs to be part of your personality that you're ready to go above and beyond. You need to be creative, and constantly ask yourself, "How can I make my customer's experience as good as it can be?" Success in this industry all comes down to your mental attitude. Always be hungry to learn more, stay humble, define your goals and where you want to be, then map out your plan to get there.

作為香港賽馬會馬場業務部總監，李展鴻率領一支由五百多名員工組成的多元團隊。他的角色舉足輕重，包括管理餐飲、保安、人流管制、設施、行銷、娛樂等多個部門，確保所有部門運作一切順暢。

您是如何投身酒店餐飲業？

1984年，我在香港理工大學 [前身為香港理工學院] 完成款待業管理的高級文憑，當時我已立志投身餐飲業。一開始，我透過一家酒店集團的管理培訓計劃入行，很快我便獲晉升為餐廳經理的職位，工作更讓我有機會到內地的廣州和杭州的酒店工作。那時還是很鄉郊的樣子，跟現在截然不同。因為當時年青的我有感工作較為沉悶，所以後來我在1992年加入香港賽馬會，自此獲得在不同部門的工作機會，公司更贊助我攻讀工商管理碩士課程！

您有當過實習生嗎？

我曾在半島酒店實習了六個月，那是非常寶貴的經驗。雖然只是短短半年，但我獲得的知識和技能相當於三年的磨練！我在客房部、房務部及餐飲部等多個部門工作，範疇涵蓋營運的各個方面。款待業的畢業生必須明白，在投身社會的最初幾年，有很多東西是在學校裡無法經歷到的，實戰經驗十分可貴，你亦需要快速學習。如果你有機會獲得實戰經驗，請好好抓住它。

即使您打算直接晉升到管理層，也要盡力抓住實戰經驗嗎？

這是當然的，你必須親自處理各項工作，才能了解各方面的實際操作情況。

對於考慮投身款待業的人士，您有什麼建議？

首先，要有好奇心。如果你在款待業工作，它需要成為你個性的一部分，然後你便能準備好超越自我。你需要有創新思維，並不斷問自己：「我怎樣才能讓賓客感到賓至如歸？」在這個行業要成功，完全取決於心態。讓自己持續保持對知識的渴求、保持謙虛、確立目標及想要晉升的位置，然後按目標訂下你的計劃。

RANDAL LINHART 林克朗

In addition to managing its sports and recreational facilities, as well as food and beverage outlets, the Hong Kong Football Club (HKFC) also hosts a variety of sports events and regularly organises local and international tournaments. These activities require meticulous coordination, a task adeptly handled under the leadership of General Manager Randal Linhart.



“

I think you have to be genuine,
and you have to truly like what you're doing.
要真誠待人、待人如己，你必須真心喜歡你的工作。

”

Could you share some insights into your career journey so far and how you arrived at your current position?

I started as a minibar attendant and worked my way up, gaining knowledge and building my reputation through hands-on experience. My journey took a turn when a headhunter reached out to me for the F&B Director position in HKFC. Due to my performance in that role, I was promoted to Deputy General Manager and finally General Manager.

What's the difference between working in a private members' club and working in a hotel or restaurant?

The most significant difference between private members' clubs versus hotels and restaurants is your relationship with the clientele. Customers come and go, but in a private members' club, you interact with the same members, day after day. Unlike customers in hotels and restaurants who come and go, club members - who pay both a joining fee and a monthly subscription - often feel a sense of ownership. This dynamic shapes a unique environment in clubhouses.

How do you keep your clientele happy?

Listen to them and give them your time. It's important to recognise that everyone has their unique perspective. I find that I can glean new insights from all forms of feedback, be it complaints, suggestions, or compliments. Additionally, it's crucial to acknowledge that some members simply seek interaction and value feeling appreciated.

What personality traits are essential for success in a career within clubhouses?

I think you have to be genuine, and you have to truly like what you're doing. Our club focuses on sports and social activities so there are many hats to wear: host, hall monitor, headmaster, master of ceremonies, coach, cheering squad, shoulder to lean on, judge, jury, everyone's favourite uncle.

What kind of career trajectory can a recent graduate expect when pursuing a career in clubhouse management?

My advice to any recent graduate would be don't expect anything to be handed to you. It's up to you to make your career progress. Hospitality is not an easy career; you have to work hard. As you move throughout your career, remember to uphold integrity and always strive to treat others kindly. ■

除了管理體育、康樂設施和餐飲服務外，香港足球會亦經常主辦一系列體育活動，並定期舉辦本地及國際賽事。在總經理林克朗的領導下，這些需要悉心 and 細緻協調的活動，都進行得順暢流利。

您是如何晉升到現在的職位？請分享您在職場上的所見所聞。

我一開始是當迷你吧備品管理員，透過不斷學習和實戰經驗，一步步晉升過來。我的事業出現轉捩點，是一位獵頭公司代表招攬我擔任香港足球會的餐飲總監。基於我在該職位上的卓越表現，我先後獲晉升為副總經理及總經理。

在私人會所和酒店裡的餐廳工作，有哪些不同之處？

兩者最大的分別在於你和顧客之間的連繫。酒店、餐廳的賓客來來往往，每天都不同；私人會所的客群卻是比較固定的，他們日復一日的與你互動。而且，他們繳付入會費和月費，對會所有一份歸屬感，這種模式令會所的工作與別不同。

您如何讓客人有賓至如歸的感覺？

聆聽他們的需要，並花時間與他們溝通，因每位賓客都有不同的想法，了解他們的需要便很重要。不論是投訴、建議和讚美，他們的回饋總讓我得到一些新的認知。此外，還要明白有些會員只是想多些溝通，以及獲得被重視的感覺，這也是相當重要的。

您認為在會所工作，在性格上應具備哪些特質？

要真誠待人、待人如己，你必須真心喜歡你的工作。我們的會所著重體育項目和社交活動，所以我們擔當不同角色，例如主持人、監督、校長、司儀、教練、啦啦隊、朋友、評審、評審團及受愛戴的叔叔等角色。

應屆畢業生在從事會所管理工作時，對自己的事業發展應有什麼期待？

我對所有應屆畢業生的建議是，不要期望別人會給你任何東西。事業上的成長和成功，取決於你自己。款待業並不是一門輕鬆的行業，你必須努力工作。在晉升的過程中，你需記住要保持正直，以及盡力善待他人。■



Enter the dynamic world of leisure events and clubhouses through VTC's specialised programs, designed to impart the professional knowledge and management skills essential in the leisure and recreation industry. Explore options such as the IVE Higher Diploma in Leisure Management, the Diploma in Food & Beverage Operations (QF Level 3), and the Diploma in Catering with Event Management (QF Level 3) provided by the Hotel and Tourism Institute.

透過職業訓練局的專業課程，您可投身充滿活力的康體文娛及會所工作，課程旨在教授康體文娛行業所需的專業知識和管理技巧。另外，您亦可多了解香港專業教育學院的康體文娛管理高級文憑的內容，以及酒店及旅遊學院開辦的餐飲營運文憑(QF級別3)和餐飲與活動管理文憑(QF級別3)等課程進行選擇。