



Member Survey on Club Expansion and Catering Services

**Submit to
Kowloon Bowling Green Club**

**Research Unit
iPoll Consultancy**

2011 November

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1. Background

- 1.1 The General Committee of the Kowloon Bowling Green Club (hereafter, 'The General Committee') organized an open forum in July, 2011. In the forum, club members raised various opinions and viewpoints on areas of improvement. However, due to time limits, the forum was unable to solicit all members' opinions. The General Committee thus decided to commission a survey research to an independent research consultant to collect members' opinions in club expansion and catering service.
- 1.2 This survey aims to collect members' opinions in the following areas: their supports to club expansion, the importance of each facility in the expansion project, the views on the fund raising measures, the financial support to club expansion, and the evaluation of catering service.
- 1.3 After a tender process, the General Committee appointed iPoll Consultancy (hereafter, 'The Research Team') to conduct the member survey. This report details the survey findings and presents recommendations to the General Committee.

2. Research Method

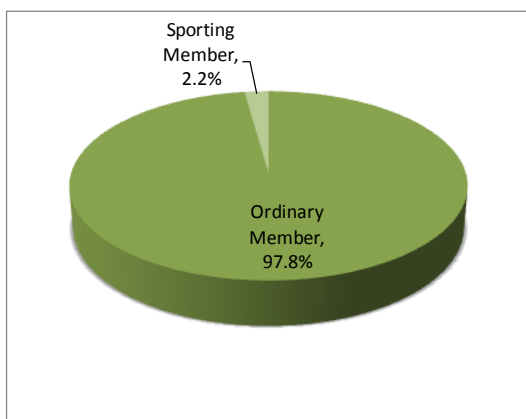
- 2.1 The survey aims to collect and analyze the views of all club members. Therefore, the survey was conducted by means of a census.
- 2.2 The survey targets all 465 members. Questionnaires are mailed to all members. Participation in the survey is anonymous and voluntary. The General Committee mailed out questionnaires to all members on 24th September, 2011. The survey was conducted between 26th September, 2011 and 10th October, 2011. Telephone reminders were implemented between 11st and 17th October, 2011. With prior consents and according to members' preferences, telephone interviews were conducted with a portion of the members. The survey successfully collected 229 questionnaires in total, with a response rate of 49.2%.
- 2.3 To protect member privacy, the General Committee releases only the names and telephone numbers to the Research Team strictly for follow-up purpose. After the research, all information is destroyed. Findings of the survey would be reported in overall figures. No individual would be identified from the research findings.

3. Demographic Attributes of Respondents

3.1 This section describes the backgrounds of all respondents:

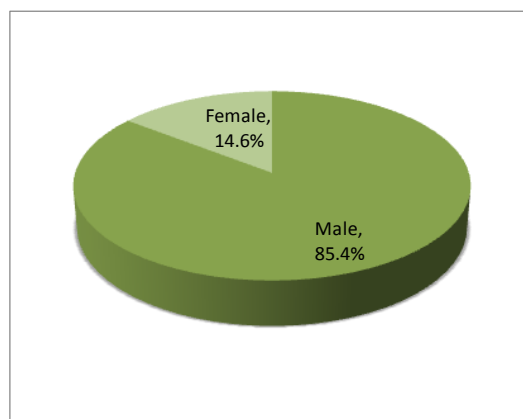
- Majority of the respondents are Ordinary Members (97.8%, n = 221 members), Sporting Members comprises only 2.2% (n = 5 members). (Chart 3.1a)
- 85.4% of the respondents are males (n = 193 members), and 14.6% are female members (n = 33 members). (Chart 3.1b)
- 21.9% of the respondents aged 49 years or below (n = 50 members), and 78.1% aged 50 or above (n = 178 members). (Chart 3.1c)

Chart 3.1a: Membership Category



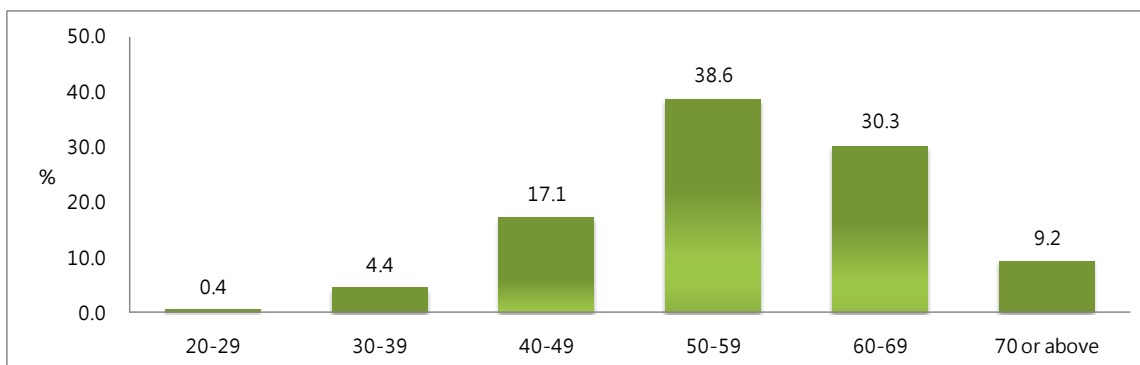
Remarks: number of respondents = 226, 'No answer' cases = 3

Chart 3.1b: Gender



Remarks: number of respondents = 226, 'No answer' cases = 3

Chart 3.1c: Age of members

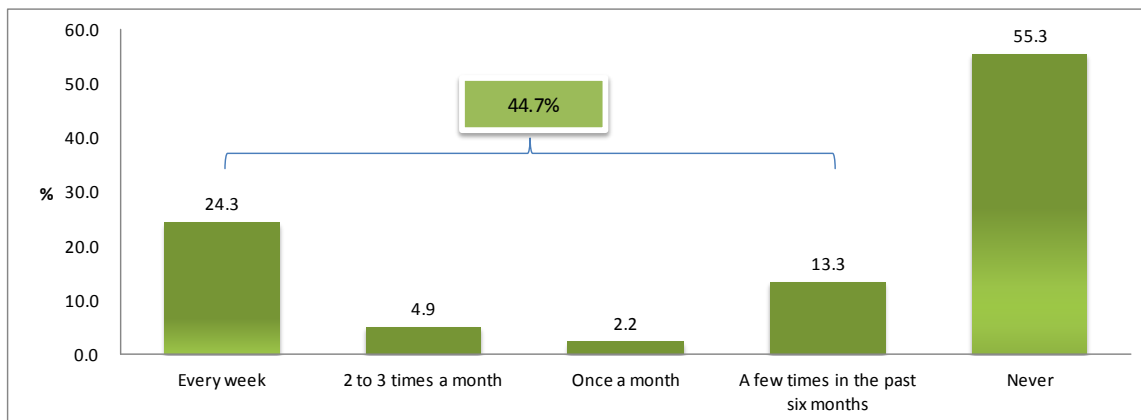


Remarks: number of respondents = 228, 'No answer' case = 1

3.2 Participation in Lawn Bowls

Over half of the respondents (55.3%) have never played lawn bowls in the club in the past six months. About a quarter (24.3%) of the respondents reported that they have played lawn bowls every week in the past six months. (Chart 3.2)

Chart 3.2: In the past six months, how often did you play lawn bowls in the club?

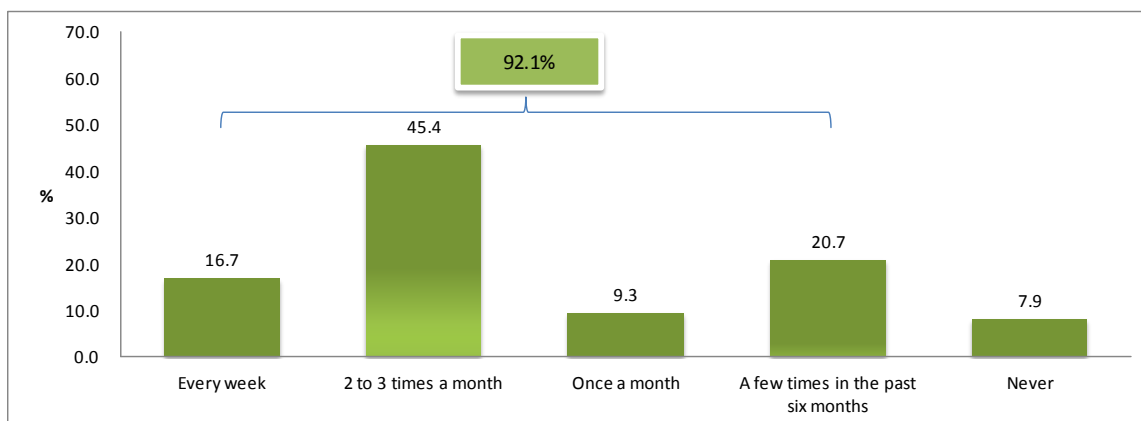


Remarks: number of respondents = 226, 'No answer' cases = 3

3.3 Usage of Catering Service

92.1% of the respondents have dined in the club restaurant at least once in the past six months, and only 7.9% have never dined in the club restaurant in the past six months. This shows that catering service is the most used service of the club. For frequency of catering service usage, 71.4% of the respondents have dined at least once every month in the club restaurant, 62.1% have dined at least twice every month, and 16.7% dines every week. (Chart 3.3)

Chart 3.3: In the past six months, how often did you eat in the club restaurant?



Remarks: number of respondents = 227, 'No answer' cases = 2

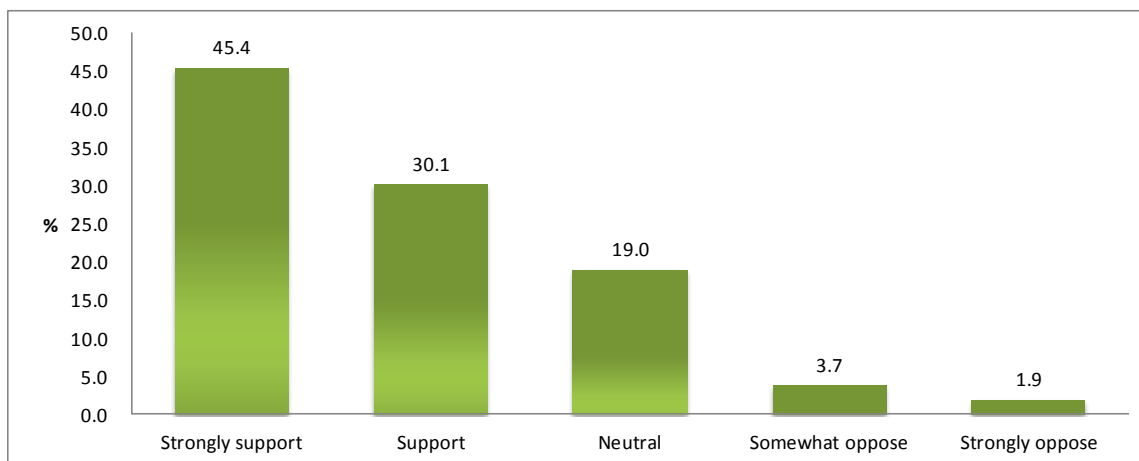
4. Survey Result

A. Club Expansion

4.1 Support of Club Expansion

75.5% of the respondents 'support or strong support' club expansion, and only 5.6% 'somewhat oppose or strongly oppose' to club expansion. This shows that most respondents support club expansion. (Chart 4.1)

Chart 4.1: What is your level of support to the club expansion?

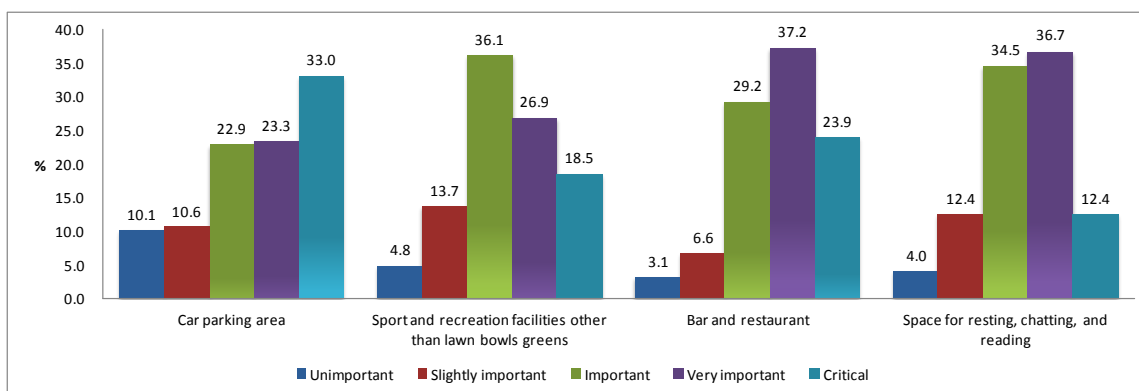


Remarks: number of respondents = 216, 'No answer' cases = 13

4.2 Importance of expansion items

Regarding the importance of expansion items, summation of 'critical', 'very important' and 'important' responses shows that the most concerned item is 'Bar and Restaurant' (90.3%), followed by 'space for resting, chatting and reading' (83.6%), 'Sport and recreation facilities other than lawn bowls greens' (81.5%), and 'car parking areas' (79.2%). (Chart 4.2)

Chart 4.2: On scale 1 to 5, are the following club expansion options important to you?

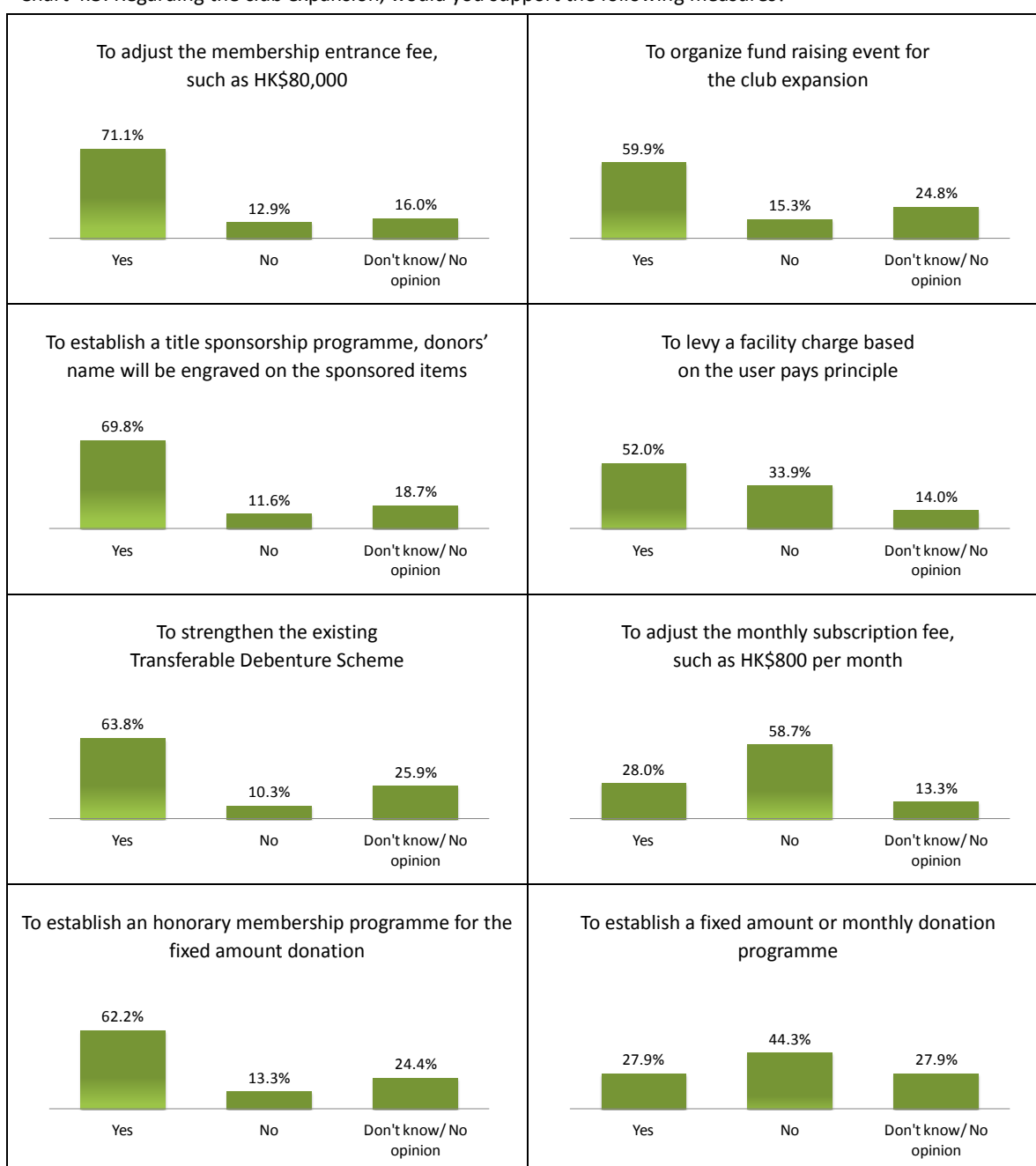


Remarks: - "Bar and restaurant", number of respondents =226, 'No answer' cases = 3;
 - "Space for resting, chatting, and reading", number of respondents =226, 'No answer' cases = 3;
 - "Sport and recreation facilities other than lawn bowls greens", number of respondents =227, 'No answer' cases = 2;
 - "Car parking area", number of respondents =227, 'No answer' cases =2.

4.3 Fund Raising Measures

For fund raising measures, 71.1% of the respondents support ‘membership entrance fee adjustment’, followed by ‘title sponsorship programme’ (69.8%), ‘Transferrable Debenture Scheme’ (63.8%), ‘honorary membership programme’ (62.2%), ‘fund raising events’ (59.9%), ‘facility charges based on the user pays principle’ (52.0%), ‘monthly subscription fee adjustment’ (28.0%), and ‘fixed amount or monthly donation programme’ (27.9%). It should be noted that the last two options yield a much low degree of support, as well as a much higher degree of opposition. It indicates that the respondents do not accept measures that would increase their existing expenses on club activities. Instead, they preferred non-regular, voluntary measures of fund raising. (Chart 4.3)

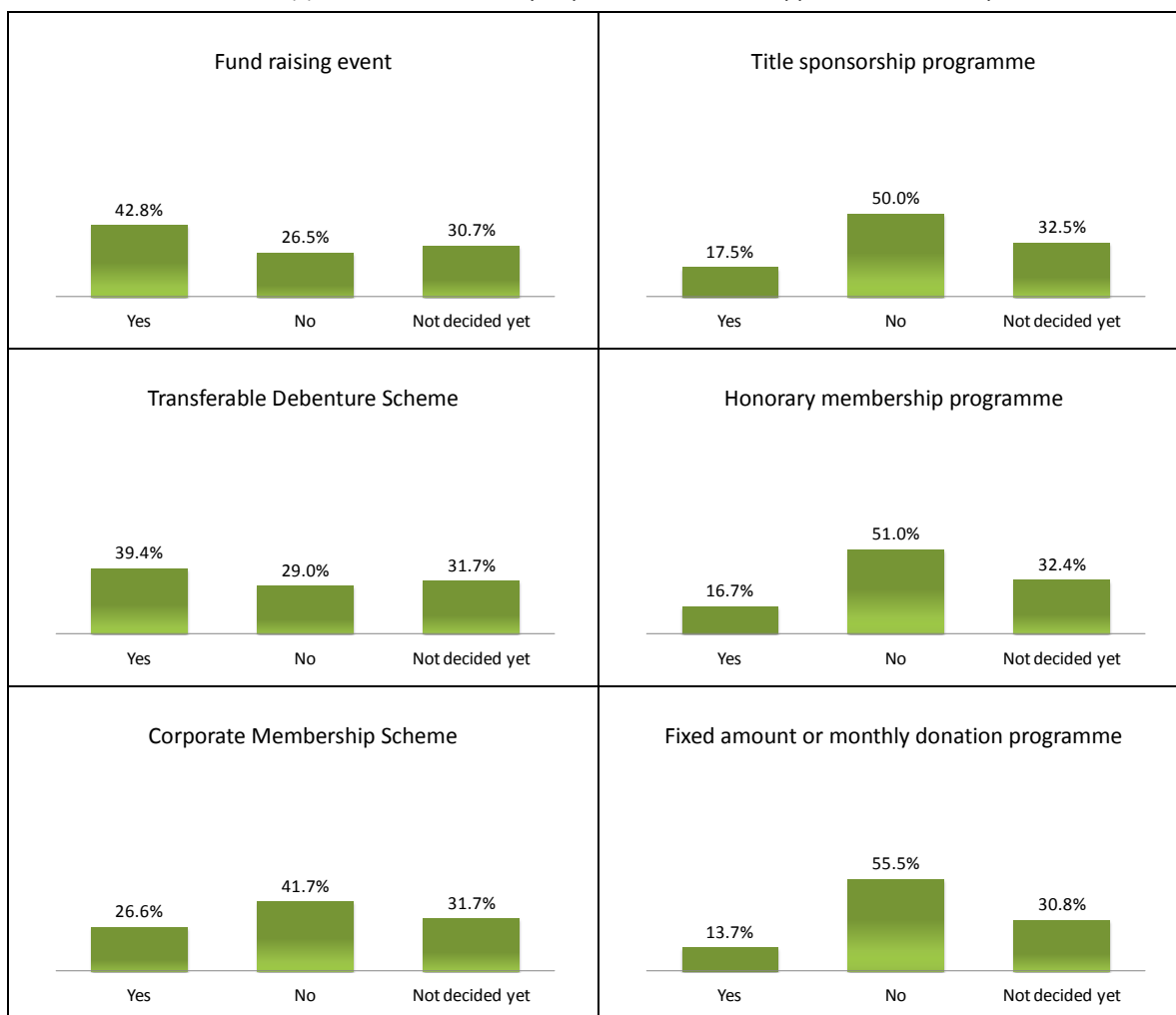
Chart 4.3: Regarding the club expansion, would you support the following measures?



4.4 Financial Support to Club Expansion

When asking about their prospective financial support to club expansion, ‘fund raising events’ yield most support (42.8%), followed by ‘Transferrable Debenture Scheme’ (39.4%), ‘Corporate Member Scheme’ (26.6%), ‘title sponsorship programme’ (17.5%), ‘honorary membership programme’ (16.7%), and ‘fixed amount or monthly donation programme’ (13.7%). The data shows that a significant proportion of the respondents are willing to support club expansion financially, the percentage of support would increase significantly if ‘not decided yet’ responses are also counted. However, respondents also show hesitations towards proposed programmes such as title sponsorship programme, honorary membership scheme and fixed amount or monthly donation programme. (Chart 4.4)

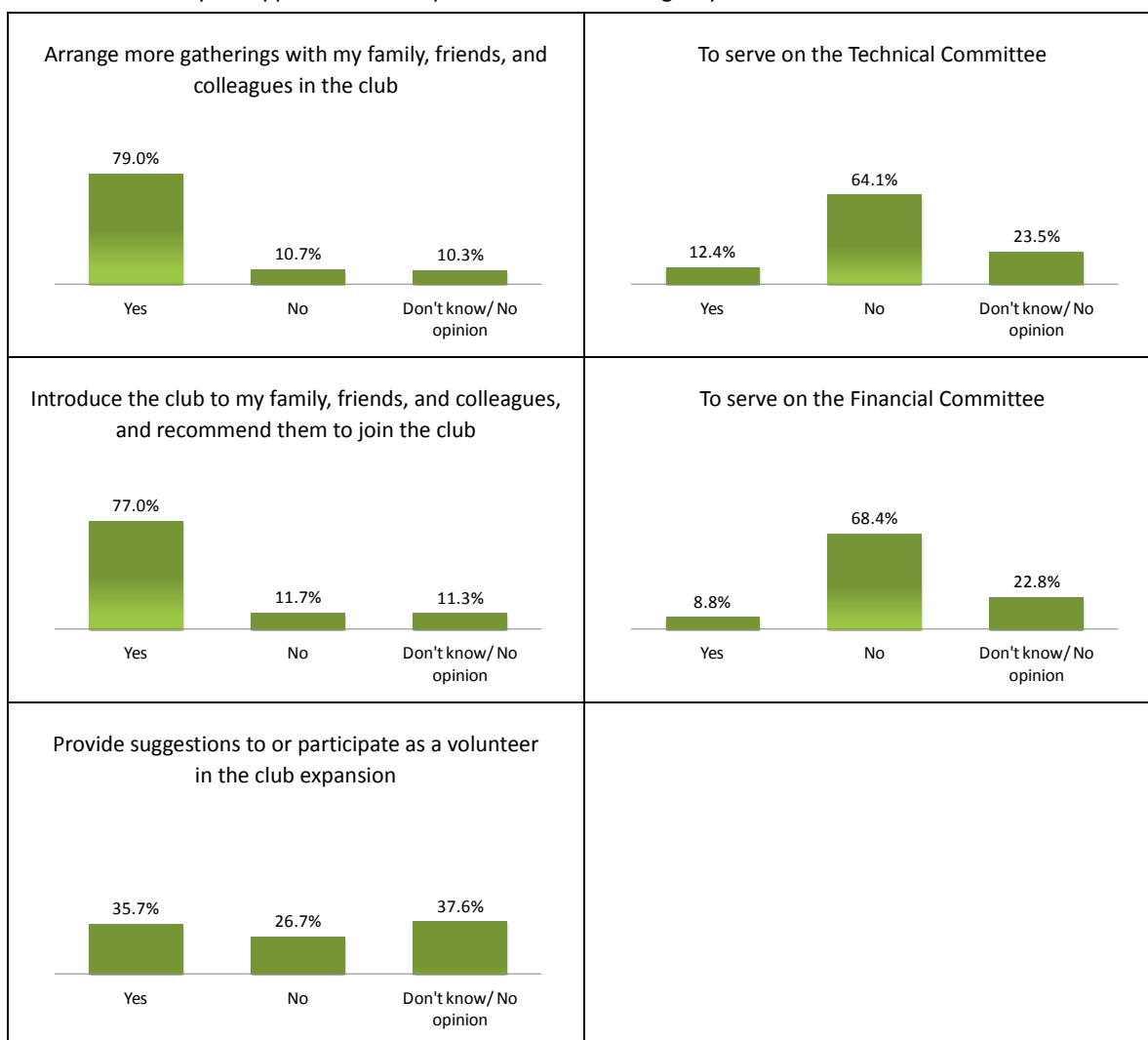
Chart 4.4: Which measure(s) stated below would you provide economic support to the club expansion?



4.5 Actions to Support Club Expansion

Regarding members' willingness to contribute to club expansion, about 80% of the respondents would 'arrange more gatherings with my family, friends, and colleagues in the club' (79%) and 'introduce the club to my family, friends, and colleagues, and recommend them to join the club' (77%), followed by 'participate as a volunteer in the club expansion' (35.7%). Only 12.4% and 8.8% of the respondents will serve on either the 'Technical Committee' or the 'Financial Committee'. This shows that the respondents are more prone referral programme rather than more intense personal involvements. (Chart 4.5)

Chart 4.5: Would you support the club expansion in the following ways?



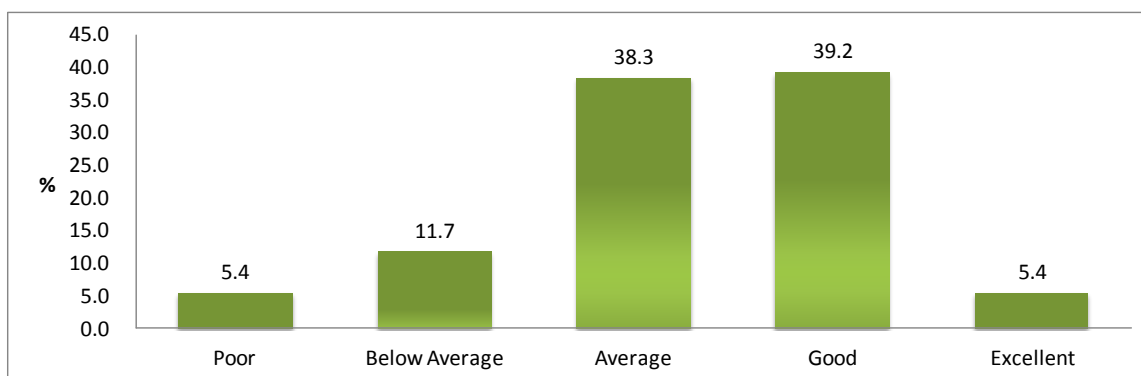
Member Survey on Club Expansion and Catering Services

B. Catering Service

4.6 Overall Experience

This section will analyze members' opinions in club catering services. For overall experience, 44.6% of the respondents regard catering services 'excellent or good', 38.3% regard catering service as 'average', and 17.1% regard catering services as 'below average or poor'. While most respondents have positive experiences in club catering services, there is still much room for improvement. (Chart 4.6a)

Chart 4.6a: Overall experience of the catering service



Remarks: number of respondents = 222, 'No answer' cases = 7

There is no significant difference between respondents of different age groups or gender. From their overall experiences in the past six months, 40%-50% think that the catering service is 'excellent or good', only 10%-20% think that it is 'below average or poor'. (Chart 4.6 b-c)

Chart 4.6b: Overall experience – by the age groups of those who ate in the club restaurant in the six months.

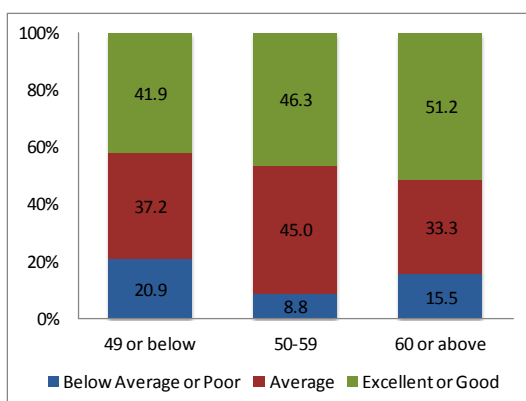


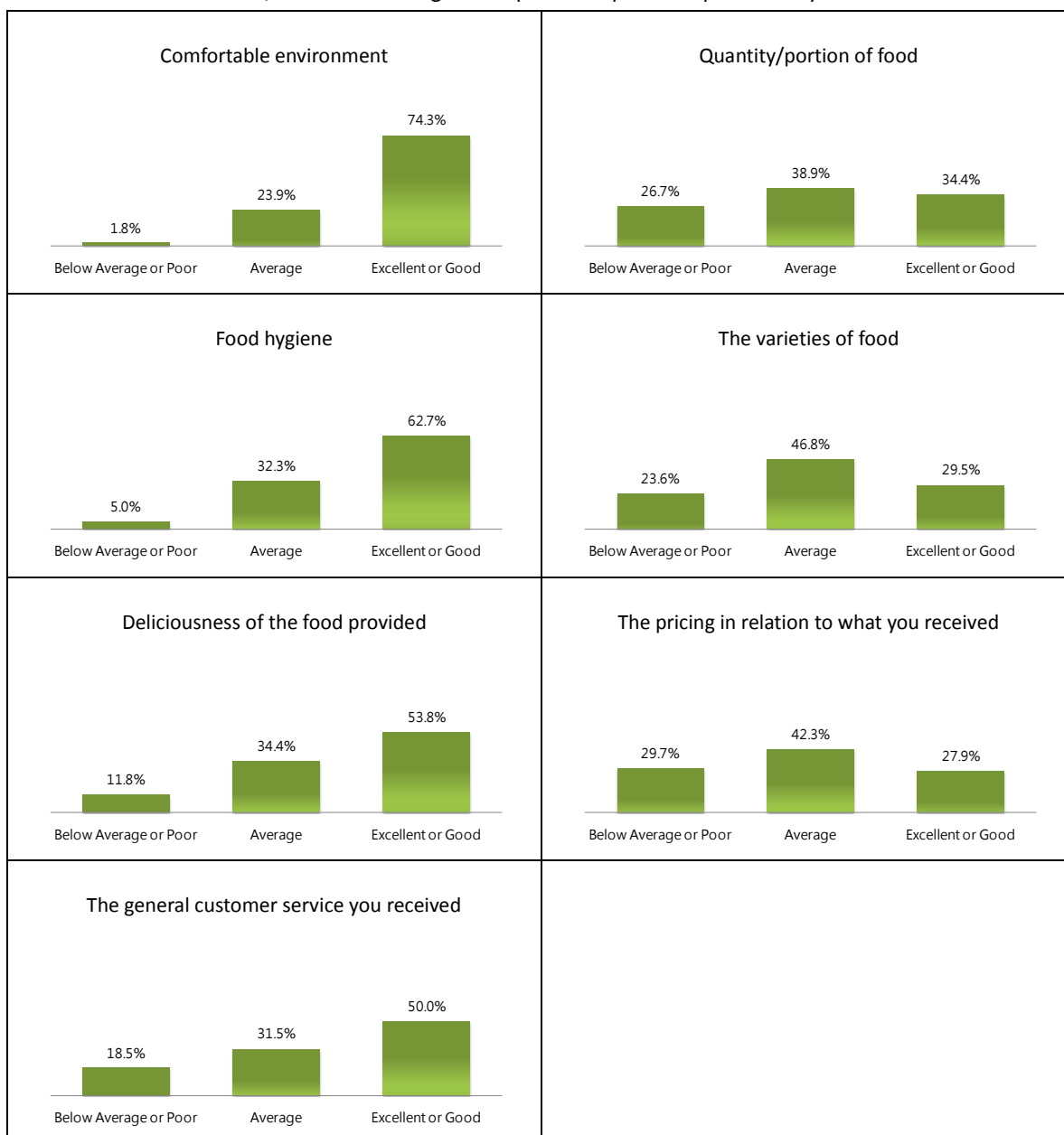
Chart 4.6c: Overall experience – by the gender of those who ate in the club restaurant in the past six months



4.7 Evaluation of Catering Services

Over 50% of the respondents regard catering service ‘excellent or good’ in the following areas: comfortable environment (74.3%), food hygiene (62.7%), deliciousness of food (53.8%), and customer service (50%). Less than 50% of the responds regard the following areas ‘excellent or good’: quantity/portion of food (34.4%), varieties of food (29.5%), and price of food (27.9%). On the other hand, items regarded by respondents as ‘below average or poor’ are: price of food (29.7%), quantity/portion of food (26.7%), varieties of food (23.6%), customer service (18.5%), deliciousness of food (11.8%), food hygiene (5.0%), and comfortable environment (1.8%). The two sets of data consistently show that most respondents think that the restaurant should improve the pricing, the varieties, and the portion of the food provided. (Chart 4.7)

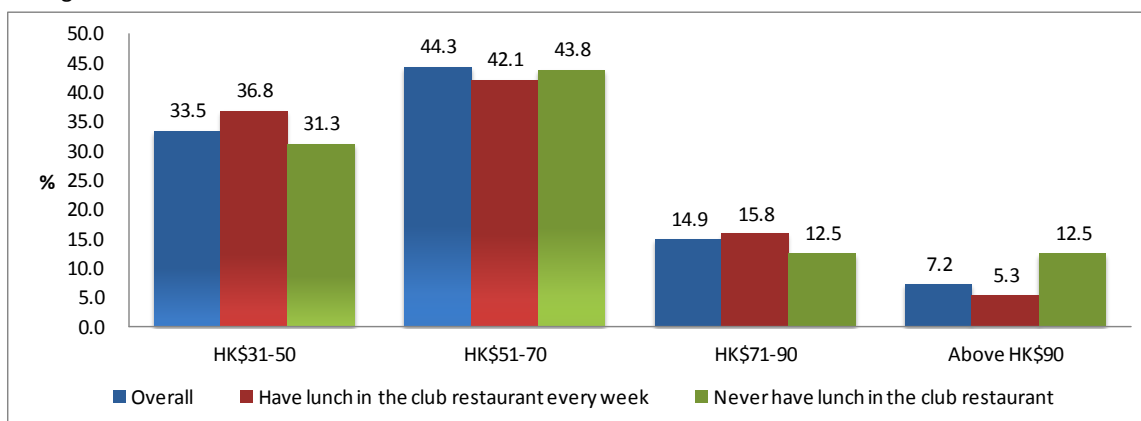
Chart 4.7: On scale 1 to 5, are the following club expansion options important to you?



4.8 Accepted Price Range for Lunch and Dinner in the Club Restaurant

A total of 77.8% of respondents accepted lunch at a price below \$70 per head in the club restaurant, and the most accepted price range for lunch is \$51-\$70 (44.3%). There is no significant difference between respondents who have lunch at least once in the restaurant every week and those who never have lunch in the club restaurant. (Chart 4.8a)

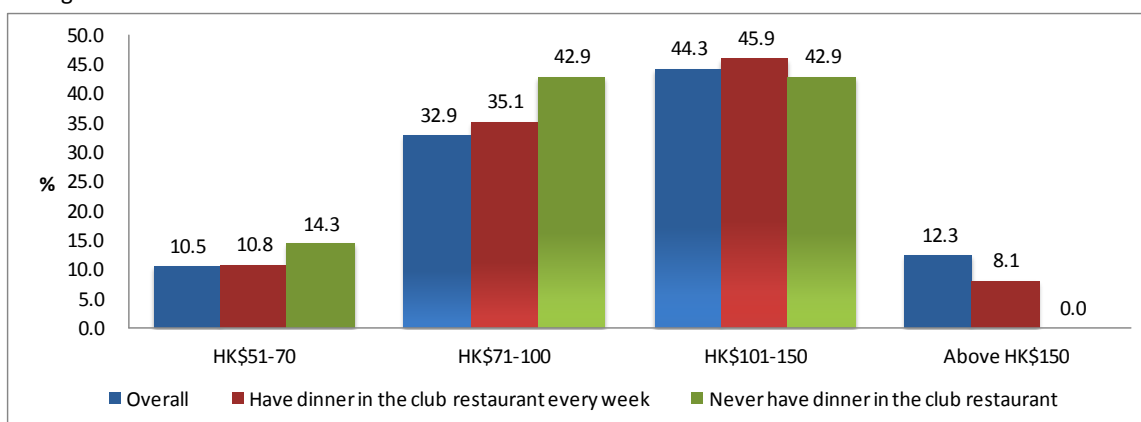
Chart 4.8a: What is your acceptable price range per head if you are having lunch with your family, friends or colleagues at the club restaurant?



Remarks: number of respondents = 221, 'No answer' cases = 8

A total of 77.2% accept dinner at a price between \$71-\$150 per head in the club restaurant, and the most accepted price range for dinner is \$101-\$150 (44.3%). There is no significant difference between respondents who have dinner at least once in the restaurant every week and those who never have dinner in the club restaurant. (Chart 4.8b)

Chart 4.8b: What is your acceptable price range per head if you are having dinner with your family, friends or colleagues at the club restaurant?

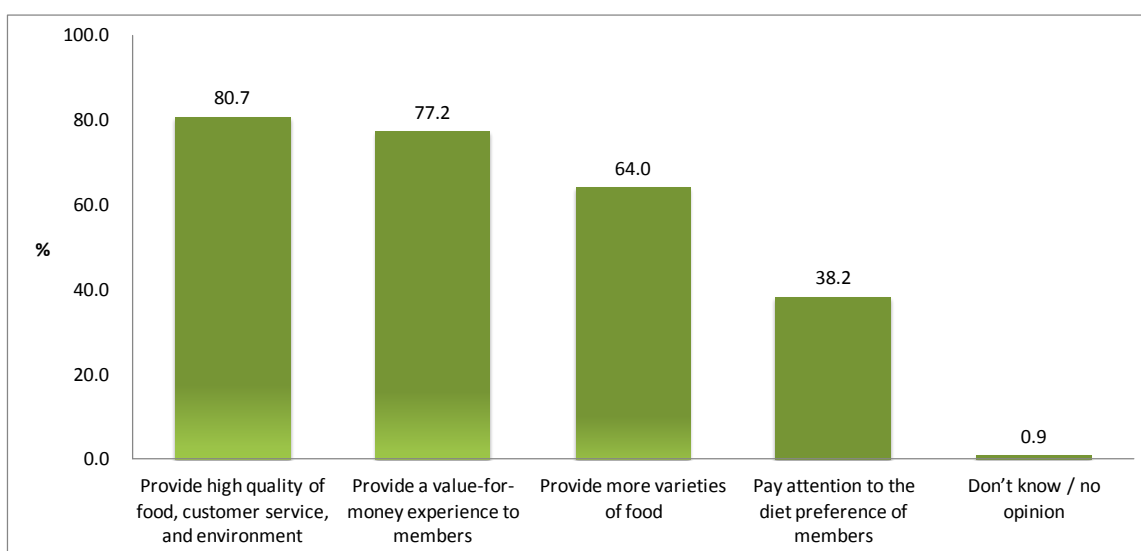


Remarks: number of respondents = 219, 'No answer' cases = 10

4.9 **Priorities of Catering Services**

Respondents think that the caterer should first of all to provide ‘high quality of food, customer service, and comfortable environment’ (80.7%), then, in order, to provide ‘a value-for-money experience to members’ (77.2%), to provide ‘more varieties of food’ (64.0%), and to ‘pay attention to the diet preference of members’ (38.2%). Chart 4.7 shows that over half of the respondents are satisfied with the existing quality of food, customer services and comfortable environment. However, less than 30% of the respondents are satisfied with the pricing and varieties of food. The restaurant operators should improve these two aspects of their services. (Chart 4.9a)

Chart 4.9a: As a club restaurant, what should the caterer do to provide quality services to all members? (Can choose more than one answer)

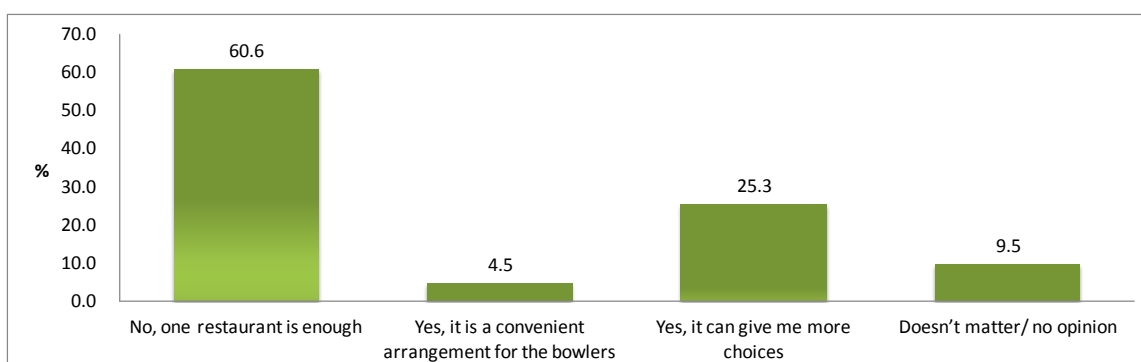


Remarks: number of respondents = 228, ‘No answer’ cases = 1

4.10 **Need for another restaurant**

60.6% of the respondents think that there is no need for another restaurant in the club, and about 25% of the respondents welcome one more restaurant in order to enjoy more choices. (Chart 4.10)

Chart 4.10: Do you think it is necessary for the club to provide another canteen within the club area?



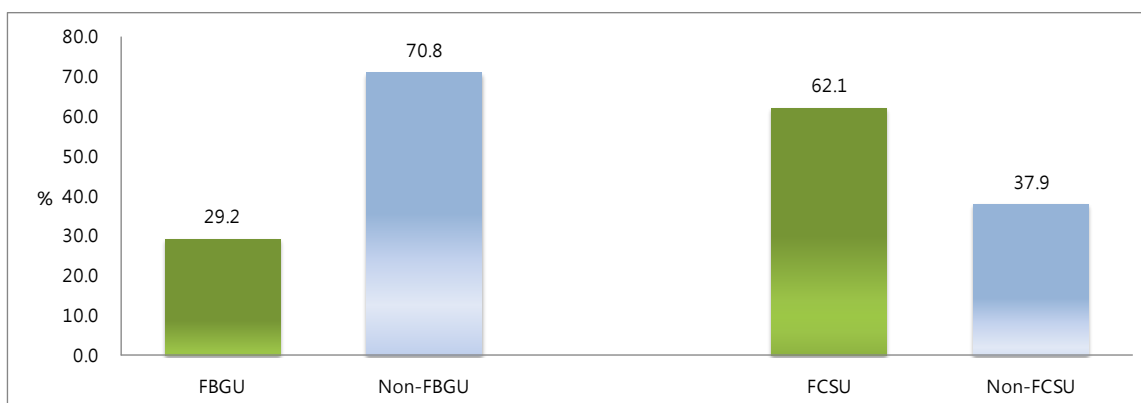
Remarks: number of respondents = 221, ‘No answer’ cases = 8

C. Comparative Analysis

4.11 'Frequent Lawn Bowls Greens Users' vs. 'Frequent Catering Service Users'

This section will compare the views of members from different groups on club expansion and catering service. Members will be grouped according to their frequencies of using lawn bowls greens and catering service. Members who play lawn bowls twice or more every month will be defined as 'Frequent Lawn Bowls Greens Users' (FBGU) and members who dine in the club restaurant twice or more every month will be defined as 'Frequent Catering Service Users' (FCSU). Chart 4.11a shows that there are 66 FBGU (29.2%) and 141 FCSU (62.1%)

Chart 4.11a: Percentage of 'Frequent Lawn Bowls Greens Users' (FBGU) and 'Frequent Catering Service Users' (FCSU)



Remarks: Lawn Bowls Greens Users: number of respondents = 226, 'No answer' cases = 3;
Catering Service User: number of respondents = 227, 'No answer' cases = 2

Table 4.11b shows that there are little overlapping membership between FBGU and FCSU. Only 33 members (14.4%) play lawn bowls and dine in the restaurant twice or more every month. Therefore, frequencies of using lawn bowls greens and catering services are effective grouping criteria in comparing opinions of members with different interests.

Table 4.11b: Distribution of 'Frequent Lawn Bowls Greens Users' (FBGU) and 'Frequent Catering Service Users' (FCSU)

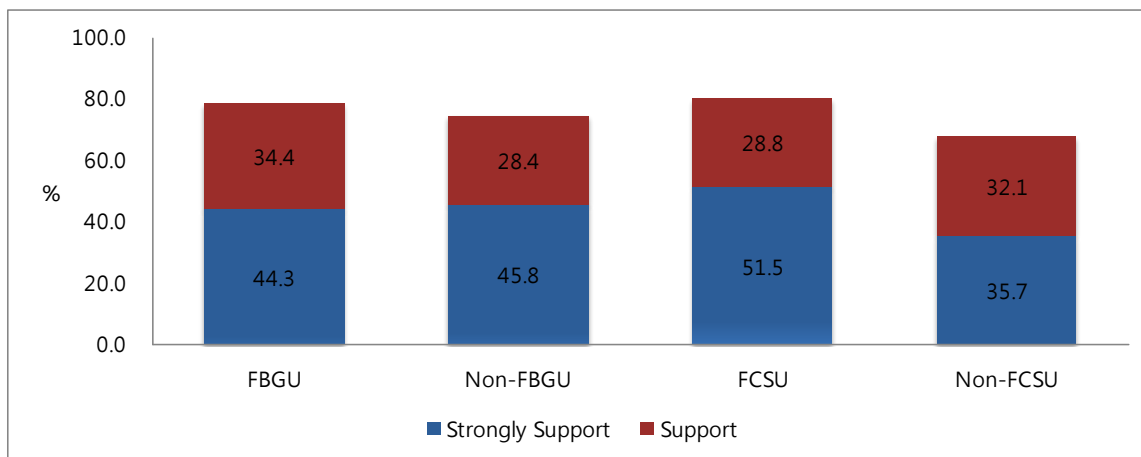
		Number of times played lawn bowls in the club in the past six months (n)					Total
		Every week	2 to 3 times a month	Once a month	A few times in the past six months	Never	
Number of times dined in the club restaurant in the past six months (n)	Every week	11	2	0	2	22	37
	2 to 3 times a month	13	7	0	17	64	101
	Once a month	2	0	4	1	14	21
	A few times in the past six months	21	2	1	8	15	47
	Never	8	0	0	1	9	18
	Total	55	11	5	29	124	224

Remarks: number of respondents = 224, 'No answer' cases = 5

4.12 Support to Club Expansion

There is no significant difference between FBGU and non-FBGU regarding their support to club expansion, and FCSU show a slightly more supporting attitude than non-FCSU. In general, there is no significant difference among the four groups of member. (Chart 4.12)

Chart 4.12: Comparison of four member groups' support towards club expansion

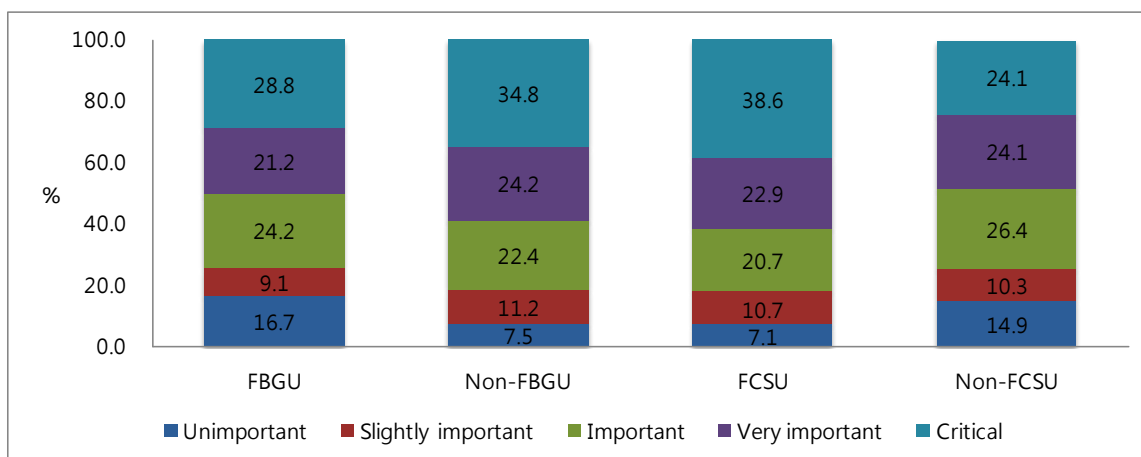


4.13 Importance of Expansion Items

Car parking area

Chart 4.13a to 4.13d indicates the opinions of four groups of member in each expansion item. For car parking area being an important item, FBGU and non-FCSU demonstrate similar opinions (50.0% and 48.2% respectively), and more non-FBGU and FCSU regard care parking area as important (59% and 61.5% respectively). (Chart 4.13a)

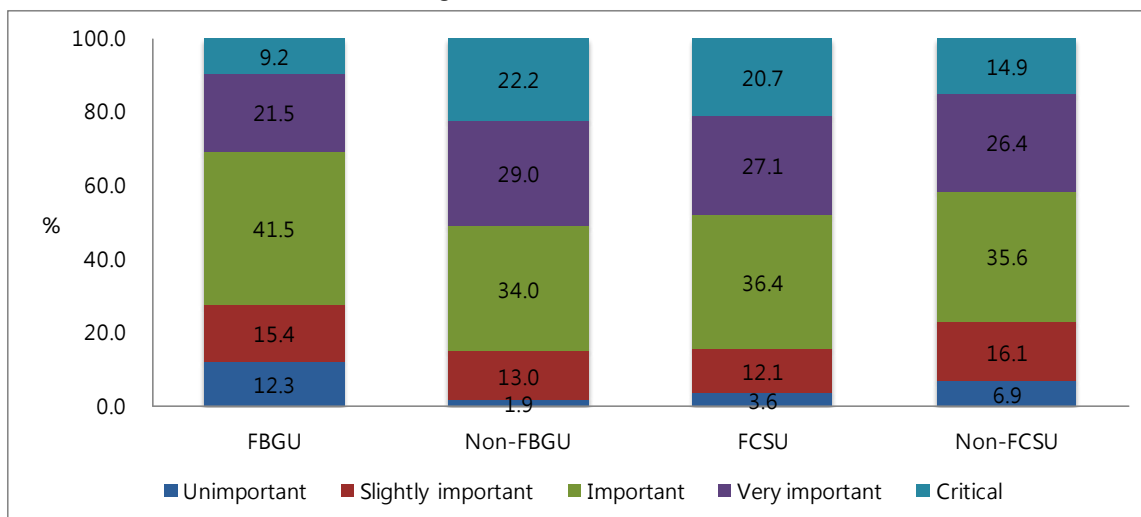
Chart 4.13a: Comparing the opinions of four groups of member towards different expansion items – Car parking area



Sport and recreation facilities other than lawn bowls greens

FBGU expresses the least concerned attitude towards sport and recreation facilities other than law bowls greens. Only 30.7% of FBGU consider these facilities ‘critical’ or ‘very important’, while the other three groups yield 41.3% to 51.2% (non-FBGU 51.2%, FCSU 47.8%, non-FCSU 41.3%). This indicates that FBGU’s main interest is in lawn bowls sport. (Chart 4.13b)

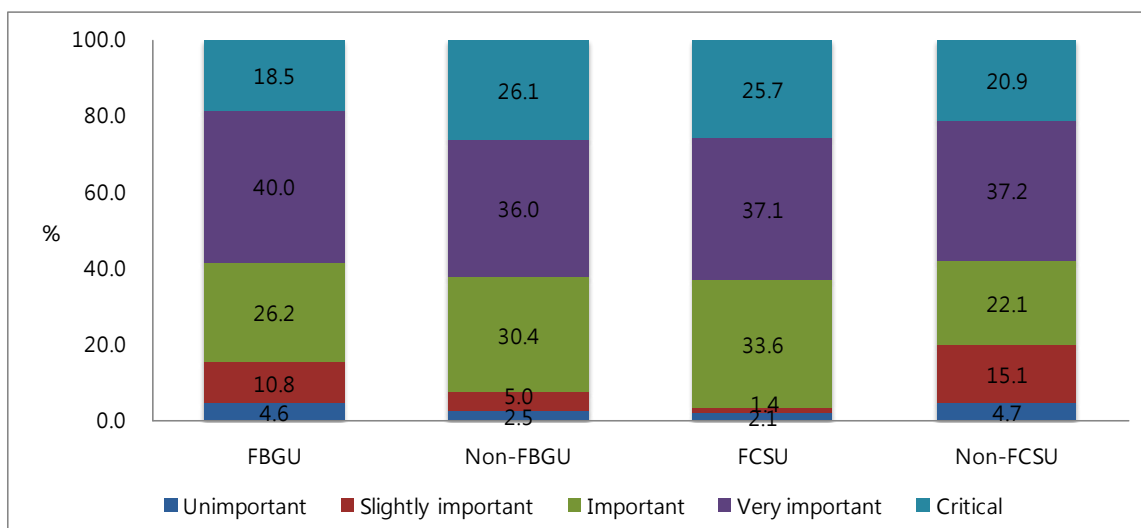
Chart 4.13b: Comparing the opinions of four groups of member towards different expansion items – Sport and recreation facilities other than lawn bowls greens



Bar and restaurant

The four groups of member show little difference in bar and restaurant services, about 60% of each group regard bar and restaurant as ‘critical’ or ‘very important’. It should be noted that FBGU and non-FCSU show higher rate of ‘slightly important’ and ‘unimportant’ (FBGU 15.4%, non-FCSU 19.8%, non-FBGU 7.5%, and FCSU 3.5%). (Chart4.13c)

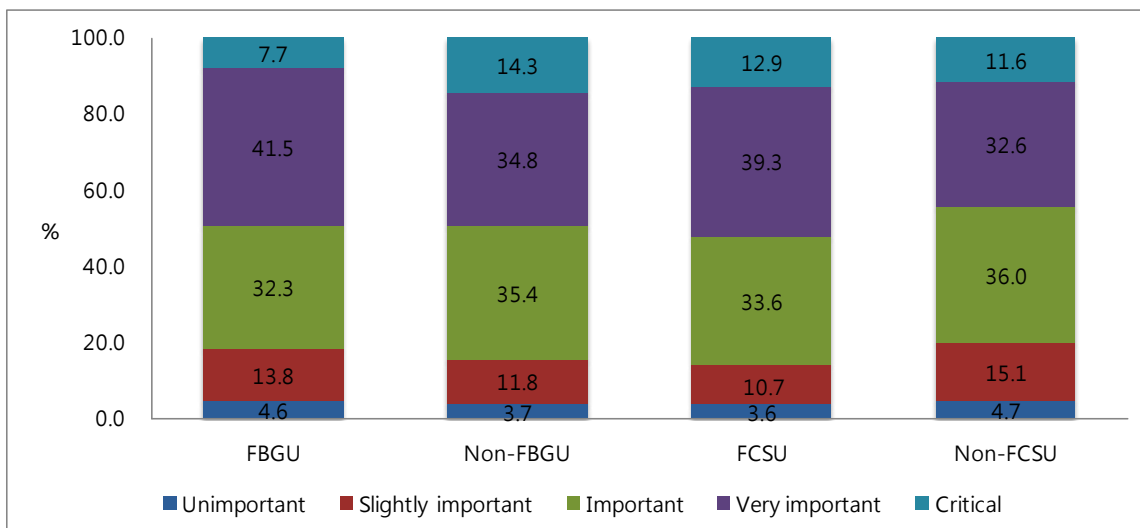
Chart 4.13c: Comparing the opinions of four groups of member towards different expansion items – Bar and restaurant



Space for resting, chatting, and reading

Similarly, the four groups of member show no significant difference regarding space for resting, chatting and reading. About 50% of each group regards these facilities as 'critical' or 'very important'. However, more non-FCSUs regard these facilities less important. (Chart 4.13d)

Chart 4.13d: Comparing the opinions of four groups of member towards different expansion items – Space for resting, chatting, and reading

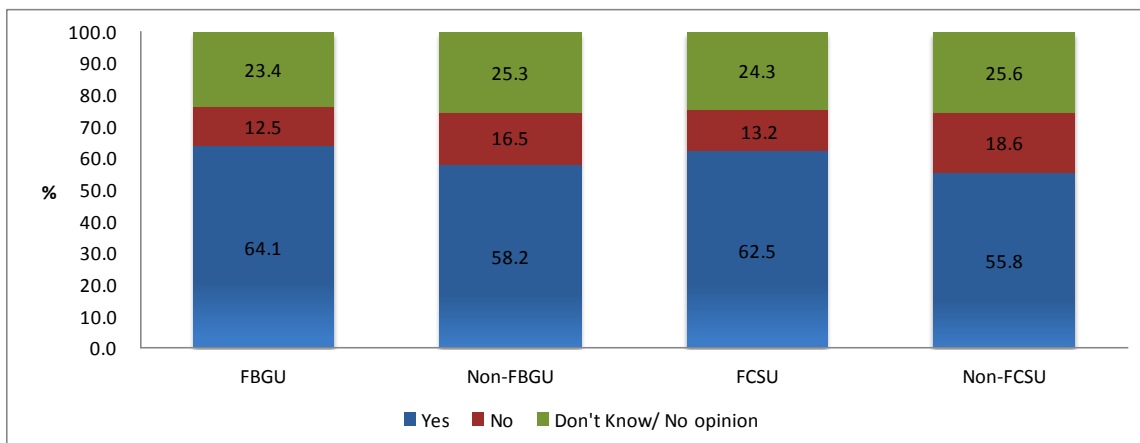


4.14 Comparisons on Fund Raising Measures

Fund Raising Events

Chart 4.14a shows that FBGU and FCSU both have a more supportive attitude towards fund raising events (64.1% and 62.5% respectively) than the other two groups of member (58.2% and 55.8%)

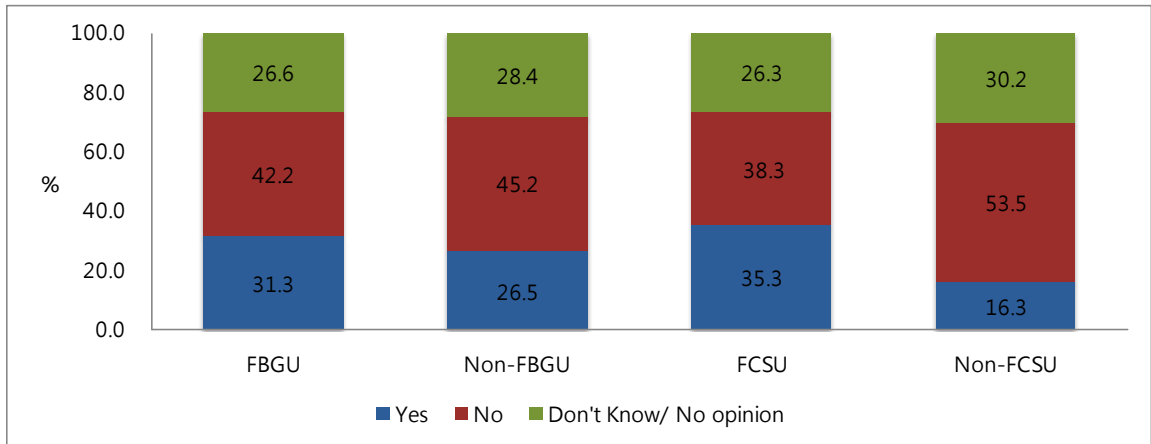
Chart 4.14a: Comparing the opinions of four groups of member towards different fund raising measures - Fund raising events



Fixed Amount or Monthly Donation Programme

Chart 4.14b shows that FBGU and FCSU both have a more supportive attitude towards fixed amount or monthly donation programme (31.3% and 35.3% respectively) than the other two groups of member (26.5% and 16.3%). This indicates that members who use club facilities more frequently tend to identify with the club more.

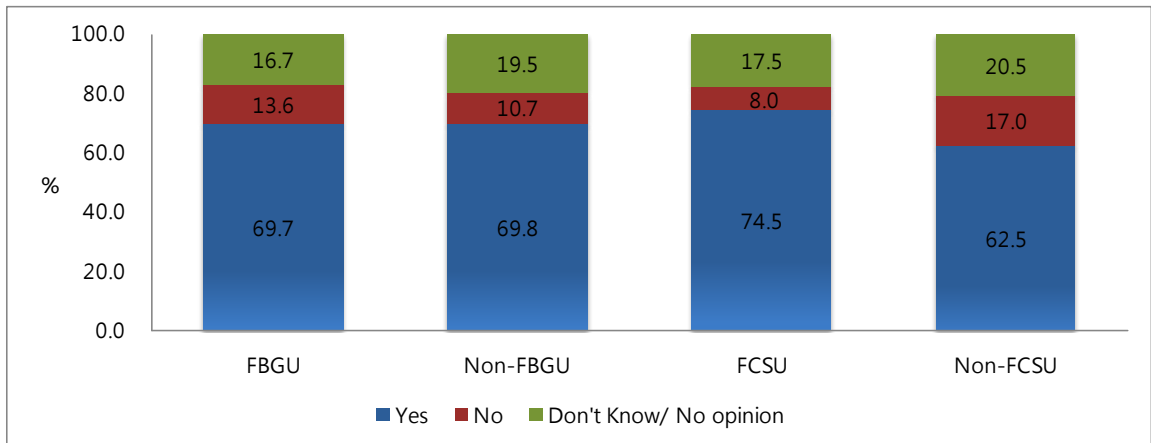
Chart 4.14b: Comparing the opinions of four groups of member towards different fund raising measures – Fixed amount or monthly donation programme



Title Sponsorship Scheme

Chart 4.14c shows that non-FCSU demonstrates a less supportive attitude towards title sponsorship scheme (62.5%). There is no significant difference among the other three groups of member (69.7%, 69.8% and 74.5%). Among them, FCSU expresses a slightly more supportive attitude.

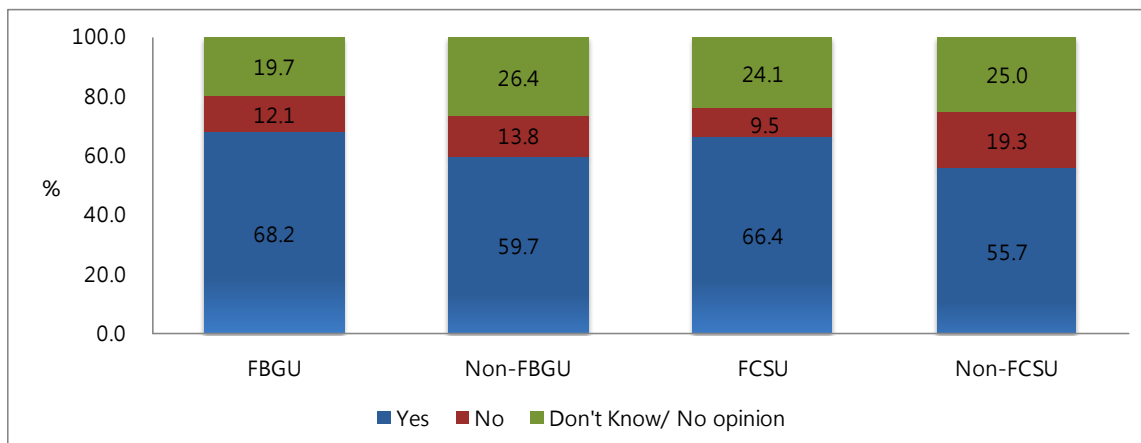
Chart 4.14c: Comparing the opinions of four groups of member towards different fund raising measures - Title sponsorship scheme



Honorary Membership Programme

Chart 4.14d shows that FBGU and FCSU tend to be more supportive regarding honorary membership programme (68.2% and 66.4% respectively). Only 59.7% and 55.7% of the other two groups of members would support honorary membership programme.

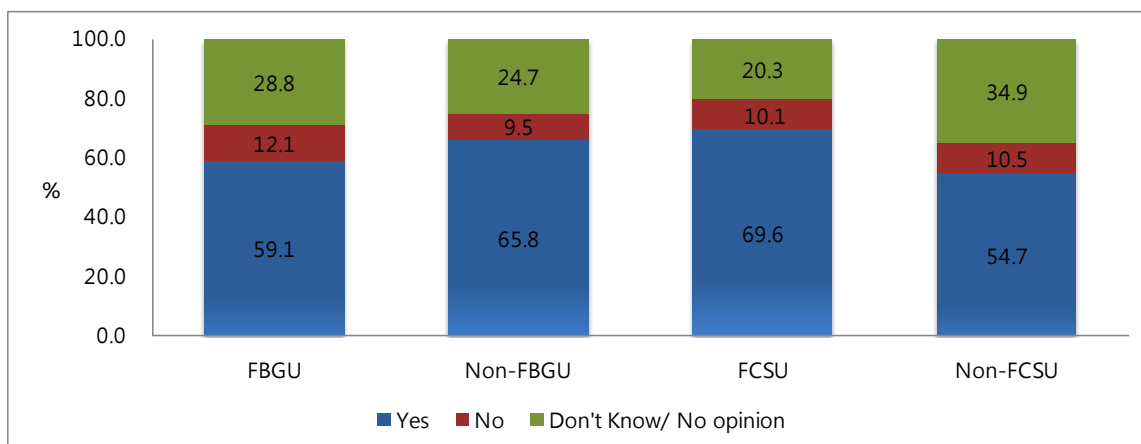
Chart 4.14d: Comparing the opinions of four groups of member towards different fund raising measures - Honorary membership programme



Transferrable Debenture Scheme

Chart 4.14e shows that FCSU is the most supportive of Transferrable Debenture Scheme (69.6%), and non-FCSU is the least supportive of this scheme (54.7%). Among FBGU and non-FBGU, 59.1% and 65.8% support Transferrable Debenture Scheme as a measure to raise fund for expansion.

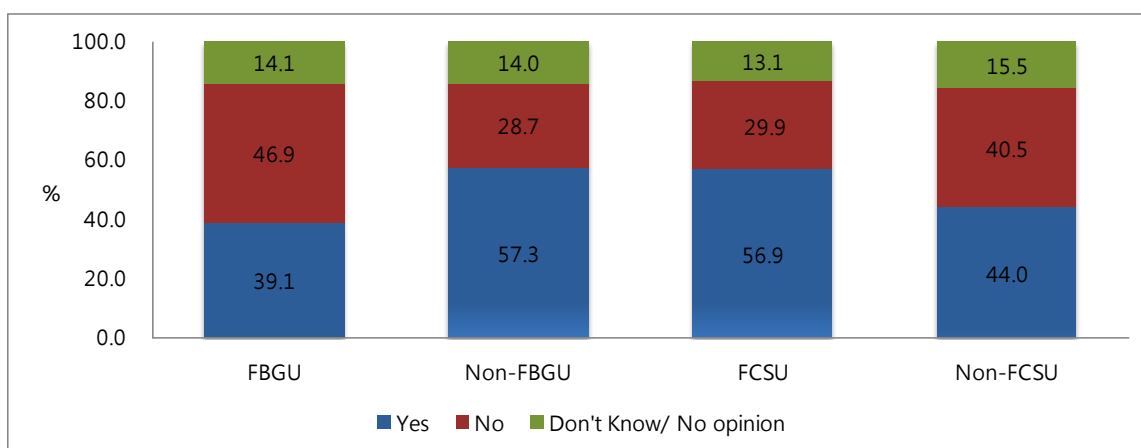
Chart 4.14e: Comparing the opinions of four groups of member towards different fund raising measures - Transferrable Debenture Scheme



Facility Charge Based on the User Pays Principle

Chart 4.14f shows that FCSU (56.9%) and non-FBGU (57.3%) are more supportive of facility charge based on the user pays principle, while FBGU (39.1%) and non-FCSU (44.0%) tend to be less supportive. This may due to the fact that the latter two groups have gotten used to the free facilities provided by the club.

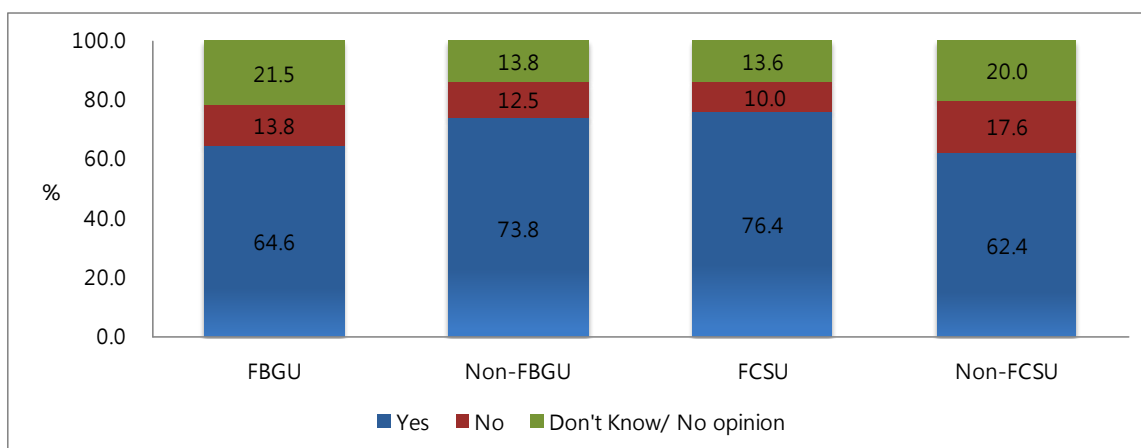
Chart 4.14f: Comparing the opinions of four groups of member towards different fund raising measures - Facility charge based on the user pays principle



Adjusting Membership Entrance Fee

Chart 4.14g shows that FCSU (76.4%) and non-FBGU (73.8%) tend to support an increase in membership entrance fee, while the supporting rates of FBGU and non-FCSU are significantly lower (64.6% and 62.4% respectively).

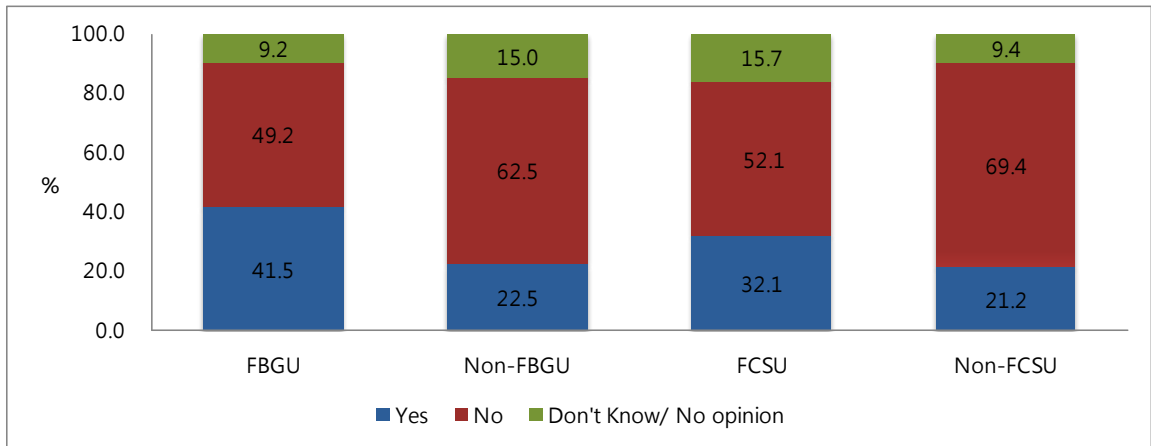
Chart 4.14g: Comparing the opinions of four groups of member towards different fund raising measures - Adjusting Membership Entrance Fee



Adjusting Monthly Subscription Fee

Chart 4.14h shows that FBGU (41.5%) are the most supportive of the four groups in regard to an increase of monthly subscription fee. They are followed by FCSU (32.1%). The other two groups of member are the least supportive of this measure (22.5% and 21.2% respectively). This indicates that the more involved in the club, the more possible a member will support increase in monthly subscription fee.

Chart 4.14h: Comparing the opinions of four groups of member towards different fund raising measures - Adjusting Monthly Subscription Fee



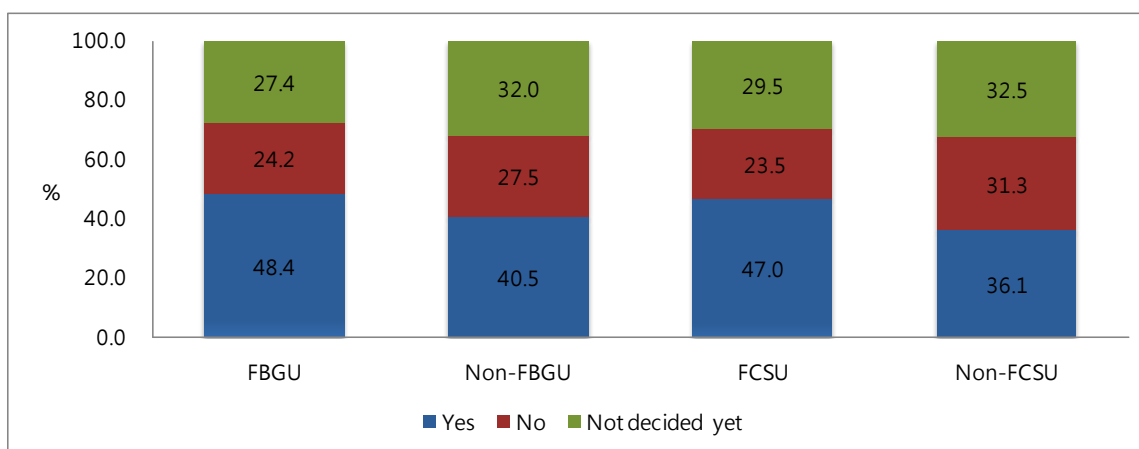
4.15 Financial Support of Club Expansion

This section will compare the four groups' willingness to financially support club expansion.

Fund Raising Events

Chart 4.15a shows that FBGU and FCSU have greater possibility to participate in fund raising events (48.5% and 47.0% respectively), while only 40.5% of non-FBGU and 36.1% of non-FCSU reply that they will support fund raising events.

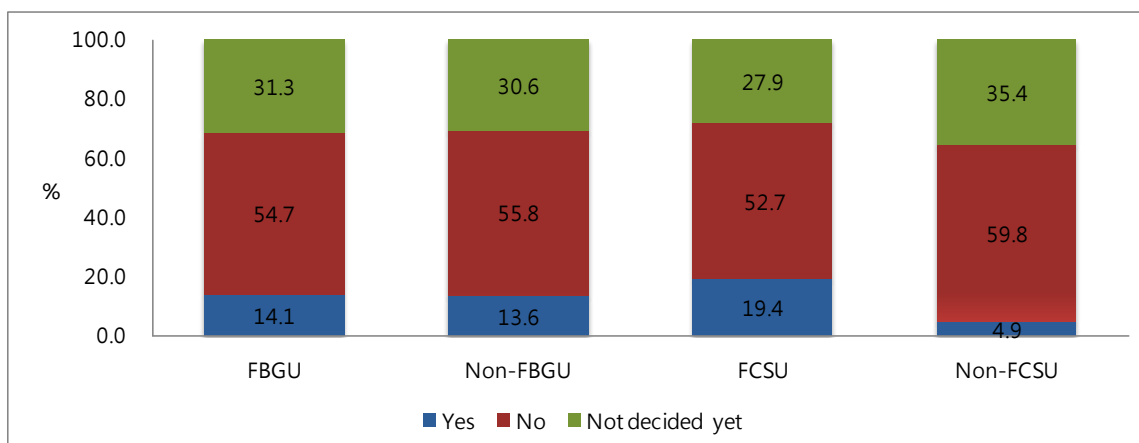
Chart 4.15a: Comparing the opinions of four groups of member towards their willingness to financially support club expansion - Fund raising events



Fixed Amount and Monthly Donation Programme

Chart 4.15b shows that FCSU (19.4%) express that they are more willing to join the monthly donation programme. They are followed by FBGU (14.1%) and non-FBGU (13.6%). Only 4.9% of the most detached non-FCSU express their support. Although rates of supporting monthly donation programmes are relatively low, the data also demonstrate that frequent club facilities users show relatively higher acceptance of this scheme.

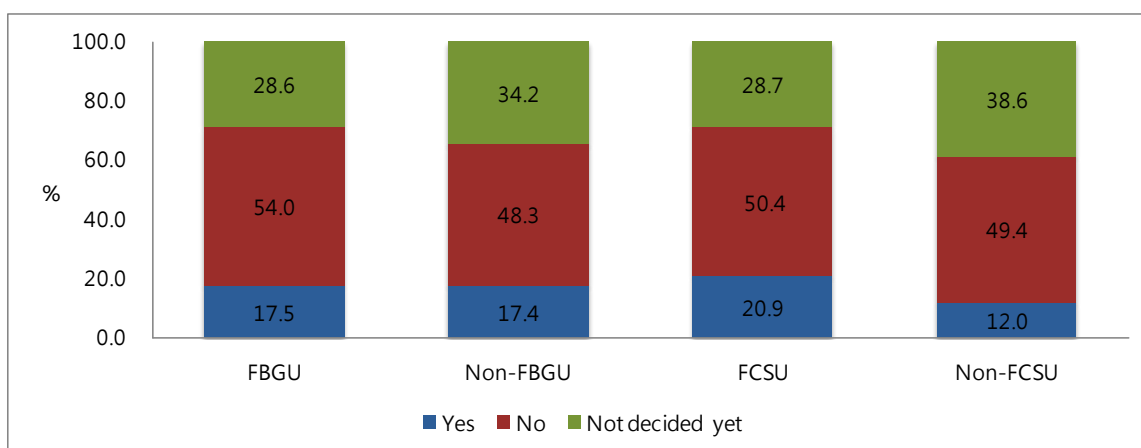
Chart 4.15b: Comparing the opinions of four groups of member towards their willingness to financially support club expansion - Monthly Donation Programme



Title Sponsorship Scheme

Chart 4.15c shows that support of title sponsorship scheme has a similar pattern as the monthly donation programme. FCSU (20.9%) express highest willingness to join. They are followed by FBGU (17.5%) and non-FBGU (17.4%). Only 12% of non-FCSU support this scheme.

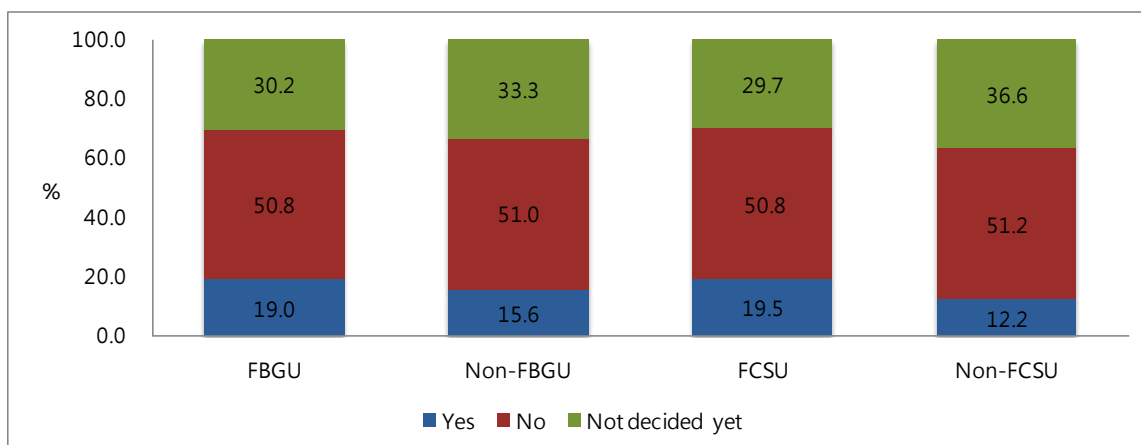
Chart 4.15c: Comparing the opinions of four groups of member towards their willingness to financially support club expansion - Title Sponsorship Scheme



Honorary Membership Programme

Chart 4.15d shows that FCSU (19.5%) and FBGU (19.0%) express higher possibility to join the proposed honorary membership programme, while only 15.6% of non-FBGU and 12.2% of non-FCSU will support this programme.

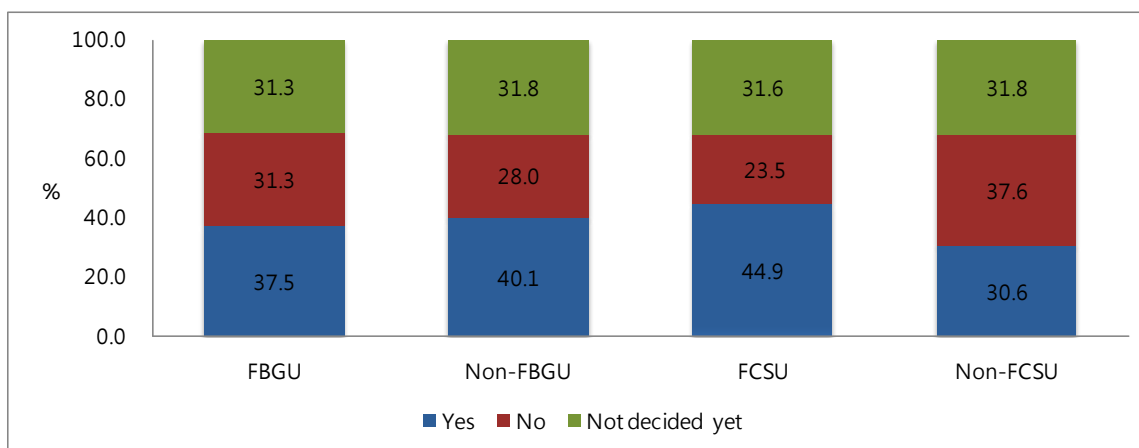
Chart 4.15d: Comparing the opinions of four groups of member towards their willingness to financially support club expansion - Honorary Membership Programme



Transferrable Debenture Scheme

Chart 4.15e shows that FCSU and non-FBGU are relative supportive of the Transferrable Debenture Scheme (44.9% and 40.1% respectively). They are followed by FBGU (37.5%) and non-FCSU (30.6%).

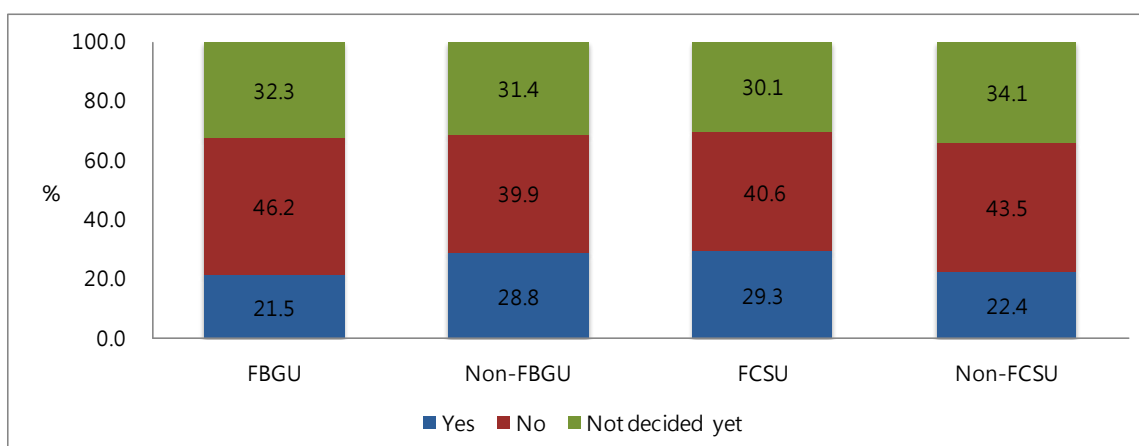
Chart 4.15e: Comparing the opinions of four groups of member towards their willingness to financially support club expansion - Transferrable Debenture Scheme



Corporate Membership Scheme

Chart 4.15f shows that FCSU and non-FBGU have higher possibility to join the Corporate Membership Scheme (29.3% and 28.8% respectively), while only 21.5% of FBGU and 22.4% of non-FCSU may join this scheme.

Chart 4.15f: Comparing the opinions of four groups of member towards their willingness to financially support club expansion - Corporate Membership Scheme



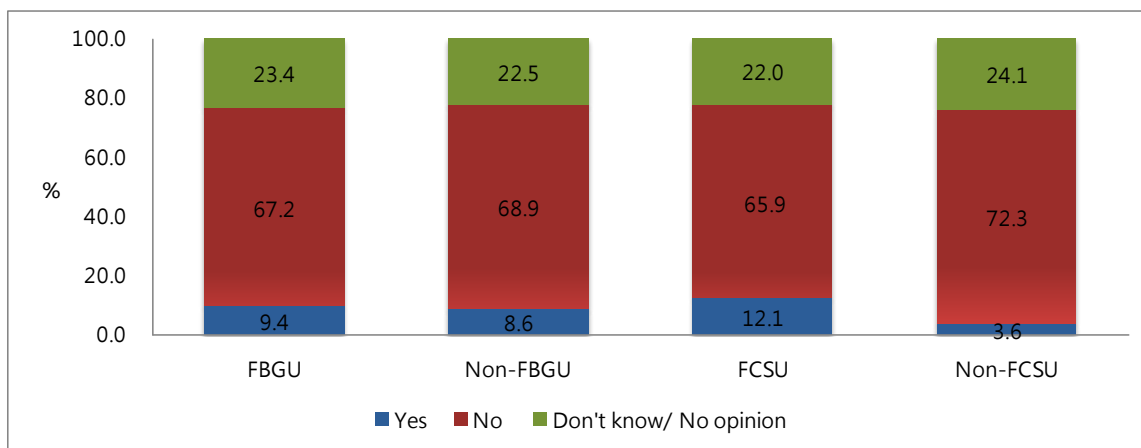
4.16 **Actions to Support Club Expansion**

This section will compare the four groups' possible actions to support club expansion.

Serving the Financial Committee

Chart 4.16a shows that FCSU (12.1%) have higher possibility to serve on the financial committee. They are followed by FBGU (9.4%) and non-FBGU (8.6%). Only 3.6% of the non-FCSU may serve on the financial committee. Although overall participation rate is low, but the more attached members demonstrate a much higher possibility to serve on the financial committee.

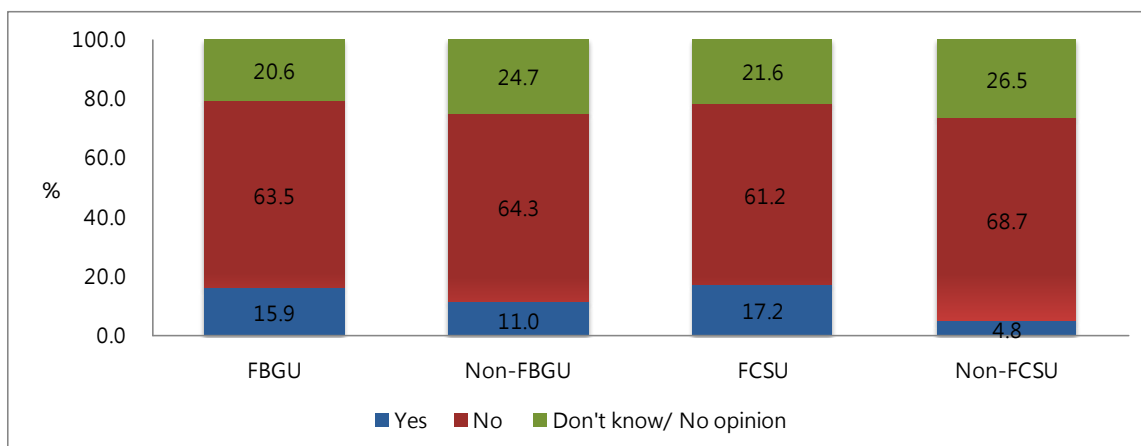
Chart 4.16a: Comparing the opinions of four groups of member towards their possible actions to support club expansion - Serving the Financial Committee



Serving the Technical Committee

Chart 4.16b shows each group's possibility to serve on the Technical Committee. Similar to the pattern of serving the Financial Committee, the four groups' possibilities are: FCSU (17.2%), FBGU (15.9%), non-FBGU (11.0%), and non-FCSU (4.8%).

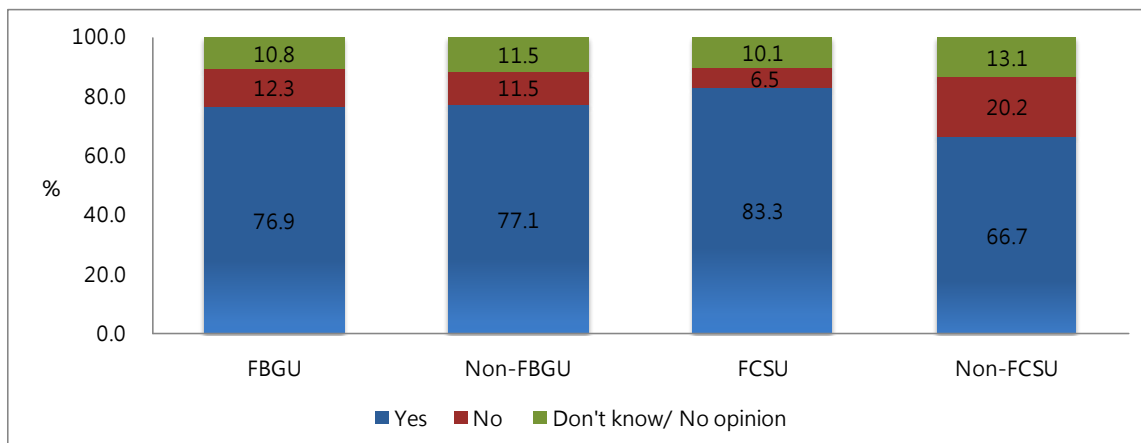
Chart 4.16b: Comparing the opinions of four groups of member towards their possible actions to support club expansion - Serving the Technical Committee



Introduce the club to family, friends, and colleagues

Chart 4.16c shows that FCSU (83.3%) have the highest possibility to introduce the club to family, friends and colleagues. They are followed by FBGU (76.9%), non-FBGU (77.1%) and non-FCSU (66.7%)

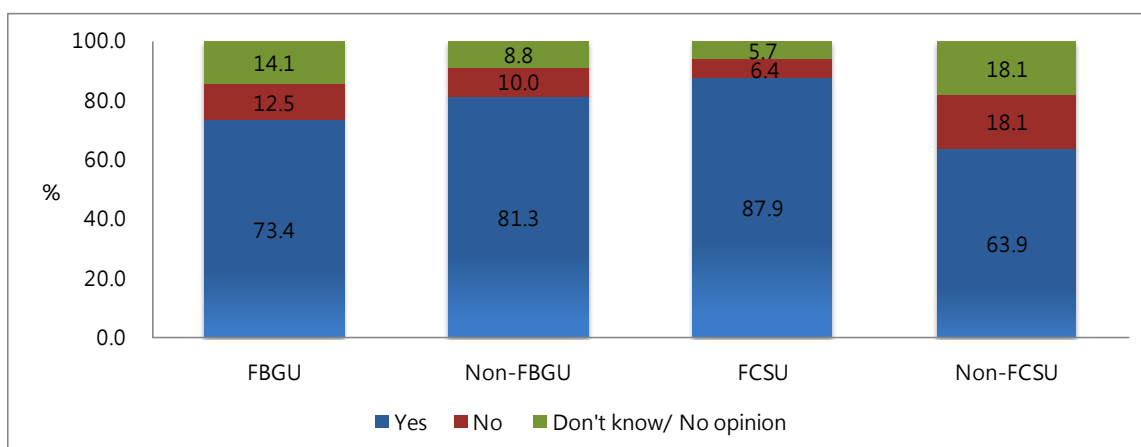
Chart 4.16c: Comparing the opinions of four groups of member towards their possible actions to support club expansion - Introduce the club to family, friends, and colleagues



Arrange more gatherings with family, friends and colleagues in the club

Chart 4.16d shows the each group's possibility to arrange more gatherings with family, friends and colleagues in the club. The ranking is as followed: FCSU (87.9%), non-FBGU (81.3%), FBGU (73.4%) and non-FCSU (63.9%).

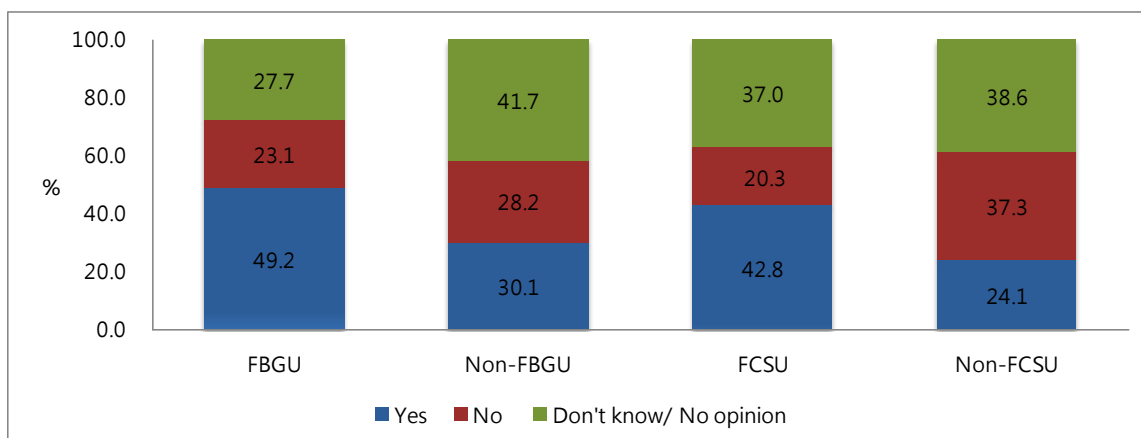
Chart 4.16d: Comparing the opinions of four groups of member towards their possible actions to support club expansion - Arrange more gatherings with family, friends and colleagues in the club



Provide suggestions to or participate as a volunteer in the club expansion

Chart 4.16e shows each group’s possibility to provide suggestions to or participate as a volunteer in the club expansion. Ranking from highest to lowest: FBGU (49.2%), FCSU (42.8%), non-FBGU (30.1%) and non-FCSU (24.1%).

Chart 4.16e: Comparing the opinions of four groups of member towards their possible actions to support club expansion - Provide suggestions to or participate as a volunteer in the club expansion



Over speaking, the previous three sections show that, members who are more active in using club facilities are more willing to support the club expansion both financially and in action. It should be noted that frequencies of using catering services seem to be a better indicator of members’ attachments to the club. FCSU are more likely than FBGU to support club expansion both financially and in action.

4.17 Comparison on the Opinions in Catering Service

This section will explore whether frequencies of using catering service is a factor affecting the evaluation of catering service. In this section, members who dine twice or more every month in the club restaurant will be defined as 'Frequent Catering Service Users' (FCSU) and the rest will be defined as 'Non-frequent Catering Service Users' (non-FCSU). There are 141 FCSU (62.1%) and 86 non-FCSU (37.9%).

As shown in Table 4.17, evaluations of catering service by the two groups are in line with the pattern of overall evaluation as shown in Section 4.7. Both groups express that the club restaurant should improve its pricing, food varieties and portion of food.

Despite similarity in pattern, the two groups show tremendous differences in rating. Table 4.17 shows that FCSU have significantly higher ratings to the catering service than the non-FCSU. Except for 'comfortable environment' and 'food hygiene', all other indicators demonstrate two- to three-fold differences. There are two possible explanations to this phenomenon: maybe the restaurant is already providing excellent services, or maybe FCSU have gotten used to the services provided by the restaurant. However, limited by the objectives and questionnaire design of this survey, data collected are inadequate to explore the cause of the phenomenon.

Table 4.17: Comparison on the Opinions in Catering Service – by FCSU and non-FCSU

	Percentage of 'Good' or 'Excellent'	
	FCSU	Non-FCSU
Comfortable environment	81.5	62.2
Food hygiene	74.1	43.2
Deliciousness of the food provided	66.4	32.1
The general customer service you received	64.3	25.7
Overall experience	57.8	21.9
Quantity/portion of food	45.3	15.8
The varieties of food	38.4	14.6
The pricing in relation to what you received	35.0	15.8

4.18 Other Opinions in Club Expansion and Catering Service

In order to collect specific ideas on club expansion and catering service, the survey also includes two open-end questions. In general, respondents who are more active or who have stronger opinions tend to respond to this type of question. Due to this bias, answers collected from open-end questions are not suitable for statistical analysis. Nonetheless, these opinions are invaluable references to club expansion and improvement of catering service. This section presents a summary of these answers. Details of the answers can be referred to Appendix 2 and 3.

Opinions in Expansion Items:

- The expansion project should be kicked off as soon as possible
- To improve swimming pool facilities
- To improve car park usage
- Other sport facilities such as gymnasium should be added

Opinions in Fund Raising:

- Members should not bear the costs of club expansion
- To optimize charges of existing facilities
- To enlarge membership base
- To seek financial assistance or loan from the Government
- Budget of club expansion should be accountable to all members

Opinions in the Club's Operation:

- The General Committee should strengthen communication with the members

Opinions in Catering Service:

- Some members are satisfied with the food and customer service
- Good environment
- There are urgent needs to improve western style cuisines
- Waiters' service quality is not up to standard
- Restaurants employees should not dine in the restaurant
- Food prices and operator's profit margin are too high

5. Conclusions and Recommendations

A. Club Expansion

Conclusions:

- 5.1 Over 75% of the respondents support club expansion. Priorities of expansion items in order of importance are: bar and restaurant, space for resting, chatting and reading, sport and recreation facilities other than lawn bowls greens, as well as car park.
- 5.2 Most respondents do not accept increasing their existing expenses on club usage as a means to finance club expansion (e.g. adjustment of monthly subscription fee, monthly donation programme, etc.). Instead, the respondents tend to accept non-regular, voluntary measures of fund raising (e.g., adjustment of membership entrance fee, fund raising events, honorary membership programme, transferrable debenture schemes, and charges levied on facilities usages).
- 5.3 At this stage, most respondents express their willingness to financially supporting the club expansion in certain ways. They are also more willing to participate in fund raising programmes and transferrable debenture scheme.
- 5.4 Regarding actions to support the club expansion, most respondents will refer the club to their families, friends and colleagues.
- 5.5 Group comparisons show that Frequent Lawn Bowls Greens Users (FBGU) place higher priority to car parks, and frequent catering service users (FCDU) want extra sporting facilities and improvements in catering service.
- 5.6 Frequent lawn bowls greens and catering service users show greater tendency to financially supporting the club expansion. Frequent catering service users shows greater tendency to support all fund raising measures, and Frequent Lawn Bowls Greens Users show greater supports in fund raising events and adjustment of monthly subscription fee.
- 5.7 Frequent lawn bowls greens and catering service users show greater tendency to support the club expansion in action. Frequent catering service users are more willing to support the club expansion on all counts of action (e.g., referring the club to their families, friends and colleagues, as well as joining the Technical or Financial Committee).
- 5.8 Over speaking, members' support of club expansion is highly correlated with their involvement in club activities.

Recommendations:

- 5.9 Majority of the members supports club expansion, and many of them request an early kick-off of the project. The Club should start the project as soon as possible.
- 5.10 Most members do not support fund raising measures that would affect their expenses in using club facilities. Therefore, the Club should raise funds by other measures, such as to enlarge membership base (e.g., adjusting membership entrance fee, strengthening membership referral programmes, increasing membership categories, etc.), or measures that are on non-regular and voluntary basis (e.g., issuing transferrable debenture and fund raising events, etc.).
- 5.11 'Frequent Catering Service Users' is the largest group among the four groups. They are also the most supportive of club expansion in all three dimensions (i.e., general attitudes, financial support, and supports in action). Therefore, if there are discrepancies in opinions regarding club expansion, the Club may consider to place greater weight to the opinions of this group of member.
- 5.12 However, the Club should have a clear positioning in club expansion. While adopting the opinions of 'Frequent Catering Service Users', the Club should avoid overlooking the opinions of 'Frequent Lawn Bowls Greens Users'. 'Frequent Lawn Bowls Greens Users' are the primary members the Club is serving.

B. Catering ServiceConclusions:

- 5.13 Overall speaking, about forty-five percent of the respondents consider the services provided by the existing catering operator above average. There is much room for improvement.
- 5.14 Most respondents are satisfied with the environment, food hygiene, deliciousness and customer service. They are less satisfied with the portion, price and varieties of food.
- 5.15 The most accepted price range for lunch in the club restaurant is \$51-\$70 per head, and the most accepted price range for dinner in the club restaurant is \$101-\$150 per head.
- 5.16 Group comparisons show that both 'Frequent Catering Service Users' and 'Non-Frequent Catering Service Users' demonstrate similar evaluation pattern with the overall evaluations. Both of them regard portion, price, and varieties of food as the three areas most need to be improved.
- 5.17 Compare with 'non-Frequent Catering Service Users', 'Frequent Catering Service Users' have much higher evaluations to all indicators of services provided by the club restaurant.

Recommendations

- 5.18 Survey data show that 'non-Frequent Catering Service Users' have a lower rating to the catering service. The Club should consider measures to enhance communication to this group of member, and to consider their opinions in future tendering practices of catering services.
- 5.19 Most members express the wish to improve portion, price and varieties of food provided by the club restaurant. The Club should discuss with the catering service operator about these problems in ways that are more accountable to the members.
- 5.20 Many members express that the western style cuisines provided by the club restaurant are not up to standard. The Club should request the restaurant operator to improve their services in this regard as soon as possible.

Appendix 1

Survey Questionnaire



KOWLOON BOWLING GREEN CLUB

會所擴建及餐飲服務會員意見調查

Member Survey on Club Expansion and Catering Services

To all members:

The General Committee has appointed an independent research firm – IPOLL to conduct an opinion survey on redevelopment/expansion of club premises, operation costs, entrance fees, monthly subscriptions, as well as the club's catering services. Please complete this questionnaire and return to us by mail (return envelope enclosed, no postage required), by fax (3011 3642), or pass to our office staff on or before October 10, 2011. Thank you for your participation.

致各位會員：

執委會已委派獨立調查機構「雅博研究」，進行一項會員的意見調查，範圍包括會所重建或擴建、營運成本、入會費、月費、會所餐飲服務等。請完成本問卷，並於 2011 年 10 月 10 日或以前透過郵寄（已附上回郵信封，郵費已付）、傳真（3011 3642）、或直接轉交本會辦公室職員。多謝各位會員的參與。

The survey result will help the management body to understand the thoughts and needs of club members, thus providing a clear direction to the club expansion. Your valuable opinion is important to us, please complete this questionnaire and return to us at your earliest convenience.

本調查結果將有助管理團隊瞭解會員的想法和需要，從而為會所擴建提供更清晰的方向。閣下的寶貴意見十分重要，敬請於各位會員儘早填妥及交回本問卷。

About the survey details, please refer to the survey invitation letter we sent to you on September 12, 2011 or visit the following website at:

有關本調查的詳情，請參閱我們於 2011 年 9 月 12 日寄予閣下的調查邀請信，或到以下網址瀏覽：

http://www.kbgc.com.hk/cms/secretary/upload/20110912143419920_1.pdf

For Office Use Only:	UN:	Date:	RF:	PS:
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Please tick the boxes that most closely match your personal opinion. 請在以下格內以別號選擇最接近你的意見。

Section A: Personal Background

A 部分：個人背景

A1 Membership Category 會員類別：

- Ordinary Member (普通會員) Sporting Member (體育會員)

A2 Gender 性別：

- Male (男性) Female (女性)

A3 Age 年齡：

- Below 20 (20 歲以下) 50-59 (50-59 歲)
 20-29 (20-29 歲) 60-69 (60-69 歲)
 30-39 (30-39 歲) 70 or above (70 歲或以上)
 40-49 (40-49 歲)

Member Survey on Club Expansion and Catering Services

A4 In the past **six months**, how often did you play lawn bowls in the club?

在過去的 **6 個月**，請問你在會所內參與草地滾球活動的次數是？

- Every week (每星期皆有)
 2 to 3 times a month (一個月兩至三次)
 Once a month (一個月一次)
 A few times in the past six months (過去六個月只有幾次)
 Never (從來沒有)

A5 In the past **six months**, how often did you eat in the club restaurant?

在過去的 **6 個月**，請問你在會所餐廳用餐的次數是？

- Every week (每星期皆有)
 2 to 3 times a month (一個月兩至三次)
 Once a month (一個月一次)
 A few times in the last six months (過去六個月只有幾次)
 Never (從來沒有)

Section B: Club Expansion

B 部分：會所擴建

B1 On scale 1 to 5, are the following club expansion options important to you?

以 1 至 5 分計，以下各會所擴建項目對你有多重要？

		Unimportant 不重要	Slightly important 少許重要	Important 重要	Very important 很重要	Critical 最重要
		1	2	3	4	5
a	Car parking area 泊車空間	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b	Sport and recreation facilities other than lawn bowls greens 草地滾球場地以外的康體設施	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c	Bar and restaurant 酒吧及餐廳	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	Space for resting, chatting, and reading 休息、閒談、閱讀空間	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B2 What is your level of support to the club expansion?

你對會所擴建的支持程度是？

- Strongly support (十分支持)
 Support (支持)
 Neutral (中立)
 Somewhat oppose (反對)
 Strongly oppose (十分反對)

Section C: Catering Service

C 部分：餐飲服務

C1 On scale 1 to 5, please choose the most suitable answer that best fits your judgment of quality of the current restaurant caterer.

以 1 至 5 分計，請在以下各項選出最符合你認為現時餐廳營辦者的質量水平。

In the past six months , how would you rate...		Poor 差	Below Average 一般以下	Average 一般	Good 好	Excellent 很好
在過去的 6 個月 ，你如何評價		1	2	3	4	5
a	Deliciousness of the food provided 整體食物味道	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b	The pricing in relation to what you received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Member Survey on Club Expansion and Catering Services

	物有所值					
c	The general customer service you received 客戶服務	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	The varieties of food 食物種類	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e	Quantity/portion of food 食物份量	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f	Food hygiene 食物衛生	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g	Comfortable environment 環境舒適程度	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h	The overall experience 整體經驗	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C2 Other comments on the club restaurant:

對會所餐廳的其他意見：

C3 What is your acceptable price range per head if you are having lunch with your family, friends or colleagues at the club restaurant?如你與家人、朋友、或同事在會所餐廳吃午餐，請問你接受的價錢範圍按每個人計是多少？

- HK\$31-50 (港幣 31-50 元) HK\$71-90 (港幣 71-90 元)
 HK\$51-70 (港幣 51-70 元) Above HK\$90 (港幣 90 元以上)

C4 What is your acceptable price range per head if you are having dinner with your family, friends or colleagues at the club restaurant?如你與家人、朋友、或同事在會所餐廳吃晚餐，請問你接受的價錢範圍按每個人計是多少？

- HK\$51-70 (港幣 51-70 元) HK\$101-150 (港幣 101-150 元)
 HK\$71-100 (港幣 71-100 元) Above HK\$150 (港幣 150 元以上)

C5 As a club restaurant, what should the caterer do to provide quality services to all members? (Can choose more than one answer)

作為一間會所的餐廳，營辦商需要怎樣做才能為所有會員提供優質的服務？(本題可選多項答案)

- Pay attention to the diet preference of members (重視會員飲食喜好)
 Provide more varieties of food (提供多元化菜式選擇)
 Provide high quality of food, customer service, and environment (提供高質素的食物、服務、用餐環境)
 Provide a value-for-money experience to members (為會員提供物有所值的經驗)
 Don't know / no opinion (不知道/ 沒有意見)

C6 Do you think it is necessary for the club to provide another canteen within the club area?

請問你認為本會是否需要在會所範圍內提供另一所餐廳？

- No, one restaurant is enough (沒有需要，一間餐廳已足夠)
 Yes, it is a convenient arrangement for the bowlers (需要，這是方便打球人士的安排)
 Yes, it can give me more choices (需要，因能給予我更多選擇)
 Doesn't matter/ no opinion (無所謂 / 沒有意見)

Section D: Expansion Support

D 部分：對擴建的支持

D1 Regarding the club expansion, would you support the following measures?

請問你是否支持以下各項支持會所擴建的措施？

		Yes 支持	No 不支持	Don't Know/ No opinion 不知道/ 沒有意見
		1	2	3
a	To organize fund raising event for the club expansion 為會所擴建而舉辦籌款活動	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b	To establish a fixed amount or monthly donation programme, official receipt will be issued for taxation purposes 設立定額或月供捐款計劃· 捐款人將獲正式收據以作稅務安排	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c	To establish a title sponsorship programme, donors' name will be engraved on the sponsored items 設立冠名贊助計劃· 贊助項目將刻上捐款人芳名	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	To establish an honorary membership programme for the fixed amount donation, such as Honorary Chairman or Honorary Vice Chairman 設立定額捐款的名譽會員計劃· 例如名譽會長或名譽副會長	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e	To strengthen the existing Transferable Debenture Scheme 加強現時的可轉讓債券計劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Yes 支持	No 不支持	Don't Know/ No opinion 不知道/ 沒有意見
		1	2	3
f	To levy a facility charge based on the user pays principle 按用者自付的原則收取設施使用費	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g	To adjust the membership entrance fee, such as HK\$80,000 調整會員入會費· 例如港幣八萬元	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h	To adjust the monthly subscription fee, such as HK\$800 per month 調整會員月費· 例如每月港幣八百元	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D2 Which measure(s) stated below would you provide economic support to the club expansion?

請問你會在以下哪些為會所擴建而提議的措施中提供經濟上的支持？

		Yes 會	No 不會	Not decided yet 未決定
		1	2	3
a	Fund raising event 籌款活動	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b	Fixed amount or monthly donation programme 定額或月供捐款計劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c	Title sponsorship programme 冠名贊助計劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	Honorary membership programme 名譽會員計劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Member Survey on Club Expansion and Catering Services

e	Transferable Debenture Scheme 可轉讓債券計劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f	Corporate Membership Scheme 企業會員計劃	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D3 Would you support the club expansion in the following ways?

請問你會否在以下範疇支持會所擴建

		Yes 會	No 不會	Don't Know/ No opinion 不知道/ 沒有意見
		1	2	3
a	To serve on the Financial Committee 參與財務委員會	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b	To serve on the Technical Committee 參與技術委員會	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c	Introduce the club to my family, friends, and colleagues, and recommend them to join the club 向家人、朋友、同事介紹本會，及建議他們參加本會	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d	Arrange more gatherings with my family, friends, and colleagues in the club 在會所安排更多與家人、朋友、同事的聚會	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e	Provide suggestions to or participate as a volunteer in the club expansion 願意為會所擴建提供意見或當義工	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D4 Any further comments/ suggestions other than the above:

對會所擴建的其他意見/ 建議：

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~ End 完 ~

Appendix 2

Other Comments on the Club Restaurant

Other Comments on the Club Restaurant

#	Comments:
1	1) Unacceptable that restaurant staff have meals in restaurant. 2) Unacceptable that restaurant use TV area, unless if a special change is imposed.
2	1) 每次邀約朋友用餐，均讚賞食物及服務水準高。 2) 一個餐飲商，供應分宴會部及中西餐廳，這可避免座位供應失衡。
3	1) 現時合約條件對營辦商太優厚，對會員不利，應該從新訂定再招標。 2) 現營辦商服務水平令很多會員失望，多翻不良經驗後唯有放棄，再招標吧!
4	1) 部分員工服務水平要改善。 2) 過份推介貴價食品。
5	1) 增加食物份量。 2) 加強西餐水準。
6	Advance the opening hours during weekends and public holidays, say to 10am.
7	Air Con Insufficient.
8	Arrange curry lunch once every month (in old colonial style).
9	As a rental-free and partially subsidized "club restaurant", its price setting and food quantity should be compatible with the similar restaurant in the same district outside our club or even cheaper. I have over 20 years experience in managing this type of rental-free restaurant in big corporation, and big workshops. I have pleasure to render my experience and advice to the catering committee if appropriate.
10	Change the existing caterer to another one.
11	Cheaper to invite more member to dine there.
12	Choice on western food is little. Taste is not good. Price is too high for poor quality. Chinese food is good, however should not request customer to eat expensive items as family gathering, not something to show off.
13	Do not like evaporated milk served with coffee or tea.
14	Does not compete to the previous caterers.
15	Excellent Atmosphere plus good food, do not mind moderate rise in price to maintain current service.
16	Extremely object to continue the service of the existing/ current restaurant caterer, need to have open tender for restaurant caterer.
17	Food is too expensive. Maybe should have another area for selling cheaper snacks.
18	Food price is too high in relation to all the facilities the club provided free.
19	Food which is up to standard should be served by of our present caterer, which is their duty to fulfill the contract with our Club. Honestly, Chinese cuisine is acceptable, but the chef should upgrade himself in both cooking skill and knowledge of Western cuisine. For example, it was a joke that a dish call "salad" was served at our bowling tea, the ingredient was a pile of canned corn, add a few pieces of canned pineapple mixed up with canned mayonnaise (cheap brand), I should admire the creation of the chef and his laziness as well, even "tea restaurant" next door in Austin Road they will have some sliced of fresh apple and potatoes in them. It really causes a bad image to our opponents from other clubs that wondering if we haven't paid enough or we're being ripped off by the quality of catering like this.

Member Survey on Club Expansion and Catering Services

20	For the service, no comment, but for the KBGC must take money from this outlet.
21	Get rid of the caterer, the contractor is very rude, arrogant, despicable man.
22	I prefer a more traditional & colonial decor & ambience.
23	It's time for a change for a better caterer. Provide value for money service, please!
24	Limited choice of western food.
25	Menu don't present all the items & price. The club & restaurant should open at 8:00AM.
26	Non attendance with this caterer due to a nasty experience having eaten some of their offerings.
27	Not enough variety for western food/ western desserts never available.
28	Not value for money! Rather expensive if compared with other clubs! Very disappointing!!!
29	Please compare ours with other similar clubs. Our menu choice is very limited. Also price is not cost effective. Also please offer better western food quality.
30	Poor English service of staff.
31	Poor food quality, both Chinese and Western foods, which will be needed improvement.
32	Poor service, waitress is unprofessional. Just like a 茶餐廳服務, that is why I boycott using the catering of the club.
33	Price on dinner is a bit high. Prefer to have snacks provided by the bar directly.
34	Reception areas to be refurnished. Austin Road entrance needs to be refurnished.
35	Restaurant can't please lawn bowlers.
36	Restaurant owner/ manager has bad manner!
37	Should improve the variety of the western menu.
38	Smaller portions of different snacks should be provide to reduce food wastage.
39	The caterer should be changed as soon as possible. It is spoiling our club's image
40	The food is expensive.
41	The general attitude of the caterer is poor, especially the manager.
42	The key is value for money and the members' needs, as long as reasonable and commensurate with the club's standing should be met first!
43	The operator has to be aware that he is not operating a private enterprise to maximize profit, but a service provide to KBGC members while making an above average profit with minimal capital outlay. The current operator pays no respect to club members who are not patrons of restaurant. The lounge area is used as his overflow space. Club member privilege is comprised and club profile and experience is undermined.
44	The pricing in relation to what is received is poor and this MATTERS!
45	The quality of the caterer is best measured by the member of patronage to the restaurant.
46	The restaurant staffs are not very friendly.
47	To provide less expensive and ordinary home dishes.
48	Too limited choice.
49	Too much variety too little food. Need a few signature dishes to keep members coming back. Need Better Cooks!
50	too noisy in club restaurant.

Member Survey on Club Expansion and Catering Services

51	Too slow in food delivery, little variety.
52	Very Poor!
53	大致上 OK，價錢貴了 15%，服務大致 OK，滿意。
54	已有很大改善，我本人很滿意。
55	中餐廳應與西餐廳分開。
56	太貴。
57	欠缺笑容。
58	比較前餐廳收費較高。
59	以少糖，少油及少咸為原則 (無味精)。
60	以會所來說是太貴，份量少，BBQ 扒好像紙一樣薄，總括價錢貴。
61	本人覺得餐廳的西餐很難食，它應該聘請一個專業的西廚。食物的份量偏少，而且偏咸。
62	本會之 active 會員並不是太多，故餐廳無可能覆蓋所有食品，建議集中數個招牌菜，輔以其它時令食物，較為可行。(招牌菜可輪流每季更換)
63	份量略為增加，提供大眾化菜式。
64	如果使用餐廳的客人可直接或間接幫助會所的擴建，本人可犧牲個人的消費模式，到會所以外的其他食肆消費。
65	有所改善。
66	西餐廳太疏落，座位大件，可多擺餐檯，改善餐飲料，甜品。
67	冷氣不夠，夏天太熱。
68	服務好，食品好，但有進步空間 (西餐一般，中餐水準比較穩定)。
69	非常不滿意。
70	負責人鄧先生不應留在樓面，以免他引起會員及家人不安。
71	食物的份量應加以調整加大至適合用餐人數的份量。Bowling Tea 的食物份量亦要加多至適量，因現時的份量真的不夠各參加者享用!!!
72	食物種類可以略為收窄以減低成本及損耗。一般會員都是家庭用膳，應比較大眾化。
73	除中西餐飲外，能否提供其它類型，如日、韓或東南亞美食。
74	晚餐普通小菜選擇較少。
75	現時經營者不理想，質素不理想，價格與食物要相符。
76	部分時間可招待非會員，減低餐廳營運成本。
77	提供簡單早餐 (如咖啡，奶茶，多士，蛋，火腿等)。人手不需要太多，價格要合理。可諮詢會員是否可行?
78	會所提供餐廳內裝修，所有設備，餐廳營辦者祇供應食品材料及人工，所以價格應較外面餐廳低。
79	對問卷中晚飯價錢中 150 元以上的問題是否可加些 150-250 或 250-500 等，細緻一些。
80	價目最好分假日收費及閒日收費以平衡收入。
81	價錢、質、量 (有否與區內作比較)。
82	價錢偏貴。
83	增加推廣安排，加強與會員關係，再提高服務態度。
84	餐廳服務給會員的感覺是低檔次。

Member Survey on Club Expansion and Catering Services

85	應加入西式餐飲選擇，加入早餐服務。
86	應該轉換另一餐廳承辦商，改善服務。
87	環境十分好，食物則相當差。
88	還有改善空間。
89	轉換餐廳承辦商。
90	<ul style="list-style-type: none">- No matter what time, restaurant staff cannot dine in the restaurant.- To increase the quantity of food/ portion.- To reduce menu price in a reasonable range.- Restaurant cannot use TV/ reading room for dining purpose.

Appendix 3

Other Comments on the Club Expansion

Other Comments on the Club Expansion:

#	Comments:
1	- Attract fund injection from investors, property co. - Kick off expansion plan ASAP!
2	- To have a semi-open swimming pool. - Priority car parking is for bowlers & To expand/improve ladies locker/changing room facilities. - To expand/ improve lawn bowls store room.
3	1) 在行政管理上要加強。 2) 改善酒吧餐廳，增加會的收入。
4	1) 費用不應由會員承擔。 2) 建議加強推廣招收新會員。
5	As soon as possible!
6	As soon as possible! Release the result of this survey to all members, please!
7	Car park space usage must be improved: 1) Parking discipline to be strictly maintained so that members are not parked outside the parking demarcation, occupying two spaces. 2) The two reserved parking spaces should be utilized better, esp. during busy periods when members are turned away for parking, but the two spaces are kept empty.
8	Dealing with problem in car parking and catering should be the first priority.
9	For fund raising, can develop a new scheme for bowler who will have priority to hold the green for any green by donating certain amount of fund?
10	I want a comfortable and cost effective and reasonable club, not an over-luxurious club.
11	I would suggest to provide wider spectrum of sports activities to attract members interest.
12	Increase membership.
13	Is it possible to get loan from Government?
14	Is it really necessary to hire an outside company to carry out this survey? Surely the club office staff could have done this and saved the club some money!
15	Just got on with the renovation job. Stop behaving like elementary students and bickering more like a bunch of kids. Just grow up fellows. Throw the caterer out because no one can change his incorrigible behavior like a king of Scotland. Get few professional culture to do a better job, create a fair pricing menu, look around of other clubs and emulate their food.
16	KBGC as a bowling club has its vision and mission on bowling related areas. KBGC showed continue to operate along this direction no matter what expansion plans it has. It should strive to maintain its current status as "the" leading bowling club in Hong Kong.
17	Less attendance in recent months due to health problems & inadequate car parking, especially Sat P.M. & Wed Evening.
18	Our club is situated at such a prime location and it would be a pity if we couldn't expand our facilities to make it one of the most prestigious and most sorted XXXX [unable to recognize] club in Kowloon.

Member Survey on Club Expansion and Catering Services

19	Please consider gym facilities!!!
20	Should have proceed long time ago. With such a prime location, there should be lots of space to improve in order to make the club more successful and draw more attention to other people.
21	Should provide members expansion plans, e.g., plan for Phase I & budget & Phase II budget, etc, so that we can expect what shall have.
22	Strongly support to build an indoor pool at current pool location, I believe this is of utmost importance and should be enough for now.
23	Swimming pool suggested to remain outdoor or at least part of, so this would allow for pool side BBQ, which is a major attention.
24	Take more members in the future.
25	The club should keep its status quo. Should invite tender for new restaurant operators.
26	The club should minimize its expenditures.
27	The General Committee should have more communications with members, e.g. Hold Forum, and individual GC member to talk and listen to the opinion and suggestion regarding to the above two topics of this survey in future.
28	The survey questions are too high level. Wonder about the effectiveness of this survey. What about the bar? Why is there no survey on the choice and quality of wines/ beers/ beverages? Are we all satisfied?
29	There must be transparency on the planning, design, and management of funds, progress and monitoring work.
30	To finance building cost and running cost by increasing the entrance fee but not to increase the monthly subscription fee. e.g., ask new member to buy bonds, partly redeemable.
31	To improve the quality of swimming pool.
32	We have no choice, but to expand , for survival.
33	不應再拖延，否則成本不斷增加，亦與其它會所比較，失去競爭能力。
34	可加建高層會所，大部分活動室內進行，如 football club 或其他會所，亦可特價吸納會員的子女成為會員，可增建保齡球場及羽毛球場等，忌默守成規。
35	可否向會員發債券集資金?
36	地方面積有限，建議向高層發展。
37	如果因為擴建會所而需要我付出任何費用和金錢或增加會費，我會退出不做會員。
38	安排培訓班讓新會員可參與草地滾球活動維持大眾化，平靜安寧的會所，讓各會員公平使用會所，讓富有的會員改往 Jockey Club 等高級會所消費。不要將一個美麗會所改為富人俱樂部。反對集資。
39	沒有意見，最好不要出錢
40	宜各位會員同心協力，對出力出錢多作鼓勵與讚賞!
41	泳池不清潔，當下太大雨時污水流入泳池中，麻雀房空氣不清新，有臭味，冷氣時冷時熱，地方太窄，不舒適。
42	室內羽毛球場 / 泳池，充足車位，草球訓練班，私人宴會廳，,例如晚飯加麻雀加卡拉 OK。
43	重組電訊發射器的安排，例如建一條高柱用樹木修飾，將電磁波遠離會所及回復會所外觀。
44	現時餐飲非常不理想。
45	無論滾球運動員或非運動員也應一視同仁，不要太偏重滾球員。

Member Survey on Club Expansion and Catering Services

46	量力而為。
47	會所現時缺乏吸引新會員的運動設施，如增加設施，會所才有吸引力。
48	會長與會員之間不夠全面，太小圈子。
49	盡快落實。
50	增加羽毛球場和健身室。
51	增建羽毛球場，室內泳池，停車場改為雙層。
52	應有多些其它會所設有的康樂設施，如室內運動場，包括羽毛球、健身室、桑拿；應設置別類餐廳，除中西餐外，能提供其它東南亞美食，增加停車場的數量。其實可參考鄰近會所現有的設施，如 KCC。
53	應盡快擴建，否則成本不斷上漲。
54	擴建是好，但應以實際及維持會員質素，金額越大，負債越重，應實而不華！
55	贊成擴建後用者自付，現時不變。擴建後多了設施，可以多一間小西餐廳作選擇及平衡競爭。
56	<p><u>Introduction</u></p> <p>I have been an Ordinary Member of the Club, full time, for nearly three decades. Do not now bowl due to health reasons.</p> <p><u>General Committee</u></p> <p>This is the first time that the GC has ever had to resort to conducting an external survey of this nature. Don't you wonder why? Despite holding 'forums', clearly this indicates a lack of competence in the general management of the club and total failure to demonstrate any transparency to the Members. There are only two Members of the GC who visibly and consistently work on behalf of the Club, namely the Bowls and Assistant Bowls Conveners. Hitherto Senior Officers and Conveners were always in or around the Club and were always open to receiving comments and ideas from Members. The majority of GC members are now only seen if there's an official GC or Balloting meeting, or luncheon/dinner to attend. In short, it's a dictatorship.</p> <p><u>Caterer</u></p> <p>As I never chance to sample their food any more I can't comment on that. However when asked to provide additional service for a special occasion, there is no provision. I notice on many League Bowling days, the majority of local members prefer to go to restaurants in Tak Shing St. for lunch because they get a good measure of food at a much more reasonable price. That' to me, is very indicative of the caterer's output. Dreadful.</p> <p><u>Clubhouse Maintenance</u></p> <p>Due to contrary advice prior to execution, the GC decided to lay the synthetic planking in the bar and annex areas. All this now has to be replaced due to deterioration by tiling, which was there in the first place. Except</p>

that the tiles selected are far too thin and, due to the inability of contractors to lay tiles correctly [my experience], will crack when stepped on. In the bar area the original tiles [now beneath the floor planking] are approx 20mm thick, sturdy enough to resist breakage.

The men's toilet, for example, takes one back to the public toilets which may have been found in areas like San Po King in the 70s. If there's a blemish, it's painted over or a notice of some sort is plastered over it. Finishing work in the toilet cubicles is dreadful. The quality of some pipework installation is appalling. Some wall fitted appliances are loose and even the simple bench in open view in the wash hand basin area needs refurbishment. This is a result of the House Convener not doing his Job. Take a look.

Administration

When I joined the Club there were three people in the office and the Club ran smoothly as all Officers and Conveners of the Club did the job for which they were selected. That is now not the case and as a result, with no increase in total membership a new office space is being constructed which has reduced Club facilities. This is to accommodate the existing seven 'administrators'. This increase in personnel cannot be justified as a POS system, which only partially works due to incomplete software applications [still awaiting completion], has been installed. As a result bartenders have to resort to duplicating the work which should be undertaken by the 'administrators'.

Regrettably, the GC has been guilty of committing the same offence as homeowners in the US who entered home expansion schemes which has created the financial collapse. Simply having aspirations far beyond the possibilities of financing a project or projects is a recipe of disaster. To increase prices whether monthly subscriptions, entry fees, consumer products or other fancy schemes is totally unproductive.

Conclusion

While waiting for responses from members, just have a good look around for yourselves. It would be interesting to know who developed the questionnaire! Trouble is that this lot will vote themselves back in next year due to the ridiculous proxy voting method. My

[End of attached paper]