

中國香港欖球總會



HONG KONG
CHINA RUGBY

CANDIDATE BRIEFING PACK

HKCR Chief Operating Officer/Chief Financial Officer



CANDIDATE BRIEFING PACK

HKCR Chief Operating Officer/Chief Financial Officer



Welcome

We are currently recruiting for the role of a Chief Operating Officer/Chief Financial Officer (COO/CFO), which importantly combines both Operations and Finance, for Hong Kong China Rugby (HKCR). This is an integral role working directly with the CEO and a significant career opportunity for the right person to shape the strategic direction of the organisation moving forward, given our strategic ambitions and goals.

Rugby in Hong Kong has a long and proud history, and HKCR has earned a solid reputation as one of the leading rugby unions in Asia. We are now looking to build upon this legacy by continuing to enhance our activities on and off the pitch. We are extremely proud of a thriving domestic competition, which we are looking to grow. We also have a very strong community programme and undertake a wide range of philanthropic activities via our charitable foundation, Rugby For Good. Our Cathay/HSBC Hong Kong Sevens tournament is the jewel in the crown of the HSBC SVNS series and a commercial success that contributes significantly to the funding of the wide range of activities that we undertake.

This dual role is a unique and demanding position that combines the financial stewardship of HKCR with the operational oversight necessary to drive the success of the business. We require an outstanding candidate with a deep understanding of both financial management and operational efficiency, making it a critical position for HKCR considering our aim to be sustainably profitable as a leading National Sports Association. The right candidate must possess a unique blend of skills and competencies. Financial acumen is paramount, as the role involves overseeing budgeting, forecasting, and financial planning. Equally important is operational expertise, which includes managing the day-to-day business, optimising processes, and ensuring efficient resource allocation. Lastly, we need a strategic partner who can oversee and manage our different strategic pillars and initiatives. Strong leadership and communication skills are also essential, as the COO/CFO must collaborate with various departments and stakeholders to drive strategic initiatives.

Strategically, this dual role is vitally important, enabling HKCR to maintain the organisation's competitive edge. By combining financial oversight with operational management, the COO/CFO can provide a holistic view of the organisation's performance, identify areas for improvement, and implement strategies that enhance efficiency and profitability. This integrated approach will enable HKCR to respond more effectively to changes and capitalise on new opportunities.

While this dual role offers numerous opportunities for impact, it also presents challenges. Balancing the demands of financial management with operational responsibilities will require a particularly adept juggler and a high level of adaptability and problem-solving skills. Working very closely with the Senior Leadership Team to advise the HKCR Board of Directors, the successful candidate will provide significant expertise in making prioritisation decisions given competing priorities. This critical work will help to further grow the game and lead a talented and dedicated team to deliver extraordinary results.

If you think you have the knowledge, expertise, and senior leadership experience across the breadth of the role (including management accounting, financial planning and forecasting, human resource management, sustainability and facilities management), then we would love to hear from you.

Thank you for your interest in this hugely exciting leadership position with HKCR. Further details regarding the role and application process are set out in this pack.

Best wishes,

James Farndon

HKCR Chief Executive Officer



About Hong Kong China Rugby

Established in 1952, Hong Kong China Rugby (HKCR) is the governing body for rugby in Hong Kong and a full member of World Rugby and the Sports Federation & Olympic Committee of Hong Kong, China.

OUR VISION

For HKCR to be a vibrant and multi-ethnic sports community, comprising people of all ages playing, coaching, refereeing, supporting and administering a dynamic, competitive and enjoyable game that emphasises fair play, teamwork, leadership, endeavour, family and social inclusion.

OUR PURPOSE

To optimise positive social impact for Hong Kong through rugby.

OUR MISSION

The overall mission of HKCR is to build a connected, sustainable ecosystem of rugby in Hong Kong.

HKCR wishes to be recognised as an organisation that combines sustainable operations with the achievement of the highest standards of player and team performance at all levels within a caring, competent and vibrant rugby community.

HKCR is the governing body of rugby in Hong Kong and a non-profit organisation where all revenue is channelled back into developing the game. Domestically, HKCR has flourished with 57 men's teams playing in 7 Divisions and 24 women's teams in 3 Divisions. We offer competitive and social rugby to Tertiary and Junior (Youth, Schools and Mini) players in Hong Kong as well as bespoke coaching and referee courses for those who do not want to play rugby but wish to be involved.

On the representative side, our senior men's and women's representative 15s teams have shown great improvement in recent years, with our men winning the 2024 Asia Rugby Men's Championship – their fifth consecutive title – and our women finishing runners-up in the 2024 Asia Rugby Women's Championship and, in doing so, qualified to play at World Rugby's WXV3 competition in late 2024. For the extended community, HKCR is committed to bringing the excitement of rugby through HKCR organised events such as the Natixis Cup, Super Rugby, Asia Rugby Championship and the annual Cathay/HSBC Hong Kong Sevens.

To give back to the community, we engage in many social initiatives that aim to bring the value-added benefits of the game. Initiatives include: REAL (Rugby English Action Learning), Rugby For Good, Don't Drop the Ball, and Operation Breakthrough, amongst others.

To learn more about HKCR and the landscape of rugby in Hong Kong, we welcome you to explore our website at hkrugby.com

OUR VALUES

The Hong Kong China Rugby community upholds four core values: Inclusivity, Respect, Integrity and Excellence. These values serve as a foundation for creating a positive and supportive rugby culture.

INCLUSIVITY - We will consciously work to ensure equal opportunities for those who might otherwise be excluded. We will engage others and their thoughts to intentionally add varying, diverse perspectives and approaches.

RESPECT - We will respect others and their time by always being punctual. We will respect others and ourselves by always engaging in open and honest dialogue. We will respect others and their opinions by being open minded, listening without interrupting and being adaptable.

INTEGRITY - We will be authentic with others and ourselves. We will behave and make decisions for the greater good, independent of personal gain.

EXCELLENCE - We will approach each day with purpose, with the aim of performing above the norm. We will continually strive for self-improvement and encourage and support the improvement of others.



Our 10-Year Strategy

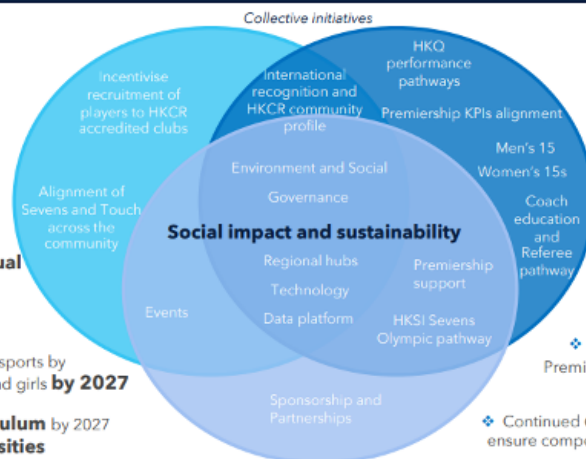
An integrated strategy across our three strategic pillars focused on optimising positive social impact for Hong Kong through rugby.

Purpose: "To optimise positive social impact for Hong Kong through rugby"
Mission: "To build a connected, sustainable ecosystem of rugby in Hong Kong"

Pillar 1: Community & Participation

Optimise societal impact through enhanced engagement, participation and retention

- ❖ Participation, engagement, and fan viewership of HKCR population to increase by **>10% annually¹** from 2024/25 to 2028/29 season through a vibrant rugby community built around **Regional Hubs**
- ❖ Generate **15,000 registered participants** participating in the playing pathway and target **equal gender focus** recruitment efforts to change the gender split to **60:40² by 2027** across all ages
- ❖ Rugby Sevens to be ranked in the **top 3 team** sports by participation for both HKSSF and USF for boys and girls **by 2027**
- ❖ Rugby introduced to **local school PE Curriculum** by 2027 and **GBA clubs, local schools and universities integrated** into domestic club community



Pillar 3: Representative Rugby

Create famous HKCR role models who inspire people to engage in Rugby

- ❖ Achieve **4-year Tier A categorisation** at HKSI
- ❖ Qualify for Men's and Women's **Olympics** in **2028 and 2032**
- ❖ Win Men's and Women's **Asian Games** **2026 and 2030**
- ❖ Accelerated provision for Women's Representative and Premiership to qualify for **Women's RWC 2025 & 2029**
- ❖ Continued **development** of the **Men's 15s programme** to ensure competitiveness in relevant regional and global competitions

Pillar 2: Sustainability

Ensure HKCR can achieve its goals on a sustainable basis

- ❖ Generate a more diverse revenue base from **3 major sources**: a) the HK7s, b) hosting a second major annual event and c) HKCR's digital platform
- ❖ Recognised as a **leader** in the sports industry across **sustainability - Environmental, Social and Governance**

You may also wish to download our 2023-2024 Annual report from https://resources.hkrugby.com/resource/h_k_c_r_annual_report2023_2024.pdf



OPPORTUNITY

The HKCR COO/CFO reports to the HKCR CEO and serves as an integral member of the HKCR Senior Leadership Team (HKCR Executive Directors). The COO/CFO will provide the leadership, management and vision necessary to ensure that the organisation has proper operational controls, administrative and reporting procedures, and people systems in place to effectively grow the organisation and to ensure financial strength and operating efficiency.

As the COO/CFO, the candidate will be responsible for developing, monitoring and evaluating overall corporate strategy with the CEO and the Senior Leadership Team, with emphasis on bottom line performance and achieving a consistently sustainable financial position.

This position will ensure financial tracking and monitoring, and budget management are effectively integrated into Senior Leadership Team working. The COO/CFO will provide useful financial insights to help make better decisions about formulating and executing strategy.

Understanding the Dual Role

This very important role involves recognising the distinct yet interconnected responsibilities of financial oversight and operational management. A comprehensive grasp of both areas is essential, as the role requires balancing strategic financial planning with efficient operational execution.

A Diverse Skill Set

Credible candidates should have a diverse skill set that encompasses both financial acumen and operational expertise. This includes mastering financial analysis, budgeting, and forecasting, as well as developing strong leadership and project management skills. Proficiency in data analytics and technology is also crucial, as these tools are increasingly used to drive decision-making and operational efficiency.

Organisation Structure

The following functions will report to the COO/CFO:

- o Finance and Administration
- o Governance
- o People and Culture/Human Resources
- o Facility Agreements (oversight)
- o Support Services
- o PMO Function





CORE RESPONSIBILITIES

The Chief Operating Officer/Chief Financial Officer is responsible for managing all hands-on operational aspects of HKCR, assisting the CEO in the highly effective running of the organisation.

Primary Operational Responsibilities:

- Provide day-to-day leadership and management guidance that mirrors the HKCR mission and core values
- Responsible for establishing internal and external processes and key performance indicators for HKCR and for their measurement and effectiveness
- Provide timely, accurate and complete reports on the operating condition of HKCR
- Spearhead the development, communication and implementation of effective growth strategies and processes for HKCR
- Collaborate with the HKCR Senior Leadership Team to develop and implement plans for the operational infrastructure of systems, processes, and personnel designed to accommodate the financial and strategic objectives of HKCR
- Ensure that HKCR has the proper operational controls, administrative and reporting procedures to meet operational and financial targets
- Review and redefine the facilities strategy, and ensure compliance at all times
- Foster a success-oriented, accountable environment within HKCR, motivating, mentoring and leading a high-performance staff team
- Represent HKCR alongside the CEO and Executive Director Commercial and Business Operations with key sponsors, investors, and business partners where necessary
- Maintain continuous lines of communication, keeping the CEO informed of all critical issues, in line with the HKCR risk register
- Direct short-term and long-range planning and budget development to support strategic business goals
- Support personnel actions by ensuring all HR and related functions are properly performed
- Assist in the protection of the organisation by ensuring it is legally protected and by ensuring compliance with all applicable laws and policies

The COO/CFO is also responsible for supporting the Senior Leadership Team with key financial information and operational analytics, driving a culture of accountability in managing the business, and adding value to operating businesses.

Primary Financial Responsibilities:

- Define the corporate financial strategy, manage financial capital and communicate capital requirements/implications of business decisions to CEO and Board of Directors
- Responsible for driving HKCR to achieve annual profitability, cash flow and business goals and objectives
- Programme-manage all HKCR strategic initiatives, ensure progress and on-time delivery of key projects
- Conduct meaningful proactive analysis to improve HKCR key business decisions
- Ensures efficient capital expenditures
- Provide useful financial insights to help HKCR make better decisions about formulating and executing business strategy
- Establish internal control processes required to manage and grow HKCR as a business
- Anticipate and correct potential problems in advance
- Drive the annual budget process and monthly reporting to the Senior Leadership Team, with quarterly reporting to the HKCR Board of Directors
- Proactively manage the organisational cash flows
- Implement proper financial reporting to determine accurate forecasting
- Effectively lead the finance/accounting team by developing and coaching existing team
- Develop and implement a financial risk management policy
- Work effectively with relevant banks and financial institutions, Board of Directors, suppliers, and other financial relationships
- Structure, negotiate, and finalise purchase agreements



CANDIDATE BRIEFING PACK

HKCR Chief Operating Officer/Chief Financial Officer



ESSENTIAL QUALIFICATIONS AND EXPERIENCE

Qualifications/Requirements:

- Bachelor's degree from an accredited university or college, and MBA or equivalent (preferred)
- Qualified chartered accountant within Hong Kong or from an equivalent jurisdiction
- Combination of Finance and Operations backgrounds, with a minimum of 7 years of experience in developing broad-scoped business relationships and managing a small- to medium-sized company
- Experience working with Government entities is desirable
- Successful P&L management, maximising profits while ensuring appropriate business support
- Experience handling, leading, and providing recommendations on risk management
- Experience working in similar types of organisations (sports and entertainment) is preferred
- Experience optimising work processes to increase productivity levels

Skills, Knowledge and Abilities:

- Strategic thinking
- Strong business and financial acumen with up-to-date knowledge of current financial and accounting computer applications
- Ability to develop, lay out, and follow through on detailed business plans and programmes
- Excellent analytical and organisational skills
- Working knowledge of assigned systems and client organisation and practices
- Strong negotiating ability
- Strong interpersonal and leadership skills, self-confidence
- Strong oral and written communication skills, capable of listening
- Integrative team working style, easy contact, rapid to adapt, can foster team spirit
- Able to effectively interface with all levels of on-site and off-site employees and contractors

Please apply with a full C.V. detailing your last salary, expected salary and available date of commencement if you were offered the position to:

Human Resources Department, Hong Kong China Rugby

Room 2001, Olympic House, 1 Stadium Path, So Kon Po, Causeway Bay, Hong Kong

or by email to hr@hkrugby.com on or before **6 June 2025**.

For more information on this role, please contact James Farndon, Chief Executive Officer of Hong Kong China Rugby, directly on james.farndon@hkrugby.com

- Personal data collected will be used for recruitment purposes only
- Only short-listed candidates will be contacted directly



A GAME FOR ALL
欖球無界限