

## 回饋 感恩 以身作則

### 邱映明開創文華餐廳企業的心路歷程

一個夏日星期五的黃昏，座落於賓頓市(Brampton)的文華餐廳總部大堂進門處排滿了食客，耐心等待侍應生有秩序地領他們入座，享受週末一頓豐富的美食。一位穿著樸實的男士推著旋轉門進來，禮貌地與員工打招呼，彼此臉上都帶著親切的笑容，叫著對方的名字，旁人看起來，完全出於自然，不會感到有一絲毫勉強或做作。這位中年男士是文華餐廳企業的創辦人兼總裁邱映明 (James Chiu)，這些細微的互動，看似極平常，但這裡頭孕育著獨特豐厚的企業文化，這正是文華餐廳企業創業成功的因素。

#### 四人同心打造文華

1973年，來自南台灣高雄縣美濃鎮的邱映明，與好友張貴園在魁北克省的滿地可開了一間「Sweet & Sour」的小餐館，五年後決定賣掉它，遷居安省，主要的原因是他不想孩子受魁省Bill 101的限制，影響日後受教育。邱映明說：「我要感謝我太太當時的決定，為了孩子的將來，我們決定離開滿地可，到安省發展。一路走來，我沒有後顧之憂，全心發展事業，都要歸功於我太太持家教養孩子。」邱映明在Concordia 大學學的是商科，明知經營餐館會很辛苦，但他喜歡品嚐美食，更喜歡看到客人接受滿意服務後的笑容。1979年，他和弟弟邱鴻明(George Chiu)及弟媳周如鳳(Diana Chiu)、張貴園的弟弟張焜築(K.C. Chang)，在賓頓市買下了一間名叫Mandarin的中餐館，大家苦心經營，這是今天這個擁有21間文華餐廳的龐大連鎖企業的濫觴。

如今的文華總部佔地遼闊，氣派非凡，投資額超過加幣1,500萬，總面積63,000平方英尺，其中花園宴會廳(Garden Banquet and Convention Center)可舒適寬鬆地容下800位賓客。大樓前搭起一道長長的花廊，供客人拍照或休憩，停車場四周的空地上，栽種了各種花草樹木。在綠瓦殿堂式的巨大建築物中，總店餐廳大堂內設計了一座16英尺高的瀑布，還種植了許多熱帶



**邱映明**  
James Chiu

植物，並花了50萬美元，請專家在餐房內設計建造了一個巨大的熱帶水族館，餵養了許多色彩繽紛的熱帶魚。邱映明指著在水族館內游來游去的幾條小鯊魚說：「這是剛從國外買來的，別看這些小鯊魚，每一條值兩千多美金。」在另一個餐房內還設計了一個專供客人觀賞的鸚鵡鳥園，食客可以一邊享受美食，一邊觀賞熱帶魚或者羽毛鮮艷的鸚鵡。邱映明表示，文華餐廳希望不但讓客人吃得開心，也讓客人在視覺上有享受。他說，光是水族館和室外花園的維持費用，一年就得花掉30萬元。

### 21間文華餐廳員工兩千

最早的文華餐廳也只是一般的經營模式，提供堂食，接送外賣，但因為服務好，有口碑，生意越來越忙，遂於1986年轉為自助餐(Buffer)的模式。但邱映明和其他股東很清楚一點，就是如果想在自助餐上擴張，必須有一套嚴格完善的管理方法，從員工中揀選勤勞吃苦優良者，培訓和幫助他們成為新店的股東之一。1988年，密西沙加市第一間分店正式開張，而且非常成功，奠定他們的信心，循著這個方向不斷改進擴充，迄今已有21間投入服務，散佈南安省各地，最遠的在安省倫敦市，第22間正規劃中，員工總數超過2,000人，每間連鎖餐廳平均可以同時服務300至500人用餐，以去年的統計，食客超過6百萬名，營業額超過加幣1億元。

文華餐廳企業的成功絕非偶然，而是全體股東和員工千錘百鍊得來的。九零年代後期正是文華的快速成長期，公司非常重視這個階段，設計出一套嚴格的股東管理培訓計劃，由員工中培訓新開分店的股東，每間分店有5位股東，都是經過至少2年的培訓，被評估合格之後才能入選，為了展示「生命共同體」的責任感，每間分店的資本額是加幣300萬元，由總公司投資40%，另5位股東每人出資12%，合共是60%，正因為休戚相關，股東和員工之間都非常用心，才造就了今天每一間分店都能賺到合理的利潤。邱映明總裁說，一般的連鎖店是總公司將其賣斷，由總公司抽取權利金，至於能否生存下去，由買家自己去想辦法，但是文華集團的做法完全不同，它每天都要開會檢討業務上的得失，了解每一家分店的問題。

### 嚴格培訓精英管理股東

2009年挑選了30位員工給予兩年的培訓，除了上課以外，體能培訓同樣重要，因為餐飲業是一項工作時間長，而且相當消耗體力的行業，如果沒有良好的健康狀況是難以勝任的。文華的培訓班每週安排了三次的體能訓練，每次兩小時，學員必須通過跑步、啞鈴、健身操等項測試。除了體能訓練以外，其它主要的培訓項目包括：勤奮、誠實、守時、組織能力、注重細節、守紀律、有禮貌、態度積極、效率、冷靜、熱誠、容忍、耐心、果斷、公平、隨機應變、知識水平、團隊精神、解決困難的能力、領導才能等多項，每五個星期一次，每位學員由所有其他學員給予計分評估。邱映明認為，能夠完成這些培訓，並通過測試者，應該是這一行業「精英中的精英」。

要想企業成功，邱映明認為參與者必須具備以下四個條件：注重細節；做到最好的激情(Passion to be the best.)；勇於創新；重視人才。他特別提到「重視人才」這一項，首先要有最佳人選，然後給予最強的培訓，作出最高的要求，給予最好的待遇和福利，簡單來說就是「適人適任」四個字。但是在執行的過程中，他非常注重對員工的態度，一定要做到「三公一尊」，即是公平、公正、公開、尊重。邱映明對自己的要求同樣很嚴，經常去上課學習新的東西，不斷充實自己。

他對員工和所有股東還有一套最基本，但也是最容易被疏忽的待人要求，就是：隨時面帶微笑；跟任何人對話時，必須眼對眼、心對心；見面問候要稱呼對方的名字；隨時不忘說出Please, Thank you, Excuse me這些字眼。這些都是輕鬆平常的事，但對於調和人際關係，有意想不到的功效，尤其當一個企業想打進入主流社會，這些細節更不可忽視。

### 特設食品安全實驗室

病從口入，餐飲業最重要的是講衛生，文華總部為了保障食客的安全，特別設置了一個「食品安全暨微生物實驗室」—Food Safety & Microbiology Laboratory，聘請專人定期檢驗各分店食物樣品的細菌含量，務必達到食品安全的指標；另外還私下顧有衛生人員定期到各分店檢查餐房廚房的衛生。邱總裁表示，據他所知，這項設備起碼在全國華人餐飲業界是個創舉。

為了保持各分店食物和工作人員服務的水平，文華設有「神秘顧客計劃」，由總公司每年選定數名顧客，到每一間分店用餐，給予各項評分，最後根據分數選出年度最佳分店，由公司以鉅額獎金給員工作為鼓勵，表現優秀的分店股東還有其它實質的獎勵。邱映明說：「神秘顧客計劃」推行以來，效果很好，每間分店員工從上至下，都不敢在食物和服務上有所鬆懈，因為你不知道誰是神秘顧客，你也不知道他什麼時候會來用餐。

### 國慶免費招待3萬人

文華企業為了感謝加拿大這個美好的家園，循1996和2004年的慣例，今年七月一日國慶當天，21間文華餐廳提供免費餐飲給加拿大公民享用，據邱映明總裁表示，當天一共接待了3萬名客人，派贈了42,000瓶礦泉水，至少送出3萬個炸春捲，有人甚至從前一天晚上半夜開始排隊，有一對大學生男女排了十個半小時才進入餐館享用這一頓免費餐，但他們並無怨言，高興得又唱又跳。雖然事前的準備和事後的清理讓全體股東和員工忙翻了，但邱總裁認為十分值得。事後公司收到許多感謝的電郵，其中有一封是這麼寫的：「You are the kind of immigrant we want in this country.」令人感動。

也許外界認為，國慶日前來吃免費餐的大多是從未光顧過文華自助餐廳的人，但文華企業當天訪問了其中的2,000人，前來享用國慶免費餐飲的3萬名客人中，只有9%的人從未光顧過文華自助餐廳，其餘91%的人至少光顧過一次。這次免費餐飲，成本加上員工薪水，文華企業集團一共花了加幣50萬元。

### 每年撥卅萬回饋社會

文華企業賺到錢之後不忘回饋社會，每年撥出30萬元作為慈善捐款，另撥出10萬元作為員工或員工子女的獎助學金或幫助有需要的學校。目前捐給華人社區慈善機構的款項已達加幣150萬元。

作為股東和創辦人，邱映明處處不忘以身作則，親力親為。他說，「以身作則」是最常掛在嘴邊，但也是最不容易做到的四個字。他以文華總部的停車位為例，他自己永遠把車停在遠處，沒有劃定總裁的停車位。因為是股東制，每一位股東請客人吃飯

一定如數付帳，絕不享受特權，讓員工和股東心服口服。曾有新股東質疑他：「股東有些什麼特權？」他回答說：「股東的特權就是投資回報，沒有其他的特權。」他深信「權力使人腐化，絕對的權力導致絕對腐化」這句至理西諺。

文華企業走過卅年歲月，繼續不斷改進，目前正計劃成立中央廚房和物料分配中心，主要是為了支持各分店的需要。他和胞弟夫婦及張焜築等三家人的第二代，已有5人學成後加入文華企業。曾有人問到文華企業有沒有成為上市公司的打算，邱映明表示，文華開創迄今，就好像一個溫馨的大家庭一樣，從沒有上市的想法，至於將來如何，那是以後的事。

### 像大家庭重視員工福利

為了讓員工有個較佳的工作環境，文華企業重視員工的福利和休假，有醫療保健和牙齒護理，每年舉辦員工保齡球賽及春節晚會，凡做滿五年的員工可享受四個星期的有薪假期，還獲贈一張免費來回原居國的機票。文華創業30年，為了感謝顧客的支持，從今年年初起，每間分店每個月抽出一名顧客，這名顧客除了可以享受30次免費餐以外，還將參與聖誕節舉行的決賽，屆時將從189名顧客中，抽出30名幸運者，再加上每一名幸運者的親友，由公司同招待他們免費到日本旅游九天，所有機票食宿開支均由文華負擔。

在廚房內，邱映明和一位穿著廚師服，戴著廚師帽的李姓前股東打招呼，這位女士20多年前來自中國大陸安徽省，原來是一名大學教師，但來了之後找不到對口的工作，經人介紹到文華自助餐廳洗碗，如今不但是其中一間分店的股東，退休後還回到總部廚房指導新人工作。她諷稱：「我生為文華人，死為文華鬼。」文華連鎖企業內和她際遇相似的人，何止一個，他（她）們感謝加拿大，更感謝文華企業讓他們在這塊土地上找到快樂和新生。



James Chiu with wife Sheila, 2002.  
邱映明和夫人余穎秀，2002



George Chiu, Tina Chiu, James Chiu, and K.C. Chang at Mandarin Brampton on Canada Day, 2009.  
邱鴻明，邱洛琳，邱映明和張焜築于2009年加拿大國慶日在文華餐廳賓頓總店。



Mandarin employees sit with James Chiu during the 2008 Roundtable with the President meeting.  
文華餐廳的員工在2008年度與總裁共聚年度圓桌會議期間圍坐在邱映明周圍。



Mandarin Founders with Vaughan Mayor Linda Jackson at Mandarin Vaughan Grand Opening, 2008.  
文華餐廳的創始股東們在2008年文華餐廳旺市分店的開業慶典上和旺市市長Linda Jackson女士合影留念。



James Chiu with family.  
邱映明和家人在一起。



Mandarin Restaurant's Chinese New Year party in 2007.  
文華餐廳2007年的中國春節聯歡晚會。



During Canada Day in 2009, all 21 Mandarin locations gave away free meals to Canadian citizens.  
Here, James Chiu is being filmed at Mandarin Yonge.  
文華餐廳的全部21家分店均在2009年加拿大國慶日招待加拿大公民免費用餐。照片中的邱映明正在央街分店門前接受媒體拍攝。



Mandarin's 9th Annual Charity Golf Tournament. Funds raised went to the Canadian Athletes of the 2008 Olympic Games.  
文華餐廳第九屆年度慈善高爾夫球邀請賽。所募集的款項被捐給參加2008年奧運會的加拿大選手。



Dan & Magee Gordon of Gordon Food Service, George & Diana Chiu, K.C. & Marie Chang, and James & Sheila Chiu, 2004.  
Gordon Food Service公司的Dan & Magee Gordon夫婦，邱鴻明和周如鳳夫婦，張焜築和黃麗美夫婦，邱映明和余穎秀夫婦2004年時的合影。



George Chiu, James Chiu, and K.C. Chang accept the Brampton Outstanding Business Achievement award in 2005.  
邱鴻明，邱映明和張焜築接受2005年度賓頓市傑出商業成就獎。



James Chiu rewarding Taste Testers at the end of the year.  
邱映明在年末向參加試食活動的客人贈送禮物。



Mandarin Restaurant founders & partners during the 30th Anniversary party.  
文華餐廳的創始股東和管理股東們在三十周年晚會上。

## MR. JAMES CHIU

*On a warm summer evening, the long line-up of customers in the lobby of the Mandarin Restaurant in Brampton is a common sight. While the customers patiently wait to be seated, it is not uncommon to see a gentleman stroll in to the restaurant and greet staff by name. This might seem perfectly natural to any outside observer. However, this gentleman is James Chiu, the founder and President of the Mandarin Restaurant Corporation. These small exchanges between him and his staff embody a unique corporate culture, one of the key reasons behind the success of the Mandarin Restaurant chain.*

In 1973, James Chiu and his good friend Kwai Yuen Chang opened a small restaurant called 'Sweet & Sour' in Montreal in Quebec. Five years later he decided to sell it and moved to Ontario. One of his main reasons for selling the restaurant and starting over again was the implementation of Bill 101. James' wife was concerned about the type of education the children may receive. James has said regarding the move, "I have to credit my wife for our decision to leave Montreal and move to Ontario for our children's future. My wife supported me by managing the house and caring for our children, so I may focus on the business."

After completing his Bachelor's Degree of Commerce at Concordia University in Montreal, James decided to continue within the restaurant business. He credits his decision to his love of good food, and seeing the smiles of satisfied customers. It was with that dream that James and his brother George Chiu, sister-in-law, Diana Chiu, and K.C. Chang, initially bought a Chinese restaurant in Brampton called Mandarin. This restaurant has become the crown jewel of the expanding franchise of 21 Mandarin restaurants.

The Mandarin Headquarters is located within the 63,000 square foot Brampton restaurant and banquet facility. Landscaped gardens surround

the building, and include a breathtaking covered pergola that ushers guests into the restaurant. The Garden Banquet and Convention Centre can comfortably seat 800 guests for formal occasions. The front of the building contains a long beautiful corridor for guests to take pictures in, or guests can relax and enjoy the decor. Inside the grand restaurant a 16 ft high waterfall greets each guest. All the dining rooms feature a unique and spectacular display. The aquarium is a favourite with customers, and contains various rare fish as well as Mandarin's very own sharks. In the other dining room, there is a large aviary so that customers can dine and enjoy watching the bright-coloured parakeets and other tropical birds. James believes that part of the Mandarin dining experience is enjoying the pleasant atmosphere, as well as the award winning buffet.

The success of Mandarin started as a single a-la-carte dining and takeout delivery restaurant. As the restaurant developed a reputation for good service, business became busier and busier. In 1986, the owners decided to change the restaurant to buffet style. James and his other partners knew very clearly that if they were to expand their buffet business, they had to perfect a very rigorous and complete management system. They selected the most industrious and best workers among their staff, and trained them to become partners in the business.

In 1988, they opened the first restaurant in Mississauga, which became very successful. They felt confident enough to further improve and expand using this method. As of today there are twenty-one restaurants in operation across South Ontario, with the twenty-second one planned to open soon. Mandarin has over 2000 employees, with each restaurant capable of serving 300 to 500 customers. Based on last year's numbers, they served over 6 million customers, with over \$1 billion dollars in revenue.

The success of the Mandarin Restaurants is not by chance. It is the result of the hard work by all the partners and employees. The rapid growth of the company came in the latter part of the 1990's with the introduction of a rigorous management training program for its partners. Every location has five partners, with each person having gone through at least two years of training. Only when they have passed the training,

can they be qualified to become a partner.

Every restaurant requires a capital investment of \$3 million dollars, with 40% coming from the corporation, and 12% from each of the five partners, totalling 60%. This demonstrates a serious commitment to the Mandarin Franchise Corporation. James notes that most franchises are sold by the corporation as a standalone business, with the corporation taking a cut from the profit. The corporation is not involved in day to day operations, and the success of the restaurant is entirely up to that particular franchisee. Mandarin Corporation operates on the opposite principle. Every day the corporate headquarters has a meeting with the franchisees to review their operations, successes and opportunities for improvement.

Currently, Mandarin Head Office is training thirty employees to become future partners for the Mandarin Restaurant Franchise Chain. Aside from weekly classes on restaurant management, the trainees also pay attention to their physical well-being. The restaurant business requires long working hours, and a great deal of stamina. Mandarin's physical training includes three two-hour sessions of running and strength training each week. Physical training is only a small component for success. Future partners must excel in teamwork, co-operation, organization, attention to detail, and leadership. In addition, participants have to be honest, punctual, enthusiastic, and change-oriented. Every five weeks, each participant is evaluated by their peers on their commitment to excellence and knowledge about restaurant management.

James has a firm belief that an employee who successfully completes the two years of intensive training will be successful within their own franchise. He also believes in maintaining a high standard in all aspects of the business. Says James, "Make the highest demands on employees, but also pay them the best salaries and benefits." In simple words, select the right people for the right job. James has a reputation within the company of treating employees in a fair, transparent and respectful manner. James also holds himself to a high standard and often takes classes to stay on the cutting edge of business management.

James requires all of his employees to treat each other, and the

customers with respect. When you talk to a guest or employee, you must look the person in the eye; when you see someone, you have to call their name; do not forget to say the words 'please, thank you, and excuse me'. These are small details, but important for improving interpersonal relationships within an ethnic enterprise.

Mandarin has always taken pride in the cleanliness of its restaurants. To protect the safety of their patrons, the Mandarin Corporation has hired Food Safety Auditors to periodically check the bacteria content of different food samples from each of the restaurants. These samples must meet food safety standards as outlined by the government. In addition, Mandarin Corporation has hired private auditors to inspect the cleanliness of the kitchen, and the dining room of each location. James takes pride in implementing this food safety program, and is confident that Mandarin leads the Chinese restaurant industry in food safety programs.

To maintain the quality of service and food standards, Mandarin Corporation has a 'mystery guest' program. Each year, the Headquarters will select several customers to dine at each of the restaurants, and evaluate them. The restaurants that have exceeded Mandarin's high standard for food and customer service are rewarded. James says, "Staff and Management have been very responsive to the 'mystery guest' program. This program provides a great incentive for employees to maintain a high level of service, as well as an opportunity for Head Office to reward excellence."

James also takes pride in Mandarin's continued community support, and participation in civic events. To thank Canada for the opportunities afforded to new Canadians, all twenty-one Mandarin restaurants provided meals free of charge to Canadian citizens on July 1<sup>st</sup> of this year. According to James, Mandarin served approximately 30,000 customers, gave away 42,000 bottles of spring water, and at least 30,000 spring rolls. The event was so well received that some people started lining up at midnight the day before. This included a couple of university students who waited over ten and a half hours before receiving the free meal. However, they had no complaints and enjoyed the whole experience.

Although the preparation and cleaning up for the Canada Day event involved a lot of work, James is confident that it was worth it. Mandarin Corporation has since received many thank you e-mails and positive feedback from the community. One email was particularly moving in which the customer wrote, "You are the kind of immigrant we want in this country." The Canada day gift from Mandarin cost in excess of half a million dollars, but was well received by the Canadian public. It is James' firm commitment in "giving back" that has warmed the hearts of many Canadians.

Mandarin's Charitable Foundation is another example of James' commitment to corporate responsibility. Each year the foundation sets aside approximately \$300,000 for charitable donations, and another \$100,000 for scholarships for staff members and their children. Mandarin also allocates funds for community schools and groups. Currently, donations to the various charitable organizations within the Chinese community have reached \$1,500,000.

As a founder and President, James never forgets that he has a responsibility to be a role model for employees. James believes that setting an example is easy to speak of, but difficult to carry out in practice. An example of James's dedication can be found in the parking lot at the Mandarin Head Office. He himself always parks his car at the far end of the parking lot because there is no space reserved for the President. Another example is that every partner has to pay the full bill when he treats a friend to dine at Mandarin. It is important that all employees are treated the same, even management. Some of the new partners have questioned him, 'What privileges do partners have?' He replied, "The privilege of a partner is to get a return on his investment. There are no other privileges". James deeply believes the western saying, "Power corrupts people, and absolute power absolutely corrupts people".

Future improvements to the Mandarin Corporation include plans to establish a central kitchen, and a central distribution centre. The founding partners are also excited about the next generation of family that has shown interest in the Mandarin Corporation. Many people have inquired if the Mandarin Corporation will one day go public.

James hopes that the company will stay "like a close knit family", and has no plans at the moment to go public.

Mandarin employees enjoy health benefits and vacation time. This ensures that every employee has a good working environment. All employees who have completed five years of service enjoy four weeks of paid vacation, and receive a return air ticket to their place of origin. To celebrate Mandarin's 30 year Anniversary each branch draws one customer each month for a prize in the Passport to Japan promotion. This winner will enjoy 30 free meals, and have a chance to attend a gala dinner and an opportunity to win the grand prize trip. 30 winners will be drawn from the 189 customers, each to receive two nine-day all expense paid trips to Japan.

In the kitchen, James and a retired partner named Lee exchange pleasantries. Lee is wearing a chef's hat, and a chef's uniform. She came from Mainland China over twenty years ago, and was originally a university teacher. After she arrived she could not find a suitable job, and was offered a dishwashing position in one of the Mandarin restaurants. Not only did she become a partner of one of the franchises, but after retirement she has returned to the Headquarters to teach newcomers. She jokingly says, 'I am a 'Mandariner' forever, in this life and all my future lives'. She is not the only one within the Mandarin Corporation who has such loyalty, and similar experiences. They all thank Canada, but more than that, they thank Mandarin for giving them a new and happy life here in this country.