

世界盃為待客之道重賦新義

Hospitality redefined through the World Cup

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我最近去了德國觀看二零零六年世界盃的賽事(確切點說是去了德國首府柏林和深具歷史意蘊的大學城萊比錫)，真的令人大開眼界。這麼說不僅因為我目睹了一流的足球比賽，也因為我可以親身體驗最卓越的待客之道。舉辦世界盃的國家，倘使國內頭號熱中的運動正好是那個叫足球的充氣球體的話，那末當你在那裏逗留時，不消說，在機場、火車站、路邊也好，在酒店、食肆、酒吧也好，甚至偶然不得不去的廁所也好，觸目所及的都必然是足球、足球、足球。

世界盃的官方網站說得真有意思：「意大利稱霸天下，德國廣交友朋」。東道主德國為這次賽事營造出友善的氛圍，兼且國人紛紛熱情厚待一切遊客，使往觀球賽的遊客離開德國時，深感愜意滿足、輕鬆自在，渾忘本身所支持的隊伍是勝是敗——這可以算得上是這次世界盃主要的元素。

我本身也是從事服務業的，所以對德國人怎樣把待客之道「組織」起來特別關心。話是這麼說，但待客之道當然不是說「組織」就能「組織」起來的，必須打主人家心底裏自然流露出來才成。

一提起德國人，大家的先入之見就是他們都有點冷漠、自大。可在這次舉辦世界盃期間，他們卻要同時兼顧安全、保安、好客：一方面安排活動時不得犧牲保安，另一方面又要使客人樂於合作，不會覺得被冒犯。這次德國人把這種先入之見給徹底扭轉過來，所憑藉的，就是臉上掛着笑容的親切態度，以及人人都準備好當一個滿分的主人。成千上萬的觀眾聚集在一起觀看賽事，既要使他們賓至如歸，但在保

My recent trip to Germany to watch the World Cup 2006, specifically to its capital Berlin and the historic university city Leipzig, was certainly an eye-opener: not only did I enjoy first-class football, I was also able to soak in hospitality at its very best. When the World Cup is hosted by a country whose No. 1 sport is fervently devoted to an air-filled sphere called football, you can be assured of one theme during your stay — at the airports, railway stations, the roadside, hotels, restaurants and bars, and the occasional toilets — FOOTBALL.

The official World Cup website put it very nicely: “Italy conquer world as Germany win friends”. The major ingredient of the tournament lay in the friendly atmosphere and the unstinting generosity so gracefully offered by the German host that all visitors to the tournament left the country feeling happy and well looked after, relaxed and contented, no matter whether the team they supported had won or lost.

As a member of the service industry, I was particularly sensitive to how the Germans “organised” hospitality, but then of course hospitality cannot just be “organised”, but has to come right from the heart of the host.

The stereotype of the Germans seems to be on the cold and arrogant side, and yet there was the balancing act between safety, security and hospitality during the tournament: one needed to organise things in such a way that security was safeguarded on the one hand, and to ensure the guests re-



安方面又不能有絲毫鬆懈，這可不是一件易事。

在德國的街頭巷尾，不管走到哪裏，都可以輕易找到年輕的德國志願人員幫忙。他們共有一萬五千人之多，人人身穿淺藍色T恤衫，全都樂意用多種語言為球迷指點路向：當然不只是怎樣去比賽場館而已，他們還會介紹哪些景點值得一遊，地道的美食要往哪裏找，怎樣才能體味當地的精彩之處。

遊客信步街頭，展眼盡是形形色色的遊戲攤位，不用說，這些遊戲大多和足球有關，為的是使遊客沉浸在世界盃的情趣之中。比如說，你只要把球踢進三十呎高的洞裏去，就可以贏取一份獎品；你又可以藉着電子儀器量度射球的力度；又或者在身穿不同運動衫的各地球迷的背景前面，叫人給你拍照，然後你的照片會在網站刊登幾個星期。你也可以買一件球衣或者一面你所支持的國家的國旗，甚至買點油彩塗在面上也無不可。只要為消除貧窮運動簽上名字，就可以一嘗射門的滋味，並贏取紀念品。還有那一眾巾幗麗人，毫不介意脫下高跟鞋，然後來一記勁射。一個小小的足球，居然可以霸佔大家的生活達整整一個月之久，想來也有時覺得不可思議。

在柏林奧林匹克運動場前面，有一個令人樂而忘返的露天遊樂場；那些在開賽前幾分鐘才到達運動場的觀眾，看到遊樂場但卻不能進去玩樂，想必懊悔不已。

在雅虎的攤位前，我終於經不起誘惑，在烈日下排了半小時的隊，為的只是把頭髮噴上黑、紅、黃三種顏色，以顯出我對心愛球隊的支持。忽然四方八面不少球迷擁出來，在我還沒看清楚發生甚麼事的當兒就已把我團團圍住，全都想和這個頭染三色的「日本人」拍照(大多數亞洲人在歐洲都被當作日本人!)。就在同一個攤位那裏，你還可以把整張臉塗上油彩，變成一面國旗，又或者更大膽一點，把頭剃光，那裏的工作人員會很樂意在你的光頭上塗上黑色和白色的油彩，使它變成一個足球！



mained cooperative and not offended on the other. The Germans completely changed this stereotype through a very friendly attitude with a smile and a total preparedness to be a good host and make visitors feel at home, yet leaving nothing to chance as far as security was concerned. That was no easy task as we are talking about gatherings with tens of thousands of spectators.

Everywhere in the street, young German volunteers, all 15,000 of them, could easily be found in their light blue T-shirts, who were more than happy to give directions to football fans in many different languages: not only how to get to the stadium, but also how to enjoy sightseeing, where to find good local food, and how to soak up the best of the city.

On major roads, the visitors would run into game booths which offered a whole range of games, mostly football-related of course, to keep them in the World Cup mood. Kick a ball into a hole 30 feet high and win a price, or test your shooting power with an electronic measuring device, or have your photo taken against a backdrop of international fans in different jerseys and your photo would then be posted on a website for a couple of weeks. Buy a football strip, a flag of the country you supported, or even some paint to paint your face. Sign your name for a worthy cause to eliminate poverty so as to win a chance to shoot a goal and win souvenirs. Ladies were more than ready to take off their high heels and try a shot. That football could dominate people's life for one entire month is sometimes beyond imagination.

At the Berlin Olympic Stadium, people arriving only minutes before the kick-off would definitely regret it, because the funfair right in front of it could easily keep you there for hours.

At the yahoo.com booth, I finally couldn't resist the temptation to queue for half an hour under the hot sun, just to have my hair sprayed in three colours — black, red and yellow — to reinforce the support of my team. Before I knew it, I was surrounded by fans from all directions, all eager to take a picture with this "Japanese" with funny hair (most Asians are deemed Japanese in Europe!). At the same booth, you could also choose to paint your entire face into a flag, or, even more daring, to shave your head bald and the people there would be only too happy to put black and white paint on your head and make it a football!

累了嗎？四處都是小吃攤，任君選擇：既有當地的香腸和啤酒，也有國際一點的菜餚像意大利薄餅之類，甚至連亞洲風味的炒麵也都可以品嚐。想家嗎？那趕快到可以上網的攤位去，然後排隊等候用電郵吧。實在忍不住了，我要馬上告訴同事，我在這裏有多過癮。

這次賽事最成功的地方或許不在球場之內，而在球場之外。主辦單位看來頗能跳出固有的思想框框，出色地為沒有門票的球迷奉上令他們驚喜的娛樂：本來他們不能在現場觀看賽事，難免滿腹牢騷，但現在卻都能在場外看着大熒幕來觀賞球賽，自然就覺得主辦單位照顧周到了。

在每一個有賽事舉行的城市裏，地方當局都會在市中心為球迷舉行大型聚會，在那裏豎起一兩個巨型熒幕來直播賽事，還有現場表演的樂隊和一些簡單的遊戲，使球迷開心盡興。儘管如此，在進入那些大型聚會之前，保安都很嚴密，但進去之後，就可以無拘無束了。你甚至一下子覺得自己正身在場館裏面呢！

當然還有那震天價響的喧鬧聲、歡呼聲、歌聲、叫喊聲、祝賀聲，以及那免不了的哭聲。這些聲音交匯在一起，合成一曲謳歌國際友誼的交響樂。不管誰置身其中，都不得不深受感動，並體會到國際體育賽事所關乎的，不僅僅是勝與敗而已。

我的第二場球賽在萊比錫觀看，一位旅遊局的女士囑咐我別把門票扔掉：「有了這張門票，你就可以免費乘搭公共電車和公共汽車了，這是我們市的一點心意。」說實話，省下來的區區幾歐元雖然算不上甚麼，但令人感覺暖洋洋的，其實是這個城市對遊客的那份體貼。

還有那一家家酒吧，也都為款待遊客出了不少力：你只要買一杯啤酒，就可以看寬屏電視上播出的賽事，要坐多久就坐多久，完全沒有最低消費額；如果你想獨個兒的話，也沒有誰會來打擾。不過，要是你想找人聊聊的話，只要轉頭向身旁的人開口說話就成了，一切都那麼隨便，那麼自在。

Tired? There were more than enough snack kiosks to feed you: local sausages and beers, or more international dishes such as pizza, or even Asian fried noodles. Feeling homesick? Then pop round to an Internet booth and wait for your turn to use email. I couldn't wait to tell my colleagues how much I was enjoying myself.

The main success of the tournament was perhaps not what was happening inside the football stadium, but outside. The organisers seemed to be able to "think out of the box" and did an excellent job to amuse and amaze fans without a ticket, who would have been frustrated as they were deprived of the chance to watch the game on the spot. But now, even without a ticket, they were able to enjoy the game on large TV screens feeling very well looked after.

In every city where matches were played, local authorities had identified a large area in the middle of the city to hold a fanfest with one to two huge screens to broadcast the game live, complete with live bands to entertain and small games to amuse the crowd. Mind you, security was tight before one could gain entry but once inside you could be assured of a great time. For a moment, you even felt you were in the stadium itself!

And then there was the deafening noise, the cheers, the songs, the screams, the congratulations and the inevitable sobs — all blended into a symphony of international friendship. One just could not help but being moved, and understand that international sports events was after all not only about winning and losing.

In Leipzig, where I enjoyed my second match, I was told by a lady from the tourist office to hold on to the World Cup ticket all the time: "With this, you get to travel on our public trams and buses for free, compliments of our city". Frankly it was not the few euros we saved that mattered, it was the nice gesture of the city to their visitors that was more heartwarming.

And then the bars offered their fair share of hospitality: one needed only to buy a beer to enjoy a game from the wide screen TV. You could literally sit there for ages, with no minimum charge and no one to bother you if you wanted to sit alone. But then, if you wanted to have good company, you could casually join some of your neighbours. Everything seemed so casual and relaxed.


Every now and then, you would check your pocket to see

旅途中有時難免要檢查一下錢包，看看用了多少錢，因為在歐元區旅遊真的一點都不便宜。可只要細心的四處察看，還是可以找到價廉物美東西的。就在法蘭克福火車總站那裏，我不過花了九毛九就喝到一杯上佳的咖啡，再加上兩份相當大的薩拉



米香腸三明治，每份也都不過是九毛九，一頓飯所花還不到三歐元，只是港幣三十元而已，還有甚麼不滿意的呢。在世界盃期間，德國除了酒店之外，其他東西的價錢大都維持不變；由這點就可以知道，人家的待客之道是使遊客盡興，而不是趁機撈上一筆。

在世界盃舉行期間，酒店房間的價錢無疑比舉辦商品展銷會時貴了一點，但仍然屬於合理的範圍。其實房價上漲也無可厚非，因為很多國家每當有國際盛事要舉辦時，房價也都會往上調整。我花了港幣七百元，就在一家小酒店租下一間很不錯的單人房，還包括一頓自助早餐，這不得不說是物有所值。


德國隊教練奇連士文七月九日在柏林感謝國人，說「你們真棒」。這句話也可以用來稱許那一萬五千名世界盃的志願人員，因為他們的組織和熱誠是那樣的非凡響。無論是普通人還是柏林的政府高官，倘若都下定決心要為遊客帶來難忘體驗的話，那待客之道的精義不正在這裏嗎？

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how far your money went — yes, the euro region wasn't really "cheap". But then if you looked around carefully, there were good deals as well. At Frankfurt Main Rail Station, I had an excellent coffee for 99 cents, and two sizeable salami sandwiches for 99 cents each; so the meal came to 3 euros or HK\$30. No complaints, really. Except for hotels, prices in Germany remained pretty much the same during the World Cup and you could tell that their

hospitality consisted in visitors having fun, not ripping them off.

During the tournament, hotels did charge a higher rate when compared with German trade fair periods, but at least the rates were reasonable. That was also understandable, as many countries will do just the same whenever international events are staged. I paid HK\$700 for a very proper single room in a small hotel inclusive of a breakfast buffet and must say it represented pretty good value.

Klinsmann, the coach of the German team, thanked his countrymen in Berlin on 9 July by saying "you're unbelievable". That expression could also be used to praise the tournament's 15,000 volunteers, whose organisation and enthusiasm were most remarkable. When the average guy in the street was as determined as top government officials in Berlin in giving the visitors a good time, the formula for great hospitality was very well assured. 

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