

2011



北美洲台灣旅館公會
聯合總會

Taiwan Hotel & Motel
Association of North America

第六期
年刊



WWW.THMANA.COM

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第6期2011年3月出刊

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總編輯：許清松 Stephen Hsu

執行編輯：柯欣侑 Anita Ko

陳少敏 Eric Chen

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李春紅、楊麗燕、汪蔚興、汪俊宇

范約瑟、鄧永征、鄭春暉、羅麗惠、張榮森、岳良佐、吳國寶

陳展南、賴清揚、劉玉美、Jessica Wu、陳翠玉

編者的話

Editor's Note

總編輯 許清松

by Stephen Hsu



First of all, I am pleased to announce another successful completion of our newsletter. This 6th newsletter was finished in celebration of the Taiwan Hotel Motel Association of North American.

Within this newsletter, we were able to cover all activities from June 30, 2010 to our recent current events in 2011. By reading our newsletter, you can see that there were many activities going on all year long. Whether you attended the event or not, we are happy to provide you with all the information to either refresh your memory or fulfill you with information that you have missed out on. All of the current information provided in this newsletter was created to help our members learn and pick up possible future ideas. We only hope to give as much benefit to our members as best as possible. By working together we not only hope we are able to understand one another, but hope each of you will stay updated and try to become more involved in our upcoming activities.

With many new trends going on, we hope to meet with our green hotel requirements. Following the standards of the "Worlds First" Gold LEED Certified Hotel - The Gaia Napa Valley Hotel and Spa noted for being the first fully environmentally and sustainable hotel and spa. The California embraced eco-friendly property whose name means "Mother Earth" in Greek. Hotel Gaia opened in 2006, using wood from sustainable forests, recycled materials for carpets and bath tiles, and solar panels that provide 12% of the electricity.

In January 2011, the Association conducted its board meeting at the Crowne Plaza Hotel Foster City in Northern California. During the meeting, those that had attended the event were able to absorb a lot of new and valuable information. Each individual was able to collect a variety of ideas pertaining to topics such as: Daily Operations, Management, and Labor Laws. With a deeper understanding of what is going on, we are able to pass on this information and share this with others.

I am also happy that we were able to include one article "U.S. Lodging Market Outlook & Hotel Valuation," which was presented by Li Chen on January 9, 2011. This article pertaining to sales and marketing was provided by HVS. Each individual was able to get a better understanding of our current trend, thanks to Miss Li Chen.

Finally we thank you for your support for making our newsletter completed in time for our youth group to enjoy as they travel to Taiwan. I would like to thank "Overseas Compatriot Affairs Commission Republic of China" for making all the arrangements and InterContinental Hotels Group for their support in making this upcoming trip possible for these young individuals. I hope for only a successful trip to Taiwan, as I anticipate that each and everyone will have wonderful time.

第六屆 北美洲台灣旅館公會聯合總會理事名單



總會長
林宣昭



顧問
邱垂煌



顧問
陳美芬



顧問
許清松



顧問
李昭寬



顧問
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副總會長
盧景林



副總會長
許文忠



副總會長
楊喬生



副總會長
李春紅



副總會長
楊麗燕

2011 Taiwan Hotel & Motel Association of North America



秘書長
汪蔚興



財務長
汪俊宇



理事
范約瑟



理事
鄧永征



理事
鄭春暉



理事
羅麗惠



理事
張榮森



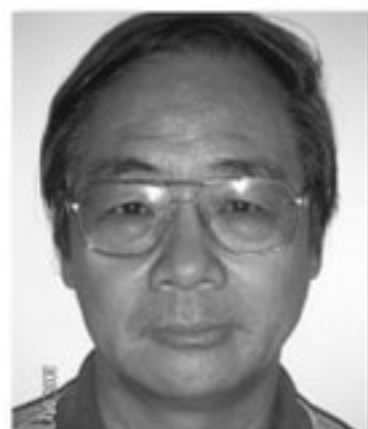
理事
陳展南



理事
吳國寶



理事
賴清揚



理事
岳良佐



理事
劉玉美



理事
Jessica Wu



理事
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總統賀詞

北美洲臺灣旅館公會聯合總會第六屆年會紀念

卓越前瞻
與時俱進

馬英九



中華民國一百年二月

英九

用箋

賀詞

北美洲台灣旅館公會聯合總會第6屆年會年刊誌慶

群賢畢至

中華民國
外交部部長 楊進添  敬賀

賀詞

北美洲台灣旅館公會聯合總會
第六屆年會年刊

拓展經貿
鞏固邦誼

僑務委員會
委員長 吳英毅
敬題



賀詞

北美洲台灣旅館公會聯合總會
第 六 屆 年 會 誌 慶

軸 群

轉 猷

共 益

進 彰

交通部
觀光局
局長

賴瑟珍



敬賀

賀詞

北美洲台灣旅館公會聯合總會
第六屆年會誌慶

鴻圖大展
台商楷模

駐洛杉磯臺北經濟
文化辦事處處長 龔中誠

中華民國一〇〇〇年二月

北美洲華僑旅館業青年交流訪問團

【團員名冊】

姓名	職務	Last Name	First Name	所屬單位
林宜昭	總團長	Lin	Lin, Herman	Win Time Hotels
邱垂煌	顧問	Chiu	Chris	StayBridge Lake Forest
陳伯睿	團長	Chen	Keven	Super 8 Motel Anaheim
林士隆	副團長	Lin	Ted	Holiday Inn Select Kearny Mesa
汪蔚興	秘書長	Wang	Wilson	北美洲台灣旅館業聯合總會
	IHG 代表	Higgins	Mike	InterContinental Hotels Group (USA)
溫志豪	IHG 代表	Wan	Raymond	InterContinental Hotels Group (HK)
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張玲玲	團員	Chang	Lydia	StayBridge Lake Forest
張珍妮	團員	Chang	Jenny	Sentry Motel New Orlean
張玲郡	團員	Chang	Kathy	Admiral Motel Houston
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陳美芬	團員	Chen	Mei-Feng	National Motel
陳正璋	團員	Chen	Vivian	Holiday Inn Express Hermosa Beach
鄭毓翔	團員	Cheng	Jimmy	Anchor Motel Anaheim
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許書瑜	團員	Hsu	Jennifer	Hilton Garden Inn Houston
洪豔冠	團員	Hung	Yen Kuan	Texas Motel
柯欣侑	團員	Ko	Anita	南加州台灣旅館業同業公會
郭學仁	團員	Kuo	Simon	Fairfield Inn Mission Viejo
廖顯理	團員	Liao	Timothy	Ramada Torrance
林士殷	團員	Lin	Scott	StayBridge Milpitas
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連真真	團員	Liu	Chen-Chen	Quality Inn Texas
劉光輝	團員	Liu	Kuang Hue	Quality Inn Texas
劉安修	團員	Liu	An-Hsiu	Best Western Rancho Cucamonga
劉益州	團員	Liu	David	Best Western Rancho Cucamonga
劉怡青	團員	Liu	Lucy	Quality Inn Texas
盧俊弘	團員	Lu	John	Holiday Inn Express Bakersfield
鄧永忠	團員	Teng	Jean Jacques	Holiday Inn & Suites Bakersfield
鄧永征	團員	Teng	Nicolas	Holiday Inn & Suites Bakersfield
鄧傑明	團員	Teng	Benjamin	Holiday Inn & Suites Bakersfield
鄧雪琳	團員	Teng	Celine	Holiday Inn & Suites Bakersfield
吳國寶	團員	Wu	Roy	Western Inn
吳珮璜	團員	Wu	Eric	Western Inn
吳宗儒	團員	Wu	George	Texas Motel

北美洲華僑旅館業青年交流訪問團

【行程內容規劃表】

時 間	行 程 & 參 觀			
D1 13-Mar (日)	清晨	桃園機場接機→桃園 HOLIDAY INN EXPRESS 旅館：接提早抵達的貴賓		
	上午	9:00am-9:45am 全團集合並參觀桃園 HOLIDAY INN EXPRESS 旅館		
		大溪兩蔣文化園區&大溪花海休閒農場		
	下午	參觀 深坑假日大飯店&深坑老街， / 入住：台北晶華大飯店		
	晚上	自由活動：夜市或101 商圈		
	膳食	早餐：桃園豆漿	午餐：大溪溪友緣餐廳	晚餐：台北鼎泰豐
	住宿	台北晶華大飯店		
D2 14-Mar (一)	上午	9:00am-10:30am 參觀台北君品酒店-敬邀張安平董事長演講：與眾不同的 Palais de Chine—把歐洲與綠洲帶入台北叢林		
		11:00pm 拜會僑委會及午宴		
	下午	2pm-3:30pm 僑委會會議室-敬邀亞洲假日旅館集團 Mike Higgins 副總裁演講：假日與福爾摩沙結合的共贏策略		
		中華民國僑務委員會、北美洲台灣旅館公會聯合總會及洲際酒店連鎖集團(InterContinental Hotels Group)聯合主辦		
		4:15pm-6:00pm 與委員主任有約：拜訪行政院經濟建設委員會劉憶如主任委員		
	晚上	晚宴：與行政院經濟建設委員會劉憶如主任委員及姐妹會台北市旅館公會共進晚餐		
	膳食	早餐：台北晶華大飯店	午餐：僑委會宴請北美洲青年團	晚餐：台北梅子餐廳
住宿	台北晶華大飯店			
D3 15-Mar (二)	上午	台北→桃園：10am-12pm 參訪新竹市中華大學觀光學院，座談交流		
	下午	拜訪行程：2:30pm-3:30pm 台中市市政府：與市長有約-瞭解大台中		
		參觀 3:45pm-4:45pm 台中沐蘭精緻汽車旅館		
		參觀 5:00pm-6:00pm 台中 HOLIDAY INN EXPRESS 假日旅館		
	晚上	晚宴：與胡志強市長及市府團隊共進晚宴		
		自由活動：台中逢甲夜市自由行		
	膳食	早餐：台北晶華大飯店	午餐：力馬藝術工坊	晚餐：台中伍角船板
住宿	台中 HOTEL ONE 大飯店			
時 間	行 程 & 參 觀			
D4 16-Mar (三)	上午	台中→日月潭山光水色之旅：包船遊湖		
	下午	1:00pm-3:30pm 參觀涵碧樓/邀請 賴正鑑董事長演講：日月潭涵碧樓開創傳奇		
		f參觀日月潭中信雲品酒店		
	晚上	享受飯店各項休閒遊憩設施		
	膳食	早餐：台中 HOTEL ONE 大飯店	午餐：涵碧樓大飯店	晚餐：中信雲品大飯店
住宿	日月潭中信雲品酒店			
D5 17-Mar (四)	上午	日月潭→12:00 抵達高雄餐旅學院		
	下午	12:00pm-2:30pm 參觀高雄餐旅學院：交流座談		
		3:00pm-4:30pm 參觀：高雄市皇冠假日酒店		
	晚上	夜遊愛河&高雄好樂迪 KTV 惜別晚會		
	膳食	早餐：日月潭中信雲品酒店	午餐：高雄餐旅學院	晚餐：高雄市旅館公會晚宴
住宿	高雄寒軒國際大飯店			
D6 18-Mar (五)	上午	悠遊高雄港→開台首學：台南孔廟&台灣文學館		
	下午	台南→高速公路→桃園		
	晚上	配合航班時間，20:00 抵達桃園機場：賦歸		
	膳食	早餐：高雄寒軒國際大飯店	午餐：台南赤崁擔仔麵	晚餐：桃園松園



2008
青年團返台回顧

05/01/2008



2009 青年團返台回顧



05/19/2009

2008 青年團返台簡記



汪蔚興
Wilson Wang

當天空泛灰，陣雨綿綿，這樣的日子當是慵懶偷閑的最佳時光，春天裡的台北，給了我們最好的理由，但鄉情難卻，眾人拖著在飛機上累積的疲憊，但帶著踏上故里雀躍的心情，正準備開始一連串的訪問行程。

年輕果然是本錢！這一票二十來歲的青年們把精力感染了全車的人，三、二位五六十歲的長者頓時回到了年輕的時光，拼了命的沒日沒夜地與年青小夥子們上山下海，沒同行的朋友們，我只能說，你們放棄了一次返老還童的機會，這損失……可大了！

星期一晨，天邊微光，雨停了，但雲仍然逗留在台北的天空上，彷彿它們也感覺到美國回來的陽光，翻滾不止，卻遲遲不肯散去，一行人在用餐後立即出發，前往拜訪這次主辦的大功臣：中華民國僑務委員會。

一行人浩浩蕩蕩地抵達了僑委會，這批陣仗卻嚇壞了警衛人員，除了引導停車與人員的動線，他們亦不斷地拭汗及用無線電向上級通報我們的到訪，直到將我們帶到七樓的貴賓簡報室才算鬆了一口氣。

與僑委會過去的互動，以往僅侷限於僑居地的駐外單位代表們，雖然受益良多，但對僑委會甚是陌生的老友這次直奔大本營，在聽取李叔玲處長的介紹後，對我們這個長期照顧我們的朋友才又多了一層認識。更難得的是張富美委員長的親臨，歡迎青訪團的致詞，合影留念與共享午餐的親和力，都在團員們心中留下了深刻的印象。

下午的座談會，地點就在下榻的台北國賓飯店，陳柏睿（Kevin Chen）的網路行銷講題涵

蓋了許多業者在經營上遺漏的細節，也帶給所有團員和與會的聽眾們許多網路行銷的「撇步」，接著Kevin的主題，我臨時被指派來為加州旅館市場做簡介，雖然講課對我並不陌生，但這樣大的陣仗倒是頭一遭，在為大家介紹了加州市場機制與近期的發展後，今天活動的重頭戲正式登場了。

台北市館公會與南加台灣旅館同業公會已有多年的姊妹會情誼，這次青商會的訪問行程，當然必須向地主前輩請教、取經，理事長徐銀樹口才極佳，課內容與風格生動有趣，贏得了無數的笑聲與掌聲，趣味的內容，亦將兩岸開放對台北旅館業經營變化與發展的觀點細細道來，一針見血，加惠了所有的年輕人對台北旅館業的認識，更帶給與會人員對未來家鄉發展多的瞭解與信心。

家鄉人是熱情的，午後的座談會在徐理事長精彩演說後落幕，並將濃烈的情誼于台北老爺酒店以晚宴延續著，席開八桌，姊妹會的老朋友、新朋友熱情的招待我們，並於宴會後參觀了位於附近的丹迪旅店，這是一間約40房的小型現代化旅館，由理事周小姐投資經營，於2007年經整體重整裝修以嶄新的面貌重新開業，館內以摩登淨亮的白光與色調組成，並配有開放式的餐飲空間與Apple Mac電腦，整體上給人視覺上的清新感與慵懶的舒適感。

次日早晨，徐理事長再安排了另一家層次與規格不同的主題式旅館，金殿唯客樂飯店，這家位於內湖區的主題式旅館。是棟全新的建築以近二億的資金營造完工。每間客房皆以歐洲風格為主的豪華裝潢，加大的浴室，配上高級浴缸，雙淋浴間，超大型壁畫，及加厚的防火門，這家特殊的高層次規格更贏得「超級星光大道」的青睞，成為第三屆參賽者的下榻特約旅館。

告別唯客樂飯店後，青商團下一站的訪站來到了觀光局的辦公室，觀光局駐洛杉磯的蘇鈺堡主任即將任滿榮調回國，新派任的林信任主任亦在此會中

與公會的成員見面，更特別的是觀光局的賴局長也特別延推了原有的約會，親自到場接待青商團的到訪，也為台灣的觀光事業做了詳盡的介紹，會後更招待全團到了聞名的「朝桂」享用午餐。

在豐盛的午宴後，青商團一行人即驅車南下台中，途經湖口時在湖口休息站小作停歇，並享用了當地的名產小吃，以及台北市旅館公會所貼心準備的蓮霧，在小作休憩後於下午三點抵達了台中麗緻Hotel One。Hotel One是一棟辦公及旅館的複合使用的大樓，旅館住房樓層位高30~45樓，以居高臨下的位置讓住客們俯覽台中市景，居臨天下之感。

第二天活動的高潮在切切的期盼下終於四點登場了，麗緻餐旅集團嚴長壽總裁在亞洲的旅遊業執牛耳，素有旅館教父之稱，嚴總裁為旅館業的人員培訓及推廣管理理念多年來付出許多心力，在數十年間的事業生涯中，亦寫了三本與旅館業相關的暢銷書，並正在撰寫第四本新作，嚴總裁也為許多大型會議演講，此次嚴總裁破格為青商會特別從台北趕到台中，由此可見嚴總裁對新生代的重視。

次日清晨Hotel One的早餐令人垂涎三尺，豐盛的中日及西式餐點，令人吃了還想再吃，看來想要維持身材的團員們，回家後得多努力些囉！在飽餐之後，全團受到Hotel One員工的觀送下緩緩地驅車離開台中這個現代都市，向世外桃源前行，延途行經的羊腸小路，也讓許多人見識到台灣名產及名勝——檳榔樹及檳榔攤。

看到一棵棵密集高聳的檳榔樹，讓人不禁想起一幕幕土石流的驚險畫面，濫植造就了當地的經濟繁榮，卻也形成了危安的隱憂，但願地方能在未來有效的管理，以避免人身及財產的損傷。

翻山越嶺後，美麗的湖光山色一映入簾，平靜的湖水，岸旁的翠影輕戈，「清靜優雅，世外桃源」早以不足以形容日月潭令人讚嘆的美景，設身溶合在其境，涵碧樓帶給人們不單是景觀的震撼，而是多對身歷其境，身處清境的期待。

曾經是蔣公行館涵碧樓於1997年由鄉林集團購得，近年來持續的推陳佈新，歷經了18.6億的投資與改建於2002年3月3日開幕，新館以現代及自然的建築設計，將大自然匠心獨俱的美景帶入室內，溶合了美、優、雅、靜，日月潭涵碧樓擠身世界知名的度假勝地，更成為全球華人的驕傲。

賴鎰董事長在百忙之中親自接訪我們這群初出茅蘆的小朋友，演講的過程中，與大家分享了他的幼時的清苦，求學時期所經歷的點滴，更和大家細數當年隻身北上求學，以二房東的前衛思維省去了住宿的費用，為青年才子們開啟了對人生進取的新典範。賴董事長在演講後，又親自設宴款待等我們，一道道鮮美精製的在地佳餚，加上甜美濃烈的小米酒，讓所有人口齒留香，意猶未盡。

餐後賴董又親自帶領全體團員參觀全館，每一個角落，每一幕美景，賴董亦細細數來其歷史背景，設計及興建背後的努力，訪後亦親自送我們上車，在館前攝影留念，更致贈每人二本賴董的大作，事後在車上經僑委會隨行的吳處長及張科長告知，才知道這樣高規格的招待，賴董連外賓亦不曾如此過，對青商團而言，這是段引以為傲的回憶。

恐怖啊！！救人哦！！這青年軍似乎不知道什麼叫做累，驅車南下的路上，他們並沒有利用時間稍作休息，他們.....他們竟然在後面現起了撲克牌！天哪！晚上還有高雄旅館公會的晚宴，難道他們不知道嗎？

抵達高雄國賓飯店，夜幕已悄悄地落下了，眾人在迅速地將行李拖入房間後便立即出發到河邊海產市中店，接受地主們熱情的招待，席開十桌，座無虛席，我們終於感受到南台灣的熱——天氣熱、人情更是火熱，他們的熱，更炒起了全場的氣氛，卡拉OK不絕，敬酒聲四起，連青商團成員也殺紅了眼，舉杯仰首一飲而盡，一瓶瓶的威士忌轉眼即告罄，年青人的力量不容小覷。

晚宴在歡笑乾杯聲中漸漸地落幕了，回到了旅館，大家仍然意猶未盡，唉……即來之，則安之，在招兵買馬後，一行十四人驅了四部小黃衝至 Horny Dogs 那是間小酒吧，有團員中識途老馬領路的兵臨城下，老闆和團員 Richard 噓寒問暖，員工們則著為傢俱搬家，替我們併桌，不久前飲下的威士忌似乎從未在他們的體內留下任何痕跡，在 Horny Dog，眾人的歡笑與勸酒聲此起彼落，好不熱鬧呀，結束後又有人興起主意，在老闆的指引下，我們五人又殺至腳底按摩館，唉……好日子不過，找罪受，但巨痛後帶來的舒暢，也算勉強算是種享受吧。

回到旅館時，已是凌晨四時了，小憩片刻後，便集合前往高雄餐旅學院拜訪，在那裡，年輕人與年輕人的交流，讓這票小員頓時像大哥哥，大姊姊，和一群未成年的學生交流但別小看這些學生，他們可是出類拔粹，不遑多讓，校園內備有一流的師資，也有完善的設備，更備有實際的旅館房間，接待室、酒吧、廚房及飛機座艙，在精心的接待與觀摩後，我們一行人便出發至真愛碼頭，準備遊愛河及高雄港。

風平浪靜，在高雄港內穿梭是個嶄新的體驗，高大的貨櫃輪與雄壯的軍艦，都在近距離的觀賞著，船上隨行的解說員，盡心地為我們細數著高雄港的輝煌歷史，不知不覺中，遊艇靠上了一所建築物，而那泊的所在，正是世界聞名的遊艇大王——高鼎遊艇 Jade Yachts。

船上了船塢，放眼過去是一枝枝高高矗立著的鷹架，放在其後的是一艘即將完成的高級遊艇，雖然我對遊艇不熟悉，但總算也坐過范約瑟的豪華遊艇，眼前這艘相當具規模，又高又大，相信價值不菲對我這種小老百姓，便暫目望梅止渴一下吧！

除了那巨大的遊艇令人咋舌結目外，令人訝異的也是那高規格的接待，董事長韓碧祥先生親自主持接待

會議，並細述他如何從一個油漆學徒轉身為造船大王，更令人津津載道的是他傳奇的LV豪華遊艇承包案，也是他涉入遊艇製造，自中信造船延伸創立高鼎的轉捩點。參觀完高鼎後，離別的氣氛逐漸籠罩在眾人之中，在結束了高雄港遊後，全團即驅車至此行的最後一站——英國打狗領事館，這座二級古蹟於1865年由英商建造，是台灣因北京條約在台灣所建的第一座「洋房」，其名「打狗」，則是以當時地方的名稱所命名，除了臨海外，這座歷史文化的?居則是著名學府——台灣國立中山大學。

全團在這裡享用了午餐，當然，天下沒有白吃的午餐，由於當年的領事館亦具有海防的功能，於是便將它建在一個小丘上，要上那兒全團的人便一步一階地爬上頂端，對男生還好，但卻苦了女生，尤其是因正式服裝而穿了高跟鞋的女生。

大家在用餐後，藉機欣賞了一下美景的海景，在爬下階梯後，一行人便搭上了遊覽車，駛向了左營高鐵站，經過了五天四夜的朝夕相處，生死與共（喂……太誇張?吧）後分離總是會來臨的，抵達了高鐵站，大家便搭上了北上台北的列車，延途在停靠了台中及板橋後，以僅90分鐘的時間抵達了台北，台灣近年來的進步實是有目共睹的。

公會籌辦這次遠途的青商訪問團，其目的是為了提升新生代對旅館業及故鄉的了解，在短暫緊湊的行程後，我們可以很篤定地向大家報告：此行圓滿達成任務。

在此謹感謝僑委會的鼎力相助，全細膩的規劃與聯絡，也要向徐銀樹理事長領軍的台北旅館公會、觀光局、嚴長壽總裁、賴正鎰董事長、曾福興理事長帶領的高雄旅館公會、國立高雄餐旅學院的師生們及韓碧祥董事長，更要感謝許清松總會長、汪俊宇會長、邱垂煌僑務委員的居中斡旋，以及吳宣蓉和陳睿柏的呼朋引伴，當然也謝謝所有團員的參與以及你們一路所做出有紀律的傑出表現，在此也期盼2009年，風雲再起，訪問團再次成行。

總會長的話



總會長 林宣昭

北美洲台灣旅館公會總會之會務已逐漸系統化，並遵循五年前創會之宗旨，朝向各地區會員分工合作、互助無間的架構成長。本會一月間假北加州Crowne Plaza Foster City舉行了本屆第二次理事會，各地代表踴躍的參與，並擴張了北加州新分會，另有鳳凰城和明尼蘇達兩地區以觀察會員形式加入總會行列，不負眾望，功德圓滿。

青年是生命與傳統的延續。北美洲台灣旅館公會總會自開創以來持續著協助培養優秀接班人的宗旨，多次率團返台做精進之旅，了解故鄉在旅遊業蓬勃發展的企劃藍圖與旅館經營的精闢之見。今年的青年訪問團將在三月十三日至三月十八日，由會內旅館先進們帶領下一代的青年菁英共四十五人，在全台北、中、南各地與當地旅館業者及知名學府進行交流與觀摩。

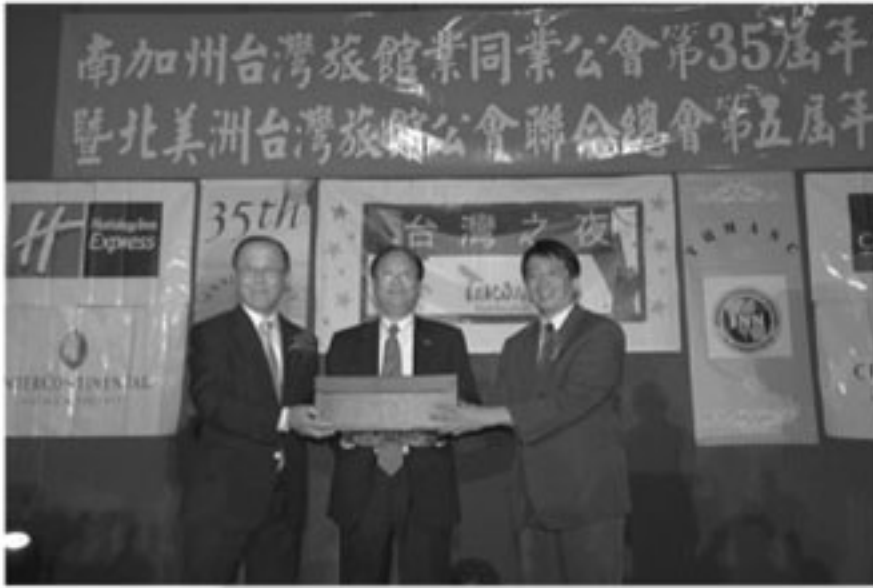
光陰似箭，第六屆會期已過了一大半了。雖然總會在持續的擴展中，但在未來無數個歲月中仍需要各地公會及會員們的大力支持，會務才能蒸蒸日上，我們台灣旅美的旅館業者才能在主流社會中舉足輕重，站得一席之地。期待各位繼續支持總會的發展，並藉此機會和大家拜個晚年，敬祝各位生意興隆、財源滾滾、鴻“兔”大展!

Following the founding missions of Taiwan Hotel/Motel Association of North America, the Association structure has becoming systematic, with efficient supporting system from local chapters of each regional association. In January 2011, the Association conducted its board meeting at the Crowne Plaza Hotel Foster City in Northern California. During this meeting, representatives from the regional associations actively participated in the event. We had the opportunity to announce the formation of the Northern California Association, together with monetary membership for the Arizona and Minnesota regions. This marked the beginning of the Association's fulfillment in commitment of growth into other parts of North America.

Youth is the continuation of life and traditions. The Association, since found, has always supported the youth development programs. Continuing the past, we are organizing our third youth group to Taiwan. Similar to the past activities, we will be visiting numerous hotels and education institutions to exchange ideas, knowledge, and experiences in hotel operations and management. The accumulation of knowledge will help in setting foundation to the young hoteliers. This year's youth group event, with 45 participants, will begin in Taipei on March 13, 2011, continues its journey through Central Taiwan and ends in Kaoshiung on March 18, 2011. We are certain that this will be another fruitful learning opportunity, both in hospitality and cultural experiences.

Time flies quicker than we anticipate. 2011 has arrived and the sixth year of the Association has passed its midpoint. While the Association grown steadily for the past years, our continual success replies upon everyone's participation and dedication. By uniting our efforts, we will be able to establish our voices among the mainstreams in the hospitality industry. With this opportunity, I would also like to wish everyone a successful 2011 and prosperous Year of the Golden Rabbit.

北美洲台灣旅館公會總會長交接由僑務委員長吳英毅監交



北美洲台灣旅館公會聯合總會新任總會長林宣昭(左一)前任總會長吳定達(右一)完成交接，僑委會委員長吳英毅(中立)見證交接儀式。



北美洲台灣旅館公會聯合總會今年總會長交接，由紐澤西的卸任會長吳定達交棒給南加州的接任會長林宣昭。

「北美洲台灣旅館公會聯合總會第五屆年會暨南加州台灣旅館業同業公會第35屆年會」日前盛大舉行，在僑委會委員長吳英毅見證下完成交接儀式，洛杉磯經文處龔中誠處長及各品牌旅館連鎖加盟企業總裁、社團代表，近500貴賓出席參與盛會。

吳英毅致辭中表示，旅館公會「利基北美，功宏經貿」，是台商人士在美國經營企業十分成功的實業，會內合諧團結又不吝造福同業，希望未來能返台引進美國品牌及最新經營趨勢。

總會長林宣昭特別在記者專訪時，提及該會的宗旨及功能：

北美洲台灣旅館公會總會共包括：南加州、休士頓、紐奧良、佛羅里達、美東（大紐約區）五個分會，

該總會今年是第六屆，該總會成立的目的：互相交流，聯絡，討論任何旅館商機。

林宣昭總會長表示：09年以後，全球經濟風暴，旅館業受影響非常大，再加上不景氣，許多公司裁員，員工失業，旅遊降低。而成立旅館業總會的原因，是大家可聚在一起，討論困境及復甦，可見的是北加州，現旅館業已95%復甦，很有可年年底會達到2008年水準。由於北加州以電子業為主，再加國外旅遊多。而南加州受國內旅遊影響，仍非常不好。談到聯合總會入會，林總會長認為：凡認同「台灣」二字，皆可加入會員，歡迎各地方來的人加入總會，該總會不參與政治。目前總會成員已打入美國「主流社會」的旅館，收信用卡，會員大部份加入連鎖，歡迎全美各地旅館業者加入該會，希望在今年年底前，北加州、西雅圖、明尼蘇達、芝加哥、鳳凰城……這幾個分會都能成立。

面對現今經濟不景氣，連帶也波及到旅館業，林宣昭表示，北美旅館業經過時空環境產生重大質量的影響，未來除加強會員品質、協助轉型整頓，提升業績外，分享現代酒店成功的營銷之路也很重要。

會務活動花絮

2010-06-07 THMANA 第五屆年會



第六屆第一次理事 在安那罕華美達酒店召開



北美洲第六屆第二次理事會會議在福斯特市皇冠假日酒店召開



會務活動花絮

台灣省諮議會訪問團



2010-08-15 省主席拜訪



台灣參訪



會務活動花絮

台灣美食訪問團

拜會總統府



拜會行政院



拜會僑務委員會





美國酒店市場狀況和評估

U.S. Lodging Market Outlook & Hotel Valuation

北美洲台灣旅館業聯合總會

For Taiwanese Hotel Association of North America

陳 驪

Presented by Li Chen

簡介: Consulting Experience Education Employment History Clients State Certification Hotels Appraised Articles Li is a Vice President with the HVS Dallas office. Li has extensive hotel operations experience, including front office and accounting department experience at the Renaissance LAX. She holds a master's degree in hospitality from Michigan State University's Eli Broad College of Business. Her hotel operations experience and hospitality-focused education allow Li to provide a level of insight and expertise critical to the hotel appraisal or consulting assignment. As a Vice President, Li oversees and executes site inspections, analysis, and report preparation for our valued clients. Operating out of a satellite office in Torrance, California, Li's hotel consulting experience covers markets throughout the western U.S.

Li was born and raised in the great city of Shanghai, China, and has traveled throughout Hong Kong, Malaysia, and Singapore. Through years of life and work in the United States, Li enjoys discovering opportunities to combine Asian and American culture through friendly and professional associations with natives of the U.S. and Asia.

January 9, 2011



U.S. Lodging Market

www.hvs.com



Prepared by Li Chen



Occupancy, Average Rate, and RevPAR

- 2009 & 2010 lodge market: Supply, Demand, Occupancy, Average Rate, and RevPar
- HVS forecasts that hotel occupancy in the U.S. will continue to increase incrementally through 2014.
- Revenue Per Available Room (RevPAR) is expected to achieve notable gains through 2015 based on the combined rise in occupancy and rate.

The following table comprises an average of actual and forecasted full-year performance stats for U.S. hotels from 2008-2015. Forecasts of changes in supply and demand are presented as well.

Year	Supply % Change	Demand % Change	Occupancy	Percent Change	Average Rate	Percent Change	RevPAR	Percent Change
2008	2.5%	-2.1%	60.0%	-4.5%	\$107.08	2.8%	\$64.28	-1.9%
2009	3.2%	-5.9%	54.8%	-8.8%	\$97.68	-8.8%	\$53.49	-16.8%
2010	2.0%	7.5%	57.7%	5.3%	\$96.70	-1.0%	\$55.80	4.3%
2011F	0.5%	3.0%	59.1%	2.5%	\$101.05	4.5%	\$59.76	7.1%
2012F	1.0%	4.0%	60.9%	3.0%	\$106.11	5.0%	\$64.62	8.1%
2013F	1.5%	3.5%	62.1%	2.0%	\$111.94	5.5%	\$69.51	7.6%
2014F	2.0%	3.0%	62.7%	1.0%	\$117.54	5.0%	\$73.71	6.0%
2015F	2.5%	2.5%	62.7%	0.0%	\$121.07	3.0%	\$75.92	3.0%



Prepared by Li Chen



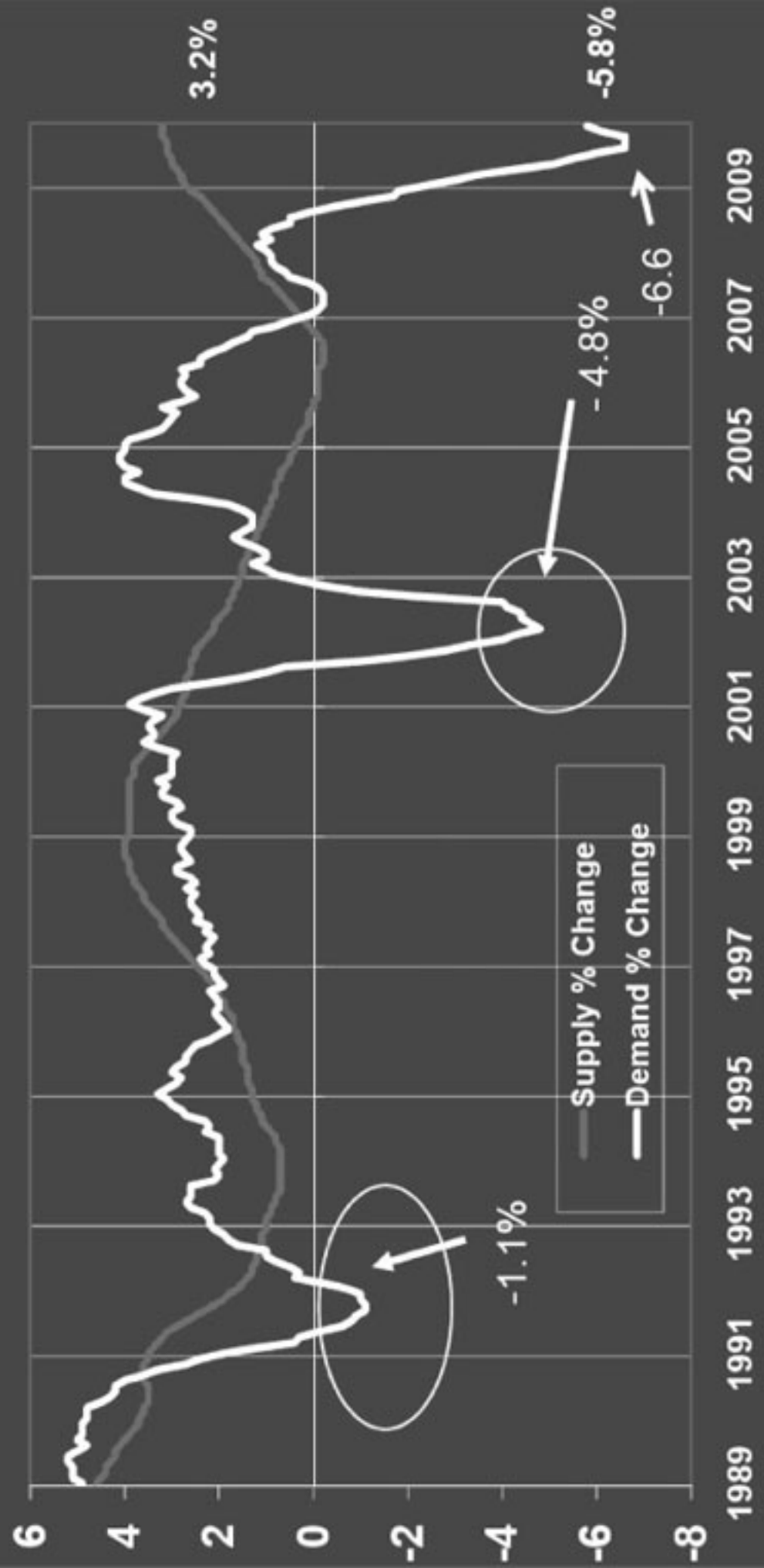
Supply vs. Demand 1989 - 2009

- Demand decreases in 2009 were more than those after 911

Total United States

Room Supply/Demand Percent Change

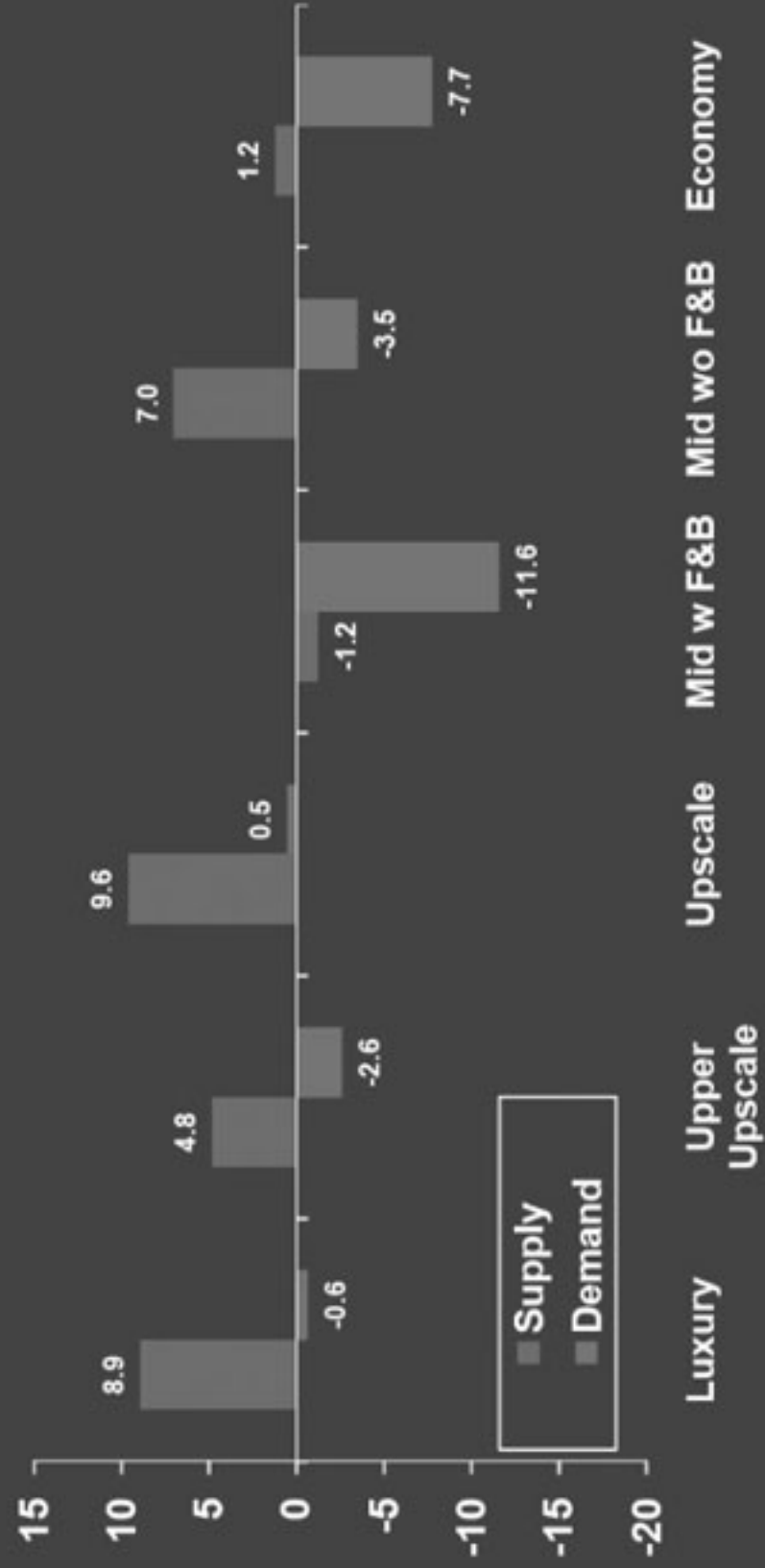
Twelve Month Moving Average - 1989 to December 2009





Supply vs. Demand by Chain Scales 2009

Chain Scales
Supply/Demand Percent Change
Full Year 2009



Prepared by Li Chen



Full Service Hotels Performance Ratio To Sales by Location (2009)

	Urban	Suburban	Airport	Interstate	Resort	Small Metro/Town
Occupancy (of Sample)	65.8%	58.7%	67.9%	55.4%	60.9%	53.2%
Average Size Of Property (Rooms)	395	222	289	138	385	151
Average Daily Rate	\$164.61	\$122.67	\$112.51	\$100.43	\$174.29	\$124.15
REVENUE						
Rooms	65.0%	65.3%	67.8%	61.0%	54.9%	57.2%
Food	18.4%	18.4%	18.0%	19.1%	20.3%	22.1%
Beverage	5.2%	4.6%	3.9%	5.3%	6.6%	5.7%
Other Food & Beverage	4.9%	6.1%	5.7%	3.9%	3.9%	3.8%
Telecommunications	0.7%	0.5%	0.7%	0.1%	0.4%	0.2%
Other Operated Departments	3.0%	3.0%	2.2%	9.1%	9.6%	9.2%
Rentals & Other Income	2.3%	1.8%	1.6%	1.3%	3.4%	1.4%
Cancellation Fee	0.5%	0.3%	0.2%	0.1%	0.9%	0.5%
Total Revenue	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
DEPARTMENTAL EXPENSES						
Rooms	28.6%	28.7%	27.8%	27.8%	28.4%	28.5%
Food & Beverage	79.3%	73.4%	69.8%	82.2%	77.3%	78.0%
Telecommunications	124.4%	151.7%	132.5%	637.5%	153.8%	274.5%
Other Operated Depts & Rentals	2.4%	2.9%	1.7%	8.1%	7.5%	7.4%
Total Departmental Expenses	44.4%	42.5%	40.5%	48.9%	47.5%	48.8%
Total Departmental Profit	55.6%	57.5%	59.4%	51.1%	52.5%	51.2%
UNDISTRIBUTED OPERATING EXPENSES						
Administrative & General	8.8%	9.7%	9.2%	10.3%	8.8%	10.0%
Marketing	7.0%	8.1%	7.6%	7.9%	7.0%	7.1%
Utility Costs	4.3%	5.0%	4.4%	6.1%	4.6%	5.8%
Property Operations & Maintenance	4.8%	5.4%	5.1%	5.9%	5.5%	6.0%
Total Undistributed Operating Expenses	24.9%	28.1%	26.3%	30.2%	26.9%	29.9%
GROSS OPERATING PROFIT	30.7%	29.4%	33.2%	20.9%	26.7%	22.3%
Franchise Fees (Royalty)	0.5%	1.6%	1.3%	1.9%	0.3%	1.0%
Management Fees	3.1%	3.1%	3.6%	2.9%	2.6%	2.7%
INCOME BEFORE FIXED CHARGES	27.1%	24.6%	28.3%	16.1%	23.7%	18.6%
Selected Fixed Charges						
Property Taxes	4.6%	3.9%	3.8%	2.4%	3.3%	2.8%
Insurance	1.2%	1.2%	1.3%	1.4%	1.8%	1.4%
Reserve For Capital Replacement	2.1%	2.3%	2.5%	1.4%	2.1%	1.6%
AMOUNT AVAILABLE FOR DEBT SERVICE & OTHER FIXED CHARGES*	19.2%	17.2%	20.7%	10.9%	16.5%	12.8%
PAYROLL & RELATED EXPENSES**						
Rooms	17.7%	17.5%	17.4%	21.1%	18.4%	24.3%
Food & Beverage	49.3%	43.6%	43.3%	49.9%	44.9%	53.6%
Telecommunications	215.1%	212.3%	164.4%	550.1%	272.9%	624.8%
Other Operated Departments	1.5%	2.8%	1.2%	11.9%	4.7%	12.4%
Administrative & General	5.2%	5.3%	4.9%	5.9%	5.4%	7.0%
Marketing	3.1%	3.4%	2.9%	2.9%	3.1%	3.1%
Property Operations & Maintenance	2.7%	2.7%	2.5%	3.9%	3.1%	5.1%
Total Payroll & Related Expenses	36.1%	33.5%	32.2%	39.7%	38.3%	47.3%

Prepared by Li Chen



**Full Service Hotels Performance
Per Available Room by
Location (2009)**

	Urban	Suburban	Airport	Interstate	Resort	Small Metro/Town
Occupancy (of Sample)	65.8%	58.7%	67.9%	55.4%	60.9%	53.2%
Average Size Of Property (Rooms)	395	222	289	138	365	151
Average Daily Rate	\$164.81	\$122.67	\$112.51	\$100.43	\$174.29	\$124.15
REVENUE						
Rooms	\$ 39,221	\$ 25,848	\$ 27,812	\$ 20,010	\$ 37,889	\$ 23,462
Food	\$ 11,098	\$ 7,295	\$ 7,372	\$ 6,273	\$ 14,040	\$ 9,070
Beverage	\$ 3,114	\$ 1,821	\$ 1,615	\$ 1,746	\$ 4,526	\$ 2,332
Other Food & Beverage	\$ 2,970	\$ 2,409	\$ 2,333	\$ 1,295	\$ 2,664	\$ 1,577
Telecommunications	\$ 404	\$ 203	\$ 279	\$ 32	\$ 292	\$ 76
Other Operated Departments	\$ 1,790	\$ 1,197	\$ 895	\$ 2,970	\$ 6,596	\$ 3,774
Rentals & Other Income	\$ 1,412	\$ 717	\$ 669	\$ 433	\$ 2,362	\$ 576
Cancellation Fee	\$ 282	\$ 103	\$ 76	\$ 39	\$ 643	\$ 187
Total Revenue	\$ 60,291	\$ 39,593	\$ 41,051	\$ 32,798	\$ 69,012	\$ 41,054
DEPARTMENTAL EXPENSES						
Rooms	\$ 11,209	\$ 6,897	\$ 7,737	\$ 5,525	\$ 10,747	\$ 6,697
Food & Beverage	\$ 13,632	\$ 8,456	\$ 7,903	\$ 7,658	\$ 16,421	\$ 10,121
Telecommunications	\$ 502	\$ 308	\$ 370	\$ 203	\$ 449	\$ 209
Other Operated Depts & Rentals	\$ 1,423	\$ 1,147	\$ 664	\$ 2,656	\$ 5,193	\$ 3,006
Total Departmental Expenses	\$ 26,766	\$ 16,808	\$ 16,674	\$ 16,042	\$ 32,810	\$ 20,033
Total Departmental Profit	\$ 33,525	\$ 22,785	\$ 24,377	\$ 16,756	\$ 36,202	\$ 21,021
UNDISTRIBUTED OPERATING EXPENSES						
Administrative & General	\$ 5,332	\$ 3,823	\$ 3,777	\$ 3,378	\$ 6,073	\$ 4,111
Marketing	\$ 4,200	\$ 3,198	\$ 3,121	\$ 2,579	\$ 4,798	\$ 2,925
Utility Costs	\$ 2,589	\$ 1,965	\$ 1,788	\$ 2,007	\$ 3,155	\$ 2,399
Property Operations & Maintenance	\$ 2,879	\$ 2,139	\$ 2,082	\$ 1,931	\$ 3,767	\$ 2,447
Total Undistributed Operating Expense	\$ 15,000	\$ 11,145	\$ 10,768	\$ 9,895	\$ 17,793	\$ 11,882
GROSS OPERATING PROFIT	\$ 18,525	\$ 11,640	\$ 13,609	\$ 6,861	\$ 18,409	\$ 9,139
Franchise Fees (Royalty)	\$ 315	\$ 637	\$ 542	\$ 621	\$ 225	\$ 396
Management Fees	\$ 1,875	\$ 1,247	\$ 1,470	\$ 956	\$ 1,814	\$ 1,120
INCOME BEFORE FIXED CHARGES	\$ 16,335	\$ 9,756	\$ 11,597	\$ 5,284	\$ 16,370	\$ 7,623
Selected Fixed Charges						
Property Taxes	\$ 2,784	\$ 1,557	\$ 1,565	\$ 792	\$ 2,275	\$ 1,148
Insurance	\$ 702	\$ 461	\$ 529	\$ 470	\$ 1,233	\$ 583
Reserve For Capital Replacement	\$ 1,277	\$ 699	\$ 1,009	\$ 464	\$ 1,432	\$ 652
AMOUNT AVAILABLE FOR DEBT SERVICE & OTHER FIXED CHARGES*						
	\$ 11,572	\$ 6,839	\$ 8,494	\$ 3,558	\$ 11,430	\$ 5,240
PAYROLL & RELATED EXPENSES**						
Rooms	\$ 6,836	\$ 4,367	\$ 4,504	\$ 3,775	\$ 6,675	\$ 4,551
Food & Beverage	\$ 8,090	\$ 4,490	\$ 3,705	\$ 3,780	\$ 9,517	\$ 5,710
Telecommunications	\$ 459	\$ 318	\$ 293	\$ 245	\$ 416	\$ 381
Other Operated Departments	\$ 1,160	\$ 2,587	\$ 551	\$ 4,787	\$ 4,611	\$ 4,659
Administrative & General	\$ 2,900	\$ 1,990	\$ 1,764	\$ 1,843	\$ 3,498	\$ 2,524
Marketing	\$ 1,659	\$ 1,295	\$ 1,058	\$ 1,046	\$ 1,921	\$ 1,246
Property Operations & Maintenance	\$ 1,502	\$ 988	\$ 915	\$ 1,080	\$ 2,081	\$ 1,602
Total Payroll & Related Expenses	\$ 21,636	\$ 13,379	\$ 11,911	\$ 12,426	\$ 26,933	\$ 16,820

Prepared by Li Chen



**Limited Service
Hotels Performance
Ratio To Sales by Location (2009)**

	Urban	Suburban	Airport	Interstate	Resort	Small Metro/Town
Occupancy (of Sample)	68.5%	62.5%	65.7%	60.0%	63.7%	59.5%
Average Size Of Property (Rooms)	144	112	128	87	137	83
Average Daily Rate	\$119.75	\$77.88	\$82.63	\$72.96	\$100.87	\$83.34
REVENUE						
Rooms	94.7%	97.4%	97.0%	96.8%	93.5%	97.8%
Food	-	-	-	-	-	-
Beverage	-	-	-	-	-	-
Other Food & Beverage	-	-	-	-	-	-
Telecommunications	0.3%	0.2%	0.3%	0.1%	0.3%	0.1%
Other Operated Departments	2.6%	1.1%	1.1%	2.1%	2.9%	1.0%
Rentals & Other Income	2.3%	1.3%	1.5%	1.0%	3.2%	1.0%
Cancellation Fee	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%
Total Revenue	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
DEPARTMENTAL EXPENSES						
Rooms	24.9%	23.5%	24.2%	25.0%	26.0%	25.3%
Food & Beverage	-	-	-	-	-	-
Telecommunications	216.5%	402.8%	306.2%	766.2%	217.5%	686.7%
Other Operated Depts & Rentals	2.6%	1.3%	1.6%	1.0%	2.8%	1.2%
Total Departmental Expenses	26.9%	25.2%	26.0%	26.1%	27.7%	26.7%
Total Departmental Profit	73.1%	74.8%	74.0%	73.9%	72.3%	73.3%
UNDISTRIBUTED OPERATING EXPENSES						
Administrative & General	9.1%	9.8%	9.4%	9.6%	9.5%	9.9%
Marketing	6.3%	5.7%	6.0%	5.9%	6.5%	5.4%
Utility Costs	4.7%	6.2%	5.5%	6.0%	5.6%	5.5%
Property Operations & Maintenance	4.9%	6.0%	5.9%	5.8%	5.6%	6.0%
Total Undistributed Operating Expenses	25.0%	27.7%	26.8%	27.2%	27.2%	26.9%
GROSS OPERATING PROFIT	48.1%	47.1%	47.2%	46.7%	45.1%	46.4%
Franchise Fees (Royalty)	0.1%	0.0%	0.0%	0.0%	1.0%	0.0%
Management Fees	3.1%	3.0%	3.0%	2.9%	3.3%	3.3%
INCOME BEFORE FIXED CHARGES	42.5%	41.3%	41.7%	40.2%	39.9%	39.2%
Selected Fixed Charges						
Property Taxes	5.9%	6.0%	5.7%	4.6%	3.5%	4.2%
Insurance	1.2%	1.5%	1.4%	1.4%	1.6%	1.4%
Reserve For Capital Replacement	2.0%	1.8%	2.2%	1.5%	1.1%	1.2%
AMOUNT AVAILABLE FOR DEBT SERVICE & OTHER FIXED CHARGES*	33.4%	32.0%	32.4%	32.7%	33.7%	32.4%
PAYROLL & RELATED EXPENSES**						
Rooms	16.0%	16.2%	16.6%	17.5%	17.1%	18.1%
Food & Beverage	-	-	-	-	-	-
Telecommunications	270.7%	142.3%	47.5%	0.00%	284.0%	1053.0%
Other Operated Departments	1.5%	2.7%	1.3%	2.9%	2.0%	1.5%
Administrative & General	5.0%	6.0%	5.4%	5.5%	5.3%	5.8%
Marketing	2.3%	2.2%	2.0%	1.8%	2.0%	2.2%
Property Operations & Maintenance	2.5%	2.9%	2.9%	2.6%	3.2%	2.7%
Total Payroll & Related Expenses	24.7%	26.1%	25.9%	26.0%	26.2%	27.1%

Prepared by Li Chen



Limited Service Hotels Performance Per Available Room by Location (2009)

	Urban	Suburban	Airport	Interstate	Resort	Small Metro/Town
Occupancy (of Sample)	68.5%	62.5%	65.7%	60.0%	63.7%	59.5%
Average Size Of Property (Rooms)	144	112	128	87	137	83
Average Daily Rate	\$119.75	\$77.88	\$82.63	\$72.96	\$100.87	\$83.34
REVENUE						
Rooms	\$ 29,530	\$ 17,646	\$ 19,632	\$ 15,734	\$ 23,062	\$ 18,018
Food	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beverage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Food & Beverage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 97	\$ 41	\$ 54	\$ 19	\$ 73	\$ 21
Other Operated Departments	\$ 804	\$ 199	\$ 223	\$ 336	\$ 715	\$ 192
Rentals & Other Income	\$ 723	\$ 230	\$ 311	\$ 171	\$ 792	\$ 185
Cancellation Fee	\$ 4	\$ 1	\$ 3	\$ 1	\$ 13	\$ 3
Total Revenue	\$ 31,158	\$ 18,117	\$ 20,223	\$ 16,261	\$ 24,655	\$ 18,419
DEPARTMENTAL EXPENSES						
Rooms	\$ 7,362	\$ 4,146	\$ 4,756	\$ 3,935	\$ 5,997	\$ 4,549
Food & Beverage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 212	\$ 167	\$ 166	\$ 148	\$ 159	\$ 145
Other Operated Dept's & Rentals	\$ 822	\$ 248	\$ 332	\$ 154	\$ 681	\$ 222
Total Departmental Expenses	\$ 8,396	\$ 4,561	\$ 5,254	\$ 4,237	\$ 6,837	\$ 4,916
Total Departmental Profit	\$ 22,762	\$ 13,556	\$ 14,969	\$ 12,024	\$ 17,818	\$ 13,503
UNDISTRIBUTED OPERATING EXPENSES						
Administrative & General	\$ 2,846	\$ 1,773	\$ 1,896	\$ 1,557	\$ 2,347	\$ 1,816
Marketing	\$ 1,975	\$ 1,030	\$ 1,219	\$ 954	\$ 1,602	\$ 1,004
Utility Costs	\$ 1,453	\$ 1,121	\$ 1,110	\$ 974	\$ 1,378	\$ 1,018
Property Operations & Maintenance	\$ 1,517	\$ 1,095	\$ 1,195	\$ 940	\$ 1,382	\$ 1,111
Total Undistributed Operating Expense	\$ 7,791	\$ 5,019	\$ 5,420	\$ 4,425	\$ 6,709	\$ 4,949
GROSS OPERATING PROFIT	\$ 14,971	\$ 8,537	\$ 9,549	\$ 7,599	\$ 11,109	\$ 8,554
Franchise Fees (Royalty)	\$ 748	\$ 501	\$ 499	\$ 590	\$ 451	\$ 721
Management Fees	\$ 974	\$ 549	\$ 608	\$ 478	\$ 823	\$ 607
INCOME BEFORE FIXED CHARGES	\$ 13,249	\$ 7,487	\$ 8,442	\$ 6,531	\$ 9,835	\$ 7,226
Selected Fixed Charges						
Property Taxes	\$ 1,828	\$ 1,084	\$ 1,157	\$ 745	\$ 858	\$ 776
Insurance	\$ 300	\$ 263	\$ 289	\$ 223	\$ 404	\$ 256
Reserve For Capital Replacement	\$ 613	\$ 333	\$ 446	\$ 240	\$ 279	\$ 216
AMOUNT AVAILABLE FOR DEBT SERVICE & OTHER FIXED CHARGES*	\$ 10,422	\$ 5,807	\$ 6,550	\$ 5,323	\$ 8,298	\$ 5,978
PAYROLL & RELATED EXPENSES**						
Rooms	\$ 4,427	\$ 2,698	\$ 3,035	\$ 2,654	\$ 3,923	\$ 2,994
Food & Beverage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 616	\$ 88	\$ 61	\$ -	\$ 233	\$ 136
Other Operated Departments	\$ 587	\$ 829	\$ 341	\$ 506	\$ 630	\$ 367
Administrative & General	\$ 1,358	\$ 944	\$ 922	\$ 820	\$ 1,215	\$ 960
Marketing	\$ 756	\$ 463	\$ 469	\$ 292	\$ 576	\$ 382
Property Operations & Maintenance	\$ 703	\$ 472	\$ 512	\$ 391	\$ 745	\$ 451
Total Payroll & Related Expenses	\$ 7,147	\$ 4,437	\$ 4,751	\$ 4,010	\$ 6,333	\$ 4,561

Prepared by Li Chen



U.S. Hotel Valuation Index (HVI)

-The transaction side of the business is somewhat reflective of stock market trends exhibited in late 2009 and early 2010, where growth was rampant despite only modest gains

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The transaction side of the business has increased moderately from the nadir witnessed in 2009, and fierce bidding is commonplace among cash-rich buyers.

- Eager investors try to outbid one another at the prospect of high future returns given the depressed per-room values from 2006 peaks

LODGING SALES ACTIVITY

Year	Number of Hotels	Change	Number of Rooms	Change	Average Price Per Room	Change
1999	420	—	66,737	—	\$92,557	—
2000	532	26.7 %	80,145	20.1 %	78,724	(14.9) %
2001	390	(26.7)	58,422	(27.1)	107,759	36.9
2002	442	13.3	72,895	24.8	70,448	(34.6)
2003	516	16.7	84,697	16.2	78,245	11.1
2004	701	35.9	121,474	43.4	84,140	7.5
2005	721	2.9	152,074	25.2	130,116	54.6
2006	630	(12.6)	127,007	(16.5)	158,523	21.8
2007	654	3.8	119,335	(6.0)	153,708	(3.0)
2008	379	(42.0)	50,796	(57.4)	123,976	(19.3)
2009	217	(42.7)	30,506	(39.9)	93,638	(24.5)
Year-to-date Through August						
2009	93	—	18,080	—	\$122,049	—
2010	113	21.5 %	20,926	15.7 %	134,647	10.3 %

Source: HVS



U.S. Hotel Valuation Index(HVI) History, Current, and Future

Overbuilt,
1990s
recession

HVI – U.S. HOTEL VALUE PER ROOM

Year	1987	1988	1989	1990	1991	1992	1993	1994
Value per Room	\$37,000	\$37,000	\$38,000	\$32,000	\$27,000	\$30,000	\$33,000	\$37,000
Percent Change	—	0.0	2.7	(15.8)	(15.6)	11.1	10.0	12.1
Per-room Change	—	\$0	\$1,000	(\$6,000)	(\$5,000)	\$3,000	\$3,000	\$4,000

911

Year	1995	1996	1997	1998	1999	2000	2001	2002
Value per Room	\$45,000	\$50,000	\$59,000	\$60,000	\$61,000	\$69,000	\$52,000	\$52,000
Percent Change	21.6	11.1	18.0	1.7	1.7	13.1	(24.6)	0.0
Per-room Change	\$8,000	\$5,000	\$9,000	\$1,000	\$1,000	\$8,000	(\$17,000)	\$0

Market absorbed
the supply

Year	2003	2004	2005	2006	2007	2008	2009	2010
Value per Room	\$51,000	\$65,000	\$82,000	\$100,000	\$95,000	\$81,000	\$56,000	\$65,000
Percent Change	(1.9)	27.5	26.2	22.0	(5.0)	(14.7)	(30.9)	16.1
Per-room Change	(\$1,000)	\$14,000	\$17,000	\$18,000	(\$5,000)	(\$14,000)	(\$25,000)	\$9,000

Strong
economy, lack of
overbuilt,
available
financing

Year	2011	2012	2013	2014	2015
Value per Room	\$83,000	\$105,000	\$126,000	\$137,000	\$142,000
Percent Change	27.7	26.5	20.0	8.7	3.6
Per-room Change	\$18,000	\$22,000	\$21,000	\$11,000	\$5,000

Real estate
market

Peak-to-Peak - Recovery Period - Early 1990's Recession

Peak-to-Peak - Recovery Period - Latest Recession

Source: HVS

Prepared by Li Chen

Rebounded

CURRENT CAPITALIZATION, EQUITY YIELD, AND DISCOUNT RATES

	Overall Capitalization Rates Based On:		Equity Yield	Terminal Cap. Rate	Discount Rate
	T-12	Year One			
Luxury	4% to 6%	5% to 7%	13% to 16%	7% to 9%	10% to 11.5%
Upper Upscale	5% to 7%	6% to 8%	15% to 18%	8% to 10%	11% to 12.5%
Upscale/Mid-Scale	6% to 8%	7% to 8%	17% to 20%	9% to 11%	12% to 13.5%

Source: HVS

-Cap rate is the relation between the value and Net Operating Income. With the same NOI, lower cap rate will have higher value.

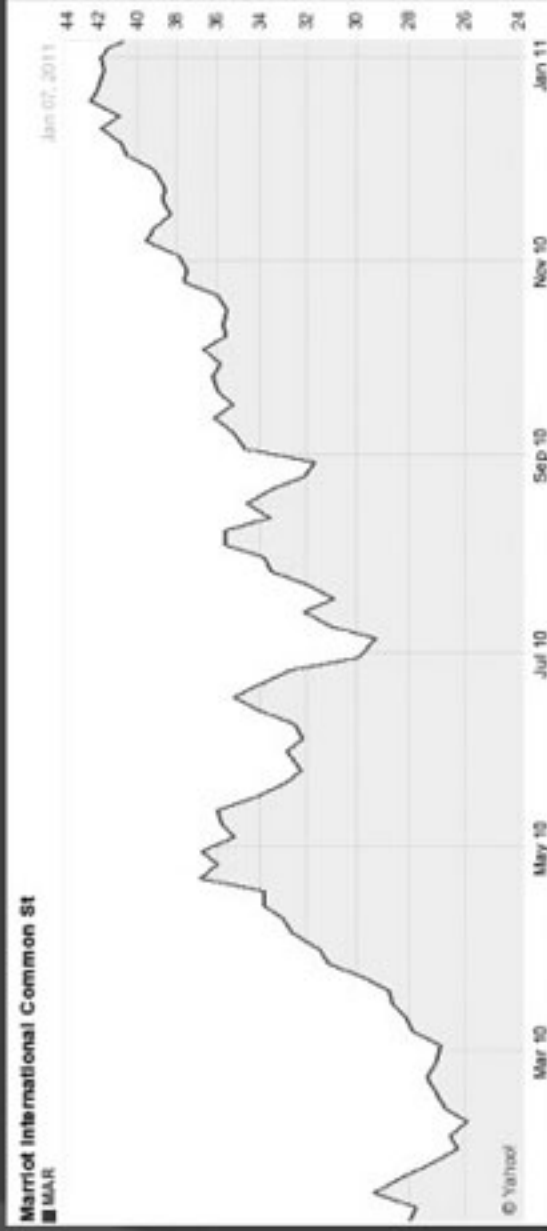
$$\text{Value} = \text{NOI} / \text{Cap Rate}$$

- This chart shows the relations of cap rate in different chains.

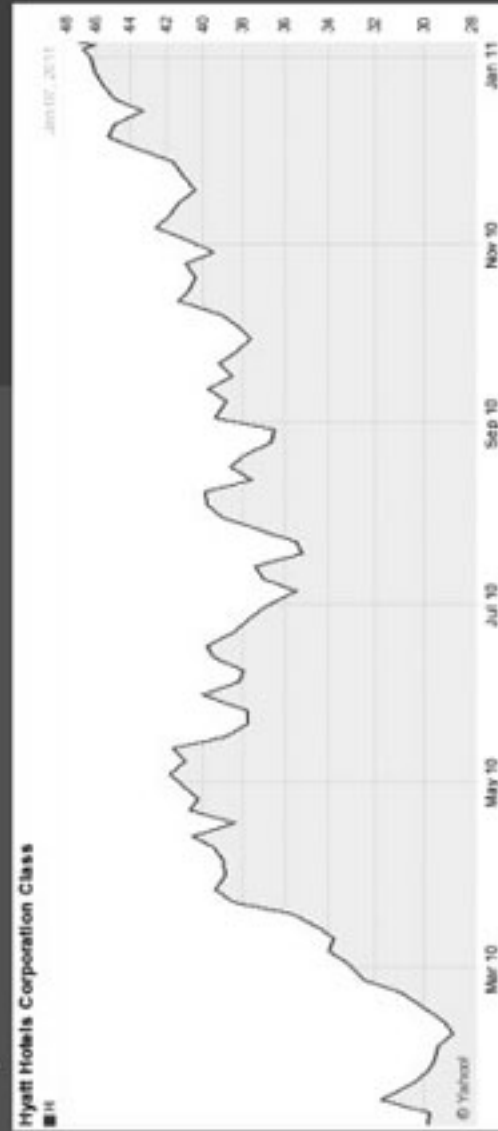


Lodging Stock Performance in 2010

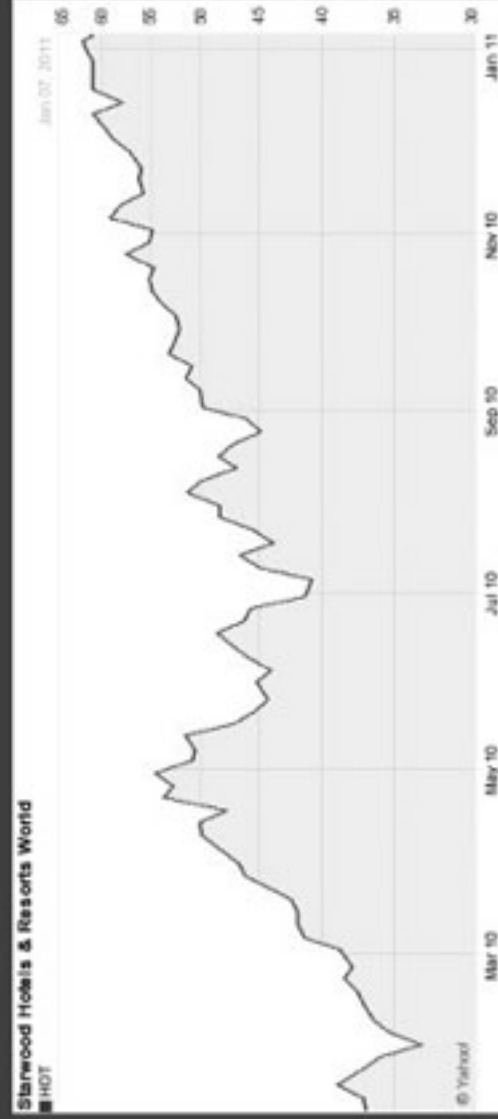
Marriott



Hyatt



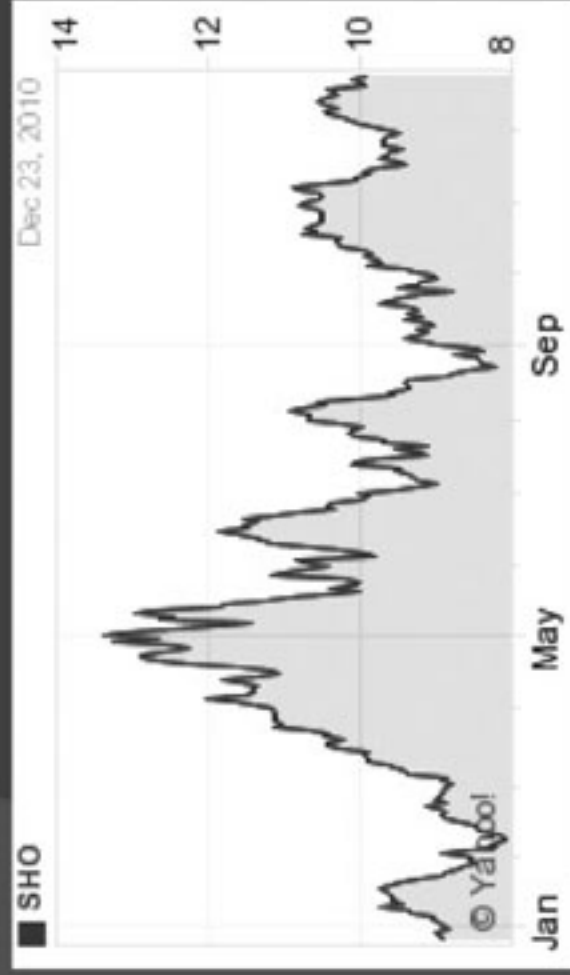
Starwood



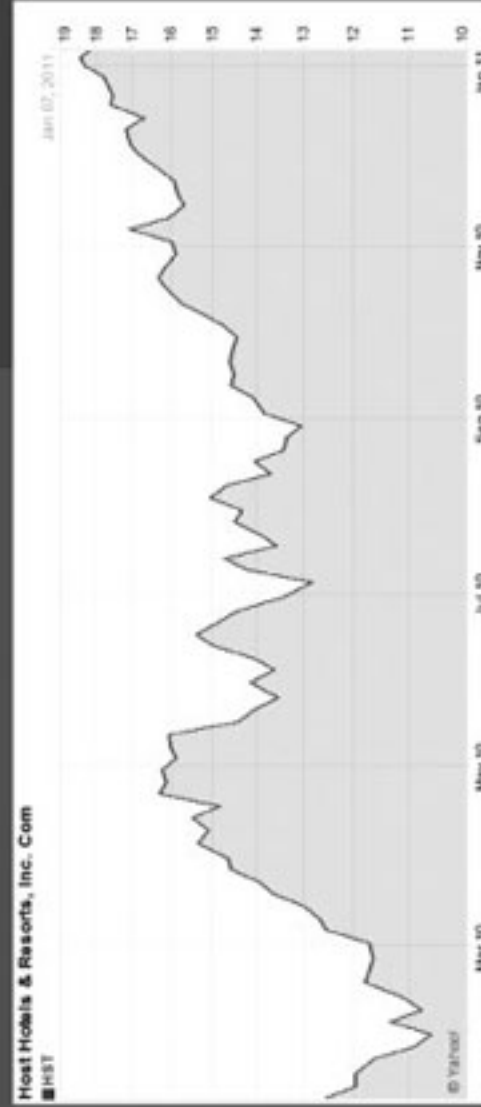


Lodging REITs Stock Performance in 2010

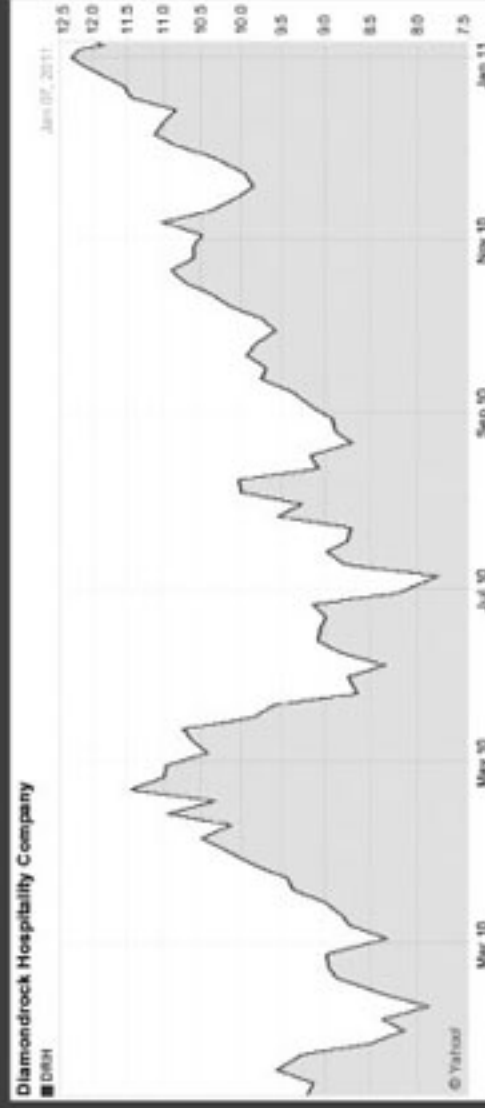
Sunstone



Host Hotels & Resorts



Diamond Rock



- Fluctuated
- New formed Lodging REITs late 2009
- Purchased properties in top 25 markets.

Prepared by Li Chen



Top Single Asset Transactions in 2010

Le Meridien, San Francisco, CA (360 Rooms)

-Purchase Price: \$143,000,000 (\$397,222/ Room)

-Buyer: Chesapeake Lodging Trust (REITs organized in June 2009)

-Transaction Date: December, 2010



Sheraton Delfina Santa Monica, Los Angeles, CA (310 Rooms)

-Purchase Price: \$102,800,000 (\$331,613/ Room)

-Buyer: Pebblebrook Hotel Trust (REITs organized in December 2009)

-Transaction Date: November, 2010

Royal Palm, Miami Beach, FL (412 Rooms)

-Purchase Price: \$126,100,000 (\$309,828/ Room)

-Buyer: Sunstone Hotel Investors

-Transaction Date: August, 2010



Hotel Sofitel – Lafayette Square, Washington, D.C. (237 Rooms)

-Purchase Price: \$95,000,000 (\$400,844 / Room)

-Buyer: LaSalle Hotel Properties

-Transaction Date: February, 2010

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Top Merger & Acquisition in 2010

Extended Stay Hotels

-Purchase Price: \$3.9 Billion

-Acquired by Centerbridge Partners, Paulson & Co., and The Blackstone Group

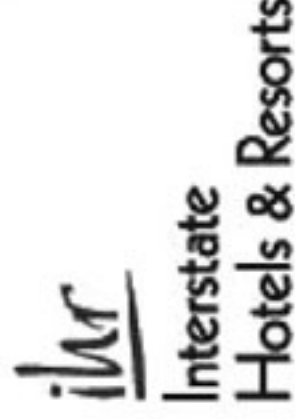
EXTENDEDSTAYHOTELS



Interstate Hotels & Resorts

-Purchase Price: \$307 Million (\$2.25/ Share)

-Acquired by Hotel Acquisition Co (50/50 joint venture of Jin Jiang International Hotel Corp Ltd and Thayer Lodging Group)



FAIRMONT ~ RAFFLES
HOTELS INTERNATIONAL

Fairmont Raffles Holdings International

-Purchase Price: \$467 Million (40% stake in Fairmont Raffles Holdings International and an option to acquire a hotel in Singapore for \$275 million)

-Acquired by Voyager Partners, an affiliate of Qatari Diar Real Estate Investment Co



Major Transactions by Chinese Investors

Investor : Shenzhen New World Group Co, Ltd



Sheraton Universal, Los Angeles, CA

- Purchase Price: \$90,000,000 (\$206,422/ Room)
- Transaction Date: January, 2011

Marriott Downtown, Los Angeles, CA

- Purchase Price: \$63,000,000 (\$134,328/ Room)
- Transaction Date: May, 2010



Investor: Haiyi Hotel Worldwide

Five hotels in San Francisco, CA

- Purchase Price: Nearly \$48,000,000
- Transaction Date: March 2010 – December 2010



Investor: Keck Seng Investments (Hong Kong) Limited

W Hotel, San Francisco, CA

- Purchase Price: \$90,000,000 (\$222,772/ Room)
- Transaction Date: July 2009



U.S. Lodging Market Outlook

Hoteliers: Cautiously Optimistic

- The U.S. economy remains in a precarious state, as mixed signals dominate the landscape. The economy is considered to be in a recovery stage, but at a slow pace.
- The recovery in the U.S. hotel sector will continue in 2011 and begin to accelerate in 2012.
- Assuming a full recovery in the economy, RevPAR is anticipated to rebound by 2013, exceeding its pre-recession level.
- Favorable industry supply growth should bolster demand recovery as 2011 lodging industry supply growth should be below historical average levels.



Prepared by Li Chen



Hotel Valuation Approaches

www.hvs.com



Prepared by Li Chen



Hotel Valuation – Three Approaches

Income Capitalization Approach

- Direct Capitalization
 - Value = NOI/Cap Rate
- Discounted Cash Flow

Sales Comparison Approach

Cost Approach



Prepared by Li Chen



Hotel Valuation - Income Capitalization Approach

Direct Capitalization

Value = NOI/ Cap Rate
 -Net Income is \$476,000
 -If Cap Rate is 6%
 -Value = \$476,000/6%
 = \$7,933,333

Rooms Revenue
 Multiplier
 -Rooms Revenue
 \$3,085,000
 -If the multiplier is 3
 -Value = \$3,085,000*2.75
 = \$8,483,750

Operating Stats (oplist or comp statements) - Summary
 Fiscal Year Ending October

	2009/10 Fiscal Year Ending October		2009 Calendar Year		2008 Calendar Year	
	Number of Rooms:	163	163	163	163	163
	Occupied Rooms:	35,070	33,706	39,316	39,316	39,316
	Days Oper:	365	365	366	366	366
	Occupancy:	58.9%	56.7%	65.9%	65.9%	65.9%
	Average Rate:	\$87.95	\$93.77	\$104.76	\$104.76	\$104.76
	RevPAR:	\$51.85	\$53.12	\$69.04	\$69.04	\$69.04
REVENUE		Percentage of Revenue	Percentage of Revenue	Percentage of Revenue	Percentage of Revenue	Percentage of Revenue
	Revenue	Room	Room	Room	Room	Room
	Available	Occupied	Available	Occupied	Available	Occupied
	Amount per Room	Amount per Room	Amount per Room	Amount per Room	Amount per Room	Amount per Room
Rooms	\$3,085	91.9 %	\$3,161	90.6 %	\$4,119	88.5 %
Food	141	4.2	209	6.0	316	6.8
Beverage	43	1.3	38	1.1	85	1.8
Other Income	88	2.6	83	2.4	137	2.9
Total	3,357	100.0	3,490	100.0	4,656	100.0
DEPARTMENTAL EXPENSES*						
Rooms	802	26.0	800	25.3	968	23.5
Food & Beverage	287	156.2	312	126.5	418	104.5
Other Expenses	72	81.7	64	76.9	75	54.8
Total	1,161	34.6	1,175	33.7	1,461	31.4
DEPARTMENTAL INCOME	2,195	65.4	2,315	66.3	3,195	68.6
UNDISTRIBUTED OPERATING EXPENSES						
Administrative & General	351	10.4	362	10.4	440	9.5
Marketing	258	7.7	265	7.6	252	5.4
Franchise Fee	237	7.1	269	7.7	364	7.8
Prop. Operations & Maint.	228	6.8	221	6.3	272	5.8
Utilities	201	6.0	185	5.3	224	4.8
Total	1,275	38.0	1,301	37.3	1,552	33.3
HOUSE PROFIT	920	27.4	1,014	29.0	1,643	35.3
Management Fee	84	2.5	87	2.5	126	2.7
INCOME BEFORE FIXED CHARGES	836	24.9	927	26.5	1,517	32.6
FIXED EXPENSES						
Property Taxes	203	6.0	216	6.5	226	4.9
Insurance	43	1.3	50	1.4	47	1.0
Miscellaneous	(20)	(0.6)	(5)	(0.1)	(0.15)	0.0
Reserve for Replacement	134	4.0	140	4.0	186	4.0
Total	360	10.7	410	11.8	488	10.5
NET INCOME	\$476	14.2 %	\$517	14.7 %	\$1,029	22.1 %
					\$15.33	\$6.316



Hotel Valuation - Income Capitalization Approach

Discounted Cash Flow

		Historical Operating Results																							
		2009/10			2010			2011			2012			2013			2015								
		163	59%	\$87.95	163	63%	\$94.16	163	66%	\$101.69	163	67%	\$109.83	163	67%	\$119.12	163	67%							
		35,070	%Gross	PAR	37,482	%Gross	PAR	37,482	%Gross	PAR	39,267	%Gross	PAR	39,267	%Gross	PAR	39,267	%Gross	PAR						
REVENUE																									
Rooms		53,085	91.9 %	\$18,924	507.5	53,329	91.5 %	\$20,423	588.82	53,529	90.7 %	\$21,650	594.15	53,993	90.2 %	\$24,497	5101.69	54,378	90.6 %	\$26,059	5109.83	54,509	90.6 %	\$27,663	5113.12
Food		141	4.2	864	4.2	170	4.7	1,044	4.54	221	5.7	1,358	5.90	287	6.5	1,759	7.30	299	6.2	1,833	7.49	309	6.2	1,888	7.72
Beverage		43	1.3	264	1.3	46	1.3	284	1.23	47	1.2	290	1.26	50	1.1	309	1.28	53	1.1	322	1.32	54	1.1	332	1.36
Other Income		88	2.6	541	2.1	92	2.5	565	2.46	94	2.4	576	2.51	98	2.2	603	2.50	102	2.1	624	2.55	105	2.1	642	2.62
Total Revenues		3,357	100.0	20,593	95.1	3,638	100.0	22,317	97.05	3,891	100.0	23,874	103.82	4,428	100.0	27,167	112.77	4,831	100.0	29,637	121.19	4,975	100.0	30,534	124.82
DEPARTMENTAL EXPENSES *																									
Rooms		802	26.0	4,920	22.7	878	25.2	5,140	22.35	871	24.7	5,345	23.25	933	23.4	5,724	23.76	967	22.1	5,934	24.26	996	22.1	6,132	24.99
Food & Beverage		267	156.2	1,762	8.9	302	139.3	1,851	8.05	314	116.0	1,925	8.37	332	98.4	2,035	8.45	344	97.0	2,108	8.62	354	97.0	2,171	8.68
Other Expenses		72	81.7	442	2.5	74	80.5	455	1.99	76	80.5	464	2.02	78	79.7	480	1.99	81	79.4	496	2.03	83	79.4	530	2.09
Total		1,161	34.5	7,124	33.1	1,254	33.4	7,446	32.39	1,261	32.4	7,734	33.64	1,343	30.3	6,240	34.20	1,392	28.0	6,537	34.91	1,433	28.0	6,793	35.96
DEPARTMENTAL INCOME		2,195	65.4	13,469	62.0	2,424	66.6	14,871	64.67	2,631	67.6	16,140	70.19	3,085	69.7	38,928	78.57	3,439	71.2	21,100	86.26	3,542	71.2	21,731	88.86
UNDISTRIBUTED OPERATING EXPENSES																									
Administrative & General		351	10.4	2,152	10.0	369	10.1	2,264	9.85	391	10.0	2,399	10.43	417	9.4	2,556	10.61	441	9.1	2,703	11.05	458	9.2	2,811	11.49
Marketing		258	7.7	1,585	7.7	268	7.4	1,644	7.15	276	7.1	1,693	7.36	291	6.6	1,786	7.41	305	6.3	1,870	7.65	314	6.3	1,936	7.68
Franchise Fee		237	7.1	1,453	6.5	250	6.9	1,532	6.66	265	6.8	1,624	7.06	299	6.8	1,837	7.63	326	6.8	2,014	8.24	338	6.8	2,075	8.48
Prop. Operations & Maint.		220	6.0	1,399	6.0	221	6.1	1,354	5.89	216	5.6	1,326	5.76	221	5.0	1,350	5.64	232	4.8	1,422	5.81	239	4.8	1,465	5.99
Utilities		201	6.0	1,233	5.0	209	5.7	1,279	5.56	215	5.5	1,317	5.73	226	5.1	1,309	5.77	237	4.9	1,455	5.95	244	4.9	1,499	6.13
Total		1,275	38.0	7,822	36.6	1,316	36.2	8,073	35.11	1,362	35.0	8,350	36.35	1,455	32.9	8,926	37.85	1,543	31.9	9,464	38.70	1,593	32.0	9,775	39.97
HOUSE PROFIT		920	27.4	5,647	26.4	1,100	30.4	6,790	29.56	1,260	32.6	7,782	33.04	1,630	36.0	10,002	41.52	1,897	39.3	11,636	47.58	1,949	39.2	11,956	48.09
Management Fee		84	2.5	516	2.0	109	3.0	670	2.91	117	3.0	716	3.11	133	3.0	835	3.38	145	3.0	889	3.64	149	3.0	936	3.74
INCOME BEFORE FIXED CHARGES		836	24.9	5,131	23.6	999	27.4	6,128	26.65	1,152	29.6	7,065	30.73	1,497	33.0	9,187	38.14	1,752	36.3	10,747	43.95	1,800	36.2	11,040	45.15
FIXED EXPENSES																									
Property Taxes		203	6.0	1,245	5.0	128	3.5	766	3.42	131	3.4	804	3.50	134	3.0	822	3.41	137	2.8	840	3.44	140	2.8	859	3.51
Insurance		43	1.3	265	1.0	44	1.2	272	1.18	45	1.2	277	1.20	47	1.1	285	1.18	48	1.0	294	1.20	49	1.0	303	1.24
Miscellaneous		(20)	(0.6)	(123)	(0.7)	0	0.0	0	0.00	0	0.0	0	0.00	0	0.0	0	0.00	0	0.0	0	0.00	0	0.0	0	0.00
Reserve for Replacement		134	4.0	824	3.8	146	4.0	893	3.89	156	4.0	955	4.15	177	4.0	1,087	4.51	193	4.0	1,185	4.85	199	4.0	1,221	4.89
Total		360	10.7	2,210	10.7	318	8.7	1,958	8.83	332	8.6	2,036	8.85	358	8.1	2,194	9.11	378	7.8	2,320	9.49	388	7.8	2,383	9.74
NET INCOME		5476	14.2 %	52,920	51.3	5681	18.7 %	54,178	518.17	5820	21.0 %	55,030	521.87	51,140	25.7 %	56,993	529.03	51,374	28.5 %	58,427	534.46	51,411	28.4 %	58,658	535.40

Forecast operating statement for 5 years



*Hotel Valuation - Income Capitalization Approach
Discounted Cash Flow – cont'd*

Total Prop IRR

Year	Net Income Available for Debt Service	X	Present Worth of \$1 Factor at 12.5%	=	Discounted Cash Flow
2011	680,952	X	0.888815	=	605,000
2012	820,000	X	0.789991	=	648,000
2013	1,140,000	X	0.702156	=	800,000
2014	1,374,000	X	0.624086	=	857,000
2015	1,411,000	X	0.554697	=	783,000
2016	1,451,000	X	0.493023	=	715,000
2017	1,491,000	X	0.438206	=	653,000
2018	1,531,000	X	0.389484	=	596,000
2019	1,574,000	X	0.346179	=	545,000
2020	18,528,000 *	X	0.307689	=	<u>5,701,000</u>
			Total Property Value		11,903,000

*10th year net income of \$1,617,000 plus sales proceeds of \$16,911,000

Use the Discount Rate
To calculate the value.



-Sales approach is popular and heavily-used approach

-Adjustments

- Market Condition Adjustment

1. May 10 – Today: No adjustment
2. February – April 10 = +5%
3. 2009 – Jan 2010: +5 to +20
4. Oct 2007 - 2008: No adjustment may be necessary
5. 2006 - First 1/2 of 07: -5 to -20%

Hotel Valuation – Sales Comparison Approach

Elements of Comparison	Subject Property	Sale #1 Days Inn Oakhurst Yosemite, Oakhurst, California	Sale #2 Sheraton Pleasanton, Pleasanton, California	Sale #3 Holiday Inn Laguna Hills, Laguna Hills, California	Sale #4 Marriott Riverside, Riverside, California	Sale #5 Quality Inn & Suites Bakersfield, Bakersfield, California
Sale Price		\$4,350,000	\$12,300,000	\$12,000,000	\$19,300,000	\$7,350,000
Number of Rooms	163	43	170	147	292	207
Price per Room		\$101,163	\$72,353	\$81,633	\$66,096	\$35,507
Date of Sale	Dec-10	March-10	January-10	July-09	June-09	August-08
Adjustments for Transaction Characteristics (Per Room)						
Property Rights Conveyed	fee simple	fee simple	fee simple	fee simple	fee simple	fee simple
Adjustment		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Adjusted Sales Price		101,163	72,353	81,633	66,096	35,507
Financing Terms		Cash Equivalent	Cash Equivalent	Cash Equivalent	Cash Equivalent	Cash Equivalent
Adjustment		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Adjusted Sales Price		101,163	72,353	81,633	66,096	35,507
Conditions of Sale		Normal	Normal	Normal	Normal	Normal
Adjustment		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Adjusted Sales Price		101,163	72,353	81,633	66,096	35,507
Market Conditions		Similar	Similar	Inferior	Inferior	Similar
Adjustment		5.0 %	5.0 %	10.0 %	10.0 %	0.0 %
Adjusted Sales Price		106,221	75,971	89,796	72,705	35,507
Adjusted Price		\$106,221	\$75,971	\$89,796	\$72,705	\$35,507
Adjustments for Property Characteristics						
Location/Market		Similar	Similar	Similar	Similar	Similar
Adjustment		0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Physical Condition/Facilities		Similar	Similar	Inferior	Similar	Superior
Year Open	1988	1990	1985	1977	1987	1999
Adjustment		0.0 %	0.0 %	10.0 %	0.0 %	(10.0) %
Other Revenue Sources		Inferior	Superior	Superior	Superior	Inferior
Adjustment		5.0 %	(5.0) %	(5.0) %	(5.0) %	5.0 %
Market Orientation (RevPAR)	551.85	\$69.70	\$46.08	\$69.12	\$75.48	\$29.48
Adjustment		(25.6) %	12.5 %	(25.0) %	(31.3) %	75.9 %
Cumulative Percentage Adjustment		(20.6) %	7.5 %	(20.0) %	(36.3) %	70.9 %
Net Adjust. for Property Characteristics		(21,902)	5,707	(17,952)	(26,401)	25,174
Adjusted Unit Price		\$84,319	\$81,678	\$71,844	\$46,305	\$60,681
Less Capital Expenditures		\$19,080	\$19,080	\$19,080	\$19,080	\$19,080
Final Adjusted Unit Price		\$65,239	\$62,598	\$52,764	\$27,225	\$41,601

Prepared by Li Chen



Hotel Valuation - Cost Approach

$$\begin{aligned} & \text{Improvement value} \\ & \text{Land value} \\ & + \text{Personal Property Value} \\ \hline & = \text{Asset Value} \end{aligned}$$

Cost approach is normally used for a newly-constructed building

Date of Query: December 13, 2010
Occupancy: select-service
Class: Class B
Height (Feet): 10
Rank: 3
Total Area (Square Feet): 116,923
Number of Stories (Section): 6
Number of Elevators: 2
Shape: 2
Number of Rooms: 163

Basic Structure	Unit	Cost Per SF	Total
Base Cost	116,923	\$46.55	\$5,442,952
Exterior Walls	116,923	19.63	2,295,277
Heating & Cooling	116,923	2.73	319,211
Elevator (s)	116,923	2.56	299,067
Sprinklers	116,923	3.05	356,627
Total Cost:			\$8,713,134
Rounded to:			\$8,700,000
Per Room:			\$53,374

A sample of building value by Marshall & Swift

Guest Returns on Employee Investment

"Welcome to the Holiday Inn San Diego North – Miramar!"

Thanks for staying with us!"

by Herman Lin

Can your desk agents, and other employees as well, say that (substituting your hotel's name of course) to your guests like they really mean it? Or have they been too worried about being laid off to give the guest the attention he deserves?

One of the many ways we have been able to come through the economic downturn is the commitment we made to our staff at the beginning of it. As long as everyone understood that the amount of hours they worked was directly related to occupancy and were willing, as a group, to work those reduced hours, no one would be laid off. This was important because our high levels of guest satisfaction are directly related to the low turnover rate in our staff. We didn't want to lose anyone if we could help it. As a result, we were able to maintain those high levels of satisfaction



while at the same time reducing labor costs. And as business improves we are able to shift seamlessly back into almost normal levels of staffing without the added expense and difficulties that come with training new employees. Not to mention escaping the expenses involved with numerous unemployment claims.

Like most businesses, we had to streamline our operations. Guest room upgrades were postponed. Vendor accounts were reviewed to make sure we were getting the best pricing. Inventory parts were re-established to avoid over ordering. Controls were set in place to ensure that the General Manager approved all orders of supplies for the various departments. Employees were cross trained to be able to fill in at other departments besides their own.



One area of operations that did not see cuts was Sales. In most instances, when revenue goals are not being met it's usually the heads in the Sales Department that get put on the chopping block. We recognized that by maintaining and improving relationships with our existing negotiated accounts we stood a better chance of not losing them to another property. Like most properties, we renegotiated with some of our clients who were being lured by lower rates to other hotels. Of course, we were also trying to lure companies from other hotels by the same strategy. In addition to lower rates we were including value added amenities like hot breakfast, free shuttle, free parking and complimentary Manager's Reception. Incentives were offered to travel managers to book with us.

None of these efforts would mean much if we didn't also take care to make sure our guests are satisfied. Because the only thing truly separating us from the hotel down the street in a rate-driven economy is the level of service a guest receives. By taking the time to spend time talking with our guests on an individual bases and anticipating their needs by providing suggestions (along with directions) for various dining/entertainment options in the area, or generally just making them feel welcome by offering a genuine caring attitude, we are able to show that we truly appreciate that they chose to stay with us. It's amazing how far a friendly conversation with someone far from home goes to show that we recognize their worth and value their business.



Which circles back to the staff. When we take care of them we have confidence that they will take care of our guests...who will be more likely stay at our property even when they could get a better rate somewhere else. Because they truly are Welcome to the Holiday Inn San Diego North-Miramar.



假日酒店賓客關係

一站式處理方式(OCR)常見的問題與解答

Holiday Inn Guest Relations

FAQ's for One Contact Resolution (OCR) process

本刊編輯部

問：什麼樣的投訴將由客戶關係部直接處理，什麼樣的投訴將轉交給相關酒店跟進？

答：關於服務／品質的投訴（例如衛生，服務）都將會直接由賓客關係部處理。其他類型的投訴（例如關於帳單或者預訂的問題）將會被48小時之內回饋到酒店來尋求解決方法。如果因為客人沒有收到回復又或者解決方法不適當，這樣的投訴需要第二次聯繫到賓客關係部的話，賓客關係部將會接管這個投訴。這種接管的投訴可能會造成最多不多於一晚的房費和稅費的賠償。

Q: What cases are handled immediately and what cases are referred back to the hotel for resolution?

A: Service / quality cases (for example cleanliness, staff service issues) will be handled in one contact by Guest Relations. Any other case types (for example a billing or reservation issue) will be referred to your hotel for resolution within 48 hours. If a referred case results in a second contact to Guest Relations, because the guest did not receive a response or the resolution was inappropriate, Guest Relations will take over that case. These take-over cases could result in compensation up to one night room and tax.

問：如果酒店在接到賓客關係部轉來的投訴後，沒有在48小時內給客人提供解決方法會有什麼結果？

答：如果因為客人沒有收到回復又或者解決方法不適當，這樣的投訴需要第二次聯繫到賓客關係部的話，賓客關係部將會接管這個投訴。這種接管的投訴將會造成最多不多於一晚的房費和稅費的賠償。請更新WEB GURU解釋說明清楚情況與解決辦法。

Q: What happens if a guest issue is referred to the hotel and the hotel does not resolve with the guest within 48 hours?

A: If a referred case results in a second contact to Guest Relations, because the guest did not receive a response or the resolution was inappropriate, Guest Relations will take over that case. These take-over cases could result in compensation up to one night room and tax.

Please update WebGURU with notes explaining the situation and resolution

問：如果我不同意賓客關係的解決方法，我可以提出異議嗎？

答：可以，您可以在網上填寫Executive Review Dispute表格。您可以在WEB GURU程式的左邊的連接找到這個表格（通過MERLIN能找到）。

Q: Will I be able to dispute a case if I don't agree with the Guest Relations resolution?

A: Yes, if you disagree, you can complete an executive review dispute form online. You'll find the form by clicking on a link of the left hand side of the webGURU application (found via Merlin applications)..

問：有沒有培訓資料或工具可供運作部門參考？

答：通過MERLIN可以找到“HOTEL RESOURCE GUIDE”，只需要在MERLIN裡搜索就可以找到。MERLIN同時提供有關於賠償的工具－OCR TOOL，通過applications可以找到。這個工具可以幫助您和您的員工在適當時解決有關賠償的問題。這個工具目前是按照美金運算的，我們建議您可以線上用貨幣轉換來獲得對用當地貨幣來賠償的更好的理解。

Q: Do you have any service recovery tools or training that I can pass on to my operations team?

A: There is a Hotel Resource Guide on Merlin and you can find it by searching for 'hotel resource guide'. We also have included a compensation tool called the OCR Tool via Merlin applications. This tool will help you and your staff, resolve guest issues with consistent compensation when appropriate. The tool is currently in US dollars, at this time we recommend using an online currency conversion tool for a better understanding of compensation with local currencies.

問：我可以在哪裡找到GR指數，還有我可以怎樣算出這個分數值？

答：您可以在MERLIN裡面的FACTBOOK找到一份叫Distribution Marketing Revenue Factory Overview Bundle的報告去找出您的GR指數。如果要手動地去計算出這個分數值，您需要知道的是：12個月入住房間總數以及由賓客關係部收到的關於服務和品質的投訴的總數。

$$\text{GR指數} = \frac{\text{關於服務和品質的投訴的數位 (12個月內)} \times 1,000}{\text{房間的入住數 (12個月內)}}$$

例如，在12個月入住房間總數是38,325，在同一時間段賓客關係部收到的服務和品質的投訴為11次。

$$\text{GR指數} = \frac{11 \times 1,000}{38,321} \quad \text{GR指數} = 0.28$$

Q: Where can I find my GR index and how can I manually calculate the score?

A: You can find out what your GR Index is by checking the Distribution Marketing Revenue Factory Overview Bundle report on FactBook (via Merlin applications). To manually calculate your score, you need to know your 12 month number of occupied rooms and the number of service / quality complaints received by Guest Relations. Once you know these 2 things you can work out your score;

$$\text{GR Index} = \frac{\text{Number of service quality complaints (in 12 months)} * 1,000}{\text{Number of occupied rooms (in 12 months)}}$$

For example, 38,325 occupied rooms in a 12 month rolling period and 11 service quality complaint in the same time frame;

$$\text{GR Index} = \frac{11 * 1,000}{38,325} \quad \text{GR Index} = 0.28$$

Turnover Costs and Performance Management

By Teddy Lin, Win Time Hotels



Human Resources is often a subject that can intimidate small business owners. That is why it is an important topic for every business owner and manager to understand. The idea of Human Resources or HR is exactly how it sounds: the management of your human resources (employee capital).

As a business, your current employee salaries and associated insurance policies will undoubtedly be one of your greatest overhead expenses. This fact alone should require you to focus more carefully on your employee workforce and their level of performance. With the economic trends as they are, small businesses and hotel operators are forced to consider any potential expenses to maximize profits. Innately, each employee can either be considered an expensive liability or an irreplaceable asset.

When an employee is not productive, they are your biggest expense. In order to cut costs, this sometimes means terminating poor performing employees. However, before you do so, consider the following.

Your property's employee turnover is a means to reduce bottom-line costs. While turnover and performance management are inevitable trends in the hospitality industry, hotel operators should be aware of the monetary cost of turnover and rehiring. The process, if not carefully considered and properly managed, can be very costly to a small business.

Some old school hotel operators hold fast to the habit of firing employees at the first sign of poor performance. Unfortunately, it can be more expensive to fire an employee and hire their replacement. Management needs to make the following considerations before terminating an employee:

1. The termination may result in potential unemployment cases and cause subsequent liability. (If you ever ask our esteemed board member, Chris Chiu, he will be quick to tell you how important it is to avoid unnecessary terminations to outweigh the adverse effect on your unemployment insurance premiums)
2. Also, consider the time and resources required to hire a new employee (print or internet "help wanted" advertisements, the time spent using a manager to interview candidates, etc.)
3. As well as the resources required to train and onboard a new employee (who may not be any better than the former employee!)

With these turnover considerations in mind, your management team will ultimately be equipped to make the right decision for your business.

If the final decision has been made to terminate an employee, be cautious of the legal liabilities you can incur from unemployment claims and discrimination litigation. Establishing a thoughtful performance management process can potentially save you hundreds of thousands of dollars in court.

Managers and supervisors have the responsibility to deal with poor performance in their hotels. However, performance management can be emotionally draining and legally risky. The goal should be to clearly communicate performance expectations and deficiencies to your employees. That way, your employees will not be surprised if they are not meeting expectations and are less likely to take you to court.

To be successful, your management team needs to have a plan that should include the following:

1. Identifying performance problems early and creating a plan to address them.
2. Providing the opportunity for employees to succeed and learn.
3. Maintaining the perception of fairness, consistency, and respect by the entire staff.
4. Setting high, but fair, standards and enforcing these standards of excellence.
5. Document all performance conversations.

If there is anything you take from this article, it is to document everything. Any and all performance discussions need to be documented—no matter how small the offense! Documentation is the key to ensuring a smooth, performance management process and it improves overall litigation defense. For example:

On 2/1/2011, General Manager Greg A. observed Suzy Q. making a personal phone call at

“



the front desk. When Greg approached Suzy, she said she understood the expectation and said she was “Sorry” and that it would “Never happen again”.

While Suzy may not be a problem performer, this could be her first step in the wrong direction. The earlier you identify and document a performance issue with an employee, the easier it will be for management to move forward with written warnings/corrective action and terminations. After the performance conversation takes place, the documentation does not need to be shared with the employee. It can be used as a confidential reference for managers.

In an Equal Employment Opportunity Commission (EEOC) litigation case, performance management documentation will always be “Exhibit A”. Therefore, the more detailed the documentation can be, the easier it will be for an employer to defend itself in court. Good documentation makes you more credible.

You have now received a very brief introduction on why a properly managed staff is the key to unlocking the full potential of your “Human Resources”. It is my hope that this article will help stress the importance of employee capital and empower your management team to make cost effective decisions.

Sexual Harassment Investigations

Basic Principles of Conducting Sexual Harassment Investigations

本刊編輯部

1. Prompt and Thorough

The investigation must be both prompt and thorough. Legal liability can often be minimized or even eliminated by a prompt and thorough investigation that provides an effective solution for all parties.

2. Potential Liability

Remember that the investigation involves more than the complainant. An improper or ineffective investigation can result in liability to the alleged victim, the accused, and even to other employees who believe that they also were retaliated against for participating in the investigation.

3. Who Should Conduct the Investigation

a. **Independent:** the person conducting the investigation must not be connected to the allegation in any manner and must be both unbiased and perceived to be unbiased.

b. **Informed:** the person must be aware of the laws and the relevant company policies related to harassment in the workplace

c. **Trained:** the person conducting the investigation should be somebody who is experienced and trained in dealing with employee complaints.

d. **Comfortable:** the person should be someone with whom the complainant and the accused would be comfortable talking – it is sometimes necessary to have two investigators working together

c. **Trained:** the person conducting the investigation should be somebody who is experienced and trained in dealing with employee complaints.

d. **Comfortable:** the person should be someone with whom the complainant and the accused would be comfortable talking – it is sometimes necessary to have two investigators working together

4. Confidentiality

The employer cannot promise the victim, the accused, or anyone else complete and absolute confidentiality. The interviewees should be informed that their privacy will be respected and that the information discussed will only be communicated for purposes of the investigation on a need to know basis. At the same time, the investigator must insist on confidentiality from the interviewees

5. Legitimate Until Proven Frivolous

Treat all claims/complaint as legitimate from the beginning of the investigation process until the investigation is concluded. Do not taint the investigation with preconceived ideas based upon the employee's reputation, the silliness of the complaint etc. BE OBJECTIVE... no matter what.

6. Notes and Documents

Written notes and materials will be generated in the investigation. The employer must prepare all documents with the understanding that the documents will be discoverable in a subsequent lawsuit and may be used as evidence against the employer.

7. Interview Protocol

a. Explain the Parameters: the interviewer should always explain the purpose of the meeting, the roles of the investigator, the confidentiality issues and the protections against retaliation.

b. Get the Facts: when interviewing the victim or alleged harasser, let them tell the whole story with minimal interruption and then go back and get all the details that you can (who, what, where, how many times, who were the witnesses, etc.). Determine the relationship of the parties. Get all the information you can from the witnesses as well. Ask open ended questions followed by good, pointed follow-up questions. Be a good listener.

c. Wrapping Up the Interviews: make sure you have all the details ("Is there anything you think I should know that we did not discuss?"). Remind the person about confidentiality and anti-retaliation. Consider getting the person to sign a typed statement of the information received, particularly the victim and the accused.

8. Pending Investigation

While the investigation is pending, you may have to separate the victim and accused. You may also need to take the accused out of the workplace. Consider implementing a suspension with pay pending investigation.

9. Completing the Investigation

After interviewing all potential and actual witnesses, prepare a summary of findings in writing. Where there are discrepancies, do not be afraid to do follow up interviews if necessary prior to preparing the summary. The summary should contain a summary of the accusation, the facts gathered during the investigation, and any necessary opinions and conclusions. Generally senior management or legal counsel should be involved in the process. Once the conclusion is reached any corrective action must be logically connected to the findings of the investigation. Some ideas for corrective action included: training, review of sexual harassment policies, transfer of work assignment/location, demotion, suspension, and immediate termination. The discipline should be reasonably calculated to end the harassment. In most investigations, you are going to want to explain the findings to both the complainant and the accused but not necessarily to the witnesses.

Staybridge Suites Irvine East/Lake Forest

By Gloria Wu



We proudly welcome you to Staybridge Suites Irvine East/Lake Forest, one of the hotels within the Win Time Hotels Group. Staybridge Suites Irvine East/Lake Forest is an all-suite hotel with roomy accommodations. But it's more than that. It's a place where guests get comfortable in ways they rarely expect. Maybe they're inspired by our warm, residential surroundings, or by our remarkable staff who create a unique spirit of friendship and family. Here, our guests thrive on being themselves. After all, when you're going to be away from home for a while, you want a place where you feel you can truly belong.

Staybridge Suites Irvine East/Lake Forest opened in March 17, 2006. It is located in Orange County near the I-5, I-405, and the 241 Tollroad. It is perfectly located for both business and leisure travelers looking for a hotel midway between Los Angeles and San Diego. The ease of access to the freeways allows any traveler to reach their Orange County destination – John Wayne Airport, Disneyland, Verizon Wireless Amphitheater, and local businesses – within minutes.

The hotel offers amenities and space that give our guests the comforts and warmth of home. Every room is your sanctuary, a place to decompress and unwind. We offer spacious studio, one- and two-bedroom/two-bath suites that are designed with that idea in mind. Each room provides a living space with a fully-equipped kitchen that includes a full-size refrigerator with icemaker, microwave, stovetop, and dishwasher. If you want to watch some flicks, each room comes equipped with expanded cable television and HBO movie channel.

For those that wish to work in their rooms, each suite has a work area separate from the living space. Available in each room is a large desk with ergonomic seating and a well-lit workspace. The in-room work area is open for business with complimentary wireless internet access and a direct-dial speakerphone with personalized voicemail and free local calls. While other hotels may charge you for internet access, we offer free "Wireless Anywhere", allowing you to have access to the internet anywhere in the hotel.



When you're going to be on the road for a while, sometimes it's the little things that keep you going. That's why we offer flexible services to make your extended trip that much easier. For instance, we have a 24-hour Business Center equipped with computers, laser printing, and internet access. Business supplies are complimentary and are available for your convenience. BridgeMart ©, our 24-hour convenience store, lets you stock up on easy-to-prepare meals, your favorite snacks, beverages, and sundries. Our complimentary Laundry Facility is also open around the clock for your convenience.

You never need to worry about breakfast because we provide a hot complimentary breakfast buffet featuring Wolfgang Puck Coffee or breakfast "On The Go!" When you come back from your daily activities, kick off your shoes and relax with us during our evening Sundowner™ Receptions featuring complimentary beer and wine. When the weather is nice, join us for our Wednesday night BBQs in the courtyard.

When you are not out and about and just want to stay at the hotel, we offer multiple amenities for your recreational needs. Onsite is a 24-hour Fitness Center equipped with treadmills and weight machines, geared towards helping you stay fit. If you are in for a game of basketball, our Sport Court lets you dribble around your opponents. We have multiple BBQ grills in the courtyard so you can cook your burgers or steaks just how you like them. Staybridge Suites Irvine East/Lake Forest also provides an outdoor heated pool and Jacuzzi – all of which lets you relax and bathe under the California sun.



Staybridge Suites Irvine East/Lake Forest offers two meeting rooms. Our rooms range from 870 ft² to 550 ft² and can be arranged to accommodate your needs. Our convenient Orange County, California location makes our venue perfect place for conferences, meetings, events, family reunion, and receptions.

Staybridge Suites Irvine East/Lake Forest, your home away from home. Come by and let us help you get comfortable!

For more information, please contact :

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We are Team Ramada!

by Stacey Imoto

Could your front desk agents put a smile on every guest's face as they enter your hotel? Could your front desk agent give out the service every guest deserves?

We as a Ramada can! We as Ramada employees ensure we continuously put smiles on all of our guests throughout their stay. We are able to provide excellent customer service with a smile on our faces because there is no 'I' in Ramada. We work closely with our employees and treat each other as family.

We are fully aware of the situation with the economy. People tend to travel less and most likely want to save more money then spend it with us.

The current situation may seem bad to us now but as Ramada employees we stick together and provide much customer service as we possibly can.

During the economic downfall we were also hit hard. We were not an exception. Of course everyone was scared. Every news we hear would be the increase number of laid off. We would come to work in fear not knowing if today is the day one of us would get laid off. We've also noticed some changes at work. Before ordering more supplies we would have to wait until we were down to our last box. We would have to be careful before making any guest room upgrades. All of the front desk agents were also trained to help the housekeepers as well as the maintenance staff.



Our fear was soon nowhere to be found. As the days passed our fear slowly started to disappear. We had nothing to fear about. All we needed to do was continue giving excellent customer service as we did before. Our job wasn't about coming to work in fear, but coming to work with a smile and ensure the guests were satisfied with their stay. Just making the guest feel like home would eventually bring them back to our hotel. Soon our attention was focused on how we as a Ramada could bring out the smile in all of our guests.

Now our Ramada is considered one of the best Ramada's throughout United States. We were given the award for being one of the best Ramada's, and only two Ramada's were selected from California. It is all thanks to our front desk agents bringing guest satisfaction to all of our guests. We were surprised how showing appreciation can make people feel so welcome.



It is all thanks to our staff that we are still standing on top. We as a Ramada will guarantee all our guests the satisfaction of feeling right at home. Hopefully your next visit to Anaheim could be with us and we will help every step of your way. Once you go Ramada Plaza Anaheim Resort you can never go back!



What Do Hotel Leaders Really Do?

本刊編輯部

While we're pondering the big issues of the day, i.e., When will ADR start growing? What's up with Egypt? How many plastic surgeries has Joan Rivers had? etc., many of us are also grappling with a more proximate question: Different from what they accomplish (occupancy, ADR, RevPAR, GOP), what do hotel leaders really do?

Perhaps you're thinking about your own development or ways to help your hotel management team get to the next level of performance. In either case, you know you've got to ultimately boil it down to characteristics and behaviors because anything less is just too squishy. Among the myriad of leadership theories and models that have been documented over the years, many tend to be, in my humble opinion, too abstract and difficult, if not impossible, to teach and/or assess. Is it any wonder people are confused and don't know where to start? (By the way, as of today, Google returns 28,900,000 "results" to a search for "Leadership Characteristics.") Upon closer examination, many of these models appear to be nothing more than creatively illustrated exhortations and re-tooled clichés. Seriously, has anyone's leadership performance ever been improved by spending some quality time with a picture of an eagle soaring over a scenic mountain vista?

Whenever I am asked which leadership model, I personally favor or recommend, I offer up the

"Nine Universal Leadership Characteristics" model without hesitation. Despite my continuous (but far from exhaustive) review and assessment of emerging leadership development practices, my answer has remained the same for many years. These nine characteristics are meaningful—and they make a difference. Let's take a quick look at the nine characteristics of leaders and their descriptions:

1. Charisma: Makes others proud to be associated with them. Instills faith, respect, and trust in them. Makes everyone around them enthusiastic about assignments. Has a gift for seeing what is really important for others to consider. Transmits a sense of mission.

2. Individual Consideration: Coaches, advises and teaches others who need it. Treats each person individually. Expresses appreciation for a job well done. Uses delegation to provide learning opportunities. Lets each person know how he or she is doing. Actively listens and gives indications of listening.

3. Intellectual Stimulation: Gets others to use reasoning and evidence rather than unsupported opinion. Enables others to think about old problems in new ways. Communicates ideas in ways that force people to rethink their own ideas in ways they had never questioned before.

4. **Courage:** Willing to persist and stand up for their ideas even if they are unpopular. Does not give in to group pressures or other's opinions to avoid confrontation. Able and willing to give negative feedback to others. Has confidence in their capability and wants to act independently. Will do what is right for the organization and others even if it causes personal hardship or sacrifice.

5. **Dependability:** Follows through and keeps commitments. Meets deadlines and completes tasks and assignments on time. Takes responsibility for actions and accepts responsibility for mistakes. Works effectively with little contact with boss. Keeps boss informed on how things are going. Is not afraid to take bad news to boss.

6. **Flexibility:** Maintains effectiveness and provides stability while things are changing. Remains calm and objective when confronted with many and different situations or responsibilities at the same time. When a lot of issues hit at once, handles more than one problem at a time, and still focuses on the critical things he about which he must be concerned. "Changes course" when the situation dictates or warrants it.

7. **Integrity:** Adheres firmly to a code of ethics and moral values. Does what is morally and ethically right. Behaves in a manner consistent with the organization and professional responsibility. Does not abuse privileges. Is a consistent role model demonstrating and supporting organizational policies and procedures, professional ethics and culture.

8. **Judgment:** Reaches sound and objective evaluations of alternative courses of action through logic and comparison. Puts facts together in a rational and realistic manner. Bases assumptions on logic, factual information, and consideration of human factors. Knows their limit of authority and is careful not to exceed it. Makes use of past experiences and information to bring perspective to present decisions.

9. **Respect for Others:** Honors and does not belittle the opinions or work of other people regardless of their status or position in the organization. Demonstrates a belief in the value of each individual regardless of their background, etc.

From this quick review, you've probably figured out that you're already demonstrating many of these characteristics to varying degrees. Splendid! I hope you're reaping the rewards and mentoring others. If, on the other hand, you spotted some potential "gaps" in your performance, the good news is most challenges can be overcome with a little study, active practice, and constructive feedback. Over the weeks to come, we'll take a deeper dive into each individual characteristic, including identifying what each characteristic looks like in a variety of situations and day-to-day application. Want to do more than just read this series? Click [HERE](#) and take a minute to rank order the characteristics in terms of their importance to YOU and your hotel management team. I'll share your input and anonymous feedback in our next installment. Now...go get some work done! By Bob Taylor

Why Is Upselling Important?

本刊編輯部

How Can Hotels Improve Revenue Directly from the Front Desk?

The importance of upselling at the front desk has increased over recent years due in large part to the changing methods of booking rooms. A well-managed upselling program can benefit all parties involved if done correctly.

The importance of upselling at the front desk has increased over recent years due in large part to the changing methods of booking rooms. The popularity of reserving rooms online from a third-party travel site, the property's website, or packaged with a flight and/or rental car means that the front desk agent's reception is often the first person-to-person interaction that guests experience. This trend gives the front desk agent the opportunity to become a member of the sales department by selling upgrades (upselling) to guests upon arrival. Upselling allows a property to maximize revenue from its occupancy and increase the ADR, or average daily rate.

The act of selling upgrades can benefit the property, the front desk agent, and the guest if there is a quality system in place. The benefits for the property include higher guest satisfaction and higher revenue/ADR. Proactively upselling can make a big impression on the bottom line, no matter the size of the property. For example, not

too long ago, a smaller, high-end, boutique property in the mid-Atlantic region, with less than 150 rooms implemented a new upselling program in 2007, and its upsell revenue jumped from \$20,000 in 2006 to \$120,000 in 2007. The following years' upselling revenue increased significantly as well: to \$145,000 in 2008, \$190,000 in 2009, and more than \$200,000 in 2010. The hotel paid for training and provided agents with upselling incentives; and even with such expenditures accounted for, the property increased profits by \$168,000 over the previous year.

The front desk agent has the opportunity to profit from an upselling program through a commission-based incentive program. For example, an effective incentive program that has been implemented at a number of properties (ranging from full-service luxury resorts to boutique and urban corporate properties) offers 5% of the upgrade amount; and thus the difference between the rate booked and the new (upsold) amount is added as a bonus to the agent's paycheck after the guest has checked out. For example, if a guest makes a three-night reservation at \$115/night, and the front desk agent sells an upgrade to the guest increasing the rate to \$145/night, the front desk agent's commission would be \$4.50 (5% of \$90) and the hotel would gain \$85.50 from the increase in rate.

Team and individual selling goals are also opportunities for a property to motivate front desk agents to upsell proactively. If the team, for example, achieves its monthly goal for upsells, the incentive percentage can be increased to 10% and paid retroactively. In 2010, at the small mid-Atlantic hotel referenced above, an agent had an annual upsell total just short of \$45,000; because her team made the monthly goals each quarter and so achieved the 10% bonus bracket, the agent earned an additional \$4,500 for the year. This kind of financial reward can be extremely motivating for staff. In this instance, the hotel realized an additional \$40,000. It should also be noted that guest satisfaction surveys were higher that year than in previous years – an all-around win!

Recognition-based rewards are also great tools to incorporate into an upselling program. Honoring staff for the most upsells, highest dollar average of upsells, and highest monetary amount of upsells can be recognized with cash bonuses, plaques, prime parking spaces, gift cards, or even lunch with the General Manager.

An incentive for converting a “walk-in” reservation is also an opportunity to consider. This type of selling may warrant a slightly larger commission percentage because there is a different level of skill and effort needed from the front desk agent. In these situations, an 8% to 10% “commission” may very well be appropriate.

As you can see, upselling is a win/win/win scenario for the property, front desk agent, and guest -- if done correctly.

How Can Our Hotel Upsell Properly?



Best Practices for Implementing an Upselling Philosophy

One of the most common mistakes the front office staff can make when implementing an upsell program is to establish “higher revenues” as the ultimate goal. That’s when a guest’s experience is almost always diminished. Instead, the focus must be placed on the guest and his/her comfort. When the agent is trained and incentivized to enhance the guest’s experience, the upsell progresses naturally.



Again, as the front desk staff is quite often the guest's first contact with the hotel, it's critical that the front desk agent "consult" the guest about the hotel – topics such as comfortable accommodations, appropriate packages, or guest room types, etc. Most frequent travelers report that front desk agents rarely make an effort to recommend any accommodation other than the one booked. On the rare occasion that an agent does make a recommendation, quite often the effort is a transparent attempt to "get more money" from the guest. There is no connection to the recommendation and the guest's needs. This approach can be very off-putting. The first step to successful upselling is a shift in focus and presentation; a keen awareness of the guest and sincerity regarding what that guest may require for comfort and satisfaction need to be the primary concern.

Agents must learn to recognize and anticipate the needs of the guests as well as have the proper product knowledge to make an educated suggestion of a more comfortable room option. For example, if someone is traveling with children and has booked a standard room, the agent could point out that the guest may be more comfortable being in a room type with a separate area, so that the parents aren't required to have an 8:30 bed time. Or perhaps someone staying for an extended amount of time would find value in a room that has more space. Oftentimes, guests don't fully understand the full range of room-type options that are available, and the situation should be approached in an informative and helpful manner, and never with a disparaging tone or remark about the currently reserved room. Again, the goal is to maximize the guest's experience.

How Do We Measure Our Front Desk Upselling Success?

Once an upselling program is implemented, it is critical to also commit to a tracking system that measures the results and impact and provides an accurate incentive payout. The tracking systems will vary among properties due to the different PMS in place, but there are aspects that should be universal. The system should be smooth and easy to process by the front desk agent. Incentives should be paid out after the guest has checked out and his/her payment has been received. The number of upsells, the average amount of upsells, and the total amount of upsells should be tracked on an individual and team basis.

A full-service resort on the west coast of Florida tracks its upsells in this manner:

The agent leaves the original reservation room type on the reservation but adds an "upgrade" charge for the amount, let's say \$20;

The agent makes a screen print of the reservation and highlights the upgrade amount, number of days, date, and initials (ID);

The agent gives the printout to the Front Desk Manager, who verifies the information;

The Front Desk Manager gives the reports to the payroll department, which applies it to the paycheck of the agent after the guest has departed and paid his/her bill;

Accounting also creates the upselling statistics reports for individuals and teams.

How Can HVS Train Your Staff to Upsell?

Historically, front desk agents have been viewed as the “front line” at a property. They handle guest requests, complaints, maneuvering through oversold dates, delivering promises made by group sales managers, etc. Consequently, when staffing the desk, management has looked for individuals with qualities such as diplomacy, confidence, charisma, and, quite often, nerves of steel.

While these traits still serve an agent well, the changing landscape of reservation-making has created the need for a new skill set for the front desk agent – the ability to sell effectively. Agents need to be trained properly on how to qualify the guest, use appropriate verbiage, assess availability, identify appropriate packages or promotions, and quote pricing. Upselling can seem daunting, but the rewards are indisputable – happier guests (translating to a higher repeat ratio), higher revenues, and better compensation for the agent.

A well-managed upselling program can benefit all parties involved if done correctly. To stay competitive, it is necessary that a property be able to adapt to the changes in the hospitality industry. There is a delicate balance between good customer service and quality sales that, if done properly, could amount to great success for an upselling program. Proper training and an energized front desk team will create the right atmosphere for a

productive upselling program with a great return on investment. HVS’s expert staff can help you create a customized program for your property, provide sales and customer service training for the frontline staff, and help you implement a tracking and rewards systems for the program. HVS Sales & Marketing Services can also help you instill a philosophy of upselling through personal training, webinars, tutorials, and more. For more information, please contact Leora Lanz at llanz@hvs.com.

HVS Sales & Marketing Services would also like to acknowledge Miss Lacey Hagen for her enthusiasm, attitude, and contributions to this article. Lacey is a Graduate Assistant at Temple University pursuing a Master's Degree in Tourism and Hospitality Management. She has a Bachelor's Degree in Sport Management from the University of Minnesota. Lacey has worked at the front desk of the Residence Inn Minneapolis City Center, as a Social Media Intern for the Minnesota Timberwolves, and as a Recreation and Front Desk Intern for the Tradewinds Island Resort on St. Pete Beach, Florida.

Filed Under Category Sales & Marketing

淺談 雇傭責任險 EPLI (Employment practice Liability Insurance)

誠品商業保險 張永祥 Sean Chang, Vice President

在旅館業中，目前我們已經聽到許多性騷擾和歧視相關的案件發生，在美國現今社會，對於旅館雇主來說EPLI的訴訟事件已經不再奇怪了，雇員可以因為任何的理由向雇主提出訴訟。一旦有訴訟事件的成立，結果不論是輸贏，雇主不但要花上心力與精神來為自己辯護，更需要花上深不見底的律師費。也因為有著這樣的風險存在，現今幾乎所有的旅館雇主已經購買雇傭行為責任保險EPLI來保護自己了。

在過去的幾年裡，雇主越來越意識到他們對於雇員的行為在法律上是有責任的。1990年至1998年，就業歧視的索賠金額在聯邦法院提出數字是之前的將近兩倍~ 根據統計數字從，單一訴訟平均的賠償金額從\$8,413增加到\$23,735。這幾年中經濟的起起落落，另外再加上加州勞工保險的改革之後，與工作有關的傷害必須要到MPN裡面去看醫生，假的工作傷害再也沒有辦法從那保險公司拿到巨額的賠償。至此 此後，律師與假的訴訟事件轉向與工作有關的責任EPLI訴訟大幅增加。在旅館業裡，我們也常聽到員工與員工間性騷擾的事件，或者是在解雇員工後，員工向雇主提出了不當解雇或者是歧視之類的種種訴訟。

What EPLI Covers? EPLI 涵蓋哪些?

EPLI保單不理賠與Workers' Compensation勞工保險，Bodily Injury人身傷害或Property-Damage財產損壞的損失，也不涉及其他特殊的保險種類。EPLI保單賠償與訴訟相關的訴訟金，判決金與和解費用（視投保保單額度而定），其保單涵蓋的對象是企業實體，前任和現任雇員，另外還有包含董事和管理者。



包蓋了各種在職場上相關的合法責任行為，包括：

- Discrimination歧視
- Sexual harassment性騷擾
- Wrongful termination非法解雇
- Breach of employment contract違反僱傭合約
- Negligent evaluation過失評價
- Failure to employ or promote未聘用或擢升
- Wrongful discipline不當管教
- Deprivation of career opportunity剝奪工作機會
- Wrongful infliction of emotional distress 不當造成精神痛苦
- Mismanagement of employee-benefits plans 管理不善的員工福利計劃

EPLI保單是建立在一個叫做claims-made索賠機制的基礎上。這表示著任何的索賠必須要在事件被告知時 (Claim-Made)的保單規範時間內必須要回報給保險公司，如此一來理賠才會被保險公司所接受。除此此外，該事件導致的理賠必須發生在某一特定日期或之後 - 通常應當是在EPLI最原始保單的日期開始時 (Retro Date* 關於這一點，務必要注意您的agent是否有幫您把好關)。有些保險公司提供延長回溯的日期，充分保護雇主在較早之前的索賠事件，身為雇主的你對於保單的內容應該要有正確的認識與了解，如此才能保護自己的身家財產。

EPLI保費?額度?自付額?

- EPLI的保費會因為公司不同的類型，大小，員工人數和業務上的風險而有所不同。保險公司同時也會進一步了解雇主公司的人事管理政策，以及潛在風險來決定EPLI的保費高低
- 您通常可以購買 EPLI覆蓋範圍與限度從 \$100萬到\$2,500萬美元。一般的旅館所購買EPLI的保額是\$100萬。
- 大多數員工行為責任保險會有自付額從 \$2,500 到幾萬塊不等，雇主可以自行決定，但有時保險公司有最低自付額要求。

案件分享- 性騷擾和濫用權力

大型連鎖旅館將支付37萬美元，並提供額外的救濟來解決生在旅館的性騷擾訴訟案件。這件訴訟聲稱該旅館雇主未能阻止旅館經理騷擾年輕的男性員工。

“溫德姆連鎖酒店支付37萬美元同性青少年騷擾，” 美國平等就業機會委員會新聞稿（2008年10月23號）。Wyndham Hotel Chain to Pay \$370,000 for Same-Sex Teen Harassment,” U.S. Equal Employment Opportunity Commission Press Release (Oct. 23, 2008).

評論和檢查清單Commentary and Checklist

其中一名前僱員表示他在這樣的工作場所受到了嚴重性騷擾的羞辱。他聲稱每個在這裡工作的人都知道有這樣的情形，但是每個人都不以為意，只是覺得好笑。性騷擾時有所見但是很多時候的界線是很模糊的（如所聲稱受到性騷擾的僱員），當訴訟案件成立，被告的行為被調查單位開始進行審查，這時後對於責任的判定往往是在於是否能確定了被告濫用了他或她的在工作環境中被授與權力。

年輕的員工是新來的員工：經驗不足和不熟悉職場上的相關法律。騷擾者是飯店經理：有經驗的管理者，有熟悉的人脈與強勢的領導作風。在訴訟事件發生的同時他的行為，不僅讓一般人有著違反職業風範的道德觀感，法律也會站在保護弱勢新進僱員的這一方。

這一案例還突顯出一個事實，在工作場所中被性騷擾的男性或女性，其騷擾者有可能是男性或女性，並沒有性別上的特殊性。2007年，在EEOC平等就業機會委員會的紀錄中，性騷擾訴訟事件從2000年到2006年一共上升了7%。此外，男性提起訴訟案件在90年代初在的 9%，現在已經跳昇到12%。

不受歡迎的性挑逗，要求性方面的好處，以及其他口頭或身體行為與性有關的構成所謂的性騷擾時，這種行為或明或暗地影響了個人的就業，不合理地干擾個人的工作表現，或者創建一種恐嚇，敵意或冒犯的工作環境，這些對於旅館雇主都有著相當大的管理風險。

關於性騷擾，我們要有的正確觀念應該要有以下所列

- 受害人以及騷擾者可能是女人還是男人。
- 受害人不一定是異性。
- 騷擾者可以是受害者的主管，代理人，雇主，主管在另一個領域，一個同事，還是非僱員。
- 受害人沒有被騷擾的人，但可能是任何人受到攻擊行為。
- 非法的性騷擾可能發生在沒有傷害或解除經濟的受害者。
- 騷擾者的行為必須是不受歡迎的。

既是淺談，就談到這裡，說真的EPLI的故事與案例說一天都說不完，若您有任何問題或意見分享，請與我們聯絡。

淺談 資料保護責任 (Cyber Liability)

由 SpiderLabs 在2010年所發布的一項研究顯示，在2009年個人資料及信用卡遭駭客入侵案件有百分之三十八 (38%)是發生在旅館飯店業。這數據遠遠領先金融服務行業 (19%)，零售業 (14.2%)，及餐廳和酒吧 (13%)。

為什麼駭客愛上飯店業？答案是，因為旅館飯店的資料庫裡有社會平均收入較高階層的個人信用卡資料。而在資訊安全保護系統性不足的飯店裡，駭客們往往可以用最簡單的方法，取得信用額度較高的信用卡資料群。而且若不被發現，這些資料可以是源源不絕，天天更新。

更何況，在過去幾年經濟不景氣的打擊下，大多數旅館飯店業主都致力於削減開支的，對於資訊防護安全系統升級的意願更是大多延滯了。當旅館飯店資訊儲存系統的防火牆和加密程序出現漏洞時，就是駭客盯上你的好時機了。

想想，更讓人心驚的是，若是你擁有數家旅館，所有資訊系統都相連且出現類似防火牆系統的漏洞，那麼駭客是否可以輕易的竊取您所有客人的信用卡資訊？從一個旅館到下一個旅館，資訊系統全都連鎖，說到這裡你覺得你會不會是駭客的最愛呢？所以計劃升級系統的加密措施勢在必行，因為這惱人的安全威脅不容忽視。



誠品商業保險 張郁芬

Chris Chang Dumortier, Vice President

要進一步提醒所有飯店旅館業主的是，依現今美國多州的法令要求，如果，因為您公司系統的疏忽而導致任何第三方的個人資料外洩，州或聯邦法律可以要求你“依照各州規定”通知每個可能受到影響的人。想想藉時，你將被強迫付出昂貴的代價將這傷害自己公司名譽的消息以書面方式傳遞出去，在則，還可能要提供免費信用卡消費紀錄追蹤，以降低損害範圍。這樣花大錢卻不了事，確實是“賠了夫人又折兵”。而下一步，根據事情嚴重程度和範圍，聯邦貿易委員會 (FTC) 可前來調查您，考察和評估您公司對客戶資料的保密設施，當然接下來的罰款更是要讓您大大的頭痛了。最後，也是您最嚴重的風險，便是訴訟或甚至是集體訴訟，這可以耗盡你的一生的心血與努力。常常跟自己的認識老久的朋友客人開玩笑說：在美國當老闆千萬別拿訴訟費當學費，因為隨隨便便都是等同好幾棟台灣“透天厝”的損失。所以，身為企業主的您，千萬別忽視你所面對的風險!!

以下舉幾則實例與您分享：

例一， Destination Hotels and Resorts，在去年通知客戶“信用卡系統”可能已遭駭客入侵破壞。損失，共計幾十萬美元，平均為 每張新用卡被盜用在 \$ 2,000元至 \$ 3,000元，估計大約有 700張信用卡號碼被盜用。

例二， 例二，過去一年，Wyndham Hotels對其客戶發送一份聲明中說，他們的住房預約系統在2009年11月7日到2010年1月23被駭客侵入多達 31間酒店。雖說 Wyndham Hotels 已經加強也提升了其資料保密的安全技術，但接著要面對的恐怕不只是許許多多客戶的抱怨，更可能要面對的是那曠日費時又昂貴的官司訴訟。

通常需要數月，這些資料系統遭駭的旅館飯店才會驚覺事情的嚴重性，原因是因為這些駭客通常對以小額消費來測試持卡人的警覺性，駭客們可以以一天只“幫你花”\$ 10元來測試，等時機成熟才出手做一次最大最後的信用消費。這時後飯店業才收到客戶抱怨時，已經為時已晚。

所以資料保密安全應該是您企業文化裡根深蒂固的一部分，下面分享一些基本的步驟提供給您的旅館飯店可以採取的保護措施。

- 有些錢真的不能省：該花在建立良好資料保密系統的錢不能省。問問自己，防火牆是否夠好，電腦系統是否有在一定時間內做密碼更新。
- 教育：教育你的員工，不必要收集的個人資料，不要收集。例如，不需要問生日就別問生日，不需要問客戶住家地址，就不要問住家地址。
- 追蹤：員工有戶名和密碼用於建立追蹤機。獲得客戶資料的員工，必須清楚知道，您的電腦系統，是可以知道誰獲得及輸入客戶資料。無形的認知壓力，可以減少內神通外鬼的狀況發生。
- 碎紙機：努力用你的碎紙機吧！任何列印出來但無需或不該保留的客戶資料，通通務必攪碎。

最後，如同其他所有你可能面對的緊急事件，您該做的是公司內部必須規劃一個緊急應變措施。如何找到應變團隊專家，在一旦知道系統遭駭客入侵及客戶資料被竊，能夠及時做出適時的回應，並做出適當的行政決定來控制或降低損害。

與您淺談到此，如果您還有其他想問的問題，或者我們還能為您多做什麼？請讓我們為您服務。



How to Achieve 100% Occupancy & High Rates

本刊編輯部

1. Train and motivate front desk to set the goal of 100% occupancy
2. Lead by example – monkey see, monkey do
3. Up-sell
4. Create incentive bonus programs for employees
5. Observe employee productivity and effectiveness
6. Conduct sales meeting
7. Set daily, weekly, monthly, and yearly objectives/goals
8. Conduct reservation re-confirmation on sold-out night
9. Always ask for ETA time
10. Encourage guest to notify the hotel if ETA changes
11. Use system to show-show, tell-tell
12. Work at front desk two hour each shifts
13. Use and inspect front office log books
14. Use front office manual
15. Inspect front office log books and night audit book
16. Make sure you have adequate supplies so that all rooms are in working order
17. Monitor room inventory to be sure that all rooms are available
18. Inspect new day reservations for correct rates, E.T.A., 48 hour cancellation policy and phone number
19. Know your competitors rates
20. Put out daily memos and rate instructions
21. Raise rates according to supply and demand
22. USE TWO NIGHT MINIMUM METHOD
23. Eliminate no shows
24. On low days, ask other properties to send you business
25. No 4:00pm holds on busy days
26. Use comment lines on computer screen
27. Call Central Reservations twice a day to check for cancellations
28. Yield management
29. To reduce or eliminate “no-shows” first, get authorization on arriving in guest credit cards to make sure they are valid. Call and reconfirm reservation 72 hours prior to arrival and inform guest of the “no-show” policy of charging one night on their credit card. If guest has no credit card, inform them that you must have a cashiers/s check prior to arrival in order to hold the reservation.
30. Please ask the reservation clerk to say the following to potential guest: “Sir or Man, for any reason that you cannot make the ETA of _____ please call us on our toll free number, and let us know if you and your family are okay, looking forward to seeing you soon, thank you.

綠色旅館有哪些措施

本刊編輯部

目前台灣旅館業者流行打造頂級奢華的精品汽車旅館，裡面的設施應有盡有，渡假所需的消耗品一樣也不少。然而在國外，卻逐漸流行綠色環保旅館，這些環保旅館時常成為有環保意識的民眾出遊時，優先指定的落腳處。

出過國的人都知道，國外的旅館大都不提供旅客一次即丟的盥洗用品，以避免浪費資源，有需要的旅客可以向櫃台購買。除此之外，國外的環保旅館還有哪些措施呢？

《節能減廢 降低環境衝擊》

根據美國綠色旅館協會(Green Hotels Association)定義，綠色環保旅館為其管理者致力導入節能、節水、降低固體廢棄物與污染等措施，並同時節省營運費用之環境友善的設施。符合以上定義之環保旅館，必須導入諸如：鼓勵旅客重複使用毛巾與浴巾、全面安裝節能與節水產品、提供當地有機與公平交易(fair trade)食物、以及使用綠色建材等措施等。

許多的綠色改善措施，對一般旅館業者來說是個大動作；尤其是營運中的旅館，對於既有硬體上的改變，往往不是那麼容易，通常需要透過逐步汰換，或是利用重新裝潢階段來導入。但新規劃設計的旅館，便可在設計階段請建築師或是相關專家納入設計，或是請綠色旅館相關協會組織協助導入，甚至輔導其取得相關認證。

《環保認證 擦亮綠色招牌》

以美國來說，綠色旅館相關標章與認證制度多達十餘種，例如美國環保標章Green Seal的環

保旅館設施認證、美國綠色旅館協會會員認證、美國綠建築協會LEED綠建築認證、美國環保署綠色能源夥伴認證、美國環保署國家環保效能追蹤承諾、美國內政部傑出環保獎章、ISO 14001環保認證、綠色之星認證等。

取得相關認證的綠色旅館不僅可以協助旅館降低營運費用，並且在目前環保風氣盛行的年代下極具行銷作用。國外旅館相關雜誌與網站，每年均會報導綠色旅館相關新聞，並且有年度綠色旅館票選排名活動，這些動作均讓被點名的綠色旅館詢問度大增。

《綠色旅館 成為媒體新寵》

去年最風光的綠色旅館，便是全世界第一棟取得美國LEED黃金級綠建築認證的美國佳雅納巴谷旅館(Gaia Napa Valley Hotel)，更值得一提的是，該旅館是由華裔企業家張文毅先生所建造，此舉讓張文毅先生，成為全美兩百多家媒體追逐的對象，可見綠色旅館已成為多數人關心的話題。

目前已有多家龍頭旅館業者表示，從明年起將不再供應一次性盥洗用品，然而停止提供一次性盥洗用品這個動作只是一項簡化的「響應環保」運動，跟國外大多數的一般旅館比起來只能算是基本動作。台灣的旅館要朝向環保旅館邁進，仍然有許多努力的空間，有心的旅館業者可以參考以上國外綠色旅館的作法，或是透過環保署與觀光局合作制定之「旅館綠色標章」制度(目前尚未實施)，來打造真正的綠色旅館，讓台灣的旅遊業「綠」起來！

綠色先鋒上海的環保酒店

在URBN，環保不是隨便說說的口號，而是實實在在的行動。客人無論是睡覺、吃飯還是享用下午茶，都是在完成一項事業：為綠色未來掏了腰包。除了遵循環保理念搭建起來的建築和配套設施，URBN還為旅客提供消除旅程中“碳足跡”的方法，即通過購買碳積分，讓旅客擁有“碳中和”的綠色上海之旅。環保意識極強的URBN酒店在國內尚是首家，開業不久，影響卻是巨大而廣泛的。

綠色酒店，從自身做起

URBN酒店坐落在上海膠州路上，小馬路上車輛穿梭往來，熙攘熱鬧，而進到URBN卻是另一番世界，一股清新氣息躍然而來：大片的蒼翠竹林，水渠，噴泉，露天花園，設計感很強的建築外觀，整個人頓時靜了下來。這裡沒有一般酒店的旋轉門，需要自己推開落地窗式的大門，讓人一進門就意識到URBN的特別之處：一家地道的綠色環保酒店。

URBN酒店的前身原本是一所廢棄的舊倉庫，整體裝修採用舊物再生的材料，節約成本又無需新的耗材。走到前台，一面“皮箱牆”一下子把人帶回舊時年代，原來是由34隻舊皮箱拼起來的一面牆，有些箱子拉開來還可以放東西，可以想見，主人為了淘到這些舊箱子自是費了不少力氣。牆壁的磚是蘇州舊房拆遷時收來的老青磚，也有本地的舊磚，一些磚上的編號尚且清晰可見；回收而來的上海老木材，用於地板、門和電梯上的木頭裝飾部分。URBN酒店現在共有26間客房，客房外有大片架起來的竹竿，好似上海弄堂裡的晾衣架，夏天爬滿植物遮擋烈日，冬天又能給大片陽光開闢空間，很有創意。

本刊編輯部

創辦這一切的是兩名居住中國多年的老外，Scott Barrack是美國人，Jules Kwan則來自澳大利亞悉尼，“無源太陽能天窗、雙層玻璃、低有機揮髮油漆、低瓦數照明系統，還有，特殊的水冷式空調不再需要氟利昂，成本雖然稍微高了些，但更節能環保。”Jules頗為得意地介紹。

碳中和，為未來買單

縱觀整個Urbn 酒店的設計和裝飾，Jules和Scott傾注了極大心血，舊物新用本已節約了用料，而偏偏做出來的酒店又是設計感極強，創意和用心程度都讓人讚賞，最可貴的是URBN酒店和“環保橋”（Climate Bridge，一家倡導通過市場行為減少溫室氣體排放的機構）簽署了協議，打造出這家碳中和酒店，開國內風氣之先。

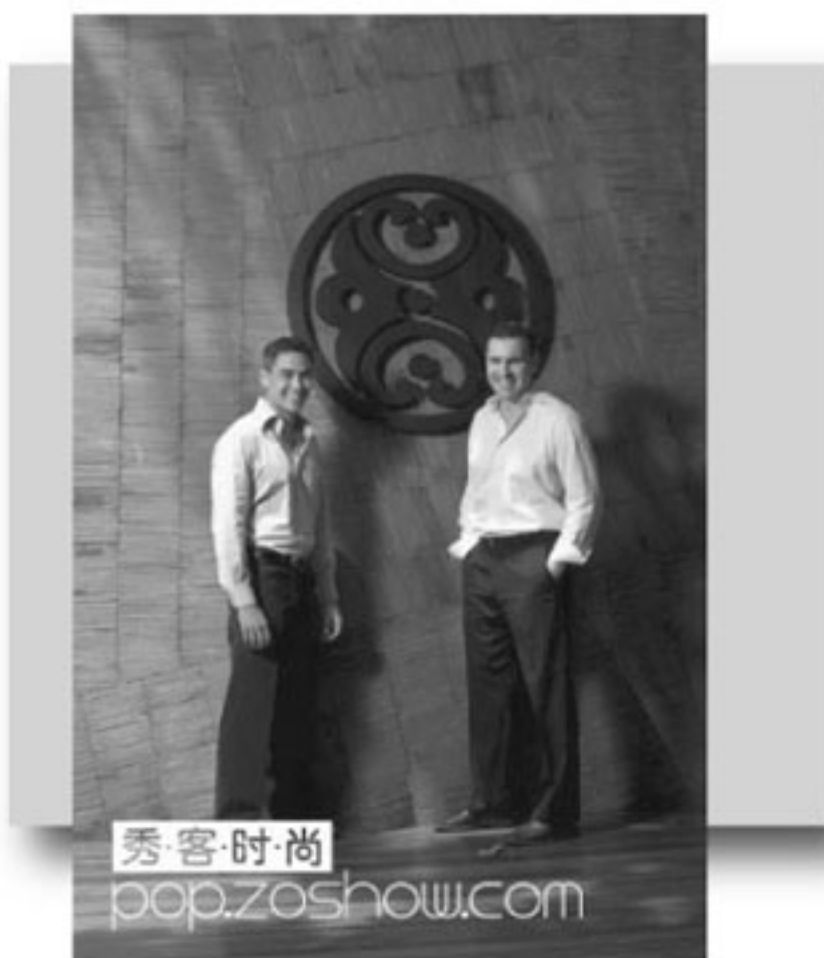
比如，URBN酒店會盡量減少酒店物業的二氧化碳排放量，而對於無法減少的排放量，“環保橋”將根據酒店的能源消耗，其中包括員工交通、飲食輸送以及每位客人使用的能源，來計算碳排放量，而URBN會購買同等數量的碳配額以消除“碳足跡”。所有從環保橋購買的碳配額均按照全球性非政府組織，如《聯合國氣候變化綱要公約》（UNFCCC）及IETA訂下的嚴格環境準則獨立驗證。所得收入將投資於一項中國的潔淨能源項目，包括風力發電廠、水力發電站、能源效益項目及農作物氣體收集項目等。

“客人還可以購買碳積分來抵消他們飛行中的碳排放，而所有積分都是被聯合國認可的。例如，從歐洲飛到中國，碳積分購買大約40到50美元。”Jules說，很多旅客都會主動購買，“環境污染的問題是可以解決得更好一些的，只要把錢放在關鍵處！最好的方法是讓人人都明白環保的重要性，都來為環保買單！”

URBN酒店的種種自願行為，是基於Jules 和 Scott對中國這個發展和環境惡化都很迅速的國家的深刻理解。看著酒店南面外牆，如蔭的植物成了天然的綠色窗簾，Jules說，能在最藍的天空下生活絕對是幸福的事情，URBN把他和理想拉近了整整一大步。

名詞解釋：碳中性

碳中性是一種施行環保的方法，通過大氣效應，比如通過提高能量效率，提高氣體採集技術來減少有害氣體。通過可更新的能源，比如風、太陽能、生物和水利能源發電，來抵消和減少碳排放。



對話Jules Kwan

EL：為什麼會建造URBN這樣一家環保酒店？

J：我的故鄉悉尼是座非常美麗乾淨的城市，有很藍的天空。我在中國生活了8年多，為了下一代還能有藍色的天空，我們應該為環保做些事情。酒店業是消耗能源非常嚴重的行當，如果能建一座環保酒店，對環境的貢獻是很大的。

EL：你認為中國現在的環境如何，造成這個現狀的原因是？

J：中國人口眾多，近年來發展又十分迅速，對資源的需求量自然很大，由此造成的污染也很嚴重。造成現狀的原因很多，比如汽車的大量購買，還有人們的環保意識不夠吧。

EL：為何開在上海？從構想到設計是怎樣的？

J：正好我在上海生活，和Scott有了這個想法之後就開始準備，一邊選址一邊做設計，主要是由Aoo Architecture公司完成。老倉庫格局也沒怎麼改，主要是舊物再用，有些成本稍微貴些，比如那個水冷式空調，但很環保，還是值得。

EL：自開業以來，效果和影響如何？

J：酒店的入住率很高，很多人慕名專程來體驗，我想通過URBN會有更多的人對環保感興趣，會越來越好！我們也在籌備下一家URBN。

地球上最環保的酒店 – Gaia Napa Valley Hotel

蓋雅那帕谷飯店 (Gaia Napa Valley Hotel) 近來頻頻登上美國各大媒體，成為最受注目的觀光飯店之一，尤其是，飯店負責人張文毅將高爾的《不願面對的真相》取代了一般飯店客房內必備的《聖經》，引起衛道人士的大肆抨擊，因而聲名大噪。不過，張文毅解釋，不放聖經的原因並非他對任何宗教有所偏見，而是飯店開幕時因太忙而疏忽了。現在，他除了擺上聖經外，也在房內放了《佛陀的啟示》。



北美洲台灣旅館公會聯合總會全體理事前往參觀

旅館飯店夠環保 客房也放環保書

近年來全球暖化的問題被廣泛討論，張文毅將飯店視為另一媒體，身負訊息傳播者的角色，因此，飯店內有一群 CEO (Chief Environmental Officer)，是負責帶領旅客、接待附近民眾及小學生參觀環保旅館設施的專職人員；堅持將《不願面對的真相》放在每一間客房的原因，也是他推動環保運動的最佳說明。

來自台灣的張文毅，身分是一個土地開發商，1970年就到了美國。出生在台中龍井鄉的張文毅，念念不忘小時候每天望著住家後面白鷺鷥山的白鷺鷥及蒼鷺，每到黃昏時刻交接班的景象，也讓他從小就感受大自然的美妙及可貴。而8年前一次在加州聖塔克魯茲 (Santa Cruz) 海邊餐廳用餐的不愉快經驗，更促使他立志成為一個環保主義者，並投入環保旅館的開發，企圖影響更多人。那次用餐，因為沒有服務生送水，他為此大為光火，等到服務生送水時，解釋說：「因為我們這裡缺水。」整件事令他生氣，卻也讓他對環境的保護有了更深一層的體悟，當晚他就試著縮短淋浴的時間，並督促從自己做起當一個環保主義者。

大廳時鐘有玄機 是個能源指標器

在全美註冊的一系列環保旅館，張文毅均以「Gaia」為名，是取其希臘神話中「大地之母」的意思。飯店大廳裡裝設了一個看起來像時鐘的東西，不過上面顯示的，不是像一般飯店裡提供了全球其他國家地區的現在時刻，而是一個告知住房旅客現在正為地球節省多少電力、多少二氧化碳和水資源的「能源指標器」，目的正是為了讓住房旅客知道蓋雅那帕谷飯店正為地球盡了多少心力。

曾經有一位老太太因大廳的「燈光」太過明亮，指責飯店人員有違環保信條，正巧張文毅在旁，經他的解釋後老太太忍不住親吻他的臉頰，並直感謝他讓她減少了罪惡感。原來飯店裡的光源是來自透過特殊設計和折射的太陽管 (Solar Tube)，晴天時可以不必使用任何人工光源；在夜間時也可利用白天所儲存的太陽能，如此一來，大約可省下26%的電費。

因為他對環境的尊重和堅持，讓他獲得的回饋比想像多更多。在飯店還在設計的階段，張文毅就自動聘請了植物專家進行環境的評估，結果因為一棵稀有的樹種，及棲息其上一隻瀕臨絕種的烏龜蟲，張文毅決定為烏龜蟲保留居住的棲地，為了不砍那棵樹，設計團隊多花了2個月的時間重新變更設計，更因此損失了23個停車位。現在，那棵樹和烏龜蟲就在飯店大廳的門前，為此也吸引了更多對地球及生態具有同樣理念的環保人士前來入住。

不砍伐天然原木 特選用商業木材

目前已經擁有3間環保飯店的張文毅，第一家就位於美國加州東北灣那帕谷（Napa Valley）的美國峽谷市（American Canyon），在去年底開幕正式營運。美國著名的環保認證機構美國綠色建築委員會「能源環保設計領先」認證（LEED），6月5日剛通知Gaia通過認證成為全世界第一棟獲得LEED黃金級認證的環保旅館。

Gaia飯店能夠獲得如此高的評價，絕非偶然。從旅館興建時，Gaia就堅持只採用所謂的「商業木材」，這是來自商業林區、為成為建材所種植的木材，且所使用的木材來自500英里內，如此才不會因為長途的運輸而消耗能源及製造污染；不砍伐一棵雨林裡的天然原木，則是張文毅興建環保旅館時最基本的堅持；由於旅館所在地位在候鳥遷移的路徑上，張文毅還特別要求設計師在旅館後方開挖一座約一英畝的天鵝湖，優游湖中的兩隻天鵝，現在則是遊客造訪Gaia時最佳取景之處。

此外，一般馬桶沖水會用掉2加侖的水，市售省水馬桶則為1.6加侖，而Gaia旅館則只需要

0.9加侖的水，同時Gaia旅館內還有回收水系統，回收之後透過淨水回收系統會用於澆花、清洗等用途；男廁的小便斗也不用自來水沖洗，改以除臭塊消除異味。其他如回收地毯、鋪設回收磁磚及使用低放射物的油漆等。張文毅還鼓勵員工上班不開車，特別設置的腳踏車車棚及員工淋浴間是他貼心為員工設想的設備。

133間客房暗藏綠色玄機

Gaia，古希臘神話中的“大地之母”，傳說由她創造了世界萬物，包括人類。張文毅以“Gaia”為這座位於加州納帕山谷的環保綠店命名寓意不言而喻。占地超過8萬平方英尺的Gaia酒店包括四棟雙層建築，總共133間客房，外觀樸實而內藏玄機。

自旅客踏入酒店的第一步就已經開始了他們的“環保探險”，酒店大門口外，特殊踏板裝置可以將灰塵“留”在門外，保持酒店的整潔；經過特殊設計的天花板採用的節能日光管“tubularskylights”設計能保證大堂最大程度地利用自然光線，白天Gaia酒店的大堂從來不開燈，從而達到減少三分之二的二氧化碳排放；來自三菱公司的最新節能冷熱空調系統可以自動調節室內溫差，最大程度地節約電力；廁所內馬桶衝力很強，可以節約45%的用水。男小便池則依靠新的地心引力技術，不需要衝水；酒店內所有的筆都是採用生物可降解材料製作，而所有用紙都使用可再生紙漿。

除此之外，為取得USGBC的資格認證，酒店自2005年初破土動工以來就嚴格遵守種種綠色標準進行建造，比如所用木材全部來源於經過官方認證的原木；酒店內地毯採用天然纖維；酒店內外裝修選用低排放型油漆；用絞碎的牛仔褲做絕緣；建築垃圾全部需要回收。

為使旅客更直觀地認識到Gaia在綠色環保上所做的成績，張文毅和他的同事們還獨創了一個名叫kiosk的特殊螢幕，旅客可通過三個裝置在酒店大堂內的觸摸式螢幕瞭解酒店在節能、節水以及二氧化碳排放三方面與普通酒店之間的差別。

目前，Gaia酒店每週兩個早晨對當地學生開放，小孩子可以在Gaia隨意參觀。在酒店的鼓勵下，他們還要寫下自己的環保心得，這個活動的負責人是Gaia酒店特別任命的主打環境執行官。

張文毅表示，他很希望將Gaia變成一個滿載環保理念的載體，希望所有在Gaia下榻、參觀的人都可以通過這段特殊的“環保體驗”將環保的概念帶入尋常生活，並鼓勵越來越多的人加入這場“環保之旅”。

環保酒店精明賬

作為一名環保分子的張文毅對環保有不懈精神，而作為擁有數十年酒店開發業經驗的他同時又擁有著一份生意人的精明。“環保”並不代表“便宜”。Gaia的總投資達到2000萬美元，比同規模酒店建造成本貴了12%，多支付的成本多用於添置高科技環保裝置，小到價值9000美元的濾塵踏板，大到價值100萬美元的三菱冷暖氣系統。一般酒店的成本回收在5年左右就可以完成，而Gaia收回全部成本大概需要8年時間。

張文毅自有一本精明賬。目前這個全美最“綠”酒店已吸引了國內外無數眼球，張文毅在美國本土接受了無數採訪，而且多來自於《華爾街日報》、“彭博新聞社”這樣的重量級媒體，由此產生的宣傳效應和節約的相應廣告費都無法估計。其次，雖然建造成本多了12%，

成本回收時間也比同規模普通酒店長兩三年，但由於酒店高效節能，在水費、電費等方面的支出大大縮減（節省25%的電費、50%的水費），8年成本回收後，這方面的影響就更顯著了。第三，納帕山谷是美國著名的旅遊區，不少美國人喜歡在假期來這裡品酒休閒，生活品質高端，這群人正契合環保酒店設定的“有錢有閑階層”的目標客戶群，目前Gaia平時入住率已達到50%，週末假期已客滿，前景看好。

回台撒環保種子 希望業者能跟進

飯店內剩餘的完整食物，也都會捐給當地的窮人。飯店盈餘的12%張文毅還會捐出去幫助弱勢社福團體，為此，他成立了宇宙心基金會，而這也令其他股東不以為然，他們對張文毅說，「張仔，咱做生意就做生意賺錢，嘍去想慈悲不慈悲的。」張文毅則堅定地說，每天全世界有4萬名孩童死於飢餓，他期許自己成為有良知的生意人。營運至今，原本持反對意見的股東，現在也都轉變為最大的支持者。他評估一般飯店成本回收需要5年，而因為興建環保飯店所增加的成本，大約需要8年才能回收，曾在他演講時，有旅館同業反問他，「何必多花這些成本？」張文毅則厲色表示，「為愛護我們的地球，多花3年，難道你都不肯？」

張文毅的環保飯店吸引了一群對珍愛地球環境的環保人士，張文毅希望能將美國已經被重視的環保旅館概念及生活新思維，帶回自己生長的故鄉台灣。

從第一間Gaia的自我摸索、嘗試錯誤，記取經驗至今，張文毅願意無私將自己的理念和成功經驗回饋給台灣同樣具備環保概念的飯店業者，因此回台撒下他的環保種子。

蓋雅環保旅館 (Gaia Hotel) 介紹

媒體及報紙競相報導的蓋雅環保旅館，終於出現在眼前。它雖然沒有五星級旅館的豪華，卻有一份安適，讓人走進大自然，滌盡塵俗，悠閒自在的舒適感。



餐廳外的遮日板

旅館四周仍保留原有大樹的風貌，除增加美觀外，又能讓建築物降溫且製造氧。大力推廣綠色環保，呈現原始的自然美感

三幢建成11角型的房間環繞在天鵝湖旁邊



蓋雅安德森環保旅館位於沙加緬度以北的夏斯塔縣 (Shasta County)，佔地10英畝，有120個房間。四周環境清靜幽雅，有天鵝湖、也養鯉魚。成雙成對的黑、白天鵝優游其間，形影不離，賽似人間仙侶，人人爭相取鏡。

美國環保酒店盛行，各顯神通

本刊編輯部

長期以來，酒店給人的印象總是：龐大而奢華的建築、24小時燈火通明的大堂、用完即換的生活品、清理和保潔工作使用強化學品，凡此種種都為酒店業蒙上了一層奢侈浪費不環保的陰影。然而，近幾年“綠色酒店”在美國悄然興起。開著環保混合車的美國人只要一到三藩市的“中國城”門口就可感受到全美蓬勃發展的“綠色酒店”熱潮。

一、環保舉措增強競爭力

隨著生態學意識漸漸融入消費主流，消費者心中的環保意識如今正在慢慢蘇醒，購物風氣也在改變。就酒店業來看，人們為環保做出的努力明顯增多。

雅高酒店的“地球客人專案”就是其中之一。其所屬的近900家北美MOTEL6經濟型連鎖旅館正發起一項全美廢電池和日光燈管回收活動。而MOTEL6也從去年開始將裝有污染環境的傳統日光燈管換成了環保型燈管。其餘的環保措施還包括有：提供有機食物、使用冷水和少量清潔劑的環保洗衣機等等。萬豪國際酒店則努力在減少能耗上大做文章。預計在2000年至2010年的10年中，能耗將減少20%，提供真正綠色的客房服務。今年春天，世界一流酒店組織也發起了一項支援環保的活動。只要有一位元顧客入住該組織旗下430家酒店中的任意一家，它將在每位顧客每天的房費中捐贈50美分給非營利性的國際可持續發展旅遊組織，用於能源保存和再利用。

酒店業分析師、PKF諮詢公司三藩市分公司總裁湯瑪斯·卡拉翰指出，儘管綠色酒店的意識已經比較普遍，但像果園酒店這樣投入實際運作的並不多，還不算是主流。“綠色是件好事，但投資也會更多。無可否認存在著商業因素的作用，而人們爭論的就是到底該花多少錢來走向綠色。”而穆勒則認為，採取綠色環保舉措給酒店帶來了更多競爭機會，而且綠色環保的初期投資最終也會有所補償。他引用美國環保署的研究資料加以說明：能源消耗量減少30%，那麼每平方英尺就可以節省50美分。“這不僅僅是一種時尚，也不是什麼騙人的幌子。這是大勢所趨！”他表示，酒店的綠色認證終將會積極走向市場。

二、環保與舒適不矛盾

體驗綠色環保的酒店住宿不僅僅意味著“麻制床單、伯肯拖鞋和格蘭諾拉燕麥早餐，”穆勒說。他表示，只有15%到20%入住酒店的遊客是真心出於環保來預訂他們酒店的。“但我們仍然嘗試讓客人們明白，環保並不代表要犧牲享受酒店服務的舒適與快樂，而且我們不希望看起來過於嚴格和古板。”

綠色環保措施往往與奢侈的高級酒店經營準則相衝突。有些經營者認為更換紡織品材質、更換燃料照明系統等會使追求舒適的客人感到不滿。特別是對那些五星級酒店，仿佛環保就伴隨著土灰色潮濕的毛巾、粗糙的紡織品和無香的肥皂。

因此對於穆勒和其他具有環保意識的酒店經營者來說，如何讓遊客明白環保不代表舒適度的下降是一個重要而有難度的問題。最近一個由喜達屋酒店集團公佈的調查結果顯示，在參加投票的1041位遊客中，大多數表示在離家外出旅遊時，他們不太會考慮到節約用水和用電。近70%的人說在酒店淋浴的時候，每次都會打開一瓶全新的迷你瓶裝洗髮精和沐浴露；63%的人表示比起在自己家時，住酒店更有可能不關燈就離開；而大約75%的人也表示，對酒店客房服務來說每天更換床單是必要的，這些都是酒店應當提供的服務。

但是穆勒認為綠色環保與旅行的舒適和享受並不矛盾，環保的生活用品甚至可能比那些奢侈的酒店設施更昂貴，而且技術含量更高，更為人性化。在最近一項旅遊調查也發現，在全球參與調查的1000多名遊客中，有34%的人會為下榻環保旅館支付額外的支出(儘管只有9%的人真正這麼做了)，還有78%的人表示在給予選擇的時候，他們更傾向不更換床單和毛巾。環保酒店仍有其潛在的市場發展空間。

三、環保招式各不同

在加利福尼亞州三藩市市這座具有世界領先環保意識的城市中，素以精緻、奢華著稱“璞緹客”酒店正在積極宣傳它們的環保高招。而果園酒店和金普頓酒店集團的三藩市奇頓酒店則都向入住酒店的遊客提出了特殊的要求，如：節約用水和省電，床單和毛巾迴圈使用不提供每天更換。除此之外，酒店還都裝有低用水量的廁所和淋浴設備，使用無毒的清潔工具，用大豆油墨水和再生紙為客人列印帳單。在三藩市，酒店業的競爭者們對環保這個相同的目標採取了各種不同的方法，而他們的努力卻顯示了酒店業的綠色環保之路是多麼複雜，甚至有時讓人困惑。

首先以肥皂和洗髮精為例。在三藩市奇頓酒店“環保層”客房的浴室裡，肥皂和洗髮精都被放在安裝在牆壁上的可重複使用容器中，而並非可以土埋的環保塑膠小瓶子。但在金普頓集團的其他39家酒店和果園酒店(2006年下半年開張，是少數幾家符合由宣導綠色環保的建築師和工程師創建的非營利性民間組織——美國綠色建築物委員會嚴格認證的酒店之一)，肥皂和洗髮精仍然使用單獨的小瓶子盛放。

“人們對這些塑膠瓶子的看法顯得有些矛盾。”果園酒店的總經理史蒂芬·穆勒說。“在四星級的酒店裡放置這樣的瓶子，人們會覺得我們的酒店過於廉價。但作為一家環保酒店，如果不提供這樣環保的容器，人們又會覺得酒店徒有虛名。”

在果園酒店裡，除了肥皂和洗髮精外，進出插卡系統也能有效地減少能源消耗。該系統在亞洲和歐洲已廣泛使用。客人進入或離開客房時，系統會自動啟動或斷開電源；空置房間持續斷電降低耗電量。據悉，在三藩市半月灣投資2500萬美元建成的果園酒店是最注重綠色環保的一個工程之一，也是整個半月灣地區環境友好的象徵。

四、期待正規綠色認證

然而，環保旅館協會的派特裡夏·格林芬認為：“現在，幾乎每家酒店都希望說自己是綠色環保的，但是你無法知道，上層制定的政策是否會真正落實到每個前臺接待員或客房服務人員身上。”

事實上，如何定義一家綠色環保酒店並沒有一項“黃金標準”。綠色建築物委員會則給出了LEED認證標準，LEED是委員會的註冊商標，其含義為：能源和環境設計的領先地位。符合要求的酒店建築需盡可能地控制水和能源的使用，改善空氣品質，並減少有毒、有害物質的使用。目前在美國有四家綠色環保酒店獲得了LEED認證，分別是：果園酒店、位於華盛頓的希爾頓溫哥華酒店、加利福尼亞納帕山谷。

Gaia酒店和位於馬里蘭州阿爾德菲的萬豪酒店。另外還有84家類似環保酒店在建。

現在，美國至少有九個州有各種形式的環保酒店認證計畫，但是參與的酒店層次規模和預期目標大相徑庭。在三藩市，地方政策傾向鼓勵建造綠色環保的建築物，LEED認證有助於促進這一專案走入許可認證的正規程式。

綠色生活怎麼實踐

改變消費方式，愛地球很簡單；

- (一) Rethink/ Refuse (考慮/拒絕)：消費前三思，不需要的不要買，拒絕誘惑。
- (二) Repair (修理)：延續物命，維修後再使用。
- (三) Reduce (減少)：告訴自己減少使用，只取基本所需，絕不浪費。
- (四) Reuse (重用)：延續和珍惜物命，多以物易物及使用二手物品。
- (五) Recycle (再循環)：回收可用物，做好垃圾分類。

實踐綠化家務事--吃的：

- 1：不需要的不要買，吃八分飽，落實預先回收（可回收的東西才購買）
- 2：不吃牛肉、少吃肉、多吃素。
- 3：家裡開伙減少外食。
- 4：不喝瓶裝水及塑膠瓶裝飲料—省能源省污染，照顧健康
- 5：不買進口食品(台灣沒生產的必需用品例外)—可避免買到基因改良、破壞雨林、剝削窮人，長途運輸浪費能源及不公

平交易的黑心商品。

- 6：購買當地小農種植、不傷害環境的農產品
- 7：少吃罐頭食品—內塗塑膠薄膜對健康很不好。
- 8：不買對環境不負責任的廠商生產的食物。
- 9：冰箱食物存量不要超過一週，減少壞掉的浪費，保護身體健康，減低用電消耗。
- 10：使用環保省電冰箱
- 11：不吃有人工添加劑的加工食品，少吃加工食品，可減少加工過程的能源消耗，有益健康。
- 12：不使用拋棄式餐具—自備環保餐具（非塑膠製品），節能減碳又顧健康。
- 13：買便當、買菜自備購物袋，不拿免洗筷。
- 14：不猛火煮食：適當的火侯可省瓦斯。
- 15：電鍋、烤箱、微波爐、熱水瓶等用完拔插頭—可省電。
- 16：使用太陽能炊具—自製省錢、親子同樂、烹調樂趣、節能減碳全包了。
- 17：不購買包裝過度的食物。

實踐綠化家務事—穿的：

- 1：不需要的不要買，衣服破了要縫補，落實預先回收（可回收的東西才購買）
- 2：購買天然材質的衣服—種植及製造過程很天然
- 2：不買需要乾洗的衣服（乾洗濟是石化產品，暖化原兇）。
- 3：手洗衣服、集中衣服用洗衣機洗，洗衣機用完拔插頭---省水又省電。
- 4：不用有毒清潔劑---會汙染環境
- 5：少穿西裝---省冷氣
- 6：用曬衣繩取代烘乾機---每月省電36度
- 7：使用布尿布。

實踐綠化家務事—用的：

- 1：不需要的不要買、落實預先回收（可回收的東西才購買）
- 2：不買對環境不責任的企業生產的物品。
- 3：做好房屋隔熱
- 4：使用二手家具
- 5：節約用水很迫切---水龍頭不要一次開最大流量，水資源非常珍貴。
- 6：使用省水裝置—馬桶、蓮蓬頭、水龍頭等---抽水馬桶很耗水喔。
- 8：拔掉不使用的電器插頭---省電
- 9：冷氣溫度設定提高一度，每月省電9度，清晨四點自動關機，每月省電30度。
- 10：毛巾擦乾取代吹風機—可省電1.75度。
- 11：使用再生紙張製品：環保衛生紙、影印紙、文具用紙等（台灣每年就得砍掉1500萬顆樹做衛生紙）
- 12：紙張重複使用。
- 13：油漆盡量用完，蓋緊蓋子（因為很毒），交給垃圾車處理不隨便丟棄。
- 14：徹底資源回收—回收鋁罐、紙張、玻璃、廚餘-等，需丟掉的垃圾幾乎很少。

實踐綠化家務事---出了家門：

- 1：多走路、少開車、多共乘。
- 2：減少搭飛機次數。
- 3：多騎單車
- 4：使用油電節能車或瓦斯車。
- 5：停車考慮熄火。
- 6：車數不超過90公里---比較省油喔。
- 7：辦公室做環保。
- 8：經營一個環保的生意與企業。
- 9：不玩傷害環境的娛樂方式---比如讓氣球飄走（會害死海洋生物）、在海邊放煙火、騎水上摩托車，吉普車飆砂湖溪，在國家公園玩賽車---等
- 10：落實簡樸有深度的旅行---定點、人文、生態等旅行內容。
- 11：選擇環保旅館。
- 12：自備盥洗用具、數個購物袋、餐具去旅行、不使用拋棄式用具。
- 13：把旅館當家，不整夜開電視、冷氣，空調溫度調高，珍惜用水。
- 14：旅館多住一夜要求不必換床單、毛巾，提醒旅館不必在清潔房間後，主動開空調。
- 15：旅行時盡量吃在地食材，購買綠色伴手禮，在山裡不要吃海鮮，在海邊不要點山產，可減少食物里程。
- 16：綠色節能的節慶—從個人節慶、國家節慶到世界性的節慶，都要落是節能減炭。綠化生活的建議—給道場的：設立環保商品共購點，協助信徒方便取得環保物資，推動永續生活。

綠化生活的建議—給大家的：回歸簡單生活，告訴親朋好友一起愛環境，共同購買環保商品。

讓綠色成為飯店風尚

GREEN A PREVAILING FASHION FOR HOTELS

本刊編輯部

本文談到英國飯店中的綠色環保措施，在洲際集團所屬的飯店，都能看到節約水資源的告示，希望客人重複使用毛巾；洲際快捷假日酒店已經都用上了掛牆式的沐浴洗髮液和洗手液，還是品質比較好的——沐浴露用的是Lux力士，洗手液用的是Dove多芬。

倒是倫敦海德公園旁邊的洲際酒店沒有用這些，還是用小包裝的沐浴液、洗髮液和肥皂，房間裡還有拖鞋。可能因為是豪華飯店的緣故，為了對得起飯店昂貴的價格和那些尊貴的客人。

綠色飯店是發展趨勢和文化追求

在英國的飯店看到這些綠色環保的元素，頗感親切。因為從1999年4月開始，中國的許多飯店就開始這麼做了。當時我查閱了許多資料，知道雅高集團的飯店、假日飯店和香格里拉飯店有一些鼓勵客人參與的綠色環保行為。我們把這些做法推而廣之，在飯店裡推出了一系列節約能源、降低消耗和保護環境的措施，並把活動命名為“創建綠色飯店，宣導綠色消費”。這些措施被許多飯店所接受，於是參與的飯店和賓客越來越多，終於成為影響全國飯店業的一次活動。

經過多年的努力，中國評定了240多家綠色飯店。北京、廣東、上海、江蘇、山東、福建等省市也已經評定了許多綠色飯店。正如許多飯店業專家所預言的，綠色飯店已經成了中國飯店業進入新世紀以後的一種發展趨勢和文化追求

。這是非常值得肯定的。即使從全球的角度來看，如此大規模的、自發的、參與範圍廣的綠色活動也是不多見的。筆者曾經在一篇文章中說過，在以後的綠色環保史上，發生於世紀之交的中國的“綠色飯店”創建活動，將會被濃墨重彩地記上一筆。

“創綠”飯店值得讚賞與尊重

在此過程中，政府部門和社會組織起到了積極的推動作用，從各個角度給予了大力支持。各級旅遊管理部門、節能和環保部門都非常關心飯店的“創綠”工作，從人員、專業知識等方面，給飯店以指導。這得力於政府對環境問題的重視，也因為大家對環境問題已經達成了共識。正如著名的《裡約宣言》所要求的，任何組織和個人都有參與環境保護的義務；任何保護環境的資料，都應當對公眾公開。在創建綠色飯店的活動中，這一點被很好地落實了。



由此我們可以推導出一點認識：無論任何組織和個人，能夠參與和支持綠色環保活動，都是值得尊重的。只有當大家都來關心環境問題，參與到保護環境的隊伍當中，我們所處的地球生態環境才有改善的可能，我們的子孫後代才能獲得生存的必需。

基於這樣的認識，在評定綠色飯店時，筆者和專家組成員總是會首先對飯店參與“創綠”活動表示讚賞，然後提出一些改進的建議和要求。作為一家企業，在激烈的市場競爭中獲得生存已屬不易，能夠同時關注生態和環境保護，這無疑是企業社會責任感的體現，已經有相當的認識高度。即使在具體措施上做得還不太到位，只要能認真地改進，都能夠逐步接近和達到標準，而這一過程對社會和企業自身都有好處。

為“創綠”補上一課

如果說需要引起重視的，還是飯店管理者對綠色飯店本身的認識深度。飯店的“創綠”是一個系統工程，涵蓋了節約能源、保護環境、降低消耗和綠色消費等許多內容，把綠色飯店僅僅理解為節約了多少能耗或者降低了多少費用，這是一種認識上的不完整。從這個意義上說，飯店的“創綠”還需要一些知識的積累，尤其是生態和環境保護的知識。綠色飯店的標準中，幾乎每一條措施，都有其環境保護方面的理由。因此，飯店的高層管理者尤其是總經理需要補上綠色環保這一課，員工培訓也應當加上綠色課程，這對形成飯店健康的企業文化將會產生很好的作用。在牛津大學最近召開的一次生態和旅遊研討會上，專家和國際旅遊組織討



論了國際旅遊所產生的溫室氣體排放資料，由旅遊者為度假和旅遊帶來的溫室氣體排放量“買單”，把這些費用交給相應的國際組織，用於支援和改善地球環境保護事業。比如一家人到邁阿密度假，需要支付大概100英鎊的“溫室氣體排放費用”，集腋成裘，用於沙漠治理、植樹造林或地球環保科學研究。這一動議何時實施尚不清楚，但這種可能性是存在的。

全球變暖導致的氣候突變和各種災難，已經讓人們深深體會到了環境惡化對人類生存帶來的問題，以公眾的力量來改變我們賴以生存的地球生態環境，將順理成章地成為21世紀人們的一種理性選擇。

綠色環保事業是一種造福後代的事業，需要高度的認知和社會責任感，因此，原則上它應當是非盈利性的，容不得牟取私利。如果打著綠色環保的幌子謀求一己的私利，就難免帶有罪惡的成分。這並非刻意維護綠色飯店活動的純潔性，而是基於對環境保護的基本認知。“生態道德”概念認為，生態道德體現了一種社會良知。從這個意義上說，以綠色環保名義謀取私利就是一種缺乏生態道德的行為，是社會良知的缺失。

“綠色”轉變

目前全中國各地的綠色飯店創建活動方興未艾，作為這一活動的參與者和實踐者，筆者願意提出以下的建議，供政府部門、行業組織和飯店經營管理者參考。

首先，在飯店設計和建設階段充分考慮能源節約、環境保護的要求，落實建築節能、分區裝表（電錶、水錶等）和中水系統、節水型恭桶等措施，縮小飯店在節能環保方面與國際飯店業的差距。

其次，政府部門應進一步考慮對飯店綠色環保的扶持政策，對綠色飯店進行鼓勵和獎勵。比如環保部門和飯店行政管理部門研究飯店溫室氣體排放量的指標，聯合對綠色飯店進行驗收，對節能降耗效果明顯、溫室氣體排放量較低的飯店，在費用收取等方面給予一定的優惠政策，哪怕只是發放一塊簡單的認可標牌，也將有利於提高飯店的“創綠”積極性。

第三，無論已經評定為綠色飯店的飯店，還是在創建過程中的飯店，都對自己飯店的“創綠”進行一次深入的評估，從ISO14000標準中吸取營養，發現飯店經營管理過程中“重大環境因素”和“環境因素”，並制定改進方案，實現飯店從“淺綠色”向“深綠色”的轉變。

第四，飯店投資者和經營者要本著造福社會、造福後代的理念，捨得花一定的錢，採用先進的設備和技術，改造已經落伍的飯店設施和設備，使飯店的節能和環保基礎條件有較大的改進。採用品質好、使用時間長的設施和用品（如飯店桌椅和床具）能夠減少浪費，也是一種環境保護的措施。

最後，飯店在“創綠”的過程中，要尊重客人的感受，提高服務的品質，同時也提高賓客在飯店的體驗，努力在節能、節水和環境保護方面與客人達成一種良性互動。

有學者提出這樣一個理論：“地球是平的”。如果從市場的角度，世界各國處在同一個平面上，那麼在綠色和環境保護的話語平臺上，全球的飯店更是處在同一個平面——讓全世界所有的飯店共同來關注環境保護的問題，一起來關注我們賴以生存的地球生態，從飯店經營管理的一點一滴做起，讓綠色和環境保護成為飯店業的一種風尚。

中商會館總部永久會址、國家五星級綠色飯店、奧林匹克金牌俱樂部



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