

2014

北美洲台灣旅館公會聯合總會

青年部
訪台特刊



北美洲台灣旅館公會 聯合總會

2014 Special Edition

**Taiwan Hotel & Motel
Association of North America**

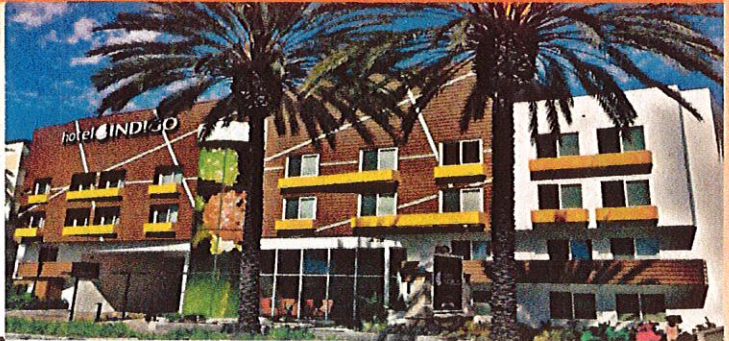
**THMANA Youth Group
Taiwan Discovery Journey**



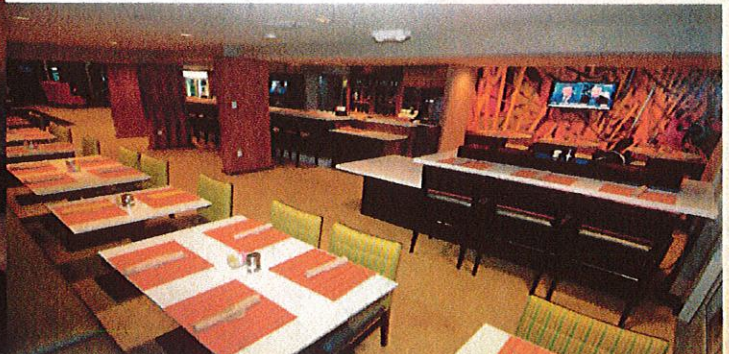
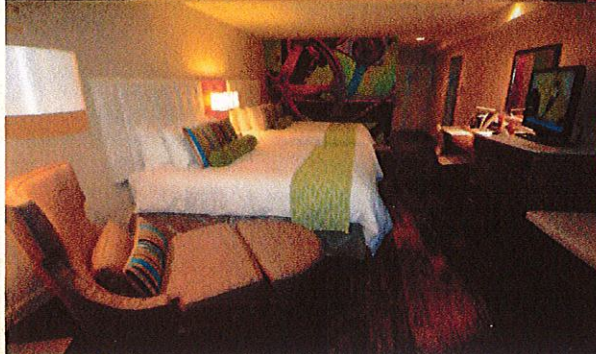


安那罕英迪格酒店

Hotel Indigo Anaheim is Anaheim's first upscale boutique hotel. We deliver a vibrant and refreshing guest experience. You are welcomed by a stunning dancing water fountain and dramatic mosaic murals. Enter the hotel and feel a neighborhood story of years past when Anaheim was a flourishing agricultural community.



Hotel Indigo offers each guest a blend of modern contemporary living with the best in traditional hotel hospitality. Feel the warmth of hardwood floors to a plush over-sized duvet and pillows with a spa-inspired showers, you'll feel right at home. Whether you're visiting the major attractions or looking for the hidden gastronomical gem, Hotel Indigo Anaheim is your ideal choice. You are just steps away from the Disneyland Resort and within convenient walking distance to the Anaheim Convention Center.



You can also relax and enjoy a bite in our Chambers Bar & Bistro, where you can savor locally inspired recipes and sip on specialty cocktails created by our experienced bartender.



Hotel Indigo Anaheim 435 W Katella Ave, Anaheim, CA 92802 Ph. 714.772.7755 | Fax: 714.772.2727
Reservations: 800.833.7888 info@anaheim.hotelindigo.com www.hotelindigo.com/anaheim

總會長的話

A message from President



President Samuel Chen
總會長 陳詩章

According to the Chinese zodiac, 2014 is the year of the Horse. The spirit of the Horse is recognized by Chinese people for its unrelenting effort to improve itself. Since being inaugurated as President of the Taiwan Hotel & Motel Association of North America (THMANA) in June 2013, I have embodied the spirit of the Horse and have diligently worked to set a few goals to be accomplished during my tenure.

First, to coordinate with our Local Chapters including but not limited to the Greater New York, Southern California and the Greater Houston Chapters to encourage their involvement and support of THMANA's activities. In addition, thanks to Mr. Tommy Lu from Seattle and Mr. T.K. Wang from Atlanta, both, who kindly agreed and committed to host our 2nd Board of Directors meeting. However, our Board voted to select Ventura, CA as our final meeting destination on November 16, 2013. Hopefully, we can have a Director's meeting in Seattle or Atlanta in the future.

Our main mission this year is to make our Youth Group trip to Taiwan on February 22-28, 2014 for more educational, memorable and meaningful activities to the next generation of Taiwanese hoteliers. We have scheduled to visit the National Palace Museum, 2014 Taiwan Lantern Festival at Chung Hsing New Village, Chung Tai Monastery, Lukang Folk Arts Museum, Gunningtou War Museum, Jhaishan Tunnel, 823 Artillery Battle Museum, Qingtiengang, the Kingmen Distillery, Tien Hou Temple and other historical sites to bring our Youth closer to their Taiwanese roots.

In addition reconnecting to our heritage, we will visit Hungkuang and Hsing Wu University to learn about their Hospitality Education and Training programs. We will also visit The Okura Prestige Taipei Hotel, one of the largest 5-star hotel franchisors in Japan, to expose our Youth to hospitality trends overseas. We trust this trip will benefit our Youth Group to not only learn more about Taiwan's culture and heritage, but to compare and learn different hotel management styles between Japan, U.S. and Taiwan.

Last but not least, this trip would not be possible without the sponsorship and support from our ex-Presidents and Directors, Overseas Community Affairs Council Republic of China (Taiwan) (OCAC), our donors as well as all the participants. I would also like to extend my sincere gratitude to Ms. Minnie Chiu, our most devoted member and Commissioner of the Mr. Wilson Wang, President of Taiwan Hotel & Motel Association of Southern California; Ms. Anita Ko, our Secretary General; and Mr. Stephen Hsu, Former President and our Chief Editor for their diligent endeavor to make this upcoming trip so organized and worthwhile for its participants.

歷任會長芳名錄



創 會總會長	2005	邱垂煌
第二屆總會長	2006	陳美芬
第三屆總會長	2007	許清松
第四屆總會長	2008	李昭寬
第五屆總會長	2009	吳定達
第六屆總會長	2010	林宣昭
第七屆總會長	2011	許文忠
第八屆總會長	2012	汪俊宇
第九屆總會長	2013	陳詩章

目錄 CONTENTS

4 總會長的話	74 The Beginnings of a Hospitality Career
5 總編輯的話	75 Food and Beverage Revenue Management
6 理事名錄	79 酒店前廳經理職責重大
10 參訪團名單	83 讓客戶感動得流淚的客戶服務
12 參訪團行程表	86 溝通之重要
27 青年部活動報導	
73 2014 Taiwan Trip Essay	

2014年 02月 出刊

發行人：陳詩章

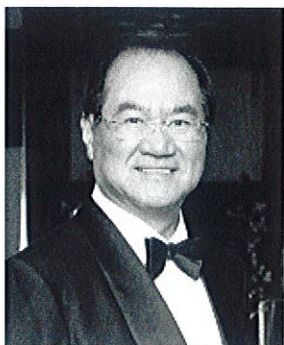
總編輯：許清松

執行編輯：柯欣侑 陳少敏

編輯委員：邱垂煌、陳美芬、李昭寬、吳定達、林宣昭、許文忠、汪俊宇
黎淑英、蔡慶輝、汪蔚興、楊喬生、李春紅、張榮森、宋 蕾
范約瑟、徐明豐、鄭春暉、羅麗惠、鄧永征、施吾樺、劉屏立
李德揚、陳翠玉、劉玉梅、楊麗燕、葉宏志、吳國寶、葉德雲
陳 沅、雷玉華

特約印製廠商：VPA Graphics Eric Chen
(714) 624-2724

Editor's Note



By Stephen Hsu

總編輯 許清松

I am truly proud and excited to announce once again our 9th “Annual Taiwan Youth Group Trip” sponsored by the Taiwan Hotel & Motel Association of North America. One of our main goals of the “Annual Taiwan Youth Group Trip” is to broaden the exposure of today’s youth to our diverse industry of hospitality through the experiences our vast members and their fine hotels.

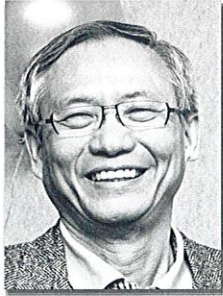
This trip is not just for recreation but for all of you to immerse yourselves in the understanding our culture within our different regions and understand how this affects the difference of each hotel management system, philosophy and their concepts. As a hotel operator I have observed since globalization a diverse amount of guests from all over the world from Asia, South America, India and even Africa. It is imperative to know about your guests’ culture and traditions which allows in making them feel “at home”. This is achieved through effective training and open minded communication which creates a win-win opportunity for the Taiwan hotel industry and the North American hotel industry. I sincerely hope that our “Youth” generation will enhance the development of today’s vibrant hotel industry.

In view of the younger generation traveling abroad in their younger years, they have not had the opportunity of embracing their homeland-Taiwan in addition to having leaving a mark for the next generation. This trip will offer an immense amount of opportunity to our youth in exposing them to our culture and traditions and enabling them to understand Taiwan through their personal experiences. As Taiwanese they should know Taiwan well and be confident and proud as they care about their homeland...Taiwan!

We have gathered our youth together for one week and I am proud to see that our youth have not only taken this opportunity to learn new experiences but have also taken the opportunity to share their family dreams, goals and personal career aspirations. In addition they will have a wonderful and unique opportunity to learn “hands on experience” from successful hotel operators who will share not only their experiences but give an opportunity to answer all those inquiring hospitality questions. It is said that...“Standing on the shoulders of giants you can see further...” As elder generation exposes the younger generation to the diversity of the hospitality industry through their years of experience and the youth generation bring creative ideas and thoughts...creating a long-term effect with in the development and growth of the hotel industry.

I would like to extend special appreciation to the Taiwan Tourism Bureau and the Oversea Community Affairs Council Republic of China (Taiwan) (OCA). We had the opportunity of visiting relevant industries that enhanced our understanding. Because of their effort and support we were fortunate to visit Kinmen Taiwan, renowned as a military site and the opportunity to attend the 2014 Taiwan Lantern Festival. In closing I would thank everyone for their utmost effort in making this trip not only successful but truly heartfelt and memorable.

第九屆 北美洲台灣旅館公會聯合總會理事名單



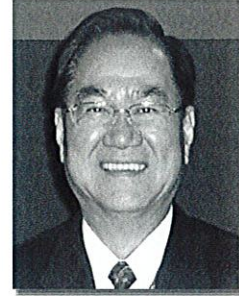
總會長
陳詩章 Samuel Chen



顧問
邱垂煌 Chris Chiu



顧問
陳美芬 Mei-Fen Chen



顧問
許清松 Stephen Hsu



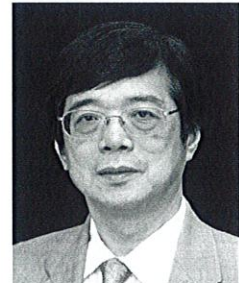
顧問
李昭寬 CK Lee



顧問
吳錠達 Steve Wu



顧問
林宣昭 Herman Lin



顧問
許文忠 Steven Hsu



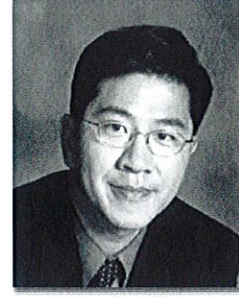
顧問
汪俊宇 Gerald Wang



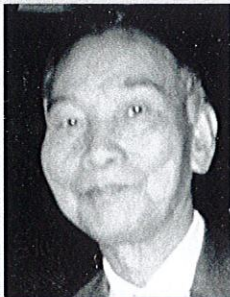
副總會長
黎淑英 Sue Shu Ying Li



副總會長
蔡慶輝 Kevin Tsay



副總會長
汪蔚興 Wilson Wang



副總會長
楊喬生 Johnson Young



副總會長
李春紅 Chen-Horng Lee

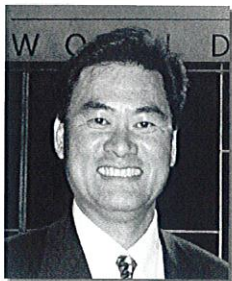


秘書長
宋蕾 Grace Jacobson

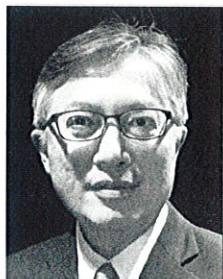


財務長
張榮森 John Chang

2014 Taiwan Hotel & Motel Association of North America



理事
范約瑟 Joseph Fan



理事
徐明豐 Peter Zen



理事
鄭春暉 Peter Cheng



理事
羅麗惠 Kitty Lo



理事
鄧永征 Nicolas Teng



理事
施吾樺 William Sze



理事
劉屏立 Peter Liu



理事
李德揚 Terry Lee



理事
陳翠玉 Tsui Yu Chen



理事
劉玉梅 Katie Liu



理事
楊麗燕 Diana Lee



理事
葉宏志 William Yeh



理事
吳國寶 Roy Wu



理事
葉德雲 Daniel Yeh



理事
陳沅 Chen Yu



理事
雷玉華 Cianna Hsieh



北美洲台灣旅館公會聯合總會第九屆理事名單

<p>總會長 陳詩章 Samuel Chen 18818 Tomball Pkwy Houston, Tx 77478 Tel:713-772-8868 Fax:713-772-2168 samuelscchen@yahoo.com</p>	<p>顧問 邱垂煌 Chris Chiu Win Time Hotels Group 2 Orchard Lake Forest, CA 92630 Tel:949-462-9500 Fax:949-273-5898 chiulaxst@yahoo.com</p>	<p>顧問 陳美芬 Mei-Fen Chen Texas American Rainbow Inc 5619 Airline Dr., Houston, TX 77076 Tel:713-699-3628 Fax:713-695-3169 Chin3619@aol.com</p>
<p>顧問 許清松 Stephen Hsu Ramada Plaza Hotel 515 West Katella Ave. Anaheim, CA 92802 Tel:714-991-6868 Fax:714-817-8588 Stephen@ramada-anaheim.com</p>	<p>顧問 李昭寬 CK Lee Southwestern National Bank 6901 Corporate Dr, Houston, Tx 77036 Tel:713-771-9700 Fax:713-771-9701 ck.lee@swnbk.com</p>	<p>顧問 吳定達 Steve Wu Hospitality Management of Parsippany, LLC P. O. Box 112 Parsippany, NJ 07054 Tel:973-641-6097 tingtarwu@yahoo.com</p>
<p>顧問 林宣昭 Herman Lin Win Time Hotels Group 9335 Kearny Mesa Rd. San Diego, CA 92126 Tel:858-695-2300 Fax:858-578-7925 herman.lin@yahoo.com</p>	<p>顧問 許文忠 Steven Hsu Allied Hospitality Inc P. O. Box 771207 Houston, TX 77215 Tel:713-270-6100 Fax:713-779-9902 sthsu@yahoo.com</p>	<p>顧問 汪俊宇 Garald Wang Vic Inn-Ternational Co 1455 Monterey Pass Rd., #201 Monterey Park, CA 91754 (O)323-268-8886 (F)626-446-4068 gwang@vicinn7.com</p>
<p>副總會長 黎淑英 Sue Shu Ying Li (713)270-6100(O) (713)270-6128(F) (713)898-9142(C) sueli888@yahoo.com</p>	<p>副總會長 蔡慶輝 Kevin Tsay Manhattan Hotel Group Tel:973-716-7460 Fax:973-716-7470 ktsay@npcam.com</p>	<p>副總會長 汪蔚興 Wilson Wang Atlas Hospitality Group 2500 Michelson Dr., Ste.110 Irvine, CA 92612 Tel:949-622-3402 Fax:949-622-3410 Wilson@atlashospitality.com</p>
<p>副總會長楊喬生 Johnson Young Golden Florida Realty . 5399 W Hwy 192, Ste.310 q Kissimmee, FL34746 Tel:407-396-0015 Fax:407-363-7578</p>	<p>副總會長 李春紅 Chen-Horng Lee Baronne Plaza Hotel 201 Baronne Street New Orleans, LA 70112 Tel:504-522-0083 Fax:504-522-0053 Clee0831@hotmail.com</p>	<p>財務長 張榮森 John Chang Admiral Motel 4703 N. Main St. Houston, TX 77009 Fax:713-861-2362 junghchang@gmail.com</p>

Taiwan Hotel & Motel Association of North America

秘書長 宋蕾 Grace Jacobson Jacobson Hospitality Inc 18456 I-45 S. Shenandoah, Tx 77384 Tel:936-273-1500 Fax:936-273-2496 jacobsonhotels@aol.com	理事 范約瑟 Joseph Fan Brighton Management LLC 21725 E. Gateway Center Dr. Diamond Bar, CA 91765 Tel:909-860-6255 Fax:909-612-5730 brightonllc@aol.com	理事 徐明豐 Mr.Peter Zen Bonaventure Hotel 404 S Figueroa St Los Angeles, CA 90071 (213) 624-1000 peterzen@fithotel.com
理事 鄭春暉 Peter Cheng Anchor Motel 1538 E. Lincoln Ave. Anaheim, CA 92805 Tel:714-635-6888 Fax:714-883-8000	理事 羅麗惠 Kitty Lo 34 Via Rubino Newport Coast, Ca 92657 Tel : 949-212-8733 Fax: 949-376-6132 kitty@nexsmart.com	理事 鄧永征 Nicolas Teng 3344 State St. Santa Barbara, CA 93105 (O)805-687-6611 (F)805-687-7116 nickteng@msn.com
理事 施吾樺 Mr. William Sze 1370 Valley Vista Dr. Suite#275 Diamond Bar, Ca 91765 (O)800-503-6222 (F)888-731-6202 William@alliancebankcard.com	理事 劉屏立 Mr. Peter Liu 920 S. Beach Blvd Anaheim, Ca 92804 (O)714-826-4740 (F)714-995-6394 peterliu6688@sbcglobal.net	理事 李德揚 Mr. Terry Lee 345 S. Figueroa St., Suite 100 Los Angeles, CA 90071 (O)213-680-8811 (F)213-680-9134 terry@apccusa.com
理事 陳翠玉 Tsui Yu Chen 50 West Bank Express Gretna, LA 70053 Tel:504-251-9012 Fax:504-367-0792 tychen45@gmail.com	理事 劉玉梅 Katie Liu 3401 Jefferson Hwy Jefferson, LA 70121 Tel : 504-231-4312 Fax: 504-838-9444 katieliu12@hotmail.com	理事 楊麗燕 Diana Lee Lee & Yang Enterprise Corp 1108 Highway 35 Ocean TWP, NJ 07712-4044 Tel:732-531-1007 Fax:732-531-6472 leeyangenterpris@yahoo.com
理事 葉宏志 William Yeh 8585 S. Gessner Houston, Tx 77074 Tel:1-281-217-7450 william.yeh@ucbt.com	理事 吳國寶 Roy Wu Western Inn 1500 N. Loop Houston, TX 77089 Tel:713-864-7600 Fax:713-864-8380 gorpau@aol.com	理事 葉德雲 Daniel Yeh (O) 713-981-5166 (F) 281-265-5889 (C)(832)434-2278 daniyeh888@gmail.com
理事 陳沅 Chen Yu Southwest inn Southwest Freeway, Houston,Tx 77074 Tel: 909-374-6566 Rchen777@gmail.com	理事 雷玉華 Cianna Hsieh (979)885-3707(O) (979)885-4201(F) (713)502-3951(C) (281)392-6687(C) tedandcea@aol.com	



北美洲台灣旅館公會聯合總會
第九屆青年團返台訪問團名單

姓名	所屬單位	職務	電話	電子郵件 E-Mail
陳詩章	北美洲台灣旅館公會聯合總會(總會長)	總會長	281-725-8415	samuelschen@yahoo.com
林翠雲	僑務委員	總領隊	714-928-6590	yunlin7@yahoo.com.tw
許清松	北美洲台灣旅館公會聯合總會(前總會長)	副總領隊	714-772-8899	Stephen@ramadaanaheim.com
柯欣侑	北美洲台灣旅館公會聯合總會	總幹事	626-280-2207	thmana1688@gmail.com
汪俊宇	北美洲台灣旅館公會聯合總會(前總會長)	團員	626-826-7083	gwang@vicinn7.com
鄧永征	南加州台灣旅館業同業公會(前會長)	團員	805-259-6622	nickteng@msn.com
李春梅	南加州台灣旅館業同業公會	團員	626-512-5242	mchang120@gmail.com
陳清亮	休士頓美南台灣旅館公會(前會長)	團員	281-380-1180	chin3619@aol.com
陳美芬	北美洲台灣旅館公會聯合總會(前總會長)	團員	281-380-1180	chin3619@aol.com
許文忠	北美洲台灣旅館公會聯合總會(前總會長)	團員	281-788-7921	sthsu@yahoo.com
黎淑英	北美洲台灣旅館聯合總會(副總會長)	團員	713-898-9142	sueli888@yahoo.com
宋蕾	休士頓美南台灣旅館公會(會長)	團員	936-273-1500	jacobsonhotels@aol.com
陳林素貞	休士頓美南台灣旅館公會	團員	281-725-8415	suejchen@yahoo.com
羅秀娟	休士頓美南台灣旅館公會	團員	832-607-5038	julienews09@yahoo.com
陳月燕	休士頓美南台灣旅館公會	團員	832-228-1898	yuenyen0506@gmail.com
蔣曉枝	休士頓美南台灣旅館公會	團員	817-307-7789	kaylin01@gmail.com
吳錠達	北美洲台灣旅館公會聯合總會(前總會長)	團員	973-641-6097	tingtarwu@yahoo.com
蔡慶輝	北美洲台灣旅館聯合總會(美東副總會長)	團員	973-936-3885	ktsay@npcam.com
彭鈺詢	美東台灣旅館同業公會	團員	973-641-1636	angelapeng08@gmail.com
吳忠勳	美東台灣旅館同業公會	團員	908-723-2099	Eddiewu13@yahoo.com

Taiwan Hotel & Motel Association of North America

姓名	所屬單位	職務	電話	電子郵件 E-Mail
郭學仁	南加州台灣旅館業同業公會副會長	團員	949-582-7100	simonkuo9@yahoo.com
許瑞鳳	南加州台灣旅館業同業公會	團員	714-991-6868	gfanphoenix@yahoo.com.tw
許明月	南加州台灣旅館業同業公會	團員	714-991-6868	sandymychen@gmail.com
朱泉龍	南加州台灣旅館業同業公會	青年團領 隊	714-225-2256	chienchu2004@yahoo.com
陳大偉	南加州台灣旅館業同業公會	團員	213-483-6262	dchen78998@msn.com
陳明均	南加州台灣旅館業同業公會	團員	213-483-6262	Helenchen134@gmail.com
鄭迪隴	南加州台灣旅館業同業公會	團員	714-683-6800	Davidchengusa2003@yahoo.com
張瑞心	南加州台灣旅館業同業公會	團員	626-512-5244	achang416@gmail.com
石安晴	南加州台灣旅館業同業公會	團員	626-512-5244	ppwedding100@gmail.com
李師哲	南加州台灣旅館業同業公會	團員	714-772-7755	melodyszc@hotelmail.com
王姿涵	南加州台灣旅館業同業公會	團員	714-772-7755	omxywang@ymail.com
鄧傑聖	南加州台灣旅館業同業公會	團員	805-259-6622	jasonteng89@gmail.com
林昭璇	休士頓美南台灣旅館公會	團員	932-607-0351	Jackie.ch.lin@gmail.com
蔡維妮	休士頓美南台灣旅館公會	團員	832-228-6160	weinitsai@gmail.com
張峻傑	休士頓美南台灣旅館公會	團員	770-420-0862	Yun_chih@yuanta.com
陳承	休士頓美南台灣旅館公會	團員	630-854-1845	inamc@yahoo.com
許書瑜	休士頓美南台灣旅館公會	團員	713-898-9142	Jeni.hsu@gmail.com
Jason Chang	南加州台灣旅館業同業公會	團員	850-748-1886	jason_chang_3000@hotmail.com
Paul Biba	美東台灣旅館同業公會	團員	908-723-2099	eddiwu13@yahoo.com



北美洲台灣旅館公會聯合總會
第九屆青年團返台訪問團行程

Time	Itinerary
0600~0630	配合航班抵達時間，安排專人與專車至桃園機場接機：可在機場兌換新台幣或申辦台灣手機門號 Please give us the flight time of arrival, we'll arrange the bus to airport and pick up group members, and money exchange or apply for mobile phone number at the airport
0630~0730	桃園機場→高速公路→台北 Taoyuan International Airport→ freeway→Taipei
0730~0830	台北麥當勞林森二店：自費享用早餐 台北市中正區林森南路1號，近忠孝東路口，喜來登飯店隔壁，捷運善導寺站2號出口 TEL：886-2-23911196 McDonald Taipei: Eat breakfast at your own expense No.1, Linsen S. Rd., Zhongzheng Dist., Taipei City, near Zhongxiao E. Rd. intersection and next The Sheraton Hotel (MRT Shandao Temple Station Exit 2)
0830~0900	前往外雙溪 Go to WaiShuangHsi
0900~1230	台北故宮博物院：藝術饗宴 Visit the National Palace Museum
1230~1400	午餐：台北春水堂西湖店 台北市內湖區瑞光路585號1樓 TEL：886-2-87514945 Lunch: Taipei Chun Shui Tang cultural tea house No.585, Rueiguang Rd., Neihu, Taipei City
1400~1600	台北→高速公路→苗栗三義 Taipei→ freeway →Miaoli Sanyi
1600~1645	漫遊三義水美木雕專業區 Sanyi Woodcarving Street
1645~1800	三義→高速公路→中興新村 Sanyi→ freeway →Chung Hsing New Village
1800~1900	晚餐：中興新村結園 Dinner: Zhe Yuan restaurant
1900~2130	配合觀光局：參加2014年台灣燈會 Participation 2014 Taiwan Lantern Festival with Tourism Bureau, Republic of China
2130~2215	中興新村→台中 Chung Hsing New Village → Taichung
Accommodation	台中裕元酒店【五星級】 Taichung Windsor Hotel (5 stars)

D1
2/22
(Sat.)

D2 2/23 (Sun.)	0800~1000	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	1000~1030	台中→埔里 Taichung → Puli
	1030~1230	特色建築之旅：中台禪寺祈福行 Chung Tai Monastery
	1230~1330	午餐：埔里亞卓客家菜 Lunch: Puli Ya-Zhou Hakka Restaurant
	1330~1415	埔里觀光酒廠趣味遊 Visit Puli Winery
	1415~1500	埔里→日月潭 Puli → Sun Moon Lake
	1500~1730	日月潭山光水色之旅： 向山遊客中心&水社大壩&耶穌堂&涵碧步道 Sun Moon Lake : Xiangshan Visitor Center, The Church of Christ, Hanbi Hiking Trail
	1730~1900	晚餐：日月潭日光湖畔庭園套餐 Dinner: Sunny Lake Wonder restaurant
	1900~2000	日月潭→台中 Sun Moon Lake → Taichung
	Accommodation	台中裕元酒店【五星級】 可自行前往逢甲夜市逛街樂 Taichung Windsor Hotel (5 stars) Themselves to Feng Chia Night Market
D3 2/24 (Mon.)	0800~1000	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	1000~1030	台中→沙鹿 Taichung → Shalu
	1030~1200	參訪弘光科技大學 Visit Hungkuang University
	1200~1330	午餐：沙鹿日日是好日庭園餐廳 Lunch: Shalu Everyday Always Good Day Garden Restaurant
	1330~1415	沙鹿→霧峰 Shalu → Wufong
	1415~1600	台灣五大家族之一：霧峰林家花園庭園之旅 One of the five families in Taiwan: The Lin Family Garden in Wufong
	1600~1630	霧峰→烏日 Wufong → Wurih
1630~1830	入住台中烏日清新溫泉渡假飯店【五星級】 請自備泳衣與泳帽，享受飯店各項溫泉泡水設施 Check-in : Taichung Fresh Fields Hotel (5 stars) Please bring swimsuit and cap and soak hot spring facilities in hotel	

	1830~2000	晚餐：台中烏日清新溫泉渡假飯店 自由聯誼，享受飯店各項遊憩設施 Dinner: Taichung Fresh Fields Hotel Free time: enjoy the hotel facilities
	Accommodation	台中烏日清新溫泉渡假飯店【五星級】 Taichung Fresh Fields Hotel (5 stars)
D4 2/25 (Tue.)	0730~0900	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	0900~1100	台中→高速公路→林口 Taichung→ freeway →Linkou
	1100~1230	參訪醒吾科技大學 Visit Hsing Wu University
	1230~1330	午餐：林口食為先餐廳 Lunch: Shih-Wei-Hsien restaurant
	1330~1415	林口→高速公路→台北 Linkou→ freeway → Taipei
	1430~1600	參觀台北大倉久和大飯店 Visit The Okura Prestige Taipei
	1600~1800	住宿飯店 CHECK-IN 並小憩 Hotel check-in and take rest
	1800~1930	晚餐：旅館公會全國聯合會宴請 Dinner: treat by The Hotel Association of ROC
	1930~	台北西門町逛街樂 Go to Ximending and shopping
		Accommodation
D5 2/26 (Wed.)	0730~0900	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	0915~1000	拜會中華民國觀光局 Tourism Bureau, M.O.T.C. Rep. of China
	1015~1100	拜會中華民國僑務委員會 Overseas Community Affairs Council, Republic of China
	1115~1200	拜會立法院 The Legislative Yuan Republic of China
	1200~1345	午餐：僑務委員會宴請 Lunch: treat by Overseas Community Affairs Council
	1345~1450	前往松山機場&辦理登機 Go to Taipei Songshan airport & check-in
	1450~1600	搭乘復興航空 GE239 航班：台北→金門~目前班表 Take TransAsia Airways GE239, Taipei to Kinmen

	1600~1800	金城鎮模範街市區觀光&莒光樓夜景 ※本日常視抵達金門航班時間彈性增減行程 Jincheng Township city tour & visit Jyuguang floor building
	1800~1930	晚餐：金門縣長宴請 Dinner: treat by Kinmen County Magistrate
	Accommodation	金沙大地(目前金門最佳飯店) Treasure Land Resort Hotel (So far the best hotel in Kinmen)
D6 2/27 (Thu.)	All day	金門戰地精華遊：古寧頭戰史館&翟山坑道&八二三戰史館&擎天崗&金門酒廠 Guningtou War Museum& Jhaishan Tunnel& 823 Artillery Battle Museum& Qingtiangang& Kinmen Kaoliang Liquor
	Lunch	金門高坑牛肉大餐~知名特色美食 Kow Kun beef restaurant
	Dinner	金門議長宴請 Treat by Kinmen County Council Speaker
	Accommodation	金沙大地(目前金門最佳飯店) Treasure Land Resort Hotel (So far the best hotel in Kinmen)
D7 2/28 (Fri.)	0730~0930	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	0930~1035	前往尚義機場&辦理登機 Go to Kinmen ShangYi airport& check-in
	1035~1145	搭乘復興航空 GE2322 航班：金門→台北 Take TransAsia Airways GE2322, Kinmen to Taipei
	1145~1230	安排大型豪華遊覽車：配合寶路建設行程 Arrange the bus with PoRu Construction schedule
	Lunch	台北寶路建設宴請 Treat by PoRu Construction
	Afternoon	參訪寶路建設集團 Visits PoRu Construction
	Dinner	台北寶路建設宴請 Treat by PoRu Construction
	Accommodation	台北~自理 Taipei~at your own expense

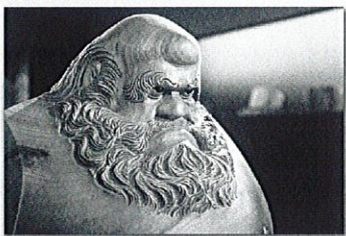
故宮博物院 National Palace Museum

故宮收藏的文物珍寶，是舉世聞名的文化資產，從帝王收藏到全民共有，傳承有序的國立故宮博物院典藏，其收藏品的年代幾乎囊括了整個中華文化五千餘年未曾中斷的歷史，在世界文明史上獨一無二。博物院內65萬件收藏品中，大多數是昔日中國皇室的收藏品，皇室的收藏則始自1000多年前的宋朝。隨著數位科技廣泛應用在博物館的展覽或硬體設備，歷時三年的正館改建工程，於2007年2月改建完工後的新故宮，除了提供煥然一新的展覽手法之外，也增建了數位學習空間，如數位導覽大廳、多媒體放映室、多媒體兒童學習區等，同時持續推動「數位典藏」、「數位博物館」以及「數位學習」等計畫，營造一個無圍牆的博物館。而多樣化的餐飲服務、電影院以及文化商店等等，讓遊客不僅可以參觀古文物、欣賞新藝術，甚至為約會地點，視故宮為生活的一部份。承先啟後，再造新局，改建完工的故宮不僅代表華夏歷史的傳承，展望未來更是與當代社會文化脈絡連結的新起點



Construction of the National Palace Museum's Main Exhibition Building began in March of 1964 and was completed in August of 1965. Aside from this, the National Palace Museum also underwent renovations in 1967 and 1970, all of which resulted in the present architectural structure that exists today. With over 654,500 artifacts in its collection, the 27,438-square-foot (15,118.2-square-meter) gallery area of the Main Exhibition Building is insufficient for the National Palace Museum's current exhibitions needs. It has been calculated that for any given time period, the percentage of items that can be put on display in proportion to the entire National Palace Museum collection is as follows: calligraphy and paintings, approximately 15%; antiquities, approximately 6.4%; books, approximately 0.07%; and documents even less. As it can be seen from the statistics above, there is a pressing need to expand the National Palace Museum exhibition area and facilities.

三義水美木雕專業區 Sanyi Woodcarving Street



Construction of the National Palace Museum's Main Exhibition Building began in March of 1964 and was completed in August of 1965. Aside from this, the National Palace Museum also underwent renovations in 1967 and 1970, all of which resulted in the present architectural structure that exists

苗栗縣在「調整觀光行銷策略，創造新興商機」政策方向下，以「讓世界看見苗栗」為目標，推動7大旅遊路線及3大國際觀光軸線，並正以「三義木雕藝術城」為苗栗國際觀光旗艦景區，拔尖推動三義為「臺灣國際觀光的新亮點」。「臺灣三義」以鮮明的木雕藝術主題、臺灣唯一的木雕產業聚落、便捷的交通網絡、國際知名的旅遊景點、多樣有趣的旅遊體驗、熱情好客的旅遊接待及配合度高的觀光投入，持續提升國際觀光服務能力，傳承與創新這一處代表臺灣最重要的觀光寶地，將「木雕產業特色觀光」推廣到全世界。

today. With over 654,500 artifacts in its collection, the 27,438-square-foot (15,118.2-square-meter) gallery area of the Main Exhibition Building is insufficient for the National Palace Museum's current exhibitions needs. It has been calculated that for any given time period, the percentage of items that can be put on display in proportion to the entire National Palace Museum collection is as follows: calligraphy and paintings, approximately 15%; antiquities, approximately 6.4%; books, approximately 0.07%; and documents even less. As it can be seen from the statistics above, there is a pressing need to expand the National Palace Museum exhibition area and facilities.

2014年台灣燈會 2014 Taiwan Lantern Festival

「2014台灣燈會」充分發揮中興新村的地理優勢，以中興會堂大操場周邊區域為「主展區」，並延伸至「北燈區」（省府路圓環）與「南燈區」（小巨蛋）兩處亮點，再沿光華路、光榮北路及光榮東路等「綠色隧道」予以串聯，將整個中興新村與台灣燈會融為一體，並規劃自高鐵臺中站、臺鐵員林站、臺中老虎城購物中心搭乘接駁專車到達燈會現場，讓遊客可輕鬆「白天賞綠蔭、晚上逛花燈」。在主展區，眾所矚目的中心主燈，延續以往由中華電信股份有限公司贊助，今年主燈「龍駒騰躍」，高23公尺，為歷年之最，並以「全光學」、「科技性」、「綠能環保」為設計主軸，運用超過20萬顆以上之LED燈泡呈現出最為璀璨亮麗之視覺饗宴！3座「副燈」—「珍禽爭艷」、「福祿安康」及「台灣酷比熊」，分別由台灣觀光協會、台灣敦睦聯誼會、台灣觀光遊樂區協會贊助，呈現南投特有的動植物生態。「傳統燈區」融入光環境整體布局，以「日升月恆」、「太極美地」、「玫酒佳窯」、「和樂農農」、「快樂天堂」及「起原傳說」等6個主題，由國內著名免稅商店、觀光旅館、國營企業、地方廟宇等9個單位贊助；而「歡樂燈區」則集結8家國內知名主題遊樂園、3家交通運輸業者製成企業形象主題花燈，散播繽紛的歡樂氣氛。

The Lantern Festival is held annually on the 15th day of the first lunar month. It marks the grand finale of the Lunar New Year season and is celebrated with fanfare by families across the country. Firecrackers, fireworks, hand lanterns and torches all traditionally liven up the festivities as people welcome the New Year in a spirit of peace, prosperity and joy.

The 2014 is the year of Horse. This year's theme lantern installation is a 23-meter tall 30-ton "Prancing Horse" (Chinese name given by famous literature scholar Professor Tseng Yong-Yi from Shih Hsin University). The golden stallion, inspired by the famous historic stallion- Yanqi Horse, is prancing full of energy and galloping toward Yushan- the highest peak in Taiwan.



This installation is designed along three main axels- “all optical”, “high-tech”, and “green technology”. To present an unprecedented feast of visual sensations, this year’s theme lantern breaks several records. The whole installation is lit by 5,120 circuits and over 200,000 LED units. This 23-meter-tall stallion galloping towards Yushan will stand center stage to light up the event throughout the festival period.



The theme lantern installation forms a central plaza surrounded by the lit-up podium, traditional lantern area, theme light show, and prayer lantern area. This year’s lit-up podium is inspired by the imageries of Nantou’s international tourist spot, Sun Moon Lake, and the flora and fauna of Nantou’s exquisite natural wonders, including the adorable butterflies, frogs, Sambar deer, black bears, and owls. Images of famous landmarks and cultures in Nantou, including Laru Island, Cien Tower, Tsou tribal canoes and fishing nets, and the Sun Moon Lake cable car, are presented through the Chinese New Year style paper-cutting, quilting, and printing arts. They are integrated with aboriginal totems and colors to create another visual focal point in the event.

中台禪寺 Chung Tai Chan Monastery

中台禪寺位於南投縣的埔里，中台禪寺新建工程自西元1990年開始規劃，歷時十年，西元2001年宣告竣工，是結合中西建築元素，由著名建築師李祖原先生所設計。成為眾多佛教信眾的信仰中心，慕名而來的遊客和信眾絡繹不絕。中台禪寺主體建築以石材為主，象徵修行的堅固和永恆不變。由側面看主體建築，彷彿是一位在青山中禪坐的行者，正面外觀則像蓄勢待發的噴射機，象徵禪宗「頓悟自心，直了成佛」的無上心法，設計兼具時代開創新意與綿長的禪宗古意。中台禪寺的開山方丈為上惟下覺老和尚，是四川省營山縣人，三十歲時剃披出家、受戒。先後到過宜蘭吉祥寺、新竹圓明寺、香港大嶼山等地閉關。西元1971年代末期從香港返回臺灣，繼續他的清修生涯。逐漸地，老和尚的名聲一天天的傳播開來，到今日親炙學人逾數十萬人。南投一向就以山光水色聞名，尤其埔里位處臺灣地理中心，更是許多景點的中繼樞紐，而中台禪寺的主體建築含藏佛法五化內涵，集生活、教育、學術、藝術、科學於一身，寺內建築、佛像、壁畫、彩繪、雕刻、書法……，蘊含豐富藝術內涵，呈現出至真、至善、至美、至聖的佛法精神，無一不藝術，無一不莊嚴，走一趟中台巡禮，可比一趟洗滌心靈之旅，讓你輕鬆休閒之餘，又能獲得內心祥和平靜。

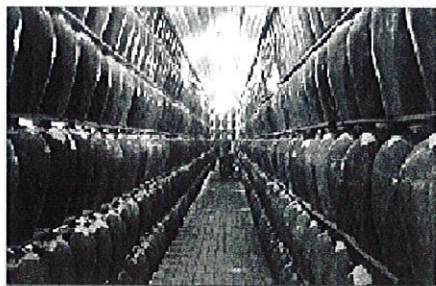
Chung Tai Chan Monastery locates in Puli of Nantou. Chung Tai Chan Monastery's designation of the construction started since 1990 through out a decade. The accomplishment ended in 2001. The construction of the building combined both Chinese and Western styles. The famous architect, Li Tsu Yuan, designed it. It became the belief center of many Buddhism. The visitors or the crowd of believers come to visit because of its fame. Architect Li Tsu Yuan charged the layout of Chung Tai Chan Monastery. Its adoption was the different law which means the great scale to reach exceptive sight affect. And the temple was built with perpendicularity development instead of Chinese traditional temple's horizontal extension mode. The main

structure of the bodybuilding was stone. It represented the firmness of seminar and the eternal changeless. Looking at the bodybuilding from the side is like a saint seating in the green woods. The main side of the bodybuilding is like the due out of the jet plane. It represents realize suddenly from heart, straight become Buddha of the supremacy heart law. The design contains the new create of generation and extension of the ancient Zen. Chung Tai Chan Monastery's main abbot who started the temple was the old monk, Shang Wei Hsia Chueh. The old monk was Szuchuan camp mountain county people. When he was 30 years old, he became a monk, cloister, and tonsure in Shih Fang Temple in Keelung. He became the disciple of the old monk, Shu Yun. He has been closed to border through the Auspice temple in Yulan, the Yuan Ming Temple in Hsinchu, the big island mountain in Hong Kong, and so on. He came back to Taiwan from Hong Kong during the end of 1971. He lived in the small and simple thatched cottage, which were bought by the people in Shih Ting in Taipei. He then continued his studying of the Zen. During 1985 and 1986, the inner prosperous road built by the Yangming Mountain(Yangmingshan) National Park. More and more passengers knew this. Later on, more and more visitors become the disciples. And throughout the disciples to the people, the old monk's celebrity is passing each day. Until now the disciples have reach to more than one hundred thousands.

Nantou is always famous for its mountain sight, especially Puli, which located in the center of Taiwan's geography. It is the main center of many types of scenery. Chung Tai Chan Monastery's bodybuilding contains Wu Hua changes, Gather lives, education, art learning, art, science. The building of the temple, the statue of Buddha, the fresco, the color paints, the carving structure, the calligraphy and etc, all of these form the content of the art. They show the real truth, the real nice and the real beauty of the spirit of Buddha. All of these are the art and the unimposing. Making a trip of Chung Tai Chan Monastery, you will feel the relaxation. It is just like a heart spirit bathing. You can also gain the peace in your heart.

埔里觀光酒廠 Puli Winery

紹興酒是我國傳統八大名酒之一，顧名思義，原產於浙江紹興，其選用優質糯米、麥和鑿湖水釀造而成，埔里酒廠以自己的方式改良舊法，以陶質酒甕密封貯存 30個月以上才推市場。而陳年紹興儲藏時間需要延長大約60個月以上，可說是酒中的極品。埔里紹興酒由於品管嚴格又採用愛蘭名泉釀造，品質優良，酒液色澤澄黃而明亮，香氣濃郁芬芳，享譽中外，歷久不衰。



Surrounded by mountains, Puli is located within close reach of such scenic spots as Sun Moon Lake and Wushe. Amiable weather and good quality water have provided Puli with the ideal environment for developing its wine industry. Shaosing wine from the Puli Winery is exported to more than 30 countries around the world. In April 1996, the winery set up an exhibition hall introducing Chinese wine culture and offering special tours of the winery to visitors. Puli has since attracted tourists from around the island. In the same year, the winery joined hands with restaurants in Puli to host a special food festival featuring Shaosing wine. Dishes using Shaosing wine have become famed, not only in Puli, but also in many restaurants in other parts of the island. Under the winery's planning, the September wine festival will feature Shaohsing wine feasts, rituals dedicated to wine deities, exhibitions and entertainment programs.

日月潭 Sun Moon Lake

日月潭國家風景區位於南投縣魚池鄉水社村，是全台最大的淡水湖泊，故日月潭有人稱為『海仔』或『水社海仔』；因潭景霧薄如紗，水波漣漣而得名為『水沙連』，四周群巒迭翠，海拔高748公尺，面積116平方公里，全潭以拉魯島(光華島)為界，南形如月弧，北形如日輪，所以改名為『日月潭』，潭面景像萬千，為出色的天然大湖，921大地震面臨前所未有的浩劫，帶來重建的契機，震後景點升格再現日月潭光華。

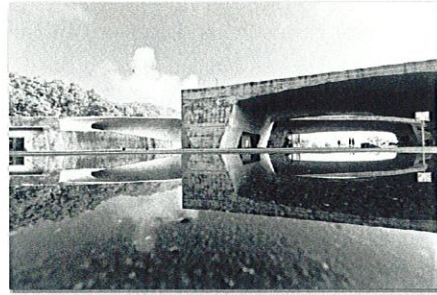


The Sun Moon Lake, located in the middle of Taiwan, with an elevation of 748 meters above sea level, is the only natural big lake in Taiwan. The southern part of Lalu Island is shaped like a new moon, and the northern part is shaped like a sun; hence the name Sun Moon Lake.

The most famous sights around Sun Moon Lake are the Itashao, Lalu Island, the Xuanzang Temple, the Ci-en Pagoda, and the Wenwu Temple and so on. The natural forests bordering these roads are good places for bird watching. There are a lot of birds that live on the mid-elevation, such as the Grey-cheeked Fulvetta, Grap-throated Minivet, Formosan Yuhina, Gray Tree Pie, Bamboo Partridge, Chinese Bulbul, Muller's Barbet, and the Black Bulbul.

The Shao Clan is the earliest clan that lived in the Sun Moon Lake region. The Harvest Festival, Sowing Festival and their special handicraft fair every year, as well as their articles have helped to preserve the particular culture of the Sun Moon Lake region.

向山遊客中心 Xiangshan Visitor Center



向山行政暨遊客中心位處台21線水社隧道附近，鳥瞰建築物，猶如雙手環抱整個日月潭的湖光山色，其中兩個長度達三十四公尺高八公尺的超大跨度之頂版結構；日月潭的湖光山色穿過寬闊的跨距空間，直接映入遊客眼中，創造了人與自然間發展對話的舞台，雖為建築物，但若說它是一件藝術品也不為過。本園區前棟為辦公處所，後棟則為遊客中心。遊客中心展場包含「悠遊水沙連-產業館」、「日昇月恆-藝廊」、「潭情日月-自然人文館」及「多媒體影音播放室」，分別展出當地的產業、工藝和旅遊資源，其中「產業館」網羅了大日月潭地區的陶藝、紙藝、工藝、酒類、紅茶及農特產等特色產業，並提供產業資訊；「藝廊」以潭區附近工藝名家作品展為主題；「自然人文館」以影音導覽認識日月潭自然人文與歷史

The Xiangshan Visitor Center is both for tourism and administration use. The uniquely designed building has wood-patterned exteriors and wings that stretch like human arms embracing the earth. In addition, the two giant canopy structures, 34 meters long and 8 meters tall each, allow people to enjoy beautiful views of the Sun Moon Lake on top.

耶穌堂 The Church of Christ



耶穌堂是白色羅馬列柱式建築風格，素樸典雅，內設紅檜座椅，是蔣介石伉儷到日月潭時作禮拜的專屬教堂。耶穌堂隨著威權時代的終結，已卸下神秘面紗，一般民眾在開放時間內可前往參觀，也可以依程序申請在此舉行宗教儀式婚禮。

The Church of Christ is a white Greek-style temple recognized for its elegant and simple design and red cypress furniture and was reserved for the former president and the first lady (Jiang Jieshi) when they visited Sun Moon Lake. After the Jiang era, the church was opened to the public and tourists can visit this holy building during service hours or apply to have their church wedding conducted here.

涵碧步道

The Lin Family Garden in Wufong

This trail is about 1.5 kilometers. Steps on the trail are made of red bricks. Muller's barbet and many other bird varieties can be seen on this trail in the morning. When walking down to the wharf, you can see the enchanting scenery of Lalu Island in the midst of the lake and Cihen Pagoda in the distant mountains.

涵碧步道的起點為梅荷公園，步道平緩蜿蜒、環繞涵碧半島水濱，穿梭於林蔭花木中，是老少咸宜的大眾化路線。清晨漫步其中，可見五色鳥、山紅頭、繡眼畫眉等鳥類活躍林間。行至潭畔碼頭可盡覽慈恩塔、拉魯島及群山綠水美景。育樂亭是遠眺青龍山脈以及拉魯島的最佳地點，仔細觀察可以體會傳說中青龍搶珠的地理奧妙！蔣介石行館涵碧樓即因座落於涵碧半島為名，蔣介石先生暨夫人生前時常漫步於涵碧步道欣賞日月潭的美景。步道兩側還栽種蔣夫人最喜歡的桂花、梔子花等香花灌木。涵碧步道的起點為梅荷公園，步道平緩蜿蜒、環繞涵碧半島水濱，穿梭於林蔭花木中，是老少咸宜的大眾化路線。清晨漫步其中，可見五色鳥、山紅頭、繡眼畫眉等鳥類活躍林間。行至潭畔碼頭可盡覽慈恩塔、拉魯島及群山綠水美景。育樂亭是遠眺青龍山脈以及拉魯島的最佳地點，仔細觀察可以體會傳說中青龍搶珠的地理奧妙！蔣介石行館涵碧樓即因座落於涵碧半島為名，蔣介石先生暨夫人生前時常漫步於涵碧步道欣賞日月潭的美景。步道兩側還栽種蔣夫人最喜歡的桂花、梔子花等香花灌木。



霧峰林家花園

The Lin Family Garden in Wufong



位在霧峰鄉的林家宅園，又稱「霧峰林家花園」，為清朝台灣中部最大的仕族，早期台灣五大家族之一。同治三年（西元1864年）開始動工興建，林家古厝及花園總面積六公頃，共分成頂厝、下厝、及花園三大部分，從頂厝、下厝至萊園就分別有七到八組不同的建築屋群，不但每棟建築內外結構具有獨特的藝術成份，更為現今台灣規模最大的中國傳統式建築屋群。霧峰林家花園是早期台灣五大家族中林獻堂家族宅院，目前被內政部列為二級古蹟。霧峰林宅建築群組有下厝、頂厝與萊園三部份，林家下厝主體以官宅式的建築為主，其中「宮保第」建築為四進回字形的四合院，是目前台灣省境內最大的清代官宅。林家頂厝與下厝間隔有一條巷子，卻有文人及武人相異的建築風格，目前仍有林家後代子孫居住。萊園部份已納入明台家商校區範圍，近年學校將其改建為校舍，不過仍留下林家花園早期的木棉橋、五桂樓、荔枝島、小習池等文人氣息濃厚的建築。

Wufeng Lin Family Mansion and Garden is the general name for the former residence and grounds of the Wufeng Lin family at its Wufeng District, Taichung ancestral home. Owing to the great size of the Lin family clan, the site can be divided into two branches, the Upper and Lower Houses. Because of this, the mansion's scope of distribution is considerably vast. The section constructed by Lin Wenqin of the Upper House, Laiyuan, it is commonly known to local residents as The Lin Family Gardens

The Ten Scenes of Laiyuan (萊園十景)

1. Cotton-tree Bridge (木棉橋): In prior times, a wooden bridge originally spanned Washerwoman's Stream(擣衣澗), leading to Laiyuan's entrance; deriving its name from the Ceiba trees (木棉) that surrounded it. In 1930(Showa 5), the bridge was rebuilt using cement.

2. Washerwoman's Stream(擣衣澗)

3. Five-Cassia Tower (五桂樓): Rebuilt in 1906, it is named after the five cassia trees in front of its gate. The first floor was used as a sitting room for Mother Luo (羅太夫人, Madame Lin Dianguo (林奠國夫人)), and the second as Madame Luo's (羅夫人) personal opera box. Liang Qichao stayed here during his time in Laiyuan.

4. Pool of Small Habits (小習池)

5. Lychee Isle (荔枝島): An earthen terrace built in the middle of the Pool of Small Habits, topped by a stage for 羅太夫人 to watch opera. Later rebuilt as Flying Goblet Drunken Moon Pavilion (飛觴醉月亭).

6. Precipice of Myriad Cherry Trees (萬梅崦)

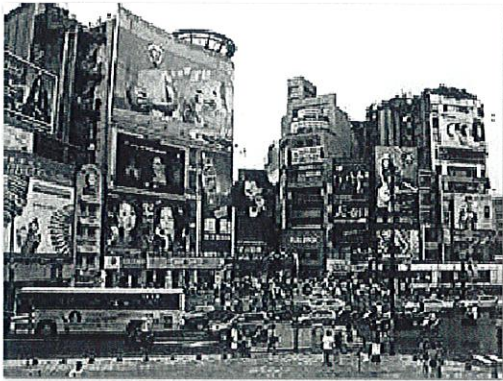
7. Moon-viewing Peak (望月峰)

8. Thousand-Step Trail (千步磴): A path leading to Moon-viewing Peak, also known as the Cloud-Traversing Trail「凌雲磴」。

9. Pavilion of Vesperal Beauty (夕佳亭)

10. Veranda for Contemplating Nirvana (考槃軒)

台北西門町 Ximending



西門町的地名來自日據時代，當時的居民大多居住於臺北城內，而西門區域就是最他們的休憩場所，1896年，這裡有了第一家戲院「東京亭」，1922年時，正式以「西門町」為名。西門町早期以電影院為最主要的商業活動，當時的電影院大多環繞於峨嵋街、成都路與西寧南路上，故也是西門町發展的中心，民國38年國民政府遷台後，大量資金湧入此處，除了電影院外，百貨業及其他娛樂場所相繼出現，中華商場完工之後，西門町儼然已成全國最大的商業娛樂中心。民國80年代，臺北的商業娛樂活動逐漸轉移東區，再加上中華商場的拆除與道路整頓，西門町著實沉寂了好一陣子；一直到捷運板南線完工，中華路在臺北市政府的規劃之下，搖身一變成為臺北的香榭大道，不僅如此，大小廣場與活動空間如雨後春筍般地成長，每到週末假日，人群聚集在此從事文藝或運動、音樂表演等的活動，再度把商機與人潮又拉回了西區。現今的西門町不但見證了歷史，還是新一代流行文化的帶領者，許多懷舊的中老年人在此回味往事，更有打扮新潮的年輕一代在這裡爭奇鬥豔，兩種完全不同的生活型態在此交流，滿足了不同需要的族群。

The name of Ximending came from the period of Japanese colonization. At that time most local residents live within Taipei City. Ximending is the center for recreation. In 1896, the first theater "Tokyo Stand" was set up. In 1922, the place was officially called Ximending.

In early years, the main business activity in Ximending was going to cinema theater. At that time, most cinema theaters are on E'mei Street, Chengdu Road and Xining S. Road. They were the center of Ximending's development. After the central government of R.O.C. was reinstated in Taiwan in 1949, a large sum of capital was poured into Ximending. Other than cinema theaters, there were department stores and other entertainment attractions. After the completion of Zhonghua Business Buildings, Ximending became the largest business and entertainment center in the country.

In 1990s, the business and entertainment activities of Taipei gradually shifted to East District. Later, Zhonghua Business Buildings were torn down for road construction. Ximending became silent for a while. Then, MRT Bannan Line was completed. Zhonghua Road was converted to be a prosperous main street under the planning of Taipei City Government. Furthermore, there are many emerging squares and activity locations. On holidays and at weekends, people gather here for art, culture events or sports, music performance. The business opportunities and people are coming back to Ximending.

Taipei

莒光樓 Juguang Tower

莒光樓位於金門縣金城鎮，是一幢仿古宮殿式的三層樓建築，建於民國41年（西元1952年）用以表彰在金門歷次戰役中英勇官兵之事蹟。由於曾經被採用為中華民國郵票圖案而馳名國際，成為外賓訪金門的第一站。一樓設有簡報室，放映金門多媒體簡介，可以讓來訪者對金門有個概括的認識。沿莒光樓往下走，經過莒光湖，湖畔規劃為「金門縣觀光旅遊服務中心」有金門縣觀光協會、旅行公會、旅館公會等觀光服務社團在此辦公、需要旅遊資訊或服務的遊客不妨前往洽詢。



This is the symbol of Kinmen, and a popular tourist spot. The tower itself, built in imposing ancient Chinese style, contains a cultural gallery. Two cannon in front of the tower reflect the turbulent history of Kinmen.

古寧頭戰史館 Guningtou Battlefield History Museum

This was the scene of the 56-hour bloodbath that began when Communist troops landed on the shore and ended in victory for the Nationalist forces. A memorial tablet on the coast commemorates the battle, and the battlefield's entrance, built in the form of a Chinese city gate, is topped by a bronze statue of a heroic soldier.

This steel-reinforced cement building on the site of the Guningtou Battlefield is designed to resemble a fortress. It was built in 1984 as a memorial to the heroic actions of Kinmen's defenders, who at great cost drove off the Communist invaders and won a great victory for the Nationalist forces.

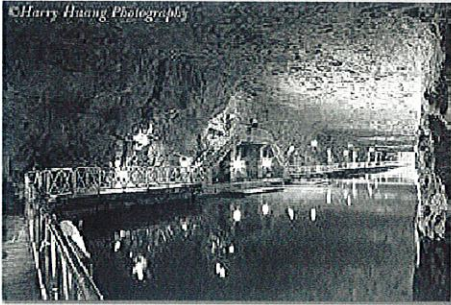


The sides and entrance of the museum are adorned with large relief sculptures portraying the spirit of the soldiers who fought in this notable battle. On grassy areas to either side are displayed "Kinmen Bears" - the M5 AI tanks which played a decisive role in the fighting. In a circle at the front of the building is a sculpture of three heroic fighters.

Inside the museum are 12 oil paintings by prominent artists depicting the battle, along with displays of other materials, documents, and photographs relating to the fighting and the victory that followed. The aim of the museum is to portray the spirit of sacrifice manifested by the soldiers who fought so hard and gave so much for their country.

古寧頭戰史館落成於民國73年，乃金門居民為紀念古寧頭聖戰，特別在戰地建「古寧戰史館」。外形雄偉的戰史館是一幢仿古城堡式建築，內陳列戰利品、戰事文件及有功將領玉照，還有一幅幅巨大的國軍作戰情形的油畫。

翟山坑道 Zhaishan Tunnel



位於金門古崗村古崗湖東南方，為一A字型戰備水道，坑道全長101公尺，寬約6公尺，高約3.5公尺；水道呈A字形，全長357公尺，寬約11.5公尺，高約8公尺。民國50年為因應戰爭所需而開挖，耗時5年才完成，戰時供登陸小艇搶灘運補用，坑內並有停靠碼頭。翟山坑道內由人工穿鑿，工程雄偉媲美擎天廳；坑道外海浪澎湃，潮聲勢壯。

The Zhaishan Tunnel are located to the southeast of Gugang Lake, in an area where the southern coastline juts out. Construction began on these tunnels in 1961 and was completed on March 22, 1966. The Zhaishan Tunnel stretch over a distance of 101 meters, with a width of 6 meters and height of about 3.5 meters. Inside are seven rooms that served as barracks. A unique feature of these tunnels is the A-shaped waterways. These waterways have a length of 357 meters, a width of about 11.5 meters and a height of about 8 meters, and were used to conceal small naval vessels.

八二三戰史館 August 23 Artillery War Museum



Located in Zhongzheng Park, this museum was built in 1988 as a memorial to the long weeks of the artillery war. Its displays are designed to give a sense of the valorous events of that period.

八二三戰史館位於中正公園內，建於民國77年（西元1988年）「八二三砲戰」30週年紀念，為當年砲戰的英勇事蹟作歷史見證。戰史館正門兩側外壁上鐫刻有戰役期間殉職官兵姓名共587位，左側展示當年殲敵主力戰鬥機—F八六軍刀機以及主力砲—155毫米加農砲，右側則停放海陸間穿梭自如的兩棲登陸運輸車（LVT），讓人可以想見當年陸海空三軍聯合作戰的壯盛情景。館內另外將戰役有關史料規劃成十二個展示區，以圖表、照片、文件、遺物、模型等不同展示方式，將八二三砲戰事件始末作最完整的記錄。遊客至此，可以真正體會到金門能在駭人密度的砲擊下存活下來，靠的並不是奇蹟，而是全體軍民一致的反共意志和精誠團結。在金門地區除了八二三戰史館外，鵲山及小金門也分別建有八二三砲戰勝利紀念碑，隨時提醒著人們：意志才是存活最大的力量。

On either side of the main entrance to the museum are carved the names of the 587 soldiers who lost their lives in the bombardment. On the left side are displayed the man air fighter used by the Nationalist forces at that time- the F-86 Saber and the main artillery piece, the 155mm cannon. On the right side is one of the amphibious landing craft - an LTV-that played such a vital role in transporting troops and materials during the battle. These displays help observers imagine what the joint operations of the three service branches must have been like.

Inside the museum are historical artifacts in 12 display areas for charts, photographs, documents, relics, and models. Together, these comprise a complete history of the artillery war. A visit to the museum gives observers a strong feeling of how the military and the civilians of Kinmen drew together to resist the aggressor when artillery shells were falling on the island in a dense downpour.

Memorial tablets commemorating the victory in the August 23 Artillery War have been erected at Magpie Mountain and on Little Kinmen to remind visitors of the sheer determination and resolute will which allow life to go on, even in the most trying circumstances.

金門酒廠 Kinmen Kaoliang Liquor

金門酒廠原名九龍江酒廠，長達半個世紀的運作，最著名的產品就是金門高粱酒系列，香醇甘冽，遠近馳名，長期以來一直是金門經濟發展的主脈。金門屬大陸型氣候，環境乾燥高溫，適合紅高粱的生長；而釀酒蒸餾時不可或缺的水源則是甘美的寶月神泉，因此釀就了聞名海外的金門高粱！



3. Prosperous Period :

When the "Kinmen Liquor, one unity retailing program", came into effect, sales of Kinmen Kaoliang Liquor was pushed to a record high, marking the start of the most prosperous era. °

4. Transitional Period :

The company was formally privatized and reformed as Kinmen Kaoliang Liquor Inc. During this period, by actively recruiting new talent from all areas, escalating its advanced technology and developing new products, it brought a fresh wave of energy into the company. Above all, customer-orientated management was kept in place and remained the number one priority.

Kinmen Kaoliang Liquor was established in 1952, and has been flourishing ever since for over half a century. Over this period, the company has gone through four major periods - Founding, Development, Prosperous, and Transitional periods.

1. Founding Period :

General Hu Lian appointed Colonel Xin-Chun Zhou to oversee the construction of (and to later direct) the first distillery, originally known as the "Jiulong River Distillery". When the Fukien Provincial Government relocated to Taiwan in 1956, it was renamed as "Kinmen Distillery".

2. Development Period :

This stage saw the increase in production capacity and KKL formally became a Government monopoly. During this time, KKL entered the international scene for the first time and was sold overseas, gaining great reputation.

青年部活動回顧

2008 青年部返國參訪團回顧



拜會中華民國僑務委員會



拜會中華民國觀光局



主講人: 亞都麗緻總裁 嚴長壽 Stanley Yen



主講人: 鄉林集團賴董事長正鑑



拜訪台北市旅館同業公會

2008 Feed back from Youth Group

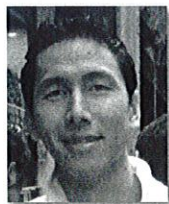
There's only one simple word that can describe my experience from our Taiwan trip: Amazing.

The idea of organizing a group of young adults visiting trip to Taiwan was extremely difficult from its very inception. Yet with the support of every THMAC Board member, and the strong backing of OCAC (Overseas Compatriot Affairs Commission) in Taiwan, our trip went flawlessly and each participant not only received valuable experience, but also made friends that will for sure last a lifetime.

The trip was filled with plenty of hospitality industry information as well as local culture learning. We spent 4 days traveling from Taipei, Tai Chung, and then Kaoshiung when we had the chance to take the newly opened High Speed Rail back to Taipei. As we visited different cities and hotels, we can certainly feel the different hospitality practices compared to what we have here. We even had the chance to meet with many successful Taiwanese entrepreneurs who shared their visions and experience with us. I'm sure their success stories often come from years of hard work and persistence, and should be a constant reminder and source of motivation for all of us.

On behalf of the Young Adult group, I'd like to take this opportunity to truly thank all of the THMASC Board Members who worked diligently to make this trip happen. I hope we'll be able to build on the success of this trip and bring benefits to all of the current and future THMASC members. Have a great summer and we'll see you at the Annual THMASC Banquet!

●
Kevin Chen,
GM Super 8 Anaheim Disneyland Drive



●
Shan Su:



This trip was rewarding in many ways and I am glad that my parents sorta made me go. I got to travel all over Taiwan for free, stay at nice hotels for free, learn about the Taiwan hotel industry and most importantly made friendships that will last for a lifetime. Thanks to all the organizers for all their hard work and making it possible

●
Derrick Chen:



The trip to Taiwan was very amazing to me, even though I travel to Taiwan quite often in the last two years, I have never discover why the customer service in Taiwan is much better than what I have in my properties. The professor Yuan and Professor Lei's seminar is very useful as well, even though many of us knows that customer are the boss but many of us do not know how to effectively giving good examples to our own team members about how important the customer are to us and how they are suppose to properly treating them. Other than that, I believe the tours to various level of hotel and motel is very useful as well, it gives me the updates of what Taiwan's hospitality business are doing to make their product stand out versus the other. I truly believe by keep on improving at this rate, when the proper timing comes, Taiwan will be one of the toughest competitors to most of the international country.

●
James Yin: The itinerary for this Taiwan hotel tour was spectacular because we had opportunities to interact and listen to celebrity Taiwanese hoteliers, successful Taiwanese hoteliers and Taiwan's future hoteliers. Furthermore, we were also given first-hand experiences (accommodations) and tours of the wide variety of hotels in the Taiwan market. The tour gave us a better understanding of unique Taiwan hotel market, which was sort of a mystery to me because its quite different than the U.S. hotel business model.

The Taiwan hotel tour also gave me a great opportunity to meet other second generation hoteliers with similar backgrounds from around the U.S.. This similarity allowed us tour members to quickly become great friends during this short trip. Overall, the itinerary and new friends made during the trip made this tour a great experience.



•
Vida Cho:

Everything about our trip was wonderful and fantastic. The programs were very educational and informative. I met some very interesting 2nd generation Taiwanese Americans and felt very alive. It would be nicer if we have more time to bond with each other. May be some introductory sessions can be created for everyone to introduce themselves at the beginning of the trip. Also space out the programs to allow time to digest the materials and more varieties on local tours. Again, thank you for organizing such a special trip that meant a lot to me.



•
Lucy Liu:

If I have to sum up my experience in Taiwan in one word, it would have to be exhilarating; this trip has lit my enthusiasm for the hospitality industry even more than before.

This trip to Taiwan has opened my eyes to the hospitality industry from the global level. Even though this was not my first time to visit Taiwan, I have to say that it has given me an even greater appreciation for the warm Taiwanese hospitality and beauty. To experience the Taiwanese hospitality from a different perspective was truly an honor and privilege. The highlight of the trip would have to be the speech that was given to our group by the godfather of hospitality industry in Taiwan - Mr. Stanley Yen. He was truly an inspiration for all of us and a great example to follow. After listening to his speech, I am inspired to be the best manager that I can be.

I would encourage anyone who is interested in discovering their roots and experiencing the Taiwanese hospitality industry to come and join the program - you will not be disappointed.

I really enjoyed meeting everyone in Taiwan and visiting the different government offices. I thought it was very helpful to see the hotels and the hospitality side of Taiwan. The speech presenters were all very inspiring, especially Stanley from Hotel One. I would definitely recommend this training program to the youth group in the future. Thank you for giving me this opportunity to join the program.



•
Tony Tung: I first want to thank you for taking the time to send us the photos from the trip. I will make the review of the trip short. I enjoyed most of the site seeing that took place, especially the Sunmoon Lake it was beautiful. Visiting the different hotels and boutiques were great because I was able to see the different styles of each one. I also personally enjoyed listening to The Hotel One speaker; probably because it was English lol but he had a lot of great information for people in the hospitality field. I think if there were translations for the other speakers I may have truly understood the messages they were sending. Most importantly, I had a great time meeting new people. Almost everyone got along and it felt like a big family atmosphere. I think everyone made a couple new friends from this trip so in overall it was a great trip.

I would like to thank THMANA, OCAC, and all the people involved in organizing this year's trip to Taiwan. I think it is a great idea to get the youth more involved in THMANA, and I am truly grateful that I had this opportunity to meet more Taiwanese people in the hospitality industry. Not only did I build great relationships during this trip, I was inspired by speakers like Stanley Yen (ÄYªø¹Ø) and hotels like Lalu Hotel (²[ªÑ¼Ó). OCAC really put together an impressive itinerary for us. We managed to travel from Taipei to Taichung to Kaoshiung and back in a brief span of five days (not enough time to take in everything!). I really hope this hotel program continues because it is both educational and rewarding. Everywhere we went we were treated like VIP! Aside from some minor setbacks and language barriers, overall I had a good experience and met some really nice people. Our group already had so many inside jokes and memories to take home with us that by the end of day five, I knew I was leaving this tour with some amazing friendships... and even a place to call home in Southern California!



•
Gina Hong



•
Jennifer Hsu

青年部活動回顧

2009 青年部返國參訪團回顧



僑委會許振榮副委員長



台灣東岸花蓮之旅



參訪台灣觀光學院

2009 Feed back from Youth Group

Peter Hsu:

It had been twenty-two years since my last visit to Taiwan.

At first, I did not recognize it. The landscape had been transformed. Taipei is emerging as one of the world's most modern cities. It seemed as if everywhere I turned new construction was underway. A clean and efficient transit system penetrates all corners of the city and a high-speed rail acts as a backbone that connects the north to the south. From the pinnacle of Taipei 101 to the outreaches of the countryside, you can see the changes that Taiwan has made to welcome in the world.

What distinguishes Taiwan from its Asian neighbors is its people. I found it easy to make new friends. I could feel the genuine warmth and hospitality of the Taiwanese people. I saw and respected the work ethic that the people embraced to transform the country. And, I became aware of the innovation that has taken hold all around me. Although traditional Japanese and Chinese influences are still evident, I felt that a new, fresh culture is blooming.

The energy is palpable. You can feel it from morning to night, from the legions of tai-chi practitioners in the parks to the throngs of shoppers in the night markets and Mega-malls. From all corners of the markets, you can hear the vendors calling out to you to try their wares, hawking the new, the traditional, the tasty. As the rest of the world talks about economic downturns, Taiwan seems to be unaffected.

What will be central to my memories of this trip will be the food. Before I set off on this journey, I could not imagine the extensive variety of taste, smell and color that is Taiwanese cuisine. Each regional dish rivaled the next and all rightly deserve the "world-class" or "world-famous" label that at

first seemed to be simple self-promoting. As I close my eyes, I can still taste the rich, intense flavors of the fruits and smell the delicate aromas of the soups and noodle dishes. And something stirs deep inside of me.

In the end, Taiwan has "touched my heart". The Taiwan that I found is a blend of the old and the new. Although I felt that it is just now finding its voice, I liked what it had to say. I look forward to returning, hopefully soon, and encourage everyone to visit and experience for themselves the gem that is Formosa.

Karen Chen:

As I reflect upon my experience from the 2nd annual youth overseas program, many positive attributes of Taiwan come to mind. Firstly, Taiwan has developed into a modern country, transitioning from a country based on function and practicality to one emphasizing form and beauty. During my travels I noted multiple new and impressive museums as well as sculptures in front of many public buildings. In addition, many newly constructed buildings are architectural wonders, the most notable one being Taipei 101.

Secondly, the quality and variety of cuisine are world class. Everywhere, I visited in Taiwan had its own specialty cuisine. On this trip, there were many opportunities to experience the smells and tastes of various delicacies. In addition, the variety and quality of the produce found on the island were highlighted at meals and snacks. In essence, Taiwan is a gourmet's dream and a dieter's nightmare.

Thirdly, innovation and progress are notable in all of Taiwan. For example, the subway system in Taipei and Kaohsiung are state-of-the-art, not to mention the easy access to most of Taiwan made possible by the high speed train system. Environmentally friendly solutions are being encouraged throughout the island: clean energy from wind farms throughout the island and bicycle trails being built all throughout the cities.

Finally, the friendliness and dedication of the people of Taiwan make this island nation a vacation destination. Everywhere I went, people offered to help me find my way. Merchants were always happy to let you peruse the stores and thanked you even when you bought nothing. Taxi drivers encouraged me to practice my Chinese and Taiwanese, always encouraging me. Additionally, Taiwanese people appreciate criticism and strive to improve their standards of living. By the end of the trip, I had made many new friends and developed an understanding of Taiwan. In closing, I encourage anyone who is offered the opportunity to take part in this program to fully participate and experience firsthand the beauty and charm of this modern nation and its people.

Lucy Liu:

There are many emotions when Taiwan is brought up in conversations - excitement, pride and delight. I am always proud to say that I'm Taiwanese and this trip have further confirm my belief. During my time in Taiwan, I was reminded why Taiwan was called the "Pearl of the East." People in Taiwan always work hard and strive to achieve their best, even during the current difficult economic time. Another great aspect of the trip is that I made lasting friendships with fellow members/participants who shared the same love for Taiwan as I do.

There are a few things that I learned during my trip to Taiwan this year. First, I enjoyed studying the Japanese style hospitality and how it differs from the current US practice. Also, there are some innovative trends that I would like to implement in the future, such as renting part of a building in a major metropolitan location and running a boutique hotel and caters toward business clientele with modern and refreshing touches. Finally, I gained a deeper understanding of the hospitality industry after visiting many of the amazing hotels and corporation during the trip - the Far Glory Ocean Park & Resort for it's world class facilities, the Landis Hotel for it's pioneering innovative spirit within our industry and last but not the least is the Riverside Inn for their unconventional way of operating a bed and breakfast.

I am very thankful to all the sponsors and directors for their generosity and for sharing their knowledge. I have to admit, Stanley Yang is still my favorite speaker! He's a great motivational speaker...Mr. Yang talk about passion and it is with that passion that he's motivating the next generation of hotelier. Passion is a great part of what we do day to day that we strive for better standard. As soon as we step into the Landis Taipei Hotel I can feel that Mr. Yang's staff are truly following their motto of "A touch of personalized service even better than home". It's with passion that we cultivate a better environment and held ourselves up to a higher standard. It is an honor to be in the presence of a great leader of the hospitality industry. I can't wait until my next trip!

Christine Lin:

It all started from a cozy conversation between my auntie- Attorney Dawn F. Lin and I. Auntie Dawn has been a very active member of Taiwan Hotel-Motel Association of North America. She has been telling me the importance of continuing self-development, even after graduation. Auntie Dawn strongly recommended and supported me to become a member of the Taiwan Hotel-Motel Association of North America 2009-Second Training Program for Young Associates in Taiwan. I took her advice and had an amazing experience in Taiwan. Please allow me to share with all of you what I have learned and saw back to beautiful Formosa.

During those 5 days, 4 nights in the Taiwan trip; it was both my pleasure and an honor to personally visit the Overseas Compatriot Affairs Commission Republic of China (Taiwan), Taiwan Tourism Bureau, and having dinner with Taipei Hotel and Motel association and exchanging ideas, thoughts, and most importantly, sharing knowledge about the future trends and potential investment opportunities.

From Taipei to Jui-fen, Chiao-His, Hua-Lien, and Yi-Lan (from North part of Taiwan traveling to East part of Taiwan), there were many opportunities for all of "the youth" group to meet with many successful hotel leaders and learn from their successful management philosophy during the speeches.

For example, meeting with Mr. Stanley Yen, group president of The Landis Hotels & Resorts in Taiwan, was one of the most treasured experiences of mine. During his humorous speech, I could strongly feel his passion towards his work. Mr. Yen has no special background, and he started as a tea boy (only to re-fill teas and clean up people's trash); with his hard work and diligence, he became the president of his first work place, also known as American Express International. A good friend of him happened to build a hotel and urgently needed his management and leadership skills to operate the newly built hotel; Mr. Yen decided to leave American Express and jumped into the hospitality industry. Mr. Yen figured out the core values on operating the hotel, which are: sincerity, making all of his guests feel extra special and welcomed, attention to details, and recording each individual guest's preferences in order to "wow" them when they return. Moreover, his hotel was the first hotel that provided town car service to take the guests to anywhere they wanted.

Because of those wise concepts, despite the hotel is not in the best location of the town, The Landis hotel has always made good profits, maintained good occupancy rate, and most importantly, achieving a great reputation with the customers.

A simple, but straight-to-the-point speech. I was fascinated by Mr. Yen's speech. As a hotel enthusiast, I love what I am doing, and will continue learning from others to make myself a better hotel operator. Hopefully, I will be able to share all I have learned with others in the future, just like Mr. Yen has.

During this Taiwanese program, we discovered a different culture of the motel business- super luxury inn. Thanks to President C.K. Lee and Overseas Compatriot Affairs Commission Republic of China (Taiwan) - Mr. Hsu. We were able to open up our vision to see a very different kind of luxury motel- Mu Lam. Mr. Bai, the manager from Mu Lam took us to see two of their most exclusive motel rooms. Each of the motel rooms is more than 1,500 square feet and has different theme and atmosphere. There was a large outdoor private swimming pool, extra large master bedroom, and super luxurious decor with all the details, extended bathroom with sauna room attached. No wonder many people would like to stay inside the luxurious motel to experience the

differences. Especially in crowded Taipei; those kinds of motels provide a very peaceful/ relaxing escape from the busy cityscape. It was a very interesting motel tour.

During the trip, we were also able to experience many "differences". Such as a four hour dinner at Yang-Ming Mountain, Master Lin lead us to enjoy his 10 plus-course gourmet dinner that combined earth, taste, natural, and beauty into one- the peaceful mind.

Mr. Wong, from VIC INN-Ternational CO (a hospitality investment group)'s presentation lead us to a high tech/ energy saving world.

The managers from Chuang-Tang Spring Spa hotel are able to think out of boxes to create more spring spa activities, such as SPA Ma-Jung, massage/ body scrub with gold fishes, that makes this hotel stand out among other competitors.

The tour to Taiwan Tourism University in Hua Lien made me realize the government is now working on building up the tourism industry by developing the youth to be more universal, and enable them to experience different cultures.

The night on top of Hua Lien Mountain, the speech from Mr. Wong, the general manager of Farglory Hotel made me realize the improvement and ambitious mind of Taiwan toward the world stage.

In short, I would like to extend my gratitude to all the members of the Taiwan Hotel-Motel Association of North America. And a special thank you to Auntie Ming-Fang, Uncle G. Wang, Miss Anita for being extra patient and caring with the Youth group.

What a wonderful experience back to beautiful Taiwan, not only I was able to gain a lot of knowledge, being educated by many experienced hotel leaders; but also be able to make many good friends during the trip. Once again, thank you Taiwan Hotel-Motel Association of North America.

青年部活動回顧

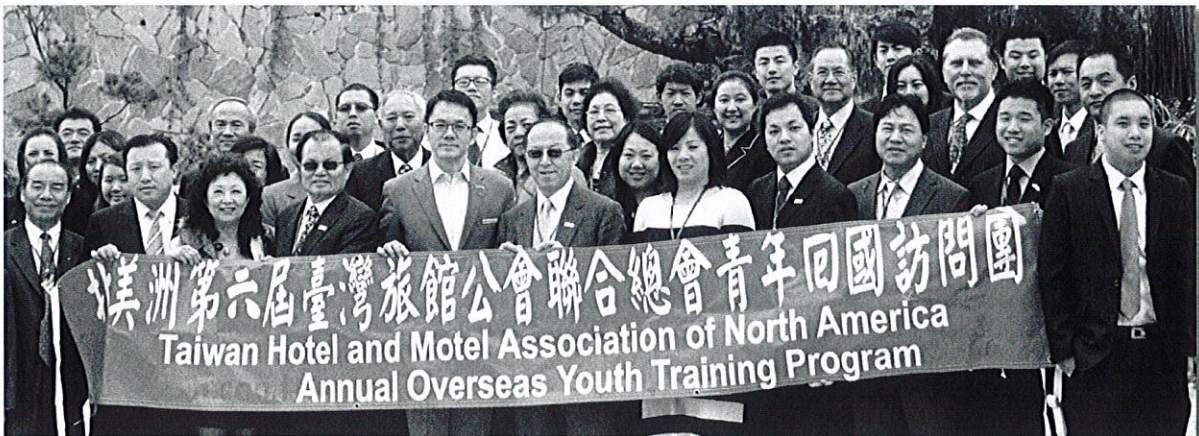
2011 青年部返國參訪團回顧



拜會中華民國行政院經建會



拜會中華民國僑務委員會、觀光局



2011 Feed back from Youth Group

Alice Hsu:

This has been both an educational and memorable trip for me. When my father asked to go on this trip, I was hesitant about going. After looking at the proposed itinerary, the itinerary got my attention. I thought it was a very nice balance of learning about hospitality industry in Taiwan and sightseeing.

The hotels we stayed represented different varieties of hotels that seem to target different populations. I was particularly impressed with our stay at the Hotel Sun Moon Lake. The hotel has the whole package – well conditioned building, beautiful scenery, numerous art work displays, hi-tech environment control system, variety of activities/programs offered at the hotel, and personalized service. Every staff that I have encountered always greets you with a great smile. When they don't have an answer to a question, they are not embarrassed to tell you "I don't know but I will find out for you." They then followed up with you promptly. I can see the staff has been trained well and they really perform their jobs with pride. I can see myself going back to stay at the hotel again. I also was surprising about the Mulan Motel. I was impressed about how the motel makes the effort to keep the stay discreet and the motel room was luxurious. That was educational for me since that's one part of population that our hotel doesn't have. That's a totally different way of operating the business.

I also enjoyed visiting hospitality and culinary schools. Although I have a degree in MBA, I was never formally educated and trained through hospitality or culinary schools. It was great to learn

that the curriculum composed of both the didactic and practical part of education. It was impressive that the students have actual customers to practice their skills at school. The practical part of education prepares the students to work in the real world.

Lastly, I enjoyed networking and getting to know other fellow travelers. I have met some great friends that I am looking forwards to getting to know them better as years to come.



Ben Teng:



The jet plane touches down with a screech and just half an hour later, I'm walking into the airport terminal and waiting for the bus to arrive. A familiar essence greets me and I recognize the feeling of previous vacation trips here. However, unlike the past, I've come back for both a similar yet completely different reason. My body buzzes with excitement as I think of the experiences, friends, connections, and knowledge I'd gain on this short one week trip. Possibly, some of that buzz came from getting an extra week off while my buddies back home were trapped in school. But by the end of the trip, I would realize that the buzz of excitement was an accurate premonition of the trip to come and far more than from a mere week off of school.

I'm Benjamin Teng from Santa Barbara, California, still at High school, and sixteen, noticeably the youngest member on the trip. I probably had and still have the least experience with hospitality, working as only front desk and tourist, but this lack is the reason I had to go on the trip. I still don't know whether the path through hospitality is the path for me, but the trip taught me far broader concepts, useful as general truths and helpful throughout life and any career.

The first day was the sight-seeing day. The day for mingling and the day for the first dip into the culture of Taiwan. We toured the first hotel, saw the Chiang Kai-Shek sculpture garden, quickly visited the flower gardens, lunched at an old Market, and dined at a Dumpling House. Along the way, I became first acquainted with Jimmy the professional photographer, Shanda the Philosopher, Kathy the Chief Pharmacist, Chien the Engineer, and too many others to name. I became first acquainted in the vibrancy of the banquets. And I became first acquainted with the fast pace of the trip. All these experiences became recurring themes throughout the rest of the trip.

The second day was different altogether. The rapid pace remained, but we transitioned to business. We began by touring the Palais de Chine. The towering hotel, difficult to imagine amongst the bustling urban city, was quiet, dark, serene, and elegant. The consistent usage of lighting gave a unique ambience parallel to nothing I had seen. The ancient artifacts, the distinctive European flavor, and other unconventional pieces of art taught every viewer the eloquence of the past. The hotel was a symbol of two cultures and two eras that had come to clash and unite to become more than the sum of its parts. When Anping, the owner and visionary, spoke, I was shocked at his dispersed background. He came from a physics education with an interest in art and history and combined all that he had learned to create his highly inspiring Palais. Social studies classes no longer seemed to me unimportant and inapplicable, but became the vehicle for improving businesses. The melding of comfort and culture, of lighting and art, and of technology and history was a great example of what could be done.

Soon after, we headed to the Oversea Compatriot Affairs Commissions (OCAC) office with heads still spinning from the great spectacle. At the office, we were given a very welcoming talk. He described Taiwan as a land of great opportunity and from the busy city outside, I was inclined to believe him. Later when that meeting had ended, I was still thinking of the lessons they imparted. Soon the days would blend together and the lessons would blend as well. The lessons on opportunity, on design, and on hospitality would blend and strengthen. Friendships would build on shared experiences and connection would build on shared friendships.

Even before I could overcome my jetlag, I was singing away at the Karaoke on the final day. With twenty close friends in the karaoke room, the rapport we had gained together was ear-burstingly obvious and came to show through songs like “Yesterday” and “A Whole New World”. In those moments when the entire room was shouting “I can show you the world”, I reflected on the distance we had traveled on a short five day trip. We went from tentative questions on each others’ vocations to shared laughter, jokes, and teasing. Like Teddy had said early on in the trip, the goal was to grow connections and we had all done that successfully; I along with them. By talking with this group of recent college graduates, I grew a more definite view of my own college-bound future as well.

With the end of the trip encroaching so quickly, I sang all the louder and felt all the more reluctant to leave behind my friends and experiences. However upon returning, I know I haven’t grown apart from leaving Taiwan, but grown closer through reflection on my memories and correspondence with my new friends.



Celine Teng:

My experience with hotels was more than enough for me to know I wanted nothing to do with it. When the opportunity came to me to attend the Youth Training Group for the Taiwanese Hotel/Motel Association of North America, I hadn’t wanted to take it. However, my parents had convinced me to take the opportunity to learn more about what they were passionate about. I have yet to regret my decision in going. My father, my uncle, my cousin and I were heading back to Taiwan, the land of our culture.

Nostalgic feelings came when I exited the terminal of the Taipei airport, half my culture resided here. I had never stayed in a hotel in Taiwan and details were lost among the years spent away. My family arrived together, led by my uncle. The few that came on that day gathered together to be picked

up by the bus. Greetings were made as we picked the rest of the Taiwanese Association at their various locations. We immediately set out on our tour.

The first hotel was the Holiday Inn Express in Taoyuan, which we assembled in to exchange business cards with the people we were to share our experience on the tour. The hotel had provided a meeting room as well as amenities to hear the Association's presidents speak about our planned schedule as well as give their appreciation of our sponsors. After the speeches, in groups of about five, we toured the room facilities at which were enticing for the budgeted travelers. There were basic necessities; a bathroom equipped with a shower, a single desk, and beds. There was neutral décor, bright lighting and was compacted into a smaller area. The rooms also boasted of a view of the local park. Following the outing, we separated into the youth group, which consisted of the second generation of which I was in and the mature group, comprised of the first generation hotel owners. We then checked into the Grand Formosa Hotel to head out to sightsee.

After checking into the hotel, we headed towards the Da-His Floral Farm. Taiwan's weather is unlike North America, due to the proximity to the equator, as such it was quite humid. While the first generation was accustomed to the weather, the youth group lazed in the shade to socialize and bond. Roommates were assigned and my partner was a woman named Lucy. Just as well, our Chinese Zodiacs were both monkeys. Next we had lunch, and then we toured again at a Holiday Inn in Shen-Ken. Our outing led us to the Shen-Ken replica street. This street was reminiscent of decades past. I couldn't help but notice how clean the street was kept, despite it being such a busy tourist area. The street was filled with local people and tourists, all going about their ways. One the things that caught my eye the most, was the temple. The temple was magnificent, colors abounding, and painstakingly intricate carved figures lining the way.

Our next stop was the Palais de Chine. The place was impressive, artistic pride had clearly been taken in the room décor. We attended An-Ping Chun's speech, located in the Palais de Chine's meeting room. I recall his passionate speech about his attention towards detail all towards satisfying the

client's needs. The amount of detail put into the hotel was fascinating to gaze at. There were old books, sculptures, paintings and tapestry to add to the atmosphere. In the hallways leading to the rooms, the ceiling was made up of gold colored metal, draped down and away in five different areas to hold similarity to flowers blooming. It was akin to a piece of flat cloth that was pulled up from the center. The hotel's architecture was meticulously detailed from ceiling to walls to floors.

Our tour had led us through the Holiday Inn Express in Taoyuan, the Grand Formosa Hotel, the Palais de Chine, the Holiday Inn Express in Taichung, the Mulan Motel in Taichung, the Hotel One in Taichung, Lalu Hotel, the Fleur de Chine Hotel, the Crowne Plaza Hotel in Kaoshang and Kaoshong Metropolitan Hotel. Each hotel had bought a different style and idea of what clients wanted. The Holiday Inn Express in Taichung was targeted towards economical clients and accordingly their interior made use of every object; the door could swing out to be used to close the shower and the toilet or the bath and the toilet. Targeted towards lovers, the Mulan Motel was colorful and lavish and private. There were kings beds suspended upon water and walls that doubled as doors. Another hotel, the Palais de Chine had the flair of a European castle. The interior was darkly lit, the walls held sculptures and tapestry. There was a mixture of ancient Western and Eastern influences that held international familiarity. The respective hotels had a different piece of the Taiwan culture for individual personages.

I thought I had experienced everything there was to experience in hotels; I saw the bad and I saw the good. It was business and I held no interest in continuing my parent's work. However, by attending the tour, I learned that there was much more depth into planning, creating and developing livable and enjoyable accommodations. The details put into making a hotel not only functional but satisfying, were largely things I had never thought were needed. The meticulous strategy put into the food, interior, and service was spectacular. Language barriers were acknowledged and adapted. There was diverse food for diverse clients. Interiors were economical for basic hotels and luxurious and culturally impacting for lavish hotels. Everything found in a hotel had the same intent: to reach and surpass the customers' needs.

Chien Chu:



I love to travel. Most of my time is spent running the family restaurant so whenever I can get away I jump on a plane and don't look back. Before I had any idea of the Youth trip I had booked a short vacation to Thailand and China. The only problem was how to tell my parents that I'm leaving again after taking September off traveling Europe and Egypt. I had to wait for the right time to break the news. One day my father approached me and asked if I would be interested in going to Taiwan with the THMNA. This was it. The time had come to let him know about my latest adventure. I explained to him that I would go if the trip would have educational value in the hospitality industry and if it didn't interfere with my trip to Thailand. It was obvious that he really wanted me to attend so Thailand was secondary on his mind. Next thing I know I was booking another flight to Asia.

March madness had a whole new meaning to me. Year end corporate taxes were due. I had to testify in a product liability suit, in Seattle, where I was the representative for a company I no longer worked for. My trip to Taiwan was extended to 11 days so I could spend some time with my family in Taiwan. I had five days between trips to take care of more matters at the restaurant. Then it was off to Thailand and China for ten days. Needless to say I lived out of my suitcase for most of that month. I put on my game face and charged through knowing at the finish line there was a beach chair on Phi Phi Island waiting to caress my rear end.

With the trial behind me and taxes pretty much done it was time for my first leg to Taiwan. I stayed up all night packing my bags and surfing the net. This was a routine I had for overseas travel. It allows me to adjust to the new time zone right when I land. I didn't really know what to expect out of this trip. I was only hopping for more insight into the hospitality industry. But first it was off to Chayi to visit my grandmother for possibly the last time.

After two strokes Grandma was a mere shadow of the great lady she once was. Unable to move, talk or even eat she had tubes to feed her and more tubes to catch her waste. There was a live in nurse that would bend her limbs and massage her muscles so that her body would not atrophy. She is the last grandparent that I have and she was the last chance for me to get to know at least one of my grandparents. I never learned the language so I never knew any of my grandparents. Too much time had passed and too many opportunities were lost. This part of my life is lost forever. No matter how many times I told her how much I loved her she could not hear or understand a word. It pained me to sit next to her and see her in this condition. As I held her hand I could tell that it was only a matter of time before she took her last breath. It was too much for me to handle. I limited my time with her so I won't break down in tears. She had given me so much and I didn't even bother to learn I love you in Taiwanese. Now it's too late and I will regret that every day of my life. This set the tone for what I thought would be for the rest of the trip.

It was time to make my way back to Taipei to join the Youth group. Needless to say I was not looking forward to long bus rides and hopping from hotel to hotel. I arrived at the Regent unsure if I was at the right place. There were some familiar faces in the lobby so I made my way to the group and started my one week journey. This is when I first meet Eric and Tim. I introduced myself and proceeded to ask them if they had ever been on one of these trips. They both responded no and were as uninformed as I. Looking around I noticed typical Asian behavior. The few youth that was there had gathered in groups by gender. It was what I expected and dreaded. I was going to be on a bus full of anti social nerdy Asians. With my somber mood I was content with that. We then made our way to Tao Yuan Holiday Inn where we meet up with the rest of the group. This is where I remember meeting Teddy, Mike and Shanda. Teddy had way too much energy and seemed like he was on speed. Looking around I notice a big white guy that just didn't belong. Was this guy really stuck with our group? Then out of the corner of my eye I notice another "white" person. She looked like she might be a mix but where was her white parent? I thought I was going to have a hard time communicating. Now this group started to intrigue me. We made our way through an

uneventful tour of the hotel. I've stayed in many hotels and this one was nothing special. It was just a simple room to sleep in. I attempted to learn as much as possible but not being in the business I was a little lost. There were terms being used that did not have a clue about and comparisons that left me scratching my head. Did I really just sign up for a week of this? After the tour we made our way to the bus for our next tour.

I jumped onto the bus and picked a seat up front. It was across from Wilson, one of the only people I knew before the trip, and it had a table where I could set my netbook. Up front was space to put my bag and it kept me isolated from the rest of the group. I was still not in the mood to mingle and meet new friends. Yes wifey you were right. How could I enjoy myself after seeing Grandma in her current state.

We were off to our next stop which was a garden of some sort. What the hell did this have to do with anything? It was beautiful but what were we supposed to learn from this? The little devil on my shoulder got the best of me and I was off on a mission to find some booze. I spotted a snack bar and quickly ran up the stairs and made my way to the cooler. On my way to the stand I ran into George. We talked for a little bit and I offered him a beer. He kindly declined and made his way to the restroom. I think he was trying to avoid me and any possible disapproval I would get from the adult group. It was of no concern to me. I had seen most of these adults a little tipsy at my restaurant. It was their turn to see me in action. It's Taiwan after all. If you have done business in Taiwan or China you would know that most of it is handled in the local KTV with several bottles of Scotch. Two beers just simply quenched my thirst and a buzz didn't even ensue. A couple of the youth noticed and humorously commented and I think Minnie was the only adult to also joke about it. My mark had been made. I wasn't out to offend or disrespect anyone but I also wasn't going to be the typical quiet subservient Asian child. The trip so far had been a disappointment but I was still open minded. Maybe this was their ice breaker for the trip. It was only a few hours into day one so it was too early to pass judgment on the group.

Next on the agenda was lunch. After some confusion we finally made it to the restaurant. We all entered the restaurant and proceeded to spread out at five tables. This was the first in many forced interaction situations. This was also the first time I meet Ben. Ben was the youngest in the group and at lunch our table was pressuring him to drink for his first time. Maybe these kids weren't that bad after all. The beers started to flow and my wall started to crumble. The social bug in me peaked out and I started to enjoy myself. Most people spent their time eating rather than talking but you could see different personalities emerging from each and every table. Before I knew it we were off to another hotel. To be honest with you I don't even remember it. My buzz from lunch had worn off and I was off doing my own thing.

It was time to check into our hotel and find out who we were rooming with for the rest of the trip. Enter Jimmy. We had talked briefly before but I guess we were about to be roomies and I had no choice but to interact with him. He seemed like a nice guy and pretty normal so I wasn't too worried. Even though the weather was nice Jimmy always looked like he was really cold and had a pointing problem. We talked a little as we settled into our room and discovered we were both from Orange, CA. Wilson had put great thought in how to pair up the youth.

Earlier that day I had meet Eric's dad Roy. He asked me who I was and I had a hard time explaining. Good thing Minnie was nearby and explained my connection with the group. Roy immediately smiled and said "your grandfather and my father were good friends." What a small world. He then looked at me and asked me to watch over his son. I laughed and nodded my head. It was the typical over protective worried Asian parent. Eric seemed like a good kid so what harm would it do to hang out with him and grab a few drinks. So far he seemed like the only person willing to hit the afterhour's party scene in Taiwan. How hard could it be to keep up with a 24 year old? Hell I party in Amsterdam and attend Oktoberfest ever year. This kid could pick up some pointers from me. Little did I know but Eric only required one to two hours of sleep a night.

Next up was dinner at a dumpling restaurant. It sounded great to me and I was ready for some good grub. We all scampered onto the bus and made our way to the SOGO. When we arrived there was a wait so Eric and I ventured off in search for sushi. I didn't want to spoil my dinner so I passed but Eric found a nice mix of sashimi. While he ate I made my way to the liquor section. With Grandma still on my mind I decided on a nice bottle of scotch. This should help me drown my sorrows. Our tables were ready and we again split up into smaller groups and made our way into the restaurant. It was another forced interaction situation and I was told not to open my bottle. Everything had been planned so that we spent as much time together as possible. Even "Free Time" had suggestions which helped narrow down options and funnel people into groups. Dinner was somewhat quiet due to lack of alcohol. There was some talk among the youth about going out but most people seemed unenthusiastic or indecisive.

After dinner we went back to the hotel to rest up before a night on the town. There was some interest to go to a lounge so a time was set and a descent number of people showed up in the lobby to head out. This is when I lost some faith in the group. Four of us ended up going out while most ended up staying at the hotel. It was Wilson, Eric, Teddy and I and we were ready to meet up with some of our local friends and throw back some drinks. We ended up the Marquee and proceeded to order bottles of Jack. This is where my memory gets a little fuzzy. Let's just say we had a good time because I really can't remember the details. I just remember waking up to a knock at the door and thinking it was housekeeping letting themselves in. In actuality it was Teddy and he had my key. There was a note left for Jimmy to make sure to wake me up on time. Wow. I barely knew these guys and they were taking care of me like a long time friend. It was a little cold that night but I don't blame you Jimmy. Day one had passed and it wasn't all that bad. I was able to meet up with an old friend and I started developing new friendships. Maybe this group wasn't the nerdy anti social group I was expecting.

Day two started off a little painful thanks to Eric and half a bottle of scotch. I skipped breakfast and tried to make myself presentable. It was day one of formal wear. Everyone was dressed to impress and we looked like a Japanese tour group. All we needed

was Wilson with a red flag to follow around. Our first stop was Palais de Chine. What an amazing hotel. I have never been to a hotel with so much character. The presidential suite left me breathless. The "innkeeper" gave us the tour and every room had a story and every decoration seemed to be handpicked by him. The visual and mental stimuli was overwhelming especially in my current state. I was starting to regret drinking but it did take my mind off Grandma. The tour ended in a meeting room where the "innkeeper" gave a little speech and took questions. Uncle Herman also gave a little speech about how impressed he was with the hotel and threw in something about the youth group.

With the tour over we were off to our first government meeting. We arrived at the Overseas Compatriot Affairs Commission (OCAC) building and were greeted at the door. After making our way to the meeting room I soon realized I should be on my best behavior. We watched a video and were served lunch. Eric and I were both hurting from the night before and after lunch we were given a long break. It was nap time so we caught a cab back to the hotel for a 30 minute refresher. After our break we took a cab back for the next part of the OCAC meeting. It was time for best behavior again. Speeches were given by the commission, Mike and Wilson. During the speeches mobile phones were ringing off the hook and some people actually took calls. I have always seen this as one of the rudest things a person can do. No one took action or requested the person to turn off her phone. My friend's father had written a newspaper article about how this was a huge problem in Taiwan but I never gave it much thought until now. It's sad that some very good speeches were given but the one thing that I just can't forget is that phone. Again the speeches addressed the importance of the youth returning to Taiwan. It wasn't until now that I truly saw the meaning and potential of this trip. This was a theme that would continue throughout the five days.

Dinner was now upon us and everyone was getting more and more comfortable with everyone. It surprised me that the association allowed us to order beers but it all made sense this night. Let the drinking begin! Dinner was no longer the stuffy awkward banquet dinner. It had truly become the beginning of the bonding of the youth group. Someone had suggested that we play a drinking

game and we proceeded to drink faster than the server could bring the beers. This is when I learned more about Celine, Kathy, Alice and some of the others. Again things got a little fuzzy here but the true point of the trip had taken its course. Friendships were forming and the youth was relaxed and having fun with each other. Some of us drank more than others and some just drank too much. The night was still young and there was talk of round two at Marquee.

After taking care of some matters at the hotel most of the youth group made our way to Marquee. Almost everyone was there and the group was coming alive. However, my buzz was gone and I was reminded of how my trip started. I tried taking a few shots and even spun on a pole. Nothing was working. Something had triggered thoughts of Grandma and I needed to find a way out of the lounge. I didn't want to break up a good thing so I was able to go back to the hotel with a couple of others that were ready to go. Most of the group stayed and from what I understand had a great time. The trip was no longer a trip with the association but a trip with friends. With a little time and beer the parents had seen the first fruits of their labor.

Having turned in early the previous night the new day started off with a 5k run and my first breakfast of the trip. I arrived late so I was seated alone but I was seated across from Eric's cougar. What a way to start off the day. Faces now had names. Names now had personalities and some of these personalities weren't half bad. It was a new day and I was looking forward to the adventures the day would bring. I would not be disappointed.

Our first tour of the day was Chung Hua University College of Tourism. The tour was filled with college girls, wifi hunting and impromptu speeches. The university itself was a treat to explore. We were given a tour of their kitchens, hotel rooms and even a mock airplane haul. The campus was filled with teaching aids and the students seemed eager to learn as much as possible. You could almost see the energy in the air as students ran around bringing use drinks and snacks. Many of the youth spoke of the great service at every level in Taiwan and how we lacked this back in the states. I couldn't agree more. After the tour we had an uneventful lunch. It was nothing special and there was no beer. It was probably better since some of the youth were nursing hangovers. This was

followed by yet another hotel tour that did not impress. Again, not being in the hotel industry I had little to gain from visiting Holiday Inns. I have stayed in many and again it's just a clean and inexpensive place to sleep.

Hotel One in Taichung was now to become our home for the night. It was an impressive building with a mixture of hotel and office spaces. Service like every other hotel was top notch and they even made business cards for each and every guest. I thought this was a very nice personal touch. It was the little things that made this hotel nice. The towels were some of the softest I have ever experienced at a hotel and the staff didn't even ask my name when I requested another key for my room. I was tempted to request a key for Teddy's room and wake him up with a nice bag of tea.

Shortly after settling in we met with the mayor of Taichung. This guy was just comical. There was some concern that we would not be able to meet the mayor due to the night club fire scandal but he made time and wasn't going to step down anytime soon. He greeted the youth with a request that while in his city we do not play with matches. I wanted to burst out in laughter but a chuckle was more appropriate. We listened to more speeches with more emphasis on the youth group. At this point it was very clear that the trip was mainly for the youth and that the parents wanted nothing more than to give us a chance to become friends. In my youth I would have resisted and purposely avoided friendships but being one of the older "youths" I was able to appreciate what was so carefully planned by the parents.

The next part of the trip was unexpected and new to me. The Mulan Motel was a "love" motel rented out hourly. You could even get a VIP frequent user card. They were lavish rooms with amenities you would only see in penthouse suites. This gave a whole new meaning to no-tell motels. I remember one of the adults asking why there were so many pieces of furniture throughout the rooms. My answer wasn't exactly PG so I kept it to myself. Now this was not your ordinary room and I was able to appreciate it for what it was. We were given gift bags and the youth joked about what was hidden inside. To our disappointment there was nothing fun.

It's was now dinner time and most of us were ready to get our drink on. On this night the association opted for red wine instead of beer. Again our table drank faster than the serves could uncork the bottles. Speeches were given all through the night and it seemed to disrupt the social mingling. It seemed as if every five minutes we were clapping to a speech that we had either already previously heard or could not even understand. Speeches towards the end were pointless as almost everyone was asked to stand up and give one. Many of us escaped to the restroom only to discover a rather strange party in the next hall. It reminded me of a Japanese game show with people in full costume and girls running around in bunny outfits. What could have been a great dinner ended up being a balancing act of listening to speeches and trying to socialize at your table. The afterhour's fun suffered tremendously from this. We gathered just a handful of people out to explore the famous night markets of Taiwan. Although we were all stuffed from dinner we could not pass up on the opportunity to try the delicious foods the night market had to offer. After snacking we played a few carnival type games and most of the group was ready to call it a night. Eric however had other ideas. Here we go again. We jumped into two different cabs with one going back to the hotel and the other one going to a local Yankee bar. There were three of us and we ended playing darts for drinks. Not such a good idea. More beers and shots on top of an already full stomach just made things painful. When the other two were distracted I ended up dumping some of the shots into the stack of napkins. Sorry Eric but I had to. The place was pretty empty with one other American sitting at the bar. I struck a conversation with him and found out he was a mercenary on vacation visiting his family. What a strange world. He ended up going with us to the next bar which ended up rather uneventful. It was late and city was rather quiet on a Tuesday night. The responsible side of me encouraged the group to go back and get at least a couple of hours of sleep. This night had ended and the next morning was going to be a painful one.

Needless to say none of us made breakfast the next morning. We were looking forward to the long drive to Sun Moon Lake. It was nap time. After a much needed nap we were at Sun Moon Lake. I had visited this place five years earlier and it was as beautiful as I had remembered. We took a short boat

ride to an island where I found a hiking trail. While everyone else was attempting the local Macarena I jettied of down a canopied trail that ended at a beetle nut farm. Now I'm not one to believe in ghost but on my way back I saw a shadow move throw the bushes but it made no sound. Freaked out I increased my pace to a light jog. When I got back to the group I jumped onto the boat and couldn't wait to get out of there. Hopefully this was just a result from lack of sleep.

Lalu Resort was next on the agenda. I had been here before and really enjoyed sitting by the koi pond with a nice cold one. Earlier in the trip I had overheard Ben speaking of engineering and not knowing what field he wanted to be in. Having been a mechanical engineer for six years I decided to grab the kid to feed the koi. While the rest of the group was taking a restroom break I made it a point to bond with Ben and help guide him in his quest to become an engineer. We talked for a few and he really reminded of me when I was his age. His love for math, science and things that go boom really hit close to home. I suggested that he major in mechanical engineering and hopefully he finds the same joy and fulfillment that I once did and still do. The tour of Lалу Resort was very similar to the one I took five years ago. This one also included a viewing of their luxury suites. It was as amazing as the first time I took the tour. I was hoping to stay here but that was not in the plans. After our tour we had lunch with a brief speech from the GM. Lunch included a sweet liquor drink that was perfect for the girls. It reminded me of Boone's Strawberry Hill or Smirnoff Ice. The taste was different but that's not the point. With time to kill we went to a local street market where some of the youth purchased some of the local sweet liquor. I however found the local 7-11 and picked up another bottle of scotch. This ended up being ideal since Sun Moon Lake had little to no night life.

Dinner was at Fleur de Chine Hotel where we were staying. We had a tour and a short dinner. Dinner included what I like to call Chinese whiskey. This stuff is just nasty. I think the adults did this since the next night was supposed to be the big farewell party. Moderation has never been my strong point. We were all in a hurry to get out of dinner and continue the party elsewhere. Fleur de Chine had a beautiful lounge on the upper floor but

in the dorms again. We had connected as a group and there was even talk of future activities once we get back to the states. It's funny what a little booze and time can do. Once the booze was gone I passed out and some continued the party by the elevator. Day four was done and I was starting to realize that the trip was coming to an end.

The final day was here and I wanted to get a good start. I went down to the gym and did a 5k run followed by my second breakfast of the trip. Thanks to Uncle Herman we were allowed to stay a little longer and enjoy some of the hotel amenities. The schedule had been altered and everyone was grateful. Thanks Uncle Herman!!! Much of the morning and afternoon was a little depressing. This was it. The end of a trip, that started off a complete bore but ended up a trip of a lifetime, was here. We toured our final hotel and checked into our last room for the trip. Dinner was another banquet type menu with lots and lots of beer. If this was the end I was going to go out with a bang. A group of us walked around and toasted all the tables. We were honestly grateful for the opportunity that our parents had given us. The farewell party was almost upon us but first was the trip down the Kaohsiung Love River. Most of us just wanted to go party but the adults had other things planned. In an attempt to keep our buzz going I stopped off at the local snack shack and picked up a 24 pack of Taiwan Beer. We tried to sneak it onto the boat but it was pretty obvious what we had. A few of the crew members glared at us but they never said no. Beers were being passed around and even some of the adults partook in the festivities.

After the love river we made our way to our final party destination. The farewell party just happened to land on St. Patty's day and we were about to enjoy KTV the Irish way. A couple of us on the trip started the festivities with a shotgun lesson. Some did well and others failed. With a little more practice we were short on beers. I made my way to the front desk and ordered up some Jameson and more beers. Round two was a little fuzzy as well. I remember an award ceremony and lots of bad singing. Some glasses were broken and the floor was a hazard from all the spilt beer. In a drunken stupor, with the assistance of Wilson, I caught a cab back to the hotel. All partied out I crashed in bed hoping for a

good nights rest. Fail! Later that night my room was invaded and I was dragged out to the mahjong room. As I walked into the room I noticed people passed out on the ground and couches. It reminded me of a triage center but this one was for drunks. Although the parents might not agree this was the best night. It was a free for all. All our guards were down and we were one big family. It was a dysfunctional family but still a family. We were even to the point of calling each other sister, brother, husband and wife. The trip could have not gone better.

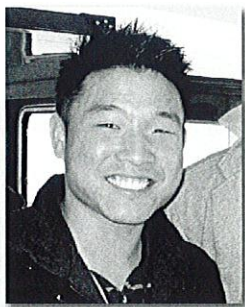
The next morning we jumped onto the bus and started the depressing job of dropping everyone off at different destinations. We had already lost a few people that morning and after lunch we lost a few more. The tempo had changed. This was it. The end of the line was here with only the possibility to rejoin state side. With such close proximity to some of the group I made it a priority to reach out and keep in touch. With the help of Facebook we exchanged our information and hoped for the best.

Our parents try to do what is best for us. Sometimes they don't succeed or understand but they mean well. I can't recall how many times my father tried to set me up with his friend's kids. He would ask me to just hang out with them and maybe you could be friends. I would simply laugh and say I have better things to do. More friends are the last thing I need. My free time is limited and my friends are lucky to see me once a month. This experience has changed everything. I grew up in Orange, CA where I was an Asian kid lost among Caucasians. Some might say I grew up white. I did not expect to make a single friend nor was I even interested in it. My thought was that none of these kids could even relate with me let alone befriend me. I was so wrong. Now that I'm back home some of these friendships are growing while others are fading but I will continue to go out of my way to make it work.

This trip was about our parents and the hard work they put into building their empires. Their network of friends and business partners are all getting ready to retire. The kids are left to continue their legends. They put use together to because once they retire we will have to deal with each other. Why not start these friendships early. I did not want to go on this trip but

I'm glad I did. Our parents are friends and partners for a reason. They have things in common and among those are our values and beliefs. These are the same values and beliefs that they have passed onto us. We have more in common than you can imagine. I write this in hopes that it might inspire someone whom is given this opportunity to take this trip and thinks it's a waste of time. You owe it to your parents and yourself to do this. You're most likely highly educated with no student loans. You probably drive a German or luxury Japanese car. The down payment on your home was probably fronted by your parents. The least you can do is go on this trip and be open minded.

I love to travel. I have visited the pyramids of Giza. I have gone scuba diving in the Great Barrier Reef. I have jumped out of a plane over the north shore of Oahu. I out drank and befriended Nazi skinheads at Oktoberfest. I have been to six of the seven continents and this trip by far has been the best and most memorable. Do yourself a favor and take a week out of your boring life and experience what this trip has to offer.



David Liu:

March 10, 2011. I lay seamlessly on my bed pondering over thoughts as to why my father, Ben, one of the director for the Taiwanese Hotel Motel Association, would encouraged me to participate in the Youth Generational trip to Taiwan. With thoughts roaming over my head, I said to myself, "My families are from Taiwan, and I have gone back countless times. But, why does my dad want me to attend this trip with people I have not met before?" Without too much thought, I noticed I was soundly asleep.

March 11, 2011. I began to pack and prepare for my weekly trip to Taiwan. Looking through the trip agenda Wilson Wang, who I later met at the airport in Taiwan, had prepared for all participants made me cringed. Business Attires and Business Cards are a must throughout the majority of the trip. First

thought that goes in my head: "I hope I will not miss out a good spring break with my friends."

March 12, 2011. First thought during departure at LAX: "This better be a good spring break." 3/12/11, 11:45 pm: Plane departs to Taiwan.

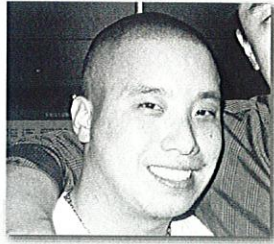
The next day, as the plane arrived in a familiar territory of Taoyuan, Taiwan, I was to a certain extent curious concerning who I would meet and hoping that this trip would be an exhilarating one. Onto our first destination of the trip, the Holiday Inn Express at Taipei, we met up with the rest of the participants of this trip. From looking at all the unfamiliar members sitting in the lobby, to be honest, I was very anxious. As the days progressed, that anxious feelings I experienced during the first day gradually subsided as I have become more and more comfortable into meeting them.

All of these members of the 2nd generation youth trip have instilled an impression that I will never forget. From hanging out, staying up late at night regardless of waking up early the next morning, to drinking, we all bonded as if we were long childhood friends. For that one week we spent together, I have learned the values of networking and ever lasting friendship.

This trip had enabled me to gain knowledge about the hospitality industry in the East, the culture of Taiwan, and the upcoming trends in the hospitality industry. I was glad to forgo my spring break trip with my friends to attend to this eventful trip knowing that these groups of people are people who I will be working and connecting with throughout my career. At the end of this trip as I reflected back on that night as I lay seamlessly on my bed, I was glad my dad had brought me out to this trip.

I would strongly encourage our group to expand and network further by recruiting future and potential members who has the affinity to join this group. THMASC, with its diverse members of hotelier and other hospitality business alike, provides an invaluable group of network that would forever greatly influence the culture of the THMASC. To all future members or prospects who need a dose of confidence or to be reminded about what make this association a chance not to be missed, join the THMASC. THMASC remains the de rigueur.

Eric Wu:



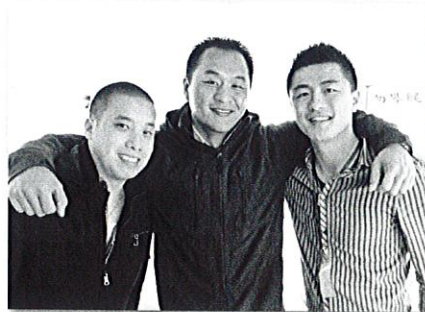
This THMANA trip has opened my eyes to many things. I was introduced to a lot of new people throughout this trip who I now call friends. I really did not know what to expect from this trip because I was sort of forced to come. To be honest, I did not think I would enjoy this trip at all because I thought I was going to be with a bunch of boring adults and kids that I have never met in my life. Fortunately, I was very wrong and very happy that my dad brought me on this trip.

Before the tour actually started, my dad and I decided to go to Taipei a day earlier so that we could enjoy the city apart from the tour. We stayed at the intriguing Grand Formosa Hotel Taipei. This hotel was probably one of the nicest hotels I have ever stayed at. When you first walk in, you see a huge lobby, and once you walk past the elevators, you will see a beautiful spiral staircase that will lead you down to the vast selection of restaurants. This is also the hotel we stayed at for our first night of the tour. The second day we visited the magnificent Legend of Palais de Chine—Merger of Unique Contemporary Vision of European and Taipei Culture. This hotel has got to be the most expensive, modern and classiest hotel I have ever toured in my life. I have stayed at other hotels that are more expensive than the Palais de Chine, but the way this hotel was designed and decorated made it look very extravagant and luxurious. Some other hotels we visited were the Mulan Motel in Taichung, Holiday Inn Express in Taichung, Hotel One Taichung, Sun Moon Lake, and Fleur de Chine Hotel Sun Moon Lake. All these hotels had a different kind of atmosphere to it. As for the Mulan Motel, it was the only motel we visited in Taiwan. This motel has a very unique atmosphere to it. Each room has a different ambiance feeling. Some rooms had hot tubs in it. I have never been to a motel with a hot tub in the middle of the living room. It has got to be the most luxurious motel I will ever visit.

Throughout the trip, we also attended a couple of meetings and seminars with very important people such as the mayor of Taichung and other significant people. These meetings were quite difficult for me to understand most of the time because the speakers were speaking Chinese very properly as my Chinese is not that good. But nonetheless, it was a great experience. We also toured two highly respectable colleges that emphasized on Hotel Restaurant Management. Their students seem very open minded and educated with the hospitality aspect of making customers satisfied and happy. They were always smiling while giving us a tour of the college as well as serving us refreshments.

This trip was not just about business though. At the end of each night, all the kids would hang out somewhere whether it is in someone's hotel room, the night market, or nearest bar. The nighttime I would say would be the highlight of my trip. The reason being is because that is when all the kids got to know each other and bonded. Alcohol certainly did help with the ice breaking in the beginning of the trip. I realized that this trip has brought many of us closer to each other. It seems weird because most of us just met each other about a month ago, and now it seems like we've known each other for a long time now.

I am looking forward to many more trips to come as I hope I will be invited again. I am thankful for all the wonderful tours we took and I would also like to thank the Taiwan Hotel & Motel Association of North American along with the IHG for organizing and sponsoring this trip as it seems like a lot of hard work was put into it. I have had a really fun and educated experience from this trip and would recommend any first timers to broaden their horizons and give it a try next year. Thanks again for everything!



George Wu:



Hospitality. It describes an industry many of us are in. Hospitality is a word many of us know and understand, but it is hard to show and describe. However, after going to Taiwan and experiencing the “Taiwanese” brand of hospitality I can say I have experienced what hospitality should be.

The focus of the trip was to go to Taiwan to learn about the hospitality industry there. So what did I learn? The hotel industry in Taiwan is fiercely competitive. Many of the hotels have the same amenities, so hoteliers stressed the importance of a good experience for their guests, whether it is a stay at the five-star Grand Formosa or a Holiday Inn Express. In many cases the staff is what makes the difference in determining the guest’s experience.

From my brief time there, I noticed that the staff at every hotel we’ve visited were incredibly hospitable. They were energetic, they were always smiling, and most importantly they seemed to want to be there. I learned later on that many of the staff members were trained professionals from specialized, hospitality schools. In these schools the professors stress the importance of professionalism. The students were taught to take pride in what they do, and to strive to be great at the service they provide (This is such a great message that is seemingly forgotten here in the United States). The result of this education impacts the Taiwan hospitality industry in two ways. First, this education gives the Taiwan hospitality industry the ability to hire well-trained individuals to staff their hotels. Secondly, these well-trained individuals are able to carry out excellent service to guests and to showcase the hospitality of the Taiwanese people to travelers.

This trip was not all about going to visit hotels. We had plenty of fun as well. The Taiwan experience is one that all travelers to Asia should experience. This small island nation has many things to offer. The hodgepodge of Aboriginal, Dutch, Japanese, and Chinese influences created a unique blend of culture that is hard to find anywhere else on the planet. Sightseeing in Taiwan ranges from adventuring in a metropolis like Taipei to taking a boat ride into the majestic Sun Moon Lake, the variety is astoundingly wonderful. The Taiwanese food culture is one that travelers must indulge themselves in, whether it is getting a snack in one of the many bustling night markets or at a traditional restaurant, the variety is plentiful. Throughout the five-day trip from Taipei to Tainan, our group did all of the things I mentioned above and more.

Jenny Cheng:



As I sit reflecting back on my trip to Taiwan I cannot help but feel how fortunate I am to have been selected for such an opportunity. I was not only able to travel to such an amazing place but also experience the most luxurious accommodations Taiwan has to offer. Best of all I travelled with the best group of people I could have ever asked for. As I’m writing this I can’t help but just laugh at all the great times and memories that were created. The entire trip from the top five star hotels to the food to the logistics of the travel was carefully planned with such impeccable attention to detail making the trip absolutely flawless. I not only learned a lot about the Taiwanese hotel business as a whole but also and more importantly learned about myself as a second generation Taiwanese.

It's almost surreal how luxurious our accommodations were. From mini amusement park style water slides to bathrooms larger than my entire condo, it was without a doubt an experience of a lifetime. We were able to learn, experience and stay firsthand at Taiwan's top business hotels, leisure hotels, and resorts. The biggest difference for me between hotels in the US and Taiwan was how accommodating and friendly the staff in Taiwan are. The attitude and dispositions of the hotel owners and staff genuinely welcomed you as if you were an old friend coming to visit their home.

Mealtime was by no means different. Every meal was an event. To the Taiwanese, mealtime was bonding time. Food and alcohol was just the vehicle or glue that bonded the people together. I cannot believe how good everything tasted. Every meal was Taiwanese fine dining at its best. I felt as if I was dining at the wedding of some famous Taiwanese person everyday. We had everything from lobster to sharks fin soup to the traditional famous pork belly dishes. The presentation of 8-12 dishes was served every lunch and dinner. We feasted like kings and queens.

I learned a lot from the speakers during the trip. We met everyone from top government officials to hotel owners. One of my favorite speakers was Mr. An-Ping Chang who is the creator, designer and owner of Fleur De Chine Hotel and Palais De Chine. He was such an interesting person. He talked about how the world was his playground. He took his love of history and built his hotels as an outlet to express himself. Passion was the foundation of his projects and it was apparent. He was a collector of all things and his hotels were a way for him to display his art and his gift to share with his patrons. Although we were only able to visit two of the many hotels created by Mr. Chang we were able to see that there was something not only very special and unique about the properties, it was also undeniably luxurious.

Overall the trip was a huge success. I learned so much and most importantly I made friends in which we will eternally have a special Taiwan trip bond that will last a lifetime.

I'd like to thank a couple of people who personally took the time out to make this trip everything it was. Uncle Herman and Stephen for putting this together this trip, Wilson for always going above and beyond from translating to personal guided tours, Anita for running around doing everything behind the scenes, and Teddy for being the entertainment, our youth representative speaker, and extra efforts to ensuring everyone had a good time. Most importantly I'd like to thank THMANA for sponsoring the trip and giving the second generation an opportunity to visit such a beautiful country and to learn our heritage. We do not plan to end the trip in Taiwan. We intend to continue building our relationships and having group meetings. We have planned 3 trips since Taiwan and its now only April. We plan on meeting in Vegas, Los Angeles, and maybe Houston so we can continue to build upon the friendships. It was overall an amazing trip and I cannot wait until next year.

Jimmy Cheng:



Having not been back to Taiwan for 27 years, I had no idea what to expect by spending a week there. I have few memories of Taiwan, but what I do remember was the delicious food at the night markets. My expectations for the trip were that I would tour famous landmarks, visit luxurious hotels, eat authentic Taiwanese food, gain insight on the hospitality industry and meet new friends. Not only were those expectations met, they were exceeded in every way possible.

Over the course of the trip, my peers and I had the privilege of sitting in on several presentations, speeches and meetings. They were all memorable in their own ways, but two of them in particular still resonates in my head. The first one was a presentation by Nelson Chang, designer of the

fabulous PALAIS de CHINE in Taipei. Although the hotel is extremely fancy in its design and class, it was refreshing that Mr. Chang humbly carries the title of innkeeper in an age where people are labeled a "director" or "president" too casually. After touring the hotel and being awestruck by its beauty, we sat down to listen to Mr. Chang speak. He spoke articulately and told us about the inspirations behind his design choices. He also explained a bit about his background; that he was and still is in the IT industry here in the United States. Having an IT background myself, this showed me that even without much experience in the hotel industry you could still create something as grand as the PALAIS de CHINE. The other event that I remember fondly is the meeting with the mayor of Taichung. He had a friendly demeanor about him, yet a confidence that commanded attention and respect. He has a great sense of humor, drawing genuine laughter from his words. It was when he spoke about improving Taichung that I saw the passion he had for his job. It was inspiring to see a politician so invested in his vision of making the city something to be proud of. It triggered a sense of pride in being Taiwanese that may have been inside me but was dormant all these years.

On the trip, we toured several major cities in Taiwan. Amongst the packed itinerary, we visited amazing hotels and resorts, a beautiful floral park, a scenic lake and ate at great restaurants. We also traversed through night markets where the scent of stinky tofu took me back 27 years to my childhood. I eat a lot of Taiwanese food here in California, but it really can't compare to the authenticity of the delicious meals we had in Taiwan. We certainly did not see and do everything Taiwan has to offer, but what we did experience was enough to show me why my family and friends love to visit often.

On the last day of the trip, we visited Tainan which happened to be where I was born. I moved to the US when I was just 6 years old, so I don't remember much from my time there. I had been excited about finally going back, but it didn't hit me until we were walking around the Tainan Confucian Temple. It's a feeling I'm not familiar with, but one that made me feel very sentimental and like I was home. That same night, I spent it with my uncle and

his family, where my grandma also lives. She doesn't travel much because of her health, so we both carried the biggest smile when we saw each other. I had an intimate dinner with my uncle's family and afterwards my uncle drove me all over Kaohsiung to give me a personal tour. At one point when we were at the top of the mountain overseeing a gorgeous view of the city, I remember thinking to myself that this was as beautiful a place as any I could find back at home. Not only did I feel reconnected with my roots, I also felt that the city was only going to improve as I saw development of high rises and a beautiful two-mile-square park.

Of all the things I've gained on the trip, there is one that will probably be more tangible than the rest. I formed strong relationships with the people I met. The fact that we rode the bus together every day, toured every location together, ate every meal together, and even spent our free personal time together really gave us a chance to get to know each other in an environment where we didn't feel pressured to socialize but rather did it at our own free will. We've kept in touch since the trip and have planned several events in the near future. What I learned implicitly through this trip is that not only is networking an important aspect of success in the hospitality industry, but we are afforded this opportunity by our parents to bond with the next generation and that is something I won't take for granted.

John Lu:



When I think of Taiwan, I think of 3 things; stinky tofu, the delicious fruit (len-bu), and shaved ice. Having visited Taiwan 3 months prior, I had already gotten my yearly dose of stinky tofu so I had

no desire to attend THMANAYOP's (now that's a mouthful) 3rd annual youth overseas program. In fact, it was "strongly advised" by Uncle Herman and my father to attend and so begrudgingly, I did. In retrospect, I have no regrets attending this trip and actually left with a new perspective of Taiwan; one that offered new insights to all my previous trips to Taiwan.

What made this trip particularly interesting was the economic and social dynamic behind Taiwan's tourism landscape. With China and Taiwan opening direct flights into the country as well as imminent plans to open tourism to individual Chinese travelers, the need for tourism and hospitality is at the forefront. As a group, we were lucky enough to experience this first hand with excellent hotel tours, meetings with government officials, and the observation of two vocational schools geared towards hospitality.

I was particularly impressed with the efforts put forth by THMANA and our Taiwanese counterparts to make this trip as educational and as seamless as possible. I think in many of our minds, this trip was pretty much a free meal ticket. Therefore, the concerted efforts by both parties to make this an actual learning experience was very refreshing. I want to thank both organizers for sparing no expense with accommodations, food, sight-seeing and an overall great experience.

Not only will I take stinky tofu and shaved ice with me from this trip, but a new understanding of Taiwan's tourism and hospitality. Beyond that, the relationships and friends that I have made during this trip are more than what I could have ever expected. While Taiwan (to me at least) will always be about family, food and heritage, this experience has shown me another facet of Taiwan, something I would have never seen had I not taken this trip.

Kethy Chang:

It has been 25 years since I had been back to Taiwan. I was both nervous and excited about seeing my extended family again and the six (6) days tour with the Taiwan Hotel/Motel Association of North America (THMANA). I received the itinerary ahead of time and perused it, but still had no idea what was to come. Little did I know those six (6) days were to be filled with splendid tours of hotels and Taiwan's treasured landmarks, some unforgettable people, great traditional Taiwanese foods and great laughs with new friends. The experience was one of the kind and memorable beyond my expectations.

It all started on Day One (1) at Holiday Inn Express Tao Yuan. Throughout the 6 days, we had the pleasure of visiting some of the most unique hotels in Taiwan. It was apparent that although Holiday Inn is part of the IHG group throughout the world, the properties in Taiwan were conceptually designed differently from the States. It was very educational to see how there is a broad spectrum of individuality (culture rather) within a company. In addition to touring several Holiday Inns, we also visited some unique establishments such as Palais de Chine, Mulan Motel and Lalu Hotel. Words cannot describe the French influence in the decorative details of Palais de Chine, the romantic spa like decoration of Mulan Motel or the sense of serenity at Lalu Hotel. In addition to touring great hotels/motels, we had the pleasure of staying at some of the most luxurious hotels in Taiwan (i.e. The Regent Hotel Taipei, Hotel One Taichung and Fleur de Chine Hotel Sun Moon Lake).

I also really enjoyed meeting with the government officials at Overseas Compatriots Affairs Commission (OCAC) and the Mayor of Taichung. It really warms my heart to see how our group was received with open arms, enthusiasm and eagerness. As part of the second generation, I felt important and that I was viewed as part of the future, rather than an extension of our parents.



Another unique difference between Taiwan and the States is hospitality. I was thoroughly impressed by the level of customer service and hospitality provided by the people. Where ever you go, you are immediately greeted and welcomed by an associate. You are never left alone more than 5 minutes before someone asks if they can help you. It all starts at the specialty hospitality schools in Taiwan. We were also fortunate enough to tour such a university, Hsinchu Chung Hwa University College of Tourism and National Kaohsiung University of Hospitality & Tourism. The universities stress the importance of high level and quality of service provided to guests of hotels, restaurants, etc. We witnessed the philosophy of hospitality throughout our stay in Taiwan. One of the most memorable hospitality moments is when we were leaving Fleur de Chine Hotel Sun Moon Lake. Like all other places we toured, the host, with fellow colleagues, will wave to the group as the bus pulls away. They stood in a line and all waved in unison. What was even more impressive with the group at Fleur de Chine Hotel was that they not only waved goodbye in unison, but as the two buses made the turn around the hotel driveway, they turned and continued waving until we were out of sight. Hospitality at its best!

Let's not forget about the fun sightseeing that we also enjoyed. Our first non-official tour was Da Hsi Floral Farm & Agriculture Center. The landscaping was breathtaking and it definitely set the tone for the rest of the trip and what other magnificent places we were to visit. The changing of the guards was a great experience and I was glad that I was able to catch it on video. Other memorable landmarks we toured and forever will stay with me are Sun Moon Lake and the boat ride and tour of the Love River in Kaohsiung.

Lastly, the gourmet food we enjoyed was like no other, from restaurants to night markets. Enjoying a meal together has always been an age old way of bonding and getting to know each other – this was no exception. In fact, the food we all enjoyed together, the time we spent together and all the laughs and jokes we told is exemplary of how strangers came together, connected and made long lasting friendships. There was never a time when I was hungry, and certainly never a dull moment in the 6

days we spent touring Taiwan. Even after a big meal, we somehow found the strength and time to make our way down to the Fong Jia University Night Market and eat some more.

In summary, the THMANA Youth Group tour was a great success and would not have been possible without the many hours of hard work that was put into organizing this by THMANA. It provided great educational value and a glimpse of my rich heritage. Many thanks to everyone who helped put this itinerary together; as I was given the opportunity to reconnect with my heritage and connect with some new great friends. The culture, food, sights and experiences are all intertwined by the people. Thanks again!

Kevin Chen:



This is my second time participating in the 2nd generation young adult hotelier trip to Taiwan and the experience was, again, overwhelmingly positive in all aspects.

We started off the trip in Tao Yuan where we visited the Holiday Inn Express, one of the many IHG properties that have been converted from originally local hotels. Right off the bat we could differentiate the focus on service quality between Asian hotels and those here in America. Every staff member we encountered displayed excellent guest service skills and what we would call 'above and beyond' here in America is their everyday practice. Even though these properties were once locally owned hotels, we could now see a very clear definition of IHG standards as well. The combination of a well known international brand which embraces local customs is a great combination that will sure bring much future successes.

We also visited many other famous hotels such as Fleur De Chine hotel by the beautiful Sun Moon Lake in Taichung; Mulan boutique hotel which offers many 'themed' villas that are absolutely spectacular; Palais De Chine Hotel which incorporate many historical French and European artworks in its design. The contrast between these unique hotels versus an international brand such as IHG enables us to get a deep understanding on the flexibility between the consistency in standards a franchise can offer and the availability in freedom on design and operation the boutique hotel can provide. How we can achieve a perfect marriage between the two concepts is truly a work of art.

Another highlight of the trip is simply all the gourmet food we got to enjoy. Everyday we started the day with great breakfast at the hotels, then every meal was customized for us to include all the best local special delicacies. I honestly didn't remember a moment where I felt hungry because I was eating all the time. Taiwanese are known for their hospitality, and we certainly felt it when we visited our sister hotel associations both in Taipei and Kaohsiung. Everyone was so kind and nice that just made you feel right at home.

This trip is certainly not just all work and no fun. We toured Sun Moon Lake by boat and walked many historical night markets by foot. Every destination we went was designed to give the 2nd generations a better understanding of our Taiwanese root and heritage. For many of us who weren't born in Taiwan, this was a perfect opportunity to eat, drink and live like the locals, at least for a week. For those of us who spent our childhood here, it was an opportunity to reflect and reminiscent our younger days and catch up with relatives. We also made great friends during this trip that I know will last a life time. I'd like to extend my deepest appreciation to THMASC and IHG, without their support this trip wouldn't have been possible. Thanks!

Kevin Liu:



First of all, I would like to thank Uncle Ben Liu for giving me this great opportunity to participate in this trip and meet a great bunch of individuals in the same field. I would also like to thank President Uncle Herman Lin along with the sponsor – IHG Group for putting together an amazing tour of Taiwan Hospitality and last but not the least, our multi-talented Wilson for all the hard work he put into in this trip. The trip wouldn't be this exciting and memorable without all of you guys!

Many of us have not been back for years or have never been back before. This might have disconnected the place – Taiwan, where we all originated. The main purpose of this trip as we all know is our parents (first generations) want us (second generations) to see the place where they grew up and most importantly to experience Taiwanese culture. As I entered each of the properties we visited, a sense of warmth was experienced from each of the hoteliers. On the other hand, during our stay, the hoteliers tend to make our stay a memorable one by creating a story behind each of our stay. Surely, it was a "Home away from Home" experience. This shows how passionate the hoteliers are. In fact, by bringing this work ethic and spirit back to where I work, I'm sure this could be a comparative advantage for me – being different than the other hoteliers.

The country never sleeps. I wouldn't say I'm a complete stranger to Taiwan though I have not been back in 6 years. This time back, I would say Taiwan "wowed" me. In such a short period of time, I could not believe Taiwan has change this much. With the recent openings of Le Meridian, W Hotel, and Hotel de Chine in Taipei, this illustrates that tourism industry in Taiwan is booming and welcomes the outside world to discover its culture. Besides, according to Chung-Hwa University's president Mr.

Su, Taiwan is recently promoting Eco-Tourism – bicycle tourism. This shows that the government is stimulating innovation through sustainability, bringing benefits to people today without damaging resources or prospects for future generation. Such eco-friendly concept was seen when we visited the Lulu Hotel and Fleur de Chine Hotel where both were designed with simplicity in preserving the natural surrounding. Furthermore, the high-speed rail connects the north and the south, allowing easier access around the country thus uniting people together. Taiwan has changed a lot this time around and has surely touched my heart! I will always be proud to be a Taiwanese.

This trip back has brought back the memories of Taiwan and more importantly showed me where I belong. Indeed, I hope we all could follow our parent's footsteps and shine outside of our home country. Thank you all once again.

Lucy Liu:



It is always a privilege to be able to attend the Taiwan Trip and this time around it's no exception! I have been looking forward to the trip ever since Uncle Herman brought it up at the Taiwanese Hotel Motel Association Annual dinner in Houston in July of 2010. The Taiwan Hotel trip has always been a great experience to learn about industry trends, meeting new friends and connecting with old ones. Many who have attended in the past said that third time is the charm, and for me, this is very true. This year, the Taiwan Hotel trip coincided with the 100th year of Taiwan's birthday and I was lucky enough to get to see many celebratory events. We were also honor to have 2 executive from Intercontinental Hotel Group joining us, Mr. Mike Higgins and Mr. Raymond Wan to share their knowledge of the industry insight.

I have been fortunate to attend the Taiwan Hotel trip for more than once, and it is great to see that while the rest the world is seeing some recession in the economy, Taiwan's hotel industry is thriving instead. Hotel rooms are hard to come by with the Taipei International Floral Exposition in addition to the tourists from mainland China even with the daily tourist limit of 3000 per day. There is still a wealth of tourism for the booming hospitality industry for Taiwan. I am so excited to witness a continuing growing hotel industry in Taiwan.

Of the many memories that I have, I especially enjoy the trip to Palais de Chine and listening to Mr. Nelson Chang talk about how he came about developing the theme behind Palais de Chine incorporating his passion for history and antiques into his hotels. The story of how he created the hotel brand is very touching and it is amazing how his hotel chain becomes a fixture of the Taipei hotel scene. Another memorable event was meeting Taichung's Mayor - Mr. Hu. Mayor Hu is very approachable and down to earth and I might take up his offer soon to visit and possibly invest in Taichung.

The Taiwan Hotel trip has definitely increased the wealth of knowledge and I cannot wait to apply many of the new strategies that I learned from this trip. We visited many IHG hotels throughout the Taiwan trip, it is interesting to see how each hotel in Taiwan using small changes to infuse local culture to create a different feels of the same hotel brand while still maintain the IHG core brand philosophy.

I am very thankful to all the sponsors and directors for their generosity and for sharing their knowledge. Also want to give a special thanks to Uncle Herman for organizing such a wonderful trip for the second generation. I have learned many valuable lessons that I will cherish with me and implement into my career. Knowledge is power and that I will always strive for greatness and never stop dreaming and imaging all the possibility. The Taiwan trip has always been my refueling station for my passion for the hospitality industry and I can't wait to put the lessons that I have learned into practice.

Scott Lin:



I thought this year's trip was great. We got a chance to see many different hotels in Taiwan. We were able to see hotels that catered to the business traveler and also resort style hotels. We even got a chance to tour a Love Motel, which was to say the least very interesting! When we stayed at the different hotels in each city, it was an excellent way for us to experience firsthand the customer service that Asia is known for. Most importantly, the trip was beneficial for us second generation people to get to know each other, to network, and to share ideas and common experiences. I would like to thank the Taiwanese Hotel Motel Association of North America for planning the trip and giving us an opportunity to go to Taiwan. I would also like to thank the Association and Mr. Herman Lin, for providing an opportunity for all of us in the second generation to meet and network.

Shanda L. Gorden:



Upon landing at the Tao Yuan International airport I had no idea what to expect. From what I was told, I knew it would be an educational expedition. I frankly had no intention of making friends as I was not sure if I would be accepted by the youth in the group or if the potential "friendships" made would extend beyond the duration of the trip. I was, however, looking forward

to expanding my knowledge and trying out all of the delectable snacks that I had heard so much about. What I gained from this trip truly exceeded my expectations. I toured and was educated on some amazing properties, met endearing individuals and learn a few things about myself that I might not have otherwise had it not been for this trip. Each day was uniquely memorable.

We began this trip with a tour at the Holiday Inn Express in Tao Yuan. The rooms were cozy and welcoming. I found the bathrooms interesting as the bathroom door doubled as a bathroom door and a shower door. Later that day I was able to experience some well anticipated snacking. We ate at Din Tai Fong, which was conveniently surrounded by multiple Taiwan-based small boutique style shops which sold a variety of cookies, chocolates and more. What a great way to end the day. By this point, everyone was getting to know each other and there a developing sense of family among the group or at least to me there was. Later that evening I went with Alice and Uncle Stephen to visit Alice's grandmother and family. I enjoyed this.

Day two of aventura Taiwan we toured one of the most remarkable hotels that I have ever visited. We toured the Palais de Chine. Taiwan is known for many fascinating stories and folklore so it was interesting to learn that despite the portrayal of rich history at the Palais de Chine, it was in fact nothing more than a product of one wildly imaginative man—An-Ping Chang. He created a story, a history for each property. The Palais de Chine was unique to say the least. Dinner that evening was at Plum Restaurant. This was the same evening that the members of our table "fisted" Jimmy. This dinner also marked the moment on the trip where the bonding that was subtly taking place between the youth was outward and obvious. Even on a small outing after dinner to the Marquee, we continued to take care of one another in interesting and unmentionable ways.

The second most memorable property of the trip was one that we visited on day three. Lucky for us, John felt like extending some of the hospitality he had experienced at the hotels from the first two days

by seeing some guests off at the Mulan Motel in Tai Chung. This motel had beautifully themed rooms and for reasonably priced hourly rates it seemed like a great honeymoon location or even a romantic getaway. Later in the evening we decided to finally make our way to the night market. Even on a full stomach, it was difficult to pass up the opportunity to try the snacks and tasty treats that Taiwan is famous for. Among these was one item that I had previously made quite an effort to avoid due to the rancid smell. I am sure you all know what I am referring to—stinky tofu. The smell of “the best” stinky tofu resembles, at least to me, the smell of the worst public squatting toilets in China and that smell is repulsive. Since I was being open to new experiences and ideas, I could no longer avoid at least sampling the dreaded stinky tofu. I was pleasantly surprised to discover that stinky tofu did not taste of fecal matter, but was rather tasty. The after taste, unfortunately, was like the smell and I was thankful I had packed plenty of minty-fresh gum.

Day four the weather was gloomy and we were headed to Sun Moon Lake. I had heard of the famed location and was elated that we would be able to visit it. Sadly, upon arrival at Sun Moon Lake the weather had not changed and we were unable to experience the Lake’s beauty in its entirety. In the evening we toured and checked into Fleur de Chine. Fleur de Chine similar to the Palais de Chine in regards the ideology behind it. The theme was entirely different. I wanted to add that I am grateful that we were able to stay later than previously anticipated—Thank you Uncle Herman for allowing us a few extra hours of sleep.

The last hotel we would tour was on day five of our Taiwan tour. This was the Crowne Plaza Hotel in Kao Shong. That night a boat ride on the Kao Shong Love River and a KTV farewell party had been planned. The KTV farewell party was planned by the first generation for the youth which I thought was an incredibly thoughtful gesture. The theme songs for that evening bounced between a Jay Chou song that I cannot remember the name for and Disney’s A Whole New World. It had definitely been like a whole new world in Taiwan and as cheesy as it sounds I do feel forever changed because of this trip.

I would not have changed one thing about this trip, with the exception of the fact that the scheduled itinerary was almost pointless because we were almost always running late. I appreciate the flexibility and that most everyone was lax and comfortable with how everything turned out despite not following a rigorous schedule. I am thankful I was given this opportunity and did not pass it up. I hope that the friendships gained on the trip continue on for years to come so that we can continue to grow

Teddy Lin:



In March of 2011, the Taiwanese Hotel Motel Association of North America (THMANA) sponsored its third Taiwan Youth Group Tour. This program served as a networking and business development trip, with a focus on introducing second generation Taiwanese Americans to the Hospitality industry in Taiwan. Our group consisted of both first and second generation Taiwanese hoteliers, proven industry leaders, and two InterContinental Hotels Group (IHG) executives representing North America and Greater Asia.

I often believe myself to be an optimist, but as an aspiring businessman and entrepreneur, I understand the importance of being logical and realistic. As such, I approached this trip optimistically as a great opportunity to network. However, to think that in six days I would make meaningful friendships or that I would somehow be inspired by newly met acquaintances-- I didn’t think that would be a realistic expectation. To my unexpected delight, and contrary to my business intuition, I met some tremendously interesting and inspiring people that will undoubtedly become lifelong friends.

As I recount the vivid memories from my time in Taiwan, I can honestly say that this year's 2011 Taiwan Youth Group Tour with THMANA was the trip of a lifetime. It can be very difficult to comprehend just how much we were able to accomplish over the course of six days. But we did it. And we did it in style. In fact, I will boldly state that I have never witnessed a better dressed group of young professionals!

THMANA had a very prestigious tour scheduled—numerous site tours, industry lectures, and business meetings across Taiwan. At the hotels, we were greeted warmly by general managers and hotel executives. These Taiwanese hoteliers hosted us on VIP tours of their four and five star hotel properties. I was very impressed by the high level of service, cutting edge design, and the attention to detail that I observed.

The hospitality universities at Chungwa and Kaoshung were equally impressive. I found it particularly fascinating how the universities have taken the hospitality business and transformed techniques and ideologies into a working art and science. Touring these campuses reminded me of how I am currently undergoing a similar learning experience. In fact, our association's members share the same mission as these universities: To teach and mentor the next generation of hoteliers. As the second generation of Taiwanese hoteliers in America, we are learning business skills and concepts directly from our parents and our community of experienced hotel owners.

In a strange way, it has been hard for me to grasp just how significant this trip was—not only for me, but for the entire Taiwanese community. Our tour group represents the success of Taiwanese immigrants and businessmen in the United States over the span of several decades. While the second generation is almost entirely American born or American raised, we are all uniquely Taiwanese and continue to represent the legacy that our parents and relatives have worked so hard to build.

I remember becoming acutely aware of our importance as we met with government officials at the Overseas Compatriot Affairs Commission (OCAC) in Taipei. Not only did we have the

attention of government appointed officials, but we were also the focus of local media. Throughout the tour, we were formally received by several government agencies, including the Mayor of Taichung, where our association was the subject of economic development in Taiwan.

And the food. Oh, the food! We wine and we dined at the best restaurants that Taiwan had to offer. For most of us, we consider the delicacies that we enjoyed as our generation's soul food—a pleasant reminder that Taiwan will always be a home away from home. The greatest aspect of Taiwanese food is that it bridges all generational and cultural gaps. There was always an air of excitement in discovering new culinary delights and, as a group, parents and children eagerly anticipated course offerings. My dining experiences on the Taiwan tour always resulted in a lesson on culture and history. Whether it was the topic of family history or discovering the origins of timeless traditions, meals were always the perfect setting to share stories and learn from each other. The food is definitely an aspect of the trip that I will never forget!

For me, though, the highlight of the trip went beyond our exciting itinerary. The most important aspect of the trip was the sense of community and camaraderie I experienced within our association. This, to me, was the most influential lesson that I learned on the trip. I will think back fondly on all the storytelling, the faux matchmaking, and the countless toasts at dinner that I shared with the THMANA. I am smiling right now as I write this. I know that I will always relish these memories with first and second generation members alike. I finally understand the importance and the strength of a community.

I am indebted to the association and its esteemed board members for investing so much time, effort, and money to help me learn such valuable life lessons. THMANA has done a truly remarkable job of creating a quality community of hoteliers and its continued effort to involve the second generation is commendable. The concept of the youth tour, from its inception to this year's tour, really demonstrates the foresight of THMANA. Bringing together our second generation only serves to strengthen the bond of the community and secures the future success of the association.

And finally, I couldn't write a true memoir of my experience without mentioning my father, Herman Lin. As a son, I naturally look to my father as a role model in life. This trip was a very exciting and unique opportunity for me to see my father in action as a leader in the community. The experience has taken my admiration for my father to a whole new level, and I have never been a more proud son. His leadership has inspired me to become a leader in my own right and to have a much more active role in the community and our hotel association. I came away from this experience with a true desire to continuously learn and improve myself, and a passion for developing stronger relationships within my community. And that experience and that takeaway make this truly a trip of a lifetime!



Tim Liao:

I am not one for flowery language, so I'll cut to the chase with this article. This was my first trip with THMANA. That, added to the fact that I didn't know this association existed until a couple months ago, meant I had no idea what to expect.

I've actually lived in Taiwan for my last five pre-university years, attending an American school. Although I thought I knew this country well, this trip has opened my eyes to different facets of life there that I otherwise would have never known.

The trip was filled with many meetings with government officials. Through observing, I learned the courtesies and mannerisms required to participate in such meetings. There seemed to be a lot of red tape and unnecessary speeches and gestures. However, I realized this is all necessary to get business done.

The dinners were altogether a different story that still shared the same goal of the meetings – getting things done and maintaining guan-xi (social networking). They were a lot more relaxed than the meetings of course, and I saw that everybody is human; everybody wants to have a good time and see each other have a good time.

It wasn't all work and no play either. I appreciated the touristy activities too. They were a good time to not only see the sights in Taiwan but to also get to know the others on the trip. Not all the young people on the trip were from the hospitality industry. But we all shared the same love of Taiwan and the same interest in seeing Taiwan grow in the international community. I even re-met a long-lost elementary school friend!

In short, though the trip was tiring and jam-packed full of traveling and activities, it was an amazing trip that I will never forget.



Vivian Chen:

After a long flight from Los Angeles, I finally arrived in Taipei, Taiwan. It was my second time back to Taiwan in about 16 years since I've moved to the United States. The last time I was in Taiwan was in 2005, after high school graduation. The minute I stepped off the plane in Taiwan, the same thought always came to mind: the humidity. It's going to be a sweaty week.

I arrived two days before the official group start date and stayed with Anita at The Regent Hotel in Taipei. It was a good short period of time for relaxation before the tight schedules and eclectic group of people come pouring in. I got to see my cousin, visit some family friends, and pay a brief visit to my grandmother's place.

My initial impression of the trip was the lack of organization and sloppy coordination in following the itinerary time. On the first official day of the tour, the buses did not leave Taipei for Taoyuan until about 30 minutes behind the scheduled time because some people were late to meet at the lobby. It was an extra 30 minutes that could have been spent touring a hotel or hearing a speech. Fortunately, I am very glad that this improved tremendously throughout the rest of the trip. I'd like to note that different cultures approach the concept of punctuality differently. While time is money in the U.S. and I learned my lesson the very hard way half-assing on an assignment and then showing up tardy to class at Cornell, I learned that in some cultures it is considered rude to arrive to events on time (i.e. weddings in Taiwan). I learned that in terms of punctuality, Taiwanese people are almost always a little late (even Taiwanese-Americans), and I've learned to accept that. Here are two interesting anecdotes on the cultural differences in business practices: (1) The biggest clash of culture is when the Brazilians meet the Germans for a negotiation deal. (2) The last time trains were on time in Italy was when the Germans ran the country.

Punctuality aside, I was very impressed by the rich itinerary and the high quality of lodging accommodations during this trip. As I have learned that it was the first trip for many of us in the youth group, the coordinators really went out of their way to show us the country of Taiwan they so dearly love. For example, on the first night, we were all treated to dinner at the famous Din-Tai-Fong, whose juicy steamed dumplings made us all crave for more. One will never go hungry in Taiwan. There is food available around the clock and 7-Elevens in almost every street corner. Staying at The Regent Taipei was an amazing experience which I will not forget. It is beneficial especially to those of us in the hotel business. I admire their services, amenities, and accommodations. Another interesting fact I learned about this hotel is that its location greatly generates revenues for the property outside of hotel rooms. Its amenities became a hotspot for locals to meet and have a drink. The lobby, the restaurants, the lounges, and the spas made guests and locals repeat customers. There was something for everyone. Coming from a business and real estate background,

I admire this hotel's strategic location and how it took advantage of the structure to develop facilities that generate extra operating revenue. It was perhaps my most favorable hotel to stay during the trip

My personal favorite activities of the trip were: touring Palais de Chine in Taipei, touring Holiday Inn Express Taichung, touring Mulan Motel in Taichung, visiting Sun Moon Lake & Boat Ride, and touring Fleur de Chine. Since I was involved in the renovation project of one of my hotel properties, being able to see the design concept and structure of each of these mentioned properties allowed me to compare and contrast the difference between hotel development approaches and hotel operating approaches in branded and non-branded hotels in Taiwan and in the United States. I noticed that Taiwan has become a very service-oriented economy, especially in the urban areas and in hotels & popular tourist destinations. Their service culture is adopted from the Japanese, whose customer service practices and product/packaging designs are the top in Asia, and highly reputable globally. This courteous attention to customers is a practice from which we could learn here in the U.S., where we tend to focus more on efficiency and cost-effective approaches to problem-solving and customer relations.

Before the trip, I initially set up a blog to specifically document each day's activities. I would write about the day each night after I get back to the hotel room, so that the day's experiences and memories would be documented and not fade away with time. However, due to the vast amount of good time I've had and the numerous friendly and interesting new friends I've met throughout the trip, I was not able to keep up with the nightly blogging. That was how much fun I've had in Taiwan! (I was able to make one post on the first night. If you are interested in reading about my first day, please visit <http://thmasctaiwantour.blogspot.com>)

By the last day, we were all tired and happy. Everyone came back with new friends. Also, everyone had the chance to become more familiar with their family roots. We experienced the warm hospitality of the Taiwanese people and got in touch with the land from where our families come. I hope

that the people of Taiwan will not lose their friendliness and warmth as the country becomes more internationalized. These are traits that differentiate the Taiwanese people from the rest of Asia, and for that I am proud when I say that I am Taiwanese. I want to thank the Taiwan Hotel Motel Association of North America (THMANA) for a wonderful experience. It has been a grateful opportunity for the second generation to meet each other and form new connections. Who knows? Some of us have been inspired to make grand plans to improve and expand our hotel businesses in the United States and across the Pacific. We are at the position of being part of the best of both worlds. We have the obligation of taking the advantage of the chances given to us and move to a higher level. Many ideas are brewing...Thank you all for an incredible journey.



**Taiwan
Hotel & Motel
Association
of
North America**



青年部活動回顧

2012 青年部活動回顧

北美州第七屆台灣旅館公會聯合總會春季旅遊 從3/11至3/18 圓滿完成

總會長許文忠先生首先帶領並招待北美旅館聯合總會會員有來至南加州分會,紐澤西分會,美南分會,共14人.參訪自己和家人在中國大陸江蘇省張家港鳳凰鎮所投資蓋的"金鳳凰溫泉渡假村",這是在蘇州的第一個溫泉渡假村離上海約一個半小時,渡假村內有戶外泡湯區,旅館,精緻湯房,別墅,及多間精美餐館,第一天全團會員就享受到總會長許文忠及他的二哥許文悌二人熱情安排的豐盛歡迎晚宴及舒適精緻的泡湯湯房,藉此把長途坐飛機的疲憊完全消除了

第二天吃完豐盛早餐之後,許文忠總會長,更安排了渡假村的遊覽車,帶大家到上海參訪IHG(世界旅館連鎖品牌假日酒店)上海總部.該IHG總部位於上海市最繁華的經貿區,(在車上還準備了知名糕餅店85度C做的餐點及飲料給大家享用)抵達上海IHG總部時,首先由該總部負責人Mr. Tony Du 熱烈歡迎大家的蒞臨,再介紹整個假日酒店在亞洲的成長及經濟影響的簡報.之後還親自帶領本團團員參觀好幾家IHG的旗艦店.包括了Intercontinatal Hotel, Holiday Inn, Holiday Express. 這一整個下午的參訪,讓全部團員們收獲良多,更驚嘆在亞洲旅館業的快速成長!

結束參訪活動之後住進上海假日旅館,許文忠總會長再宴請全部團員吃頓豐盛溫馨晚餐,接下來即將開始輕鬆愉快的蘇州江南八日旅遊了!包括蘇州,無錫,南京,杭州,上海.這一路上大夥玩的開心,並感謝許文忠總會長熱情的招待及安排,最後在3/18日結束全程活動,大夥帶著依依不捨心情各自飛回自己溫暖的家(美國).!

青年部活動回顧

2012 青年部活動回顧

The 2012 THMANA Spring Trip

James Wang

The 2012 Spring China Trip to Shanghai was a rare and memorable one. On our first day, the THMANA members were treated to a visit to the IHG headquarters in Shanghai, where we were greeted by Tony Du, our IHG representative, with an introductory presentation of IHG's hotel growth in Asia. After the presentation, Mr. Du gave us a hotel tour of some of IHG's recently-opened properties in Shanghai, including the Holiday Inn and the Intercontinental in Pudong. We were welcomed by the General Managers of each property and given a tour of the public spaces, guestrooms, as well as access to priority guest floors. I was thoroughly impressed with the modern design elements of the Holiday Inn in Pudong, a characteristic that has been lacking in its American counterpart. In addition, it was also a great experience meeting industry professionals in Shanghai. After participating in the Spring trip in Taiwan three years ago, my trip to Shanghai was equally educational and taught me the promises of the hotel industry in China's emerging market.



青年部活動回顧

2013 青年部返國參訪團回顧



By Teddy Lin

This trip marked the fifth time that the hotel association has sponsored a community trip to Taiwan. Of the seventeen young adults that attended this year's trip, only myself and one other attendee had previously joined a previous hotel association tour. What this tells me is that there indeed exists a large network of second generation hoteliers in our community and great potential for growth within our hotel association's membership enrollment.

On behalf of our community's second generation, I would like to thank President Gerald Wang of the Taiwan Hotel Motel Association of North America (THMANA) for providing us such a great opportunity to travel back to Taiwan. I would also like to thank our Tour Leader, Mrs. Minnie Chiu, for her community leadership and her outstanding ability as a public speaker. And finally, I would like to thank Mr. Mike Wang, for his dedication to our second generation hoteliers and also for helping us "bridge the gap" between the first and second generation members of our association.

For me, this trip was all about learning about my Taiwanese identity and heritage. Since my first trip back to Taiwan, I have grown an affinity for Taiwanese culture and all that it has to offer. That bond has continued to grow every opportunity I travel back to Taiwan or meet other Taiwanese people. This time, I learned more about what defines the Taiwanese people—our hearts!



Like most Taiwanese young men, I often compare all my life experiences to that of my father. As a second generation hotelier, I always find myself comparing our leadership styles in the hotel industry. My whole life I have tried to emulate my father's successful career and life journey-- How can I learn to be successful like him? This trip really helped me discover my father's origins and his secret to success. I discovered my family's Taiwanese heritage uniquely prepares me for a life of success in hospitality.

I think what makes us all uniquely Taiwanese is our ability to "Use Heart" (用心) in everything that we do: in every relationship that we're in (working or otherwise), in every business decision that we make, and in every meal that we share.

To me, a Taiwanese Heart is defined by a person's ability to commit to a community, be proud of his identity and heritage, and to have a willingness to help others. From a hotelier's perspective it means having pride in your property as an extension of your own identity and home. Under the mentorship of the Taiwanese Hotel Motel Association of North America (THMANA), I have learned to admire the success of our organization. Taiwanese hoteliers have an acute attention to detail at our properties. We care about our hotel and our employees. We host our hotel guests as if they were guests in our own home. And we are known for negotiating fair deals with other business people. These are the characteristics I see in our community and why I strongly believe Taiwanese people stand out as great hoteliers.



Our 2013 Taiwan Youth Tour took us on a trip to really discover the origin of our Taiwanese Hearts. We traveled to remote parts of Taiwan that I never knew existed. This of course was President Wang's master plan. Some of my fondest memories came from the first generation reminiscing on their childhood stories-- Uncle Jerry shared tales of swimming in the river and eating freshly prepared shrimp, while Uncle Dwight told us about his "50 First Dates" at Yehliu Geopark, and our shared heritage culminated with karaoke renditions of Taiwanese folk songs on our tour bus as we headed back to Taoyuan and Taipei.



As second generation Taiwanese hoteliers, we developed relationships in the same way our parents did in Taiwan. We made some unforgettable memories together. And while I

may have had more fun than I'd like to admit, it was great sharing it with each of you. Every day of this tour was educational and every night was a new adventure. I am so thankful for the opportunity to meet so many bright, young people on this trip. I am delighted to share my Taiwanese Heart with all of you and I hope we can all learn from each other in the years to come.

By CHIEN CHU – TUSTIN, CA



In 2011 I had taken one of the best trips of my life. I had met amazing new people and rediscovered my heritage and culture. It was the annual Taiwanese Hotel and Motel Association Taiwan Trip. Now it was 2013 and I had the opportunity to go again. I did not hesitate and jumped on the opportunity and tried to rally up the second generation to make this trip even better. Unfortunately almost everyone from the 2011 trip could not make it with the exception of our fearless leader Teddy Lin. It was up to Teddy and I to lead the charge this year and we did.

The trip consisted of the usual sightseeing and hotel visits. This year we shared a bus with the adults which was nice but did not allow the youth to truly open up and limited the interaction of the youth. It was a good thing that this group however did seem to be more willing to partake in the night activities. These night activities ranged from trips to the night market to seedy shows led by our chatty tour guide. What happens in Kenting stays in Kenting. Dean, your secret stays safe with me. Teddy however might have some photographic evidence. Although the first trip can never truly be topped this one will forever be ingrained in my memory.



My first memoir was long and detailed. This memoir is short and to the point. We as second generation owe it to ourselves and our parents to take the time to explore your heritage. We sit at home and forget where we really came from and take our parents kindness for granted. This trip continues to teach me new things about my family and culture. It makes me truly appreciate the beauty of Taiwan and its people. I will continue to go on these trips as long as I am invited and I encourage all the youth to do the same.



By DONY CHEN – ANAHEIM, CA



I was born in Taiwan and have lived there the first third of my life. After going abroad for school, I went back to Taiwan on numerous occasions for business trips and to visit family. So Taiwan is not foreign to me. However, this trip to Taiwan proved to be both educational and was filled with fun memories.

We visited numerous tourist locations that were a first for me and I was really amazed. A couple locations come to mind. Chungshan Grand Hall was fascinating for its significance in Taiwan history, and the architectural grandness as well as the breathtaking views amplifies this. Kenting National Park and Maobitou Coastal Area reminded me of the magnificent natural beauty that Taiwan possess. It is obvious why the Portuguese name this island “Formosa”, which literally means “beautiful island”. This experience strengthened my view that Taiwan needs to protect its natural environment and better promote tourism to the world. Taiwan tourism industry is growing year-over-year and we need to make sure that the beauty we see today is preserved for future generations.

The number of hotels/motels in Taiwan has grown tremendously over the last ten years due to influx of tourists and increase in local demand. This increase may have caused confusion in the market place as to the product’s intended customer, but it has also created opportunities. During this trip, we sampled a variety of hotel types; from boutique-styled hotel to seaside resort hotel, and from the ever popular Taiwanese-style motel to traditional city hotel. This experience encouraged me to contemplate the importance of product differentiation and the possibility of introducing new product types to the Taiwan market.

The most valuable part of this trip was spending time with other THMANA members. If this trip were to be in the US, I would probably be returning calls or checking emails during traveling time. To be place in a ‘limited access’ environment allowed me to focus on the face-to-face conversations and to really connect with others. I learned and exchange ideas with first generations as well as second generations. Being on the older side of second generation and having experience in and out of the hospitality industry, I was able to offer specific advice on hotel management methods and general career path. Needless to say, I had a great time hanging out with second generations. The nightly outings and sometimes karaoke was a great way to bond with each other.

I would like to thank THMANA and OCAC for the opportunity to go on this trip. I really enjoyed the trip, especially the time spent with all members and their second generations. I also appreciate the opportunity to view Taiwan from a different perspective and to learn many new things about Taiwan tourism. I hope to have another chance to participate on future trips and encourage all the second generations to join. This is truly a unique trip that is both educational and full of fun.

By DEAN WANG - ATLANTA, GA



"What happens in Taiwan, Definitely does not stay in Taiwan"

... is how to summarize a week in Taiwan with THMANA 2nd generation.

The week spent in Taiwan was nothing short of amazing. Accompanied by greatly influential individuals, we got into some ridiculously interesting situations. In other words, we got to know each other on another level that allowed us to be open with each other in more ways than one. The week long trip introduced us to some of the best of Taiwan's hoteliers and politicians to some of the best formations mother nature has carved out in the beautiful country of our parents. A great combination of business and historical relevance to elusively illuminate the positives of the hospitality industry rather than shackle to our stereo-typed family business.

I had the pleasure of meeting Mike and Gerald. Both are pioneers of their generations in each own respective ways. The trip gave us a platform to ask questions and seek knowledge into a side of CEOs and business owners that we do not normally see as 2nd generation hoteliers because it's already redundantly ingrained as the "family business".

I have always considered myself as one who seeks the advice and counsel of mentors when I find myself in a bind. A platform was now accessible for me to express my opinions and thoughts to an older generation that have already leaped bounds in their own fields and markets.

With my own goals and plans complimented by the wisdom and experience of the older generation, I feel I left Taiwan with a broader view of not only my history but also my future. I had a lot of answers to my questions yet I boarded my return flight with more questions than I upon arriving. These questions, however, were not negative nor disruptive to my career plan but constructive questions with the ever slight touch of encouragement.

Now for the fun portion. I got no sleep, ate a ridiculous amount of food (some of which ended back up in the streets of Taiwan), saw some things I wanted, saw some things I definitely didn't want to, and had other people see some of me that they didn't pay for. We got to laugh, got our hearts touched (real men cry), got emotional, and had some hysterical laughs. Everlasting memories were made and great relationships were forged and strengthened. We had a blast traveling through Taiwan, and we never stopped having fun. If I could make this a yearly trip (hopefully), I would attend every year (partially because it's financially plausible). THMANA Taiwan Trip '13! See y'all in Vegas!



By ANGELA WANG – NEWPORT BEACH, CA



Thank you THMANA for the wonderful experience of Taiwan. It is definitely an eye opening trip. I've been to Taiwan so many times, but never seen so much of the island. My favorite part of the trip was staying at different types of hotels/motels. The first thing I do when I stay at a hotel is going through the in-room amenities such as the toothbrush, shampoo, and conditioner. I realized the hotels in Taiwan put a lot more amenities in the room than the hotels in the U.S. That doesn't mean the hotels in U.S. don't have the amenities; it is usually just given out by request. Also, another thing that I noticed was that most of the properties we stayed at were still using hard keys, in which each party (two guests) staying in a double occupancy room gets one hard key. I have yet to really understand the reasoning for one hard key for each room. But the keys also turn on the electricity in the room. Even though the hotel's electricity cost is high, it shouldn't be reduced at the cost of guest's inconvenience if electricity cost is the reason for the hard keys.

Another thing that I enjoyed is the tour of the universities of Hospitality and Tourism. It looks like the schools have great facilities and caring professors to broaden the student's knowledge and learning skills in providing great services for the guests. They have model guest rooms, model

reception, model spa rooms where the students can gain hand-on experience in providing great services. It shows that the students will have the ability to be great employees. While attending University of Las Vegas, Nevada, I studied and analyzed case studies and articles on managing associates, finance, and revenue in the hotel and hospitality industry hoping one day I could be a great hotel manager. It is great to go to a college to acquire practical learning skills; however, it's even better to go to college to understand the current managerial skills to develop my own managerial style.

The trip was done very well. I didn't expect anything less from my dad. I love the idea of touring from North to South of Taiwan. One thing I was hoping for more though was the visit to the Crab and Fresh Trout farm as the visit was very short. However, it wasn't crab season. Therefore, the only thing to see was baby crabs. Even though it is not directly related to hospitality, the Crab and Fresh Trout farm is a display of a different sight of Taiwan, the countryside, which I don't see that often while living in the suburban of Southern California.

It was great to meet a lot of people in the hotel community. This trip was amazing to the point that it made me proud to be a Taiwanese-American Hotel Manager. Hopefully next year, I will have another opportunity to relieve myself from the demanding yet fulfilling responsibilities of a hotel manager to come to this trip and engage with more people in the Taiwanese hotel community. my own managerial style.



By MICHAEL CHEN – HOUSTON, TX



The THMANA Taiwan trip of 2013 was truly a great experience. In 2011, I was on the receiving end of the THMANA group in Taiwan. At the time, I was working at the Palais de Chine, which was one of the hotels they toured that year. This time roles were reversed.

As a matter of fact, because of my 2 years working experience in Taiwan, many of the sites on this year's schedule, I had already visited, so my intention was to meet more people and build upon my network.



Although quite tiring because of the long bus rides and daily switching of hotels or hotel hopping, attendees actually were able to form a quicker and stronger bond, especially, when you throw in a couple of late drinking nights.

The hotel chain I worked for in Taiwan had 5-star hotels or hotels catering to transient business or leisure guest. It was nice to see different types of lodging such as motels, which were quite elaborate, a hot spring hotel, as well as a water park hotel similar to a US theme park hotel.

I feel this trip was well balanced with a wide variety of activities from touring hospitality universities and the legislative branch to creating our own dyed handkerchief and watching a peep show of our own members, very broad.

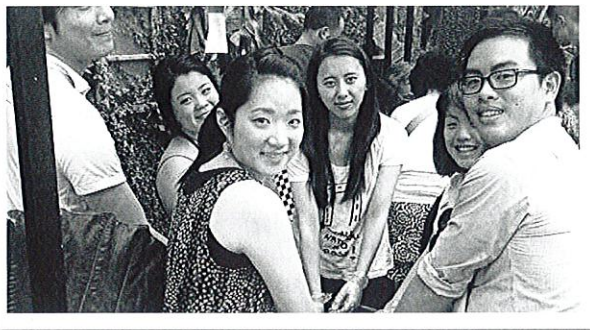
I think highlights of the trip for me were meeting new same generation youngins also in the hotel industry and exchanging experiences and learning from the older, wiser generation.

Personally, I think visiting one hospitality university is enough. To me, what would have been more interesting would have been to talk to the students and/or professors in a panel style format or really just an open ended back and forth conversation with some pre-determined questions. Another idea to help merge the gap between generations would be to involve the 2nd generation attendees to help plan one day's activity or be more involved in the process of selecting what ends up being part of the tour or schedule.

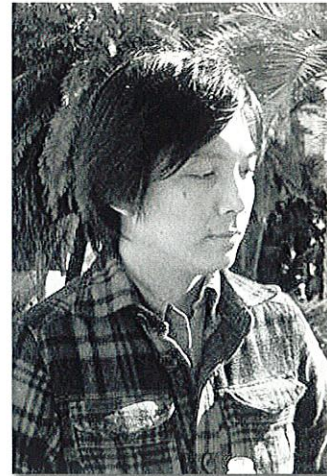
By KATHY HSU – HOUSTON, TX



My experience on this year's THMANA Youth trip to Taiwan was definitely an educational and memorable one. This trip was a great chance for me to meet so many great friends and built great relationships. I also learned so much about the hospitality industry in Taiwan and enjoyed visiting the universities. This trip has inspired me to learn more about hotels and work hard for my family business. I appreciate all the care and generosity from the members of THMAMA and thank them for organizing this year's youth trip to Taiwan. This trip has definitely made me want to visit Taiwan more often and I would recommend everyone to go!



By WARREN HUANG – RIVERSIDE, CA



My name is Warren Huang. I was born in Taiwan over 30 years ago and for over 20 years, I did not return to my birth place to visit. When I finally had the opportunity to return to Taiwan a few years ago, the experience was especially memorable and heart-felt. I returned to my ancestors' graves to pay my respect and also revisited many of the places where I grew up before my family moved to the US.

Amidst all the dramatic changes, one can still very easily find familiarities from past memories. The food, of course, is still delicious as ever, the sceneries are still very beautiful and green when not being overcrowded with tourists, the river that runs through Taipei no longer carry that distinct aroma, and the people are, for the most part, still very warm and friendly, especially when it is time to drink whiskey and sing karaoke. But aside from obviously more tall buildings and more crowded pavements, what struck me as the most different and interesting are the people. I noticed wherever I traveled, from Sydney to Amsterdam to Costa Rica, that it is not so much the difference in location or scenery that make those experiences unique as it is that of the people.



On this trip, where we traveled from the very North to the very South of Taiwan, not only did we interact with locals, students, government officials, and hotel and business owners, we also had the opportunity to hear from our trip members of all ages. It was all very interesting to learn from our more experienced members as well as to hear the often funny and amusing stories of our more youthful members. Of course, this trip made sure to provide many settings for new stories, including our one night in Kenting, that many of us will surely remember for years to come and shall no doubt share on future trips.

With the deepest gratitude, I would like to take this opportunity to thank once again all the people that made this trip possible and for all the members that gave us so much food, laughter, and fun, and made this a truly unforgettable and legendary journey through Taiwan.



By GEORGE CHEN – SEATTLE, WA



I am very thankful and gracious for this unique opportunity from my Uncle Sam, Auntie Sue, and cousin Michael for this experience to tour Taiwan's hospitality sector. Also a big thank you to our adult group leaders Gerald Wang, Anita Ko and Minnie Chiu, along with the youth group leader Teddy Lin, whose good humor, entertaining spirit and ability to encourage everyone's involvement made this trip all the more memorable and exciting.

In general, I am not that familiar with the hotel industry, it was nonetheless a great chance to network, meet new friends, and appreciate the different strengths each individual has to offer. It was a special trip, and we were able to bond and feel like a family in a relatively brief period of time which lasted just six days. We also had an exclusive opportunity to visit the Legislative Yuan on one occasion.

We were all able to enjoy the wonderful scenery during this trip, including sights such as Yehliu and Dansui up north, as well as Kenting and the Maobitou coastal scenic area, which is the southernmost tip of Taiwan. What

especially struck me was the fresh morning air of Jinsan and Kenting - the former is known for its abundance of hot springs, and the latter for its relaxed island-style southern hospitality.



Although I am mostly in the States, it was a special feeling to spend time where my family and I come from and feel the love and kindness of Taiwanese folk. We were able to gain a greater understanding of the culture and lifestyle of the locals, while seeing first hand the differences in style between American and Taiwanese hospitality. Once again, many thanks to the the Taiwan-Motel Association of North America and I very much look forward to another experience like this.



The trip to Taiwan also gave me a valuable opportunity to network with hospitality professionals of all generations and cultures. I was excited to meet industry professionals around my age as I was able to see firsthand that my age is not a limit in my career path. Even better, we had the opportunity to gain words of wisdom from one generation to the next. Who knows? With their knowledge and our passion, we just might be able to achieve world peace starting with Taiwan and the United States.

By JACKIE LIN – HOUSTON, TX

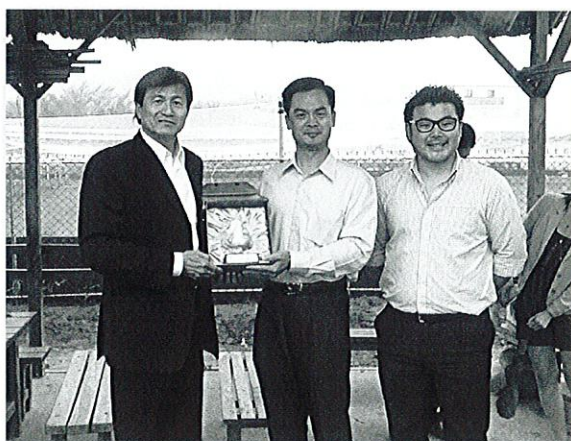
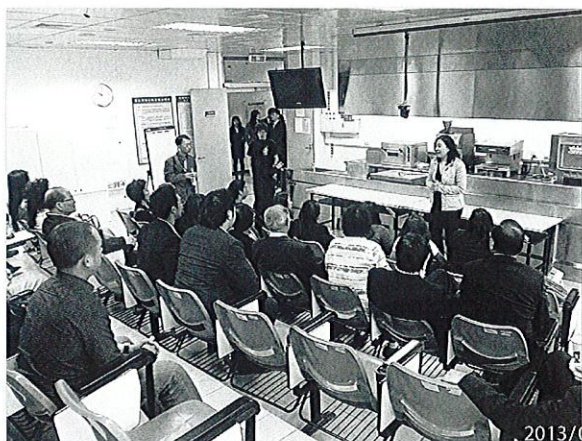


Conrad N. Hilton College of Hotel and Restaurant Management, Class of 2013

I would like to thank the THMANA, the OCAC, and everyone else who made this trip possible. Thanks to these people, I actually believe that Conrad Hilton's motto, "World Peace Through International Trade and Travel" just might be possible.

This trip to Taiwan was enlightening and intriguing to the hospitality student in me. While I learned that the service concept is the same worldwide, I was also able to experience the unique method Taiwan provided that service. Taiwan's hospitality allows people to immerse themselves into their culture and fall in love with the country and its people. This proved to be doubly true as I realized that my parents and their peers had grown up in this culture. As a Taiwanese-American, I was shown the potential I had in tying these two hospitality cultures together and proudly show off the heritage I have inherited to others.

2013 青年部返台回顧剪影



2013 青年部返台回顧剪影



2014 Taiwan Trip Essay

By Andrew Chen



This year's annual THMANA Youth Group Taiwan Discovery Journey will be from Feb 22nd through Feb 28th. Forty-five applicants consisting of THMANA members, family and friends were accepted to journey to Taiwan for this weeklong journey. The trip will bring participants to exciting cultural treasures such as the National Museum, Sun Moon Lake and Kim Mon. Participants will also be treated to partake in the Lantern Festival.

While many THMANA members have experience owning and operating western hotel chains, participants this year will be treated to explore and learn hospitality conducted under eastern-style management at the Japanese-owned Sakura Hotel in Taiwan. Growing up with parents that owned and operated hotels, I have first-hand experience into the hospitality industry. While I do not work in the hospitality industry, my present job requires extensive travel across the U.S. which requires staying at numerous types of hotels, from nationally recognized chains to independently operated brands. I found it fascinating that so many varieties of hotels exist just within the U.S. The opportunity to visit an eastern style hotel will surely be exciting.

Past attendees have expressed the trip is a gateway to explore Taiwanese culture and the hospitality industry. Those in the hospitality industry found the trip as an ideal place to network with others in the industry and learn new business and management practices. Friends and family of THMANA members found the trip to be a fun mix of experiencing Taiwanese food, culture and shopping as well as getting a glimpse into the world of hospitality. In many ways, the trip acts as a bridge for second generation Taiwanese-Americans to experience the culture and profession of their first generation parents who spent their lives in the hospitality industry.

The THMANA is grateful past participants have been positively impacted by this trip and hope present and future applicants will be as enriched by this annual program. This trip is made possible by the Overseas Compatriot Affairs Commission Taipei and the THMANA is grateful for their sponsorship and support to this annual journey.



The Beginnings of a Hospitality Career



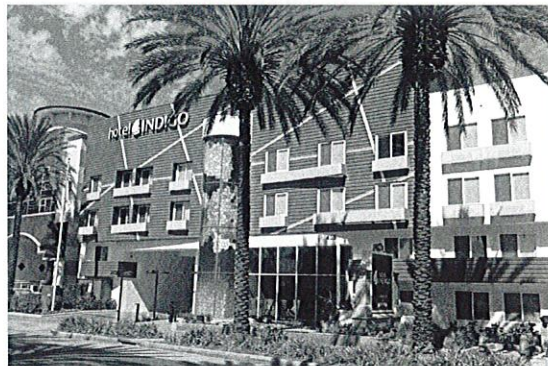
by Emily Wang

My name is Emily Wang. I first started working in the hospitality industry when I was 15. I worked as a hostess in a sushi restaurant. Being able to interact with all the different customers that came in, as well as building relationships with the customers that became regulars were some of the things I came to love most about the hospitality industry. I worked two foodservice jobs before I came to intern and work at Hotel Indigo Anaheim. Ultimately, I hope to become a hotel manager after I graduate so it was great to finally be able to step my foot in the door of the lodging aspect of the industry.

I have only been interning a short while at Hotel Indigo, but I have already learned so much. This internship has been broken up into three departments: front desk, food and beverage, and housekeeping. Most days I work at the front desk, which is great because just being in the front desk there is already a lot to learn. I am slowly learning how to check guests in and out, where to direct calls, how many rooms are available at any given time, concierge services, and basically all other miscellaneous responsibilities that the front desk is in charge of. It is eye opening how much the front desk is like the heart of the hotel. The front desk agents are usually the first people that all the guests come into contact with, they provide the information for housekeeping to know how many dirty rooms there are to clean, and they also provide the guest count for the food and beverage department to know whether to expect a busy day or a slow day.

In addition to working the front desk, I shadowed a server of their Chambers Bar and Bistro. I learned about the way that they used the Micros POS system, their hours of operation, and the server check list. The days that I have shadowed at the restaurant it was not busy at all, so much of the time was spent detail cleaning the restaurant. I can not wait for when a convention rolls around so I can see how to process guests efficiently at the front desk, and also be able to help out in the restaurant as I am most comfortable in food and beverage.

The department that I have yet to work with is the housekeeping department. However I am excited to develop my housekeeping skills, and to see all the responsibilities that this department is in charge of. So far this internship has been a lot to take in and at times it may be overwhelming, but I have tried to be like a sponge and soak all the information I can. Working with the management of a boutique hotel like this, has been such an honor because they actually care about the employees and take the time to develop relationships with them. When employees are cared for, you can expect the guests to be treated with excellent service because the employees are actually happy to work there. Looking at all the different managers and their managing styles, I feel myself slowly developing my own style and seeing what I would like to keep and what I would like to improve.



Food and Beverage Revenue Management

Food and beverage operators are an important sector of hospitality business with projected sales of exceeding 660 billion in 2012, (National Restaurant Association, 2013a). With more consumers eating meals away from home, restaurant sales in 2013 are expected to grow 3.8% over 2012

(National Restaurant Association, 2013a).

As food and beverage operator, restaurants may benefit from revenue management. Initially developed in the airline industry as yield management, revenue management has spread to other industries and is widely used in the hospitality and transportation industries but rarely heard of that revenue management can be applied into food and beverage industry. Revenue management is the application of information system and pricing strategies to allocate the right capacity to the right customer at the right time. The most important word “right” can achieve the most possible contribution for the company, at the same time, also delivering the greatest value to the customers. It involves the management of capacity to maximize revenue, including managing both price and service duration. Similarly, given a fixed level of capacity, a business can increase the number of customers that it serves by reducing its service duration times. Achieving a better match between customer demand, willingness to pay, and the actual price paid for a particular good or service can enable a business to influence its top line growth. Similarly, given a fixed level of capacity, a business can increase the number of customers that it serves by reducing its service duration times.



By Jessica Jiang

In the case of food and beverage industry, restaurant managers want to allocate their tables by seating the largest possible party at each table—assuming the total bill increase with party size. However, they need to also consider seating small parties at large tables when the larger parties are not expected to arrive in the near future, because they would rather seat them than have an empty table. Thus, the challenge is to understand the demand flow throughout the day of each type of customer and optimize the allocation of the table among them.

Unlike the widespread application of revenue management methods in airlines, hotels, and rental cars, the number and depth of studies on revenue management in restaurants have been comparatively slim.

The key element of revenue management as applied to food and beverage business is using price and service duration management to control customer demand so that prices are higher during periods of high demand and lower during period of low demand. This maximizes revenue from available capacity by shifting price sensitive customers from busy and slow times. For example, a business such as a golf course may be busy during the weekends and slow during the middle of the week. The manager could raise prices on Saturday or discount prices on Wednesday afternoon. This change has the effect of shifting the demand of customers who are more price sensitive from a busy period to a slow period to a slow period and thus utilizing existing capacity more effectively to generate revenue. The framework for applying revenue management in food and beverage industry was developed by Kimes. Revenue management for food and beverage industry has been defined as “selling the right seat to the right customer at the right price and for the right duration”.

The key element of revenue management as applied to food and beverage business is using price and service duration management to control customer demand so that prices are higher during periods of high demand and lower during period of low demand. This maximizes revenue from available capacity by shifting price sensitive customers from busy and slow times. For example, a business such as a golf course may be busy during the weekends and slow during the middle of the week. The manager could raise prices on Saturday or discount prices on Wednesday afternoon. This change has the effect of shifting the demand of customers who are more price sensitive from a busy period to a slow period to a slow period and thus utilizing existing capacity more effectively to generate revenue. The framework for applying revenue management in food and beverage industry was developed by Kimes. Revenue management for food and beverage industry has been defined as “selling the right seat to the right customer at the right price and for the right duration”.

The factors influence revenue management applying in food and beverage industry:

Uncertainty of arrival

Reducing the uncertainty of arrival time if customers provides restaurants with the capability to manage queues so that customers are on hand to be seated as seats become available during busy times. A predictable flow of customers assists in minimizing the total amount of time that seats are empty and thus may increase table turns. A predictable flow of customers can also affect meal duration. For example, more predictable customer arrival times allow a restaurant to adjust its staffing levels to levels of demand. This minimizes situation in which the arrivals of walk-in customers who walk into a restaurant without having made a reservation are higher than expected. In these situations, the staffing levels may not be adequate to provide prompt service and thus meal duration times may increase. Having a steady flow of customers may facilitate increasing table turns and reducing meal duration and thus may affect the rate of revenue generation.

Implementing restaurant revenue management practices to reduce the uncertain of arrival entails actions intended to manage both customers with reservations and walk-in customers. To manage those customers with reservations, restaurants can take actions such as recording information on their arrival patterns, using forecasts of demand and meal duration to make reservation decisions, requiring a credit card to guarantee reservations, requiring a deposit for reservations, having a fee for no show up, overbooking, calling to confirm reservations, and offering discounts if customers with reservations are seated late. A field study found that arrival times at one 1000-seat restaurant peaked at 1 pm and 7 pm.

For walk in customers, the uncertain of arrival can be reduced by actions such as recording arrival patterns in order to predict accurately the number of walk-in customers arriving at different times of the day or using forecast of meal duration to provide walk-in customers with accurate wait times while these customers are waiting. These kinds of actions may minimize the time that seats in a restaurant are empty, especially during periods of high demand. All thing being equal, the more times it will turn over its tables. Increasing the number of table turns should increase the rate of revenue generation.

Restaurant managers have always struggled with not knowing whether or how many guests will show up. Forecasting is important to know how many customers will dine in the restaurant, not only to restaurant, but also to other business. In general, companies using revenue management forecast by the inventory unit they sell the time interval they sell it for and the price they change for it. For example, hotels forecast by rate category and length of the stay for each arrival day, and the airlines forecast by fare bucket, and in some cases origin-destination pair. Forecasting at most restaurants is fairly rudimentary, and generally the only forecast made is for the daily number of covers. In order to be able truly to manage customer arrivals, restaurants should first develop detailed forecasts of customer arrivals by hour and party size. Restaurants are not quite ready to forecast by length of stay, because it is not typical to ask how long guests will need the table,

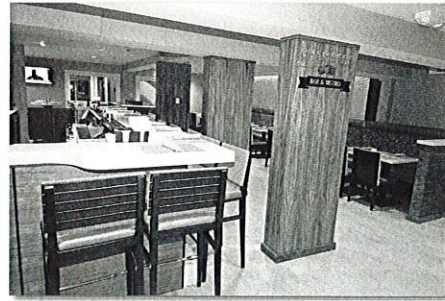
but if the restaurant is able to reduce the variation in its dining time, it can roughly determine how long people will stay at the table.

Obtaining the unconstrained demand data is problematic because, like most hotels and airlines, the restaurants do not track turned-down reservation requests or the number of walk-ins that are turned away. In addition, other potential customers may not even attempt to make a reservation or go to the restaurant because they may assume that they will not be able to get a table. Hotels and airlines have faced similar challenges and have had to develop methods for estimating their unconstrained demand.

Reducing the uncertainty of meal duration

Reducing the uncertainty of meal duration increase a restaurants's capability to predict accurately when seats will become available. This information in turn supports better reservations decisions in terms of what reservations to accept and which reservation times to accept. It also facilitates giving more accurate wait times to walk-in customers so that they can choose to leave or remain and stay in the queue to be seated. This insures an accurate count of walk-ins who are available to fill seat as seats become available. Decreased meal duration may increase the number of customers that a restaurant can serve during busy period given its fixed capacity and thus may increase its table turns. Reducing the uncertainty of meal duration can be accomplished by using procedures to reduce its length and variance.

There are many restaurant revenue management practices that can be implemented to reduce the length of and variation in meal duration. Varying standard operating procedures between periods of high and low demand has been shown to have revenue effects. Restaurants can streamline their kitchen operations so that they function to reduce the variation in and the length of meal duration. Kitchen operations can be reviewed to eliminate or reduce bottlenecks. Better communications between the kitchen and servers and between servers and bussers may reduce the time that customers spending waiting for service in their total meal duration times.



Standard operating procedures should establish standards for stages in meal progression from the server greeting customers after they are seated through to dropping off and picking up of their checks. Having standards for the length of time for stages in meal progression may contribute to reducing average meal duration. Restaurants can design their menus to reduce meal preparation times and eliminate those menu items that cause customers to stay longer. In general, restaurants which make more extensive use of restaurant revenue management practices to reduce the uncertain of meal duration maybe expected to have shorter meal duration and more table turns than those restaurants which make less extensive use of these restaurant revenue management practices.

By reducing time variability, managers will be better able to give accurate estimates of waiting time and determine whether and for what time reservations should be accepted. A restaurant can work towards consistency of duration through menu design, process design, labor scheduling, and communication tools. Some restaurants have redesigned or established their menus according to the preparation and consumption time for each menu item. Menu items that exceed the established target for preparation or consumption are either reconfigured or eliminated from the menu. Likewise, menu items that cause customers to linger can be eliminated if they do not contribute to an increase in revenue per available seat-hour (particularly if the restaurant cannot encourage guests to move to another area of the restaurant for after-dinner drinks or munchies). Some chain restaurants have used the same approach to reconfigure or eliminate food preparation and service processes to reduce the variability in service time.

The redesign of the menu and processes, in conjunction with improved forecasts of customer arrivals, should improve labor scheduling, which is a key element in controlling meal duration. Restaurateurs' common desire to minimize labor costs may backfire if reduced staffing leads to slower table turnovers and longer meal times. The increased revenue resulting from faster table changeovers made possible by extra bussers or servers may more than compensate for the increased personnel costs. A revenue-management strategy would help a restaurant operator determine appropriate staffing levels.

Some restaurants have improved communication systems among employees and have increased control over duration by tracking the connection between food preparation and food delivery. By setting up appropriate communication mechanisms, kitchens can notify servers that a course is ready for pick up and servers can notify bussers that a table is ready to clean, thereby speeding the meal service (usually to the guests' delight) and making it possible to improve revenue per seat-hour. To assist with employee communication, restaurants have available to them information technology, such as table-management system.

Selling time. People generally do not think of restaurants as selling a time-related product, except perhaps during lunch. Hotel guests who stay over expect to be charged for the additional night, but restaurant customers do not expect to pay extra if they stay at a table after the meal is over. Indeed, in many parts of the world once the guest is seated that table is hers for as long as she chooses. That guest, however, usually pays an explicit cover charge, something that is uncommon in the United States. This discussion applies to the American-style approach of selling a meal with a table, rather than the European attitude of selling a table with a meal.

Part of duration management involves finding ways to signal to guests that it is time for them to relinquish their table. Customers who unexpectedly linger after their meal is complete may prevent the manager from seating the next party. A restaurant can use subtle implicit signaling devices to remind guests and servers that the meal is over. Many restaurants use subtle implicit approaches such as bussing the table, dropping off the check, or offering valet service. In a few restaurants, customers are asked to specify how long they plan to stay, but that is rare. Instead, the restaurant manager must rely on the timing of the courses and other implicit signals to remind the customer that the meal has ended.

Explicit approach risk customer ire. The manager obviously cannot ask customers directly to leave, but the restaurant could attempt other, less offensive methods of turning the table. Some restaurants in the theater district of New York City, for instance, place an hourglass on each party's table. When the sand in the hourglass is gone, patrons have a visual cue to finish dinner and leave so that they will not be late to the theater.

Some restaurants provide a dessert and coffee bar where guests can move to chat. This provides a customer-friendly way to hasten guest departure and free the dinner table for the next party.

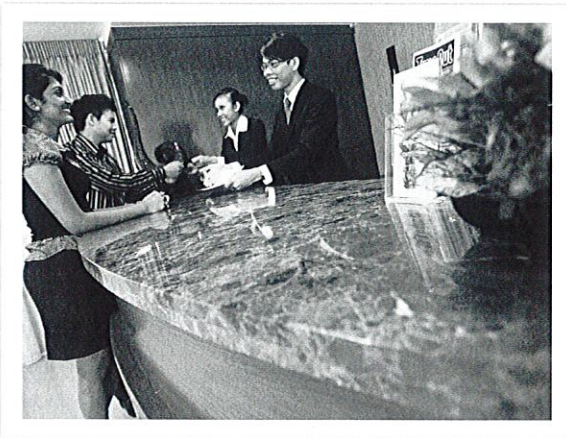
There are a number of actions that can be taken to affect meal duration and table turns. First, the number of table turns by a restaurant can be increased by gathering and using information on customer arrival patterns and on meal duration to more effectively estimate demand at different dates and times. More accurate estimates of demand will allow proper staffing levels to insure that customers are well served and will not be delayed by waiting for service.

酒店前廳經理職責重大

本刊編輯部

在酒店，前廳部通常被認為是最風光的部門，一群俊男靚女，面對客人時應對自如，談笑風生。而且，不少 GM 都是從前廳部走出來的，更是讓人艷羨不已。于是，前廳部向來都是立志酒店業的同仁和酒店管理系學生的首選。

從酒店管理的角度來說，前廳部是酒店的首席業務部門，對人員素質的平均要求是全酒店最高的。因為客人的絕大部分要求都會轉至前廳部，不可稍有閃失。客人對前廳的印象，即對酒店的第一印象和最后印象，幾乎決定了客人是否會再次光臨。對於這樣一個風云變幻的部門，對於這樣一群出類拔萃的員工，要怎樣管理，才能最大限度地發掘出他們的潛力，為客人提供最優質的服務，為酒店展示最佳的形象，下面是我作為前廳經理的一些體會和實踐。



團隊建設

酒店的工作，通常來說，並沒有很高的難度，但是環環相扣，我們的每一個不經意的失誤，都會給客人帶來極大的不便，甚至造成重大損失。比如，前臺小姐不小心寫錯了房號或者做錯了房卡，客人很可能就去錯了房間，剛好，該房間有客在住，那種尷尬和失望簡直難以言喻！所以，作為前廳部掌門人，第一要務就是團隊建設，不管你是空降還是內部晉升。空降的好處是，你可以更加不留情面，大刀闊斧。不過，你仍然有待觀察和了解。最好是從“去劣”著手。高層請你來，一定希望你帶來一些好的變化。就像一個蘋果，只有先切除已爛的部分，剩下的部分才不至于也爛掉。對於新晉的掌門人來說，最好是“納新”，來輸入新鮮血液，讓大家居安思危。通常太穩定和安逸的環境，會縱容大家的不思進取。這絕不是簡單的改朝換代的思路延續。前廳是一個瞬息萬變的要塞，要求成員必須機智敏捷，思路縝密，態度友善，彬彬有禮。作為掌門，更要萬人當前，臨危不亂。酒店作為企業，當然是希望用最少的人力，創造最大的效用，即在不增加成本的前提下，最大化的滿足客人的合理需求。然而客人的要求，會隨著我們服務水平的提高而升高。我們只有建立一支高效精銳的團隊，隨時備戰，才能以不變應萬變。沒有完美的個人，但可以建設完美的團隊。

建立標準

所謂無規矩不成方圓。在不少酒店的大堂，常出現忙碌和混亂的場面，一個關鍵原因，就在于缺乏標準。一個 500 間房間的酒店，如何在滿房的情況下，做到秩序井然，一定是之前就形成了完善的規範，而且做了充分的準備。所以，“凡事預則立，不預則廢。”用到酒店，特別是前廳，再恰當不過了。酒店的工作其實是很多細節的組合，包括：到店前的預定，接機，入住手續，行李托管，入住期間，離店手續，送別等等。這些細節基本上都是由不同的人來完成的。我們要保證對客服務的系統性和高品質，就必須制定出一整套非常細化而且完備的工作流程和標準，比如我們微笑的程度，我們為客人指路的態度和方式等，同時要求每一位團隊成員必須按照標準來執行。還有，你的標準是多少分？我們在學校讀書的時候，通常考80 分就比較開心了，因為這代表著優秀水平。那么在酒店呢，客人是不會容忍你犯20 分的錯誤的。此時，請回頭看看周圍的同仁，檢視一下我們的服務標準，在自己心中，又可以打多少分？

培訓與考核

有了標準，接下來就是怎樣落實的問題。我們可以根據酒店的實際情況，制定出具有本酒店特色的服務規範和流程。但是，“鐵打的營盤流水的兵”，酒店的人員，不斷在新陳代謝，不管你多么不舍，酒店似乎總是聚少離多的地方。我們甚至來不及悲秋傷春，只能在擁有時倍加珍惜，因為還有無數的挑戰和困難在等候。面對新人輩出、知識和經驗參差不齊的現狀，作為掌門人，最重要的就是，如何在最短

的時間內，讓大家對酒店和酒店的規範或標準有一個全方位深層次的理解，從而在執行的時候達成共識。要達到這一點，唯有培訓。我發現身邊有很多同事，對培訓很反感：怎么一到我休息，就開始培訓；看看培訓的人都是照本宣科；培訓的內容還不如我講的全面；你看 xx 從不參加培訓還不是和我們拿一樣的工資等等怨言。是不是酒店培訓真的如此吃力不討好，或者毫無必要呢？據我了解，大部分同仁都希望通過培訓來提升自己，不管是新人，還是管理者，只是整天說要設身處地，換位思考的酒店，常忽略了不同的培訓需求，缺少針對性和培訓深度罷了。全面了解培訓需求，精心準備培訓材料，選擇合適的時間，以生動幽默的方式授課，培訓后進行檢測，并與個人的獎金，評優，晉升掛鉤，相信培訓的作用會超出我們的想象。

激勵

前廳部的工作，常常是日復一日，就算創新，也不可能每天都有新可創。客人是上帝，是花錢來享受的，所以難免有時候聲音大一點，不耐煩一點，甚至蠻不講理。作為掌門人，除了自己以萬夫不擋之勇，從容面對，笑臉相迎以外，還必須使出你的渾身解數，發揮你的極致魅力，調動大家的熱情，保持我們的風度，迎難而上，最后與客人化干戈為玉帛。從這個角度講，做酒店真的很難，作為前廳部掌門人尤難。不過，值得欣慰的是，我們的小同事小伙伴通常把我們當成榜樣，我們的一句讚美，一聲鼓勵，一個肯定的手勢，一次貼心的關懷都讓他們欣喜不已。看著他們一個個滿懷激情和夢想，我默默祝願：青出于藍。



授權

上乘的服務，是在客人說出之前就已經滿足。這就需要發揮我們成員的主動性，培養他們細心觀察的意識，並且大膽授權。一個客人預定了房間，到了酒店卻被告知沒有他要的房型，前臺小姐說要么你加錢住套房，不然我們也沒辦法。你這個掌門人在開會，AM 在樓層處理事情，客人在大堂雷霆震怒，此時大堂吧有很多客人休息。這是何等糟糕的場面。作為賓客至上的酒店怎么可以出現這種情況？問題總是會有的，一方面我們要提高入住率，一方面我們要讓客人滿意，關鍵就在于：授權。作為首席業務部門，如果沒有相應的授權，往往是不可能作出令客人滿意的決定的。比如上例，客人不會在乎你是員工還是經理出面，他在乎的是你給他的結果，作為酒店的失誤導致沒有房間，卻要客人承擔損失，既然你可能連自己也說服不了，又怎么說服客人？我們的管理人員不可能 24 小時全都在前廳，尤其是你作為掌門人，更要日理萬機，這些都不重要，重要的是你是否已懂得授權。當然也要注意授權的 2 個條件：1、你的員工訓練有素，值得信任，總是站在酒店的立場，尊重并滿足客人的合理要求。2、授權有度，並且有相應的監督機制。比如前臺小姐可以在一些情況給客人升等，但不可以隨便給免房費；比如特殊情況可以給特別房價，但必須及時匯報，并有相關管理人員簽名確認。授權讓員工有更大的發揮空間和更大的工作滿足感，會大大激發成員的潛力，從而促進成員的成長和進步。

推銷

有些酒店把推銷作為前廳部的首要工作，我不敢苟同。畢竟，作好接待和滿足客人在住期間的需求才是前廳部的本職。但是，這并不影響我對推銷的高度重視和大力推行。其實好的酒店，有很多慕名而來的客人，是我們 Walking-In 的主要力量。前廳部特別是前臺如何利用自身的優勢，給這些客人留下深刻的印象，從而把他們發展為常客，形成酒店穩定的客源的重要部分，我覺得這方面是大有可為的。作為推銷的關鍵一點，我認為是，作為酒店人，對酒店要有發自內心的自豪感。因為自豪，在向客人推銷的時候才充滿信心。因為自豪，你就會更加細心地去了解酒店的產品及其獨特性。因為自豪，你就會更用心去提供超出客人期待的服務。因為自豪，你也會積極地與客人建立有效的賓客關係，而不在乎自己是主管，還是員工。我想最成功的推銷，應該是我們還沒推銷，客人就已找上門來吧。

成本控制

有一種說法，所有增加的收入，其中都包含著一定的成本，但我們每節省一分成本，增加的都是淨利潤。作為酒店一員，我們每個人的收益都跟酒店的收益息息相關。試想，在現今金融風暴席卷全球之際，如果自己的酒店還可以像往常一樣發年終獎，是多么激動人心的事情。那么，請你從現在開始，從身邊的一點一滴做起，為酒店節省每一滴水，每一度電，每一張紙，為酒店留住每一個上門的潛在客人。愛護你的工作環境，養成良好的環保意識。因為你的每一個節約的舉動，都在為酒店創造利潤，都在為你的獎金的發放創造條件。另外，不斷提高自身技能，盡可能避免犯錯和失誤，也是對酒店成本控制的巨大貢獻。

部門間的溝通與協調

前廳部作為酒店的信息樞紐，為了滿足客人的需求，必須隨時保持與酒店所有部門間的有效溝通。客人預定的單間，預定部給做成了標間。一個團隊已在 3 周前匯款至酒店，但入住時前臺卻不知此事，延誤入住的效率。客人換房了 HSKP 卻不知道。客人遺留了物品，被保安撿到，卻沒有及時通知前廳部，客人退房怎么都找不到。凡此種種，都是部門之間溝通不暢，或者無效溝通所致。作為掌門人，必須經常深入基層，了解成員在工作中的困難，盡早發現問題，及時與相關部門溝通，妥善處理，幫助員工解決問題的同時，為員工樹立信心。部門負責人之間定期舉行溝通會，針對一些經常發生的問題，提出改進意見。可根據情況，有針對性地組織相關部門，比如前廳與財務，前廳與客房，前廳與餐飲，舉行部門間的主題溝通會，必要時邀請主管副總甚至老總參加，以期有效解決部門間的矛盾，協調和促進部門間工作的有序開展。

反饋

酒店可能一時之間不會有什么大的變化，但是我們的客人以及客人的需求，我們經營的外部環境，乃至整個經濟形勢都在不斷的變化之中。這就要求我們作為前廳管理者，必須根據新情況，新形勢，不斷給酒店高層提出改進意見，包括我們的服務項目，規範程序，包括我們的市場劃分，價格體系等等。所謂識時務者為俊杰。對案例進行學習，對工作進行總結，認真收集賓客意見，詳細分析和規整，對服務不斷改進，對市場不斷細分，不斷去探究我們的服務，我們的定位，不斷爭取改善員工的工

作和生活條件，順應市場和時代的變化，我們才能在激烈的競爭，殘酷的環境中立于不敗之地。

要做到以上這些，無論是對團隊成員，還是對前廳部的掌門人來說，都不是容易的事情。但是，我還是不得不說句實話，這對客人來說，還遠遠不夠。當然離我們的目標也還很遠。我們常常發現，我們的操作非常符合規範和程序，但客人似乎并不領情。真正給客人留下印象的是，我們的細致入微的關懷以及個性的服務。我們常常以記住客人的名字來衡量我們的賓客關係和服務的細致程度，不過似乎還不全面。如果客人主動來詢問我們的名字，甚至來和我們分享他們的心情，是不是更能反映我們的服務質量？富麗堂皇的酒店大堂，時常出入達官顯貴。在服務方面，更要確保萬無一失，否則，將會前功盡棄。這就是酒店的 100-1=0 定律。真是臺上一分鐘，臺下十年功。我們的工作注定了是每天上演現場直播。前廳部可說是酒店最具挑戰性的部門之一，但是面對挑戰，作為小朋友小伙伴們榜樣的掌門人，正是前廳經理以身試法的時候，當然不能學什么跑跑，臨危之際，就棄弟子于不顧。華燈初上，那些從容的笑臉后面，誰又知道經歷了怎樣的考驗和積淀！

讓客戶感動得流淚的客戶服務

本刊編輯部



聽說過老客戶貢獻的價值是新客戶的16倍吧，也許你還自詡客戶服務做得不錯。當看過這一篇時讓客戶興奮時讓客戶流淚，但終讓客戶口服心服忠誠的文章后，知道之前你所謂服務是如此的皮毛，如此的令人汗顏。學學吧！泰國的東方飯店堪稱亞洲飯店之最，幾乎天天客滿，不提前一個月預定是很難有入住機會的，而且客人大都來自西方發達國家。

泰國在亞洲算不上特別發達，但為什麼會有如此誘人的飯店呢？大家往往會以為泰國是一個旅遊國家，而且又有世界上獨有的人妖表演，是不是他們在這方面下了功夫。錯了，他們靠的是真功夫，是非同尋常的客戶服務，也就是現在經常提到的客戶關係管理。他們的客戶服務到底好到什么程度呢？我們不妨通過一個實例來看一下。一位朋友因公務經常出差泰國，并下榻在東方飯店，第一次入住時良好的飯店環境和服務就給他留下了深刻的印象，當他第二次入住時、幾個細節更使他對飯店的好感迅速升級。

那天早上，在他走出房門準備去餐廳的時候，樓層服務生恭敬地問道：“于先生是要用早餐嗎？”朋友很奇怪，反問“你怎么知道我姓于？”服務生說：“我們飯店規定，晚上要背熟所有客人的姓名。”這令他大吃一驚，因為他頻繁往返于世界各地，入住過無數高級酒店，但這種情況還是第一次碰到。

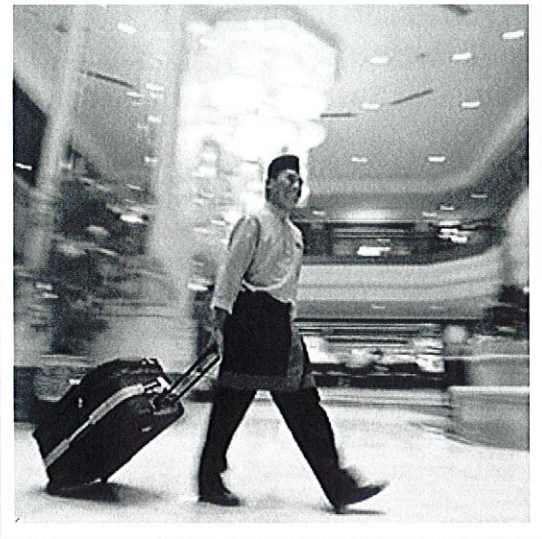
朋友高興地乘電梯下到餐廳所在的樓層，剛剛走出電梯門，餐廳的服務生說：“于先生，里面請”，他更加疑惑，因為服務生並沒有看到他的房卡，就問：“你知道我姓于？”服務生答：“上面的電話剛剛下來，說您已經下樓了。”如此高的效率讓于先生再次大吃一驚。朋友剛走進餐廳，服務小姐微笑著問：“于先生還要老位子嗎？”他的驚訝再次升級，心想“盡管我不是第一次在這裡吃飯，但最近的一次也有一年多了，難道這裡的服務小姐記憶力那么好？”看到朋友驚訝的目光，服務小姐主動解釋說：“我剛剛查過電腦記錄，您在去年的6月8日在靠近第二個窗口的位子上用過早餐”，朋友聽后興奮地說：“老位子！老位子！”小姐接著問：“老菜單？一個三明治，一杯咖啡，一個雞蛋？”朋友現在已經不再驚訝了，“老菜單，就要老菜單！”朋友已經興奮到了極點。上餐時餐廳贈送了他一碟小菜，由于這種小菜朋友是第一次看到，就問：“這是什么？”，服務生后退兩步說：“這是我們特有的某某小菜”，服務生為什麼要先后退兩步呢，他是怕自己說話時口水不小心落在客人的食品上，這種細致的服務不要說在一般的酒店，就是美國最好的飯店里他都沒有見過。這一次早餐給他留下了終生難忘的印象。

后來，由于業務調整的原因，朋友有三年的時間沒有再到泰國去，在他生日的時候突然收到了一封東方飯店發來的生日賀卡，里面還附了一封短信，內容是：親愛的于先生，您已經有3年沒有來過我們這里了，我們全體人員都非常想念您，希望能再次見到您。今天是您的生日，祝您生日愉快。朋友當時激動地熱淚盈眶，發誓如果再去泰國，絕對不會到任何其他的飯店，一定要住在東方，而且要說服所有的朋友也像他一樣選擇。朋友看了一下信封，上面貼著一枚6元的郵票。六塊錢就這樣買到了一顆心，這就是客戶關係管理的魔力。東方飯店非常重視培養忠實的客戶，并且建立了一套完善的客戶關係管理體系，使客戶入住后可以得到無微不至的人性化服務，迄今為止，世界各國的約20萬人曾經入住過那里，用他們的話說，只要每年有十分之一的老顧客光顧飯店就會永遠客滿。這就是東方飯店成功的秘訣。

現在客戶關係管理的觀念已經被普遍接受，而且相當一部分企業都已經建立起了自己的客戶關係管理系統，但真正能做到東方飯店這樣的還并不多見，關鍵是很多企業還只是處在初始階段，僅僅是上馬一套軟件系統，並沒有在內心深處去思考如何去貫徹執行，所以大都浮于表面，難見實效。客戶關係管理并非只是一套軟件系統，而是以全員服務意識為核心貫穿于所有經營環節的一整套全面完善的服務理念和服務體系，是一種企業文化。在這方面，泰國東方飯店的做法值得我們很多企業去認真地學習和借鑒。據西方營銷專家的研究和企業的經驗表明：“爭取一個新顧客的成本是留住一個老顧客的5倍，一個老顧客貢獻的利潤是新顧客的16倍。”這就是現在經常提及的客戶關係管理的實質。

與堅持夢想者同行 與堅持信念者同行 與相信者同行 感謝這一分鐘的陪伴讓客戶感動得流淚的客戶服務。

聽說過老客戶貢獻的價值是新客戶的16倍吧，也許你還自詡客戶服務做得不錯。當看過這一篇時讓客戶興奮時讓客戶流淚，但終讓客戶口服心服忠誠的文章后，知道之前你所謂服務是如此的皮毛，如此的令人汗顏。學學吧！泰國的東方飯店堪稱亞洲飯店之最，幾乎天天客滿，不提前一個月預定是很難有入住機會的，而且客人大都來自西方發達國家。泰國在亞洲算不上特別發達，但為什麼會有如此誘人的飯店呢？大家往往會以為泰國是一個旅游國家，而且又有世界上獨有的人妖表演，是不是他們在這方面下了功夫。錯了，他們靠的是真功夫，是非同尋常的客戶服務，也就是現在經常提到的客戶關係管理。他們的客戶服務到底好到什么程度呢？我們不妨通過一個實例來看一下。



一位朋友因公務經常出差泰國，并下榻在東方飯店，第一次入住時良好的飯店環境和服務就給他留下了深刻的印象，當他第二次入住時、幾個細節更使他對飯店的好感迅速升級。那天早上，在他走出房門準備去餐廳的時候，樓層服務生恭敬地問道：“于先生是要用早餐嗎？”朋友很奇怪，反問“你怎么知道我姓于？”服務生說：“我們飯店規定，晚上要背熟所有客人的姓名。”這令他大吃一驚，因為他頻繁往返于世界各地，入住過無數高級酒店，但這種情況還是第一次碰到。朋友高興地乘電梯下到餐廳所在的樓層，剛剛走出電梯門，餐廳的服務生說：“于先生，里面請”，他更加疑惑，因為服務生並沒有看到他的房卡，就問：“你知道我姓于？”服務生答：“上面的電話剛剛下來，說您已經下樓了。”如此高的效率讓于先生再次大吃一驚。朋友剛走進餐廳，服務小姐微笑著問：“于先生還要老位子嗎？”他的驚訝再次升級，心想“盡管我不是第一次在這裡吃飯，但最近的一次也有一年多了，難道這裡的服務小姐記憶力那么好？”看到朋友驚訝的目光，服務小姐主動解釋說：“我剛剛查過電腦記錄，您在去年的6月8日在靠近第二個窗口的位子上用過早餐”，朋友聽后興奮地說：“老位子！老位子！”小姐接著問：“老菜單？一個三明治，一杯咖啡，一個雞蛋？”朋友現在已經不再驚訝了，“老菜單，就要老菜單！”朋友已經興奮到了極點。上餐時餐廳贈送了他一碟小菜，由于這種小菜朋友是第一次看到，就問：“這是什么？”，服務生后退兩步說：“這是我們特有的某某小菜”，服務生為什麼要先后退兩步呢，他是怕自己說話時口水不小心落在客人的食品上，這種細致的服務不要說在一般的酒店，就是美國最好的飯店里他都沒有見過。這一次早餐給他留下了終生難忘的印象。

後來，由于業務調整的原因，朋友有三年的時間沒有再到泰國去，在他生日的時候突然收到了一封東方飯店發來的生日賀卡，里面還附了一封短信，內容是：親愛的于先生，您已經有3年沒有來過我們這里了，我們全體人員都非常想念您，希望能再次見到您。今天是您的生日，祝您生日愉快。朋友當時激動地熱淚盈眶，發誓如果再去泰國，絕對不會到任何其他的飯店，一定要住在東方，而且要說服所有的朋友也像他一樣選擇。朋友看了一下信封，上面貼著一枚6元的郵票。六塊錢就這樣買到了一顆心，這就是客戶關係管理的魔力。東方飯店非常重視培養忠實的客戶，并且建立了一套完善的客戶關係管理體系，使客戶入住后可以得到無微不至的人性化服務，迄今為止，世界各國的約20萬人曾經入住過那里，用他們的話說，只要每年有十分之一的老顧客光顧飯店就會永遠客滿。這就是東方飯店成功的秘訣。現在客戶關係管理的觀念已經被普遍接受，而且相當一部分企業都已經建立起了自己的客戶關係管理系統，但真正能做到東方飯店這樣的還并不多見，關鍵是很多企業還只是處在初始階段，僅僅是上馬一套軟件系統，並沒有在內心深處去思考如何去貫徹執行，所以大都浮于表面，難見實效。客戶關係管理并非只是一套軟件系統，而是以全員服務意識為核心貫穿于所有經營環節的一整套全面完善的服務理念和服務體系，是一種企業文化。在這方面，泰國東方飯店的做法值得我們很多企業去認真地學習和借鑒。據西方營銷專家的研究和企業的經驗表明：“爭取一個新顧客的成本是留住一個老顧客的5倍，一個老顧客貢獻的利潤是新顧客的16倍。”這就是現在經常提及的客戶關係管理的實質。與堅持夢想者同行 與堅持信念者同行 與相信者同行 感謝這一分鐘的陪伴。

溝通之重要



By Melody Li

隨著旅遊業的蓬勃發展，酒店的入住率也隨著迅速增長。我們常聽到一句“酒店是我們第二個家”。而這個家裡的每一個成員都佔據著很重要的位置。溝通，是我們把工作轉成效率的橋樑。在這個人與人溝通的行業裡，溝通成為了一種戰略。如果溝通不當，那麼我們的效率就會大大地降低，最終影響了酒店的成敗。

溝通一共分為兩大部份：對外以及對內。對外則是顧客服務。酒店行業競爭激烈，相似的硬件是我們很難去改變和競爭的。比如像床，電視，桌子，洗手間，等等。但要怎樣才可以做到不可替代，獨一無二呢？”顧客就是上帝”。如何把我們的”上帝”服務好，是我們很重要的課題。客人入住酒店不僅支付了使用酒店裡的硬件，而且支付了我們的服務。首先，我們要瞭解到顧客真正的需求是什麼。在於他們的交談中，我們可以得到我們想要的答案。比如，當一對夫婦帶著他們的小孩入住登記時，我們可以通過與他們溝通來瞭解來的目的。如果他們告知我們這次他們是為了慶祝小孩生日因而入住的酒店，我們可以找機會在他們的房間裡悄悄地放入一張生日卡片和一些小餅乾

示心意。這樣的小舉動也許就會帶給客人們一些不同的入住感受。溝通時化解矛盾的主要方式，增進後我們立即向客人作出了真誠地道歉，並幫助客人移到了一間朝向泳池的房間。在退房時，客人告知我們他非常滿意我們的服務，尤其是當問題出現時，我們是如何解決的。其實有時候客人所要求的不僅僅是入住時的硬，那些熱情的微笑，關懷，與慰問都會讓此行耐人尋味。我們不是完美的。我們沒有人可以保證永遠不會出錯，也不能保證讓每個客人都滿意。但當問題出現時，如何解決才是關鍵。這時候與客人心心相應的溝通的溝通就會啟立竿見影的作用，得到客人的包容和理解。往往就幾句貼心的話和真誠地道歉比物質的賠償來得更加重要。



對內的溝通，我們成為重要的聯繫載體。酒店的運作需要各個部門的相互協作與配合，每個部門就像人體的五臟六腑，缺一不可。而這些內臟都需要血液來連接著，如果沒有暢通的溝通，那麼就不可能正常運轉。溝通是雙向的，我們要做到”上情下傳”和”下情上傳”。管理層所討論好的決定下傳給下面時，一定要確保一致並且人人都通知到。因為員工的不同成長背景和價值觀，有異議在所難免。這時，管理層要去想辦法如何有效的和每個人溝通，從而達到更佳效果。而下屬在遇到什麼困難或疑問時，應以告知上層，以增加效率。當溝通不當時，很容易導致誤解，從而影響到工作。上層也應當鼓勵員工們多提建議。其實往往一線員工們所看到的問題要比管理層在辦公室研究的來的更加的實際有用。雙向溝通促進了團隊合作，員工的積極性，以及彼此信任度和默契，從而幫助了酒店未來的成長。不僅這樣，

內部溝通也是我們的工作更加的流暢。記得之前在上海某五星級酒店做市場時，曾經常需要寫一些酒店各大餐廳的宣傳稿。為達到宣傳的效果，我經常要和各大餐廳的廚師長進行溝通，從而了解到他們的想法。

有效溝通如此之重要。它有效地培養了顧客忠誠度，也樹立了一家酒店在業裡的名譽和形象。通過溝通，讓酒店得到更長久的效益。

Key Factor of success in hospitality industry: Communication

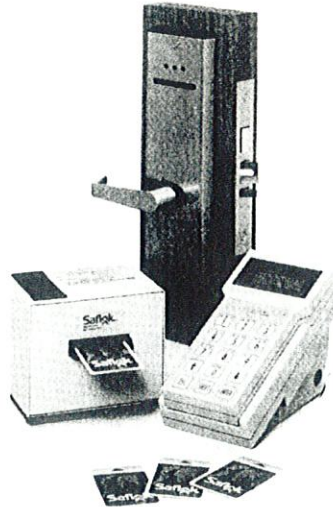


華美電子鎖公司

Royal Electronic Lock & Supply, Inc

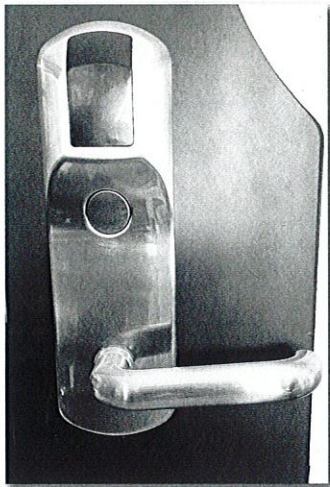
1538 E. Lincoln Ave. Anaheim, CA 92805

Locksmith Lincese No.: LC 04215



本公司獨家代理
SAFLOK LOCK電腦鎖
SAFLOK LOCK是所有
聯鎖旅館指定廠牌。

SAFLOK LOCK
任何相關零件
皆有銷售



進口電子鎖
磁卡
IC卡
感應卡 (RFID)
密碼鎖

\$95 up + Tax + Labor



旅館客房專用保險櫃、機械鎖
提供安裝、維修、售後服務及鎖、零件供應！

國語電話：714.883.8000 Peter Cheng

English Tel：714.706.2615 David Cheng

中小企業商業貸款

Small Business Administration (SBA) Loan

榮獲聯邦中小企業署認證之

優先審核貸款銀行

Nationwide SBA Preferred Lender

代表中小企業署

直接審核及批准 SBA 貸款申請，
減低批准所需時間，以最高效率為大眾服務。



政府貸款計劃適用於

新創業者

專業人士

公司擴張融資

購買機器等

歡迎洽詢

Bill Chen 陳啓輝
(VP Lending Officer)

專線電話: 713-596-6968

Mark Lai 賴信智
(VP Lending Officer)

專線電話: 713-596-6871

貸款期限靈活 • 放款迅速

www.goldenbank-na.com

 **金城銀行**
GOLDEN BANK, N.A.



總行
糖城分行
好運分行
1960分行
李察遜分行
布蘭諾分行

9315 Bellaire Blvd., Houston, TX 77036 713-777-3838
2287 Hwy. 6 Sugar Land, TX 77478 281-491-3838
7250 Harwin, Suite D. Houston, TX 77036 713-777-3838
6623 FM 1960 W. #100 Houston, TX 77069 281-580-8888
300 E. Terrace Dr., #309 Richardson, TX 75081 972-889-3838
240 Legacy Dr., #210 Plano, TX 75023 972-517-4538



Integrated Energy Crop Plantation & Biomass Power Plant



- Viaspace Green Energy primarily focuses on providing a cleaner and healthier energy source for communities across the globe.
- Giant King Grass burns cleaner and is also truly sustainable energy source.
- Truly sustainable means that this crop is fully renewable with its short maturity period and annual high yield.



Giant King Grass: A Dedicated Energy Crop

VIASPACE Green Energy Inc.
Marietta, Georgia USA



Contact Info:

Web site: www.VGREF.com
E-mail: Info@VGREF.com
Phone: (678) 805-7472
Address: 131 Bells Ferry Lane
Marietta, GA 30066

提供高科技硬體與軟體，完善的服務是您最佳選擇

MAGICTEK 股份有限公司

Magictek, Inc. 成立 1989 於 Fullerton, 本公司提供電腦科技產品與技術服務的優良經銷商。由最先銷售個人電腦，公司網路系統，零件批發，零售，直到現今的網路監視系統，及網頁設計，服務於南加多年，深受好評。尤其特別專精於旅館業的網路錄像監視系統。

Holiday Inn, Ramada Inn, Staybridge Inn, Quality Inn, Hotel Current, Atrium Hotel 等知名旅館，滿意客戶群，都是我們的服務對象！

電腦網路規劃，安裝，及維護，無線網路架設，
電腦網路遷移及安裝，
服務公司，家庭，精通桌上手提電腦，
修護組裝，升級加速！

您的顧客曾抱怨您的網路連結過慢嗎？

MAGICTEK 最新的 ADSL 技術，
提供您高速傳輸的網路，
較傳統數據機快數十倍之上網速率

頻寬控制 (Bandwidth Control)
嚴格安全管制 (Second Layer Security)
中央控制 (Central Control)
客戶密碼控制
(User Name/Password Access Control)

北美洲台灣旅館公會聯合總會
南加州台灣旅館業同業公會



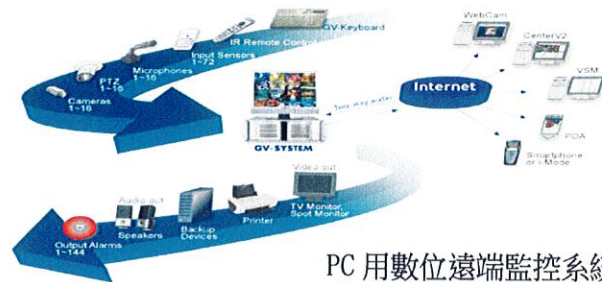
Talkswitch 網路電話系統

專為中小企業設計

可節省您的電話費高達 50%

寬頻網路電話與通訊產業的結合
通過網路或電腦進行傳輸技術連接世界各地

高穩定通話品質及語音服務
應用於網路電話多方會議，行動辦公室
讓辦公的地點，不用侷限於辦公室內
而是可以擴展到家中，旅館等
任何可以上網的地方



PC 用數位遠端監控系統

數位遠端監控系統

執行於 PC 環境，由電腦控制的視頻監控系統，
提供隱藏式和分離式攝影機，俱防水功能、
彩色和夜視攝影，讓您輕鬆透過網際網路查看

MAGICTEK 的滿意顧客群

Ramada Plaza Hotel (華美達大酒店) Anaheim, CA	Hotel current Long Beach, CA	Staybridge Inn & Suites Lake Forest, CA
Hometown Inn, Buena Park, CA Los Angeles, CA	Quality Inn. (東聖谷高級套房旅館) Barstow, CA	Atrium Hotel Irvine, CA
Holiday Inn Express (快捷假日酒店) Anaheim, CA	Westway Inn. Pasadena, CA	Eastsider Motel Los Angeles, CA
Knights Inn. Rosemead, CA	Glendale Lodge Glendale, CA	Guesthouse Inn. & Suites Santa Barbara, CA

MAGICTEK 股份有限公司

570 S. State College Blvd Fullerton, Ca 92831
電話：(714) 738-8258 傳真：(714) 738-8358

Website: www.magictek.com

欲了解更多訊息，請聯繫技術支持 **William Chang**

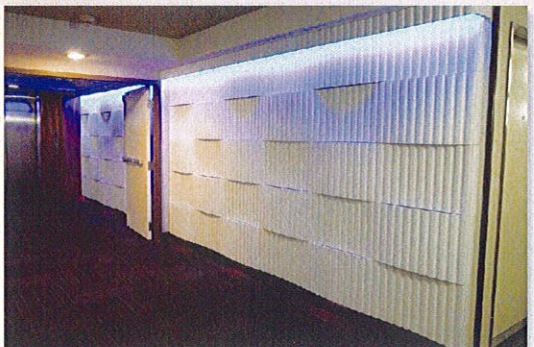
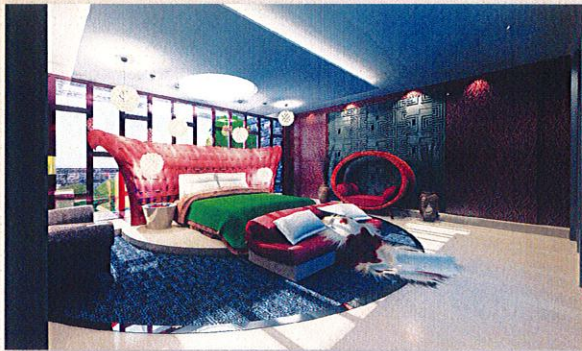
E-Mail: william@magictek.com

手機：(714)321-8899

營業時間：週一至週五：9:00 ~6:00pm / 週六：Call

FREE ESTIMATES

Amazing INNOvation Panels from KMK Supply Company



The INNOvation Panels will make your project elegant & give it a high quality finished look. Our flexible panels can wrap around columns & pillars also. We are the only distributor to sell this patented product in the USA. Please free to schedule a visit to see our showroom in Bellflower, CA

KMK Supply Company

9070 Rosecrans Ave, Bellflower, CA 90706

626-675-8989 *Brian Chan* bcatrading@hotmail.com
626-253-5388 *LuLu* lulu@kmksupply.com
614-597-7792 *Avesta* avesta@kmksupply.com

ENJOY YOUR STAY IN

Douglasville

DOUGLASVILLE

7101 Concourse Pkwy.
770.920.9228

hiexpress.com/atlantawest



*Holiday Inn
Express*

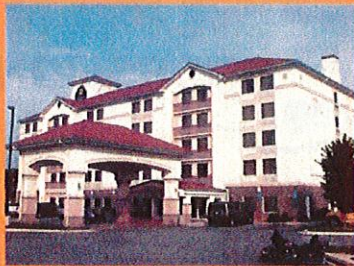
Complimentary Breakfast
Outdoor Pool
High-speed Internet Access
Health/Fitness Center On-Site
Business Center
Wireless Data Connection



DOUGLASVILLE

1000 Linnenkohl Drive
770.577.3838

www.laquinta.com



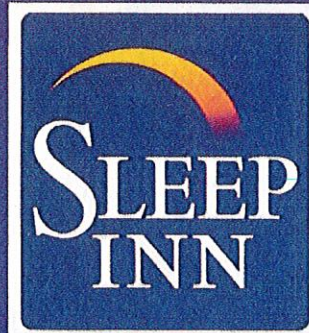
Complimentary Breakfast
Free High-Speed Internet Access
Free Local Calls
Free Newspaper
Free Parking
Meeting Facilities Available
Guest Laundry Facilities
Outdoor Swimming Pool
Fitness Center
Pets Welcome

DOUGLASVILLE

7055 Concourse Pkwy
770.920.9228

www.laquinta.com

Complimentary Breakfast
Free High-Speed Internet Access
Free Local Calls
Free Newspaper
Free Parking
Free 24-hour coffee in the lobby



**COMPLETELY
RENOVATED!**

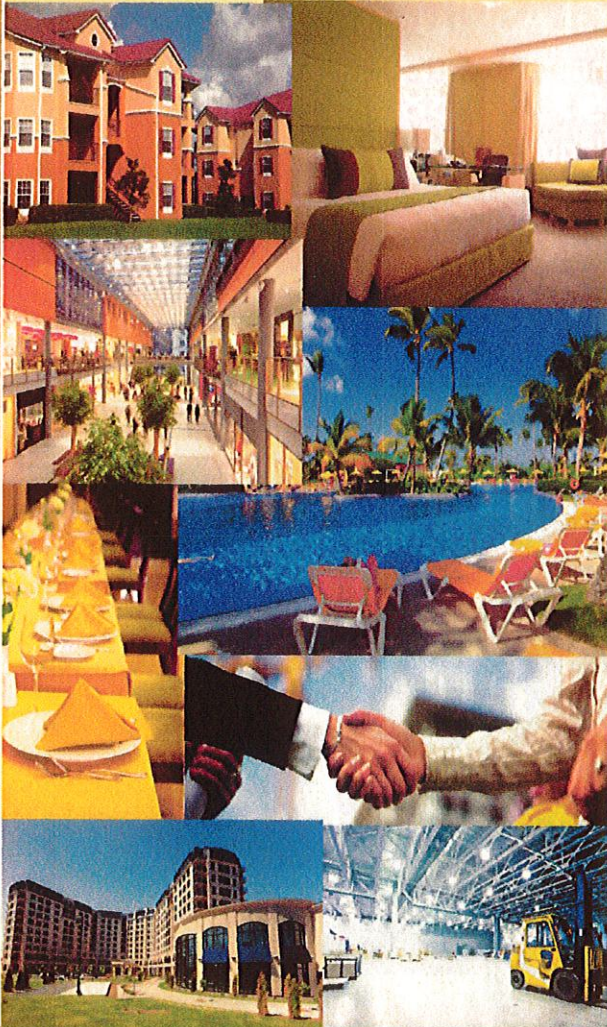
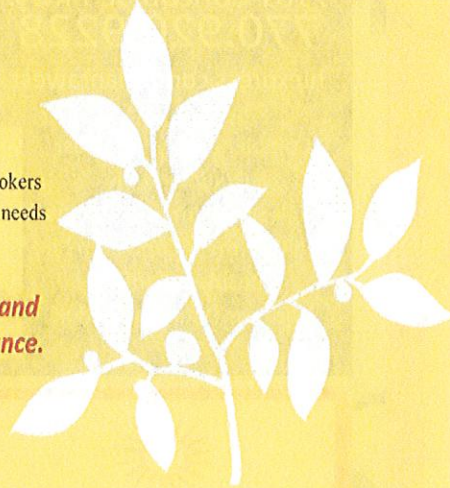
***"Always try our best to let you see the difference
and continue our dedication for exemplary service for
you and your business."***

Chris Chang Dumortier – Vice President

The Art of Commercial Insurance

Our Service Team and Risk Management Group strongly believe that the knowledge of specialists is the best insurance. We will not only be your insurance brokers but also your entrusted partners in understanding your specific and unique insurance needs and risks.

***Team with expertise, dependability, fast response, and
comprehensive resources for Commercial Insurance.***



1333 Westwood Blvd.
Los Angeles, CA 90024

Phone: 310.866.6009
909.267.8810

Fax: 310.235.0443

Email: chris_chang@grosslight.com
sean_chang@grosslight.com