

2015

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

2015 Special Edition

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

**THMANA Youth Group  
Taiwan Discovery Journey**





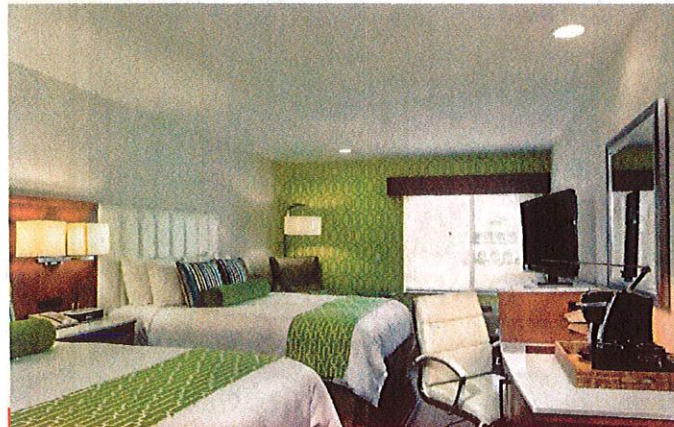
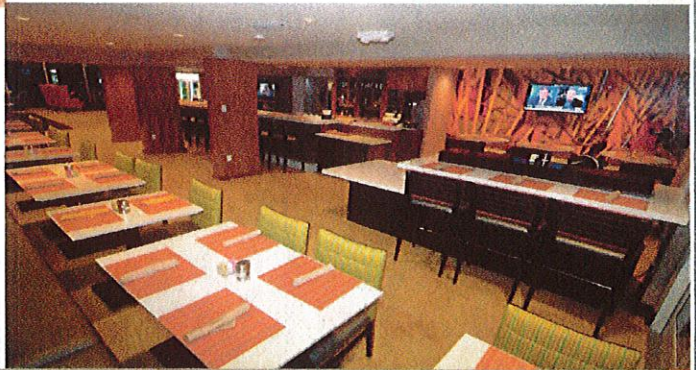


# 安那罕英迪格酒店



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.

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## 總會長的話

### A message from President



• Save money • Make money • Earn money



**President** Kevin Tsay  
總會長 蔡慶輝

I'd like to give a thank you to all of the members for their support. I am excited to share this experience with you and welcome you to THMANA.

Taiwan Hotel/Motel Association of North America is a passionate organization that includes the community I love most. With each successive president, accomplishments are continuously built upon each other. This has been happening for almost 10 years! Previous presidents have laid the foundation and I hope to continue this tradition for the next president. Today we're on the right track, gaining momentum. We can go farther and we're devoted to making sure we do even better. We hope to accomplish the goal of augmenting the conditions in which we do business. Moreover, everything I do is to promote and help members achieve these three bottom-line objectives:

To start, the Hospitality Industry is one of the most vibrant industries and has continuously grown in recent years, especially in North America. To give you an understanding of the current situation, here are some statistics. During 2014, the U.S. hotel industry is predicted to report a 1.4% increase in occupancy causing it to rise to 63.1%, a 4.2% increase in average daily rate accumulating to \$115 and a 5.7% gain in revenue per available room adding up to \$72.55. For 2014, demand in the U.S. is conjectured to increase 2.6%, while supply is predicted to grow by 1.2%. During 2015, STR and Tourism Economics predict occupancy to rise 0.6% to 63.5%, ADR to increase 4.3% to \$119.93 and RevPAR to grow 4.9% to \$76.13. Furthermore for the year 2015, demand is expected to increase by 2.2%, and supply is predicted to increase by 1.6%. According to JLL's Hotels & Hospitality division, the U.S. sector is on track to reach \$25 billion in transactions during 2014. More than \$8 billion in transactions have already been tallied thus far.

As statistics show, so much growth has already occurred, yet there is still so much growth ahead. It is very essential for me to help you in any way possible. It is my goal to keep communications open by creating the perfect environment. For a business to be successful, it cannot just sit back relying on merely selling a product, instead it must be communicative with its customers, understanding their needs, the trends of the market, and any hurdles encountered along the way. These days, no business can sit back and rely on merely selling a product. I hope to share the range of innovative, meaningful, and relevant discovery opportunities with our members. To highlight just a few:



### **Enhanced Connection**

One of the greatest benefits of membership is being able to network with other members and explore what each member brings to the table in our hotel operation. Chances are that you can easily relate to another member. The opportunity to share common experiences is just a phone call or e-mail away. Attending the Annual Conference is one way to get acquainted with fellow members.

Another benefit of membership of THMANA is taking advantage of the newly formed website and using to reach out for advice and guidance. Take credence and ideas from an already established program, to help kick start your operations. With this website, distance is no issue, allowing you to be bombarded with ideas and networking. THMANA is planning to invest in a variety of technological improvements, including new accounting and tax education, new customer service software, a new mobile application, and a new website. The result will lead to improved services for members with accessibility from smartphones and tablets, making processes more efficient.

### **Focused Membership Campaign**

I also strive to encourage non-member hoteliers to join our association. We welcome those interested in becoming members of Taiwan Hotel Motel Association North America. We are planning to conduct an aggressive campaign to encourage Seattle and Atlanta Hotelier to join us, and we are welcoming Phoenix, Florida, and New Orleans back.

### **Encourages Young Professional Hoteliers**

We encourage the professional development and personal success of young hoteliers. We'll host a management and educational tour in Taiwan during 2015. Additionally we'll host a Young Professional Conference at the 2015 Annual Convention with educational sessions and informative presentations especially relevant to younger members so that prepares them for the challenges of the industry; helps them identify where the industry is going, and inspires them to develop relationships with elected officials at the federal, state, and local levels.

### **Expand Educational Programs**

This year, we offer members of the Hotel Owner Education Program online versions as well as online training topics. This program is one of the industry's most respected professional education curriculums.

We also hope our members speak up and ask questions. We can't improve this organization and better it without your suggestions. We want to see the THMA Eastern get stronger, with the addition of more members and continue into the future. Please do not hesitate to contact me with any questions or concerns about THMANA at my e-mail address [kevintsayphd@gmail.com](mailto:kevintsayphd@gmail.com). We are looking for hosts for the 2014 and 2015 events. Please feel free and make efforts to attend our events. We look forward to seeing you there!

With Warmest Regards,

Kevin Tsay, Ph.D.  
President, Taiwan Hotel & Motel Association North America



歷任會長芳名錄



創 會總會長	2005	邱垂煌
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第四屆總會長	2008	李昭寬
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第十屆總會長	2014	蔡慶輝

目錄 CONTENTS

3 總會長的話	36 Welcome to Hospitality 2015
6 總編輯的話	48 Turnover Costs and Performance Management
7 理事名錄	52 嚴長壽的心路歷程
11 總統及委員長賀詞	61 The Future Hotel General Manager!
13 參訪團名單	63 Investors snap up luxury hotels amid rising occupancy and room rates
15 參訪團行程表	65 More Than Money, More Than Business
23 會務活動	69 細節決定成敗

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總編輯的期許  
Editor's Note

Amazingly, it is that time of the year again. It is time for The Taiwan Hotel & Motel Association of North America (THMANA)'s Annual Young Adult Tour of Taiwan! This year as in years past, the purpose of this trip is to provide younger generations of Chinese-American with the opportunity to acquaint them and discover their legacy in Taiwanese culture. For our youth, this is a remarkable business adventure that encourages awareness and appreciation for their predecessor generations, as well as promotes a comprehensive understanding of Taiwanese-American's role in the lodging and hospitality industry.

Our previous trips to Taiwan have been exceedingly successful! This year we expect nothing less than superseding the goals of the past. Our second generations have been excited and eager to learn more about Taiwanese culture, our organization, and the hospitality industry as a whole. We, the first generation, are also excited because it is through this trip that we emphasize the importance to future generations in sharpening their leadership skills and business potential in an area that encompasses a variety of fields, such as real estate, economics, tourism, and hotel management. While learning about exceptional hospitality services and trainings provided by the finest hotels and hotel universities in Taiwan, the trip also provides opportunities for our young generation to exchange their experiences with each other. This trip is not only educational but also a fun enriching cultural experience for our younger generation. We will sample fine Taiwanese dishes as well as street food, we will immerse ourselves in beauty of Taiwan's landscape and island's coast line, we will learn about Taiwanese history, and much more. We hope this trip will make a lasting impression for the participants.



By Stephen Hsu  
總編輯 許清松

As THMANA continues to grow, we encourage current and past participants to share their experiences of Annual Young Adult Tour of Taiwan in order to continue the establishment of this educational and fun trip for the future of our organization and our culture.

Of course, none of this would be possible without the generous participation and support of our partners. It is my pleasure to express appreciation and gratitude to the Overseas Community Affairs Council Republic of China (Taiwan) and Taiwan Tourism Bureau for their sponsorship. I like to extend a special note of appreciation to Commissioner Minnie Chiu for her hard work in planning and arrangement of the itinerary. I would also like to express my appreciation to Wilson Wang for coordinating and finalizing the trip. Thank you for all your dedication! Lastly, a word of appreciation goes out to our current THMANA President, Mr. Kevin Tsay and his lovely wife, for their leadership, guidance, and categorical support. Thank you!



第十屆 北美洲台灣旅館公會聯合總會理事名單



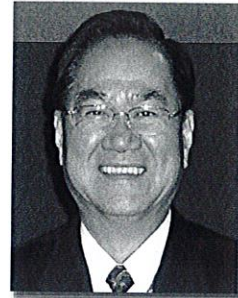
總會長  
蔡慶輝 Kevin Tsay



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顧問  
陳美芬 Mei-Fen Chen



顧問  
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顧問  
李昭寬 CK Lee



顧問  
吳錠燧 Steve Wu



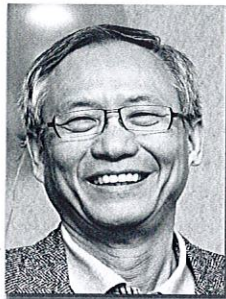
顧問  
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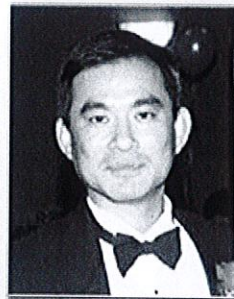
顧問  
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顧問  
汪俊宇 Gerald Wang



顧問  
陳詩章 Samuel Chen



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副總會長  
宋秉穎 Amy Sung



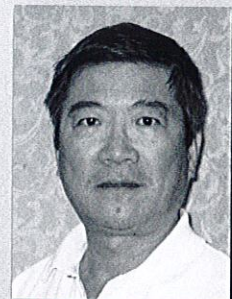
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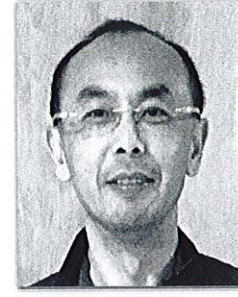
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北美洲台灣旅館公會聯合總會第十屆理事名單

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北美洲臺灣旅館公會聯合總會成立十週年紀念

# 群策鼎新

馬英九



中華民國一〇四年三月

英九

用箋



北美洲臺灣旅館公會聯合總會  
10週年刊誌慶

協力共濟  
拓展新猷

僑務委員會  
委員長 陳士魁  
  
敬題





## 北美洲台灣旅館公會聯合總會

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北美洲台灣旅館公會聯合總會

第十屆青年團返台訪問團名單

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Hui Perng 彭慧怡	美南(紐奧良)台灣旅館公會 (New Orleans, LA)	青年團團員	504-296-3629
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Chien Chu 朱泉龍	南加州台灣旅館業同業公會 (Tustin, CA)	青年團團員	714-225-2256
Lawrence Lai 賴映竹	南加州台灣旅館業同業公會 Rosemead, CA)	青年團團員	626-607-1750
Lisa Chen 陳宜慧	美南(休士頓)台灣旅館公會 (Houston, TX)	青年團團員	281-467-3393
Daniel Chen 陳建文	南加州台灣旅館業同業公會 (Tustin, CA)	青年團團員	714-488-5952
David Cheng 鄭迪隴	南加州台灣旅館業同業公會 (Anaheim, CA)	青年團團員	714-608-8638
Melody Li 李師哲	南加州台灣旅館業同業公會 (Anaheim, CA)	青年團團員	626-465-6183
Kevin Chen 陳承	德州美南台灣旅館業同業公會 (Taipei, TW)	青年團團員	





北美洲台灣旅館公會聯合總會  
第十屆青年團返台訪問團行程

日期：2015年03月15日【星期日】~03月20日【星期五】

時 間	行 程 & 參 觀
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
0630~0830	桃園機場→桃園高鐵站→高速公路→台北市林森南路1號 麥當勞：全體會合 Taoyuan International Airport→Taiwan High Speed Rail Taoyuan Station→freeway→McDonald of Linsen South Road: No.1, Linsen S. Rd., Zhongzheng Dist., Taipei City, near Zhongxiao E. Rd. intersection and next The Sheraton Hotel (MRT Shandao Temple Station Exit 3)
0830~0900	台北→北宜高速公路→坪林 Taipei → freeway→Pinglin
0900~1130	坪林觀魚步道&北勢溪人文典故&文山包種茶 PinglinGuanyu Hikeing Trail & Beishi River humanistic story & Pouchong tea
1130~1200	坪林→礁溪 Pinglin→ Jiaosi
1200~1300	午餐：礁溪鵝肉郎海鮮餐廳 Lunch: Jiaosi Mr. Goose Seafood Restaurant
1300~1415	參訪晶華捷絲旅酒店(台灣目前新建旅館最多的礁溪溫泉區) Visit Just Sleep Hotel( Jiaosi spring area of Taiwan's newly built hotel)
1420~1532	搭乘台鐵普悠瑪 228 車次，前往花蓮，換乘大型豪華遊覽車 Take Taiwan Railway Puyuma 228 trains, go to Hualien and transfer tour bus
1540~1615	前往花蓮遠來大飯店 CHECK-IN Go to Hualien Farglory Hotel and Check-in
1615~1830	使用飯店各項休閒設施 Use the hotel leisure facilities
1830~2000	晚餐：花蓮遠來大飯店 Dinner: Hualien Farglory Hotel

D1  
3/15  
(Sun.)



	2000~	住宿：花蓮遠來大飯店 Accommodation: Hualien Farglory Hotel
D2 3/16 (Mon.)	0700~0830	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	0830~0900	前往花蓮市區 Go to Hualien City
	0900~1200	參訪慈濟佛教文化園區 Visit TzuChi Buddhist Cultural Park
	1200~1300	午餐：慈濟佛教文化園區 Lunch: TzuChi Buddhist Cultural Park
	1300~1345	花蓮市→壽豐 Hualien→ Shoufong
	1345~1545	參訪台灣觀光學院 Visit Taiwan Hospitality & Tourism College
	1545~1630	壽豐→花蓮市 Shoufong→Hualien
	1640~1748	搭乘台鐵 181 車次自強號，花蓮→宜蘭，車上享用台鐵便當與飲料 Take Taiwan Railway 181 trains, go to Yilan and eat meal box and drink on the train
	1748~1900	漫步蘭城新月：幾米主題公園、黃春明紅磚屋 Visit Jimmy theme parks and Huang's red-brick house
	1900~	住宿：宜蘭晶英酒店 Accommodation: Silk Splace Yilan Hotel
D3 3/17 (Tue.)	0700~0915	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	0915~1030	宜蘭→北宜高速公路(雪山隧道)→台北 Yilan → freeway(Hsuehshan tunnel)→ Taipei
	1030~1200	拜會僑委會 Overseas Community Affairs Council, Republic of China
	1200~1400	午餐：蘇杭小館 Lunch: SuHung Restaurant (treat by OCAC)
	1400~1430	前往松山文創園區 Go to Songshan Cultural and Creative Park
	1430~1530	參訪松山文創園區(富邦文教基金會台北文創處長 Amy 簡報+導覽) Visit Songshan Cultural and Creative Park
	1530~1700	富邦文教基金會同仁交流座談 Fubon Cultural & Educational Foundation peer exchanges



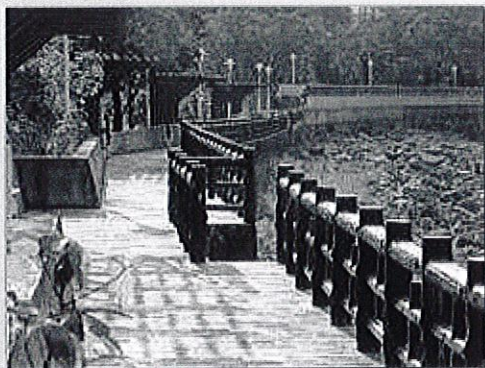
Taiwan Hotel & Motel Association of North America

	1700~1800	自由參觀松菸文創園區 Free to visit Songshan Cultural and Creative Park
	1800~1930	晚餐：台北天下三絕麵食館（著名牛肉麵套餐） Dinner: Taipei NOODLE CUISINE (beef noodles)
	1930~	住宿：台北和逸商旅民生館 Accommodation: Hotel Cozzi Minsheng Taipei
D4 3/18 (Wed.)	0700~0900	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	0900~0945	台北→北投 Taipei→Beitou
	0945~1200	參觀北投老爺酒店及座談會 Visit Hotel Royai Beitou, Hotel IT Speech and symposium
	1200~1400	午餐：北投僑園會館儷宴餐廳 Lunch: Beitou Longbon Resort Restaurant
	1400~1600	參觀農禪寺水月道場&北投地熱谷奇景 Visit NungChan Temple and Beitou Geothermal Valley
	1600~1700	北投→台北 Beitou →Taipei
	1700~1800	台北旅館公會交流 Sister association visit: Taipei Hotels Association peer exchanges
	1800~2000	晚宴：台北旅館公會 Dinner: Taipei Hotels Association
	2000~	返回飯店，續住：台北和逸商旅民生館 Accommodation: Hotel Cozzi Minsheng Taipei 可自由前往永康商圈，或 101 商圈逛街購物樂 Free to visit Yongkang street shopping or Taipei 101
D5 3/19 (Thu.)	0700~0900	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	0900~0930	前往觀光局 Go to Tourism Bureau, M.O.T.C. Rep. of China
	0930~1130	拜會觀光局/觀光組林信任主任安排上午半日遊 Tourism Bureau, M.O.T.C. Rep. of China and half-day tour
	1130~1200	前往淡水 Go to Tamsui
	1200~1330	午餐：淡水海宴餐廳 Lunch: Tamsui Hieian Restaurant



	1330~1530	參訪淡水福容飯店 Visit Fullon Hotel Danshuei Fishermen's Wharf
	1530~1830	淡水老街行，並自行車在老街享用台灣著名小吃(費用自理) Tamsui old street tourism and eat Taiwan famous snack on your own expense
	1830~	住宿：淡水福容飯店 Accommodation: Fullon Hotel Danshuei Fishermen's Wharf
D6 3/20 (Fri.)	0700~0830	晨喚、整裝、享用飯店早餐 Morning call and breakfast
	0830~1000	淡水→桃園慈湖 Tamsui→ Taoyuan Chihu
	1000~1230	後慈湖生態步道歷史之旅 Houci Lake landscape trail tourism
	1230~1400	午餐：天池餐廳(砂鍋魚頭風味餐) Lunch: Tianchi Restaurant(Fish Head en Casserole)
	1400~1500	前往開南大學 Go to Kainan University
	1500~1730	參訪桃園開南大學運輸觀光學院 Visit the Kainan University School of Transportation and Tourism
	1730~1930	晚餐：桃園千葉火鍋百匯~自助吃到飽 Dinner: Chien-yen shabu shabu and buffet
	2000~	晚上：桃園機場送機 Go to Taoyuan International Airport and see group members off

### 坪林觀魚步道 Pinglin Guanyu Hiking Trail



After crossing the bridge, the trail alongside the stream is known as the "Guanyu Hiking Trail." Stroll leisurely along this trail and gaze at the rising sun at dawn. Admire the fishes swimming languidly in the water and feel your pace quicken at times while slowing down when you pause to think and reflect. Take in the blissful golden colors of the setting sun and feel your body relax and settle down.



包種茶 Pouchong tea

**P**ouchong (Chinese: 包種茶) or light oolong, it is a lightly fermented (oxidized) tea, twist shape, with floral notes, and usually not roasted, somewhere between green tea and what is usually considered Oolong tea (Chinese: 烏龍; pinyin: wūlóng; literally: "Black Dragon"), though often classified with the latter due to its lack of the sharper green tea flavours. It is produced mainly in Pinglin Township near Taipei, Taiwan.



慈濟佛教文化園區 Tzu Chi Cultural Park



**T**zu Chi Cultural Park is located on ZhongYang Road in Hualien City. It includes Tzu Chi Medical Center, Jingsi Meditation Center, Jingsi Bamboo Bungalow and Tzu Chi University. It is the headquarters for the Tzu Chi Foundation's global activities and is dedicated to the four missions of the

Tzu Chi Foundation: health care, charity, culture, and education. As the holy site of Eastern Taiwan, it consistently brings strength to the power of compassion. Tzu Chi especially focuses on bone-marrow donation, environmental protection, community volunteerism, international disaster assistance and four other missions, also known as the "eight footprints". Tzu Chi maintains the spirit apart from the worldly things, but keeps the body engaged in helping the world, in order to spread humanistic compassion.

Standing in the broad, plain and green park, you can feel the philosophy of Tzu Chi, which is to bring together people from all social classes, ethnic groups, nationalities, and beliefs, to create a land of pure truth, beauty, and virtue in the human world.

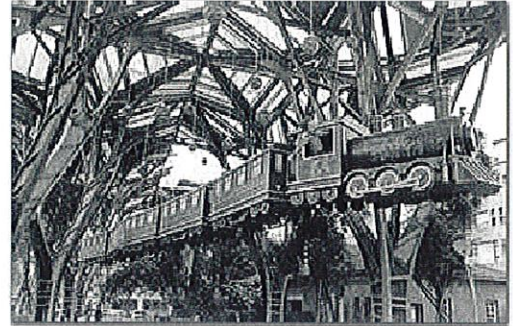


### 幾米主題公園 Jimmy theme park

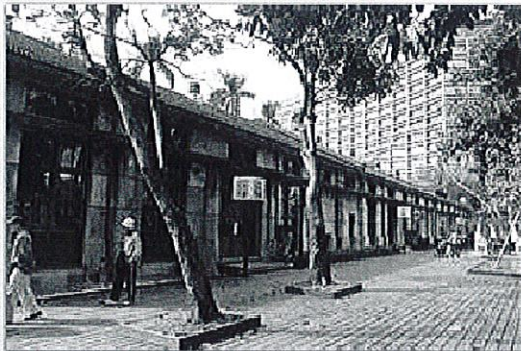
Jimmy Liao is a Taiwan's best-known illustrator as well as a picture book writer. The *Starry, Starry Night* and *Sound of Colors* are his famous books. I've just searched and seen his book.

The first Jimmy's Park has opened in Yilan. Yilan is already famous for its beautiful scenery and known for a rich cultural heritage.

Many tourists like to visit Yilan and there is one more additional reason to visit there from now on. Jimmy's park is like his book-theme park and artwork square. It has opened on June 28th.



### 松山文創園區 Songshan Cultural and Creative Park



The 6.6-hectares Songshan Cultural and Creative Park in Taipei's Xinyi District was completed in 1937 as the Songshan Tobacco Factory, which was one of the seed companies of a monopoly system mandated by the Taiwan Governor-General Office. The premises were one of Taiwan's pioneers of modern industry, as well as the first professional tobacco plant. A gracefully simple Japanese modernist structure, the factory features meticulously crafted face cams, glasswork and bronze nails that made it arguably a "model factory" at that time. When Japan lost the war in 1945, the Taiwan Provincial Monopoly Bureau took over the factory and renamed it,

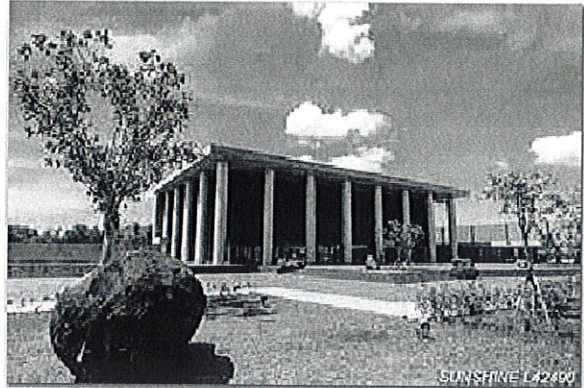
Songshan Tobacco Factory of Taiwan Provincial Monopoly Bureau. The factory ceased production of cigarettes in 1998 for concerns over urban planning, regulatory changes in the tobacco and liquor marketing system, as well as shrinking demand. It became a relic of the past after being merged into the Taipei Cigarette Plant.

In 2001, the Taipei City Government named the tobacco factory the city's 99th historic site and converted it into a park comprising city-designated historic sites (namely the office building, the 1st to 5th warehouses, cigarette plant and boiler room), historic structures (the inspection room, a machinery repair shed and a nursing room) and architectural highlights (the Baroque-style garden, an ecologically landscaped pond, a public bath and a multi-purpose auditorium). For more efficient reuse of space, the Songshan Cultural and Creative Park was built on the historic site as a production base for designers and cultural & creative businesses, as well as a venue for performances and exhibitions. The park introduced to its premises a Taiwan Design Museum and TMSK through partnerships with the Taiwan Design Center and prestigious Taiwanese glasswork label LIULI GONG FANG, respectively, besides a snack bar that was converted from the machinery repair shed.



農禪寺水月道場 **NungChan Temple**

**N**ung Chan Monastery (meaning 'Farming Ch'an') is a monastery at Beitou, Taipei, Taiwan. It is formally founded in 1975 by Ven. Dongchu, a scholar monk and disciple of renowned Chinese Buddhist Master Taixu.[1] It's named 'Farming Ch'an' as its early residents dedicated themselves to Ch'an practice and grew their own food. Its spirit is based on 8th century Zen Master Baizhang Huaihai's aphorism, "A day without work is a day without food."

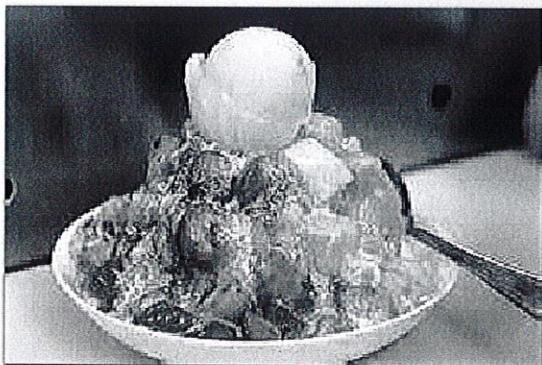


北投地熱谷 **Beitou Geothermal Valley**



**L**ocated next to XinBeitou Park, the Geothermal Valley is a jade-like spring covered with mists. The valley has a history of more than 200 years, it was once known as the Hell Valley due to several incidents of tourists. Today, the valley is known as Geothermal Valley that has a high temperature between 80 to 100 degrees Celsius. Being a hydrochloric acid spring with a high temperature, it is unsuitable for body contacts.

The Geothermal Valley has always been one of the popular sites for Beitou travel. In old days, visitors were able to enjoy boiling eggs at the valley. Recently, the Taipei City Government re-established the region with fences around the valley, and around the pavilions to preserve this unique scenic spot and to prevent further incidents. Due to preservation and prevention, visitors are not allowed to boil eggs at the Geothermal Valley anymore. However, the Geothermal Valley is still an excellent scenic spot for unique heavenly sceneries for your Taipei travel!



永康街

**Yong Kang Street**

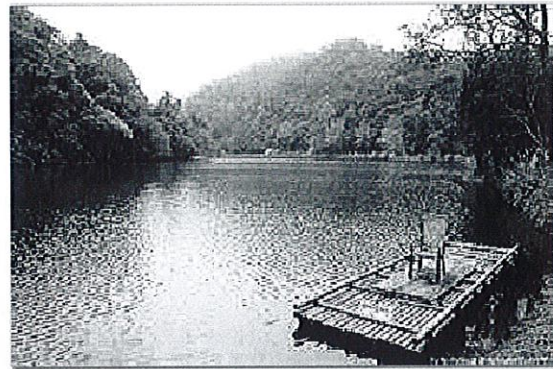


Located on Section 2 of Xinyi Road in Taipei Daan District, Yong Kang business area is notable for its numerous local refined cuisines and exotic restaurants. Yong Kang Park is the center point of Yong Kang Business Area covering Yu Kang Street, Lishui Street, part of Jinhua Street and nearby shops on Xinyi Road. The area attracts large numbers of local citizens and international tourists everyday for delicious delicacies, thus experience the vivid night life around this area.

Visitors are often attracted by mouthwatering dishes that locate in Yong Kang business area. One of the most popular restaurants that visitors shall not miss is the internationally well-known legendary restaurant, Din Tai Fung Dumpling House. Gourmands and tourists from all over the world wait in lines for the juicy, mouthwatering dumplings and Chinese dishes. Other than Din Tai Fung Dumpling House, Yong Kang Beef Noodle is the other famous restaurant at Yong Kang Street.

### 後慈湖 Houci Lake

Shaped like a crescent moon, Houci Lake is fed by small streams on Baishi Mountain (Baishishan). Originally known as Longguomaipi, it currently serves as an irrigation pool of the Taoyuan Irrigation Association, with a water area of 41,076 hectares, and water volume of 177,500 cubic meters or enough to irrigate an area of 117,29 hectares, mainly in the Da River (Daxi) and Sanceng areas.



In the 1950s, Chiang Kai-shek discovered Cihu when his car was forced to stop at the mouth of the Baiji Tunnel and he had to make a detour by sedan chair. The scenery reminded him of his hometown of Xikou Township in Fenghua County, Zhejiang Province. In 1955, The Banqiao family headed by Lin Pen-yuan provided 19 hectares of land in Cihu for the construction of a villa. The "Dongkou Villa," as it was then known, was completed on June 13, 1959, and renamed as the "Cihu Villa" in October 1962.

As part of an evacuation plan for the Office of the President in 1962, Chiang Kai-shek instructed the government to purchase land in Cihu for the construction of an air-raid shelter and wartime command center. Quarters were also constructed here for the secretary-general, chief aid-de-camp, and deputy secretary-general to the president. After Chiang's death on April 5, 1975, this site was renamed as the Cihu Presidential Burial Place. The Cihu Presidential Burial Place Administration was also built here to handle reception and management affairs. The five office buildings at Houci Lake were also transferred to the administration, which came under the management of the Taoyuan City government in November 2007 after the Houci Lake area lost its restricted military status. Since then, the county government has been renovating facilities on the site and making other arrangements for opening the area to the public.

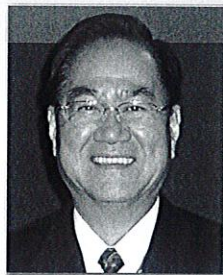
As a restricted area, Houci Lake was long protected from outside interference. This isolation has helped to keep the forest and natural ecology in their pristine state, making this an ideal escape for public recreation.



### 會員動態

恭賀

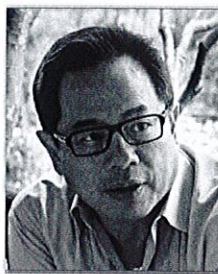
本會前總會會長、南加州台灣旅館同業公會前理事長  
及現任會務顧問  
榮任 中華民國僑務委員  
許青松先生



恭賀  
本會副總會會長、  
美南台灣旅館公會前會長  
榮任 中華民國僑務委員  
葉宏志先生

恭賀

南加州台灣旅館同業公會副會長  
榮任 中華民國僑務委員  
呂世豪先生



恭賀  
美南台灣旅館公會前會長、  
世華工商婦女企管協會聯合總會  
榮任 中華民國僑務委員  
黎淑瑛女士

北美州台灣旅館公會聯合總會 總會會長 蔡慶輝 暨 全體理事  
南加州台灣旅館同業公會 會長 王政煌 暨 全體理事  
休士頓美南台灣旅館公會 會長 宋秉穎 暨 全體理事  
敬賀



## 會務活動

### 第九屆年會總會長交接暨第十屆第一次理事會議



在夏季昌(中)監交下，北美洲台灣旅館公會聯合總會新會長蔡慶輝(右)由前會長陳詩章手中接下印信



第九屆第三次理事會議



第十屆第一次理事會議



第十屆第二次理事會議





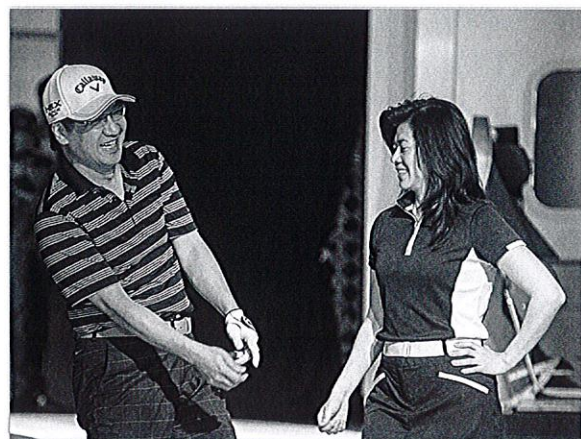
北美洲台灣旅館公會聯合總會綜合活動





## 會務活動

北美洲台灣旅館公會聯合總會 2014 IHG Owners Meeting





## 青年團活動回顧

2014 青年團返國參訪團回顧



2014年青年團僑務委員會、立法院參訪



拜會中華民國觀光局





## 青年團活動回顧

### 2014 青年團返國參訪團回顧



### 2014年青年團台北旅館公會參訪





## 青年團活動回顧

### 2014 青年團返國參訪團回顧



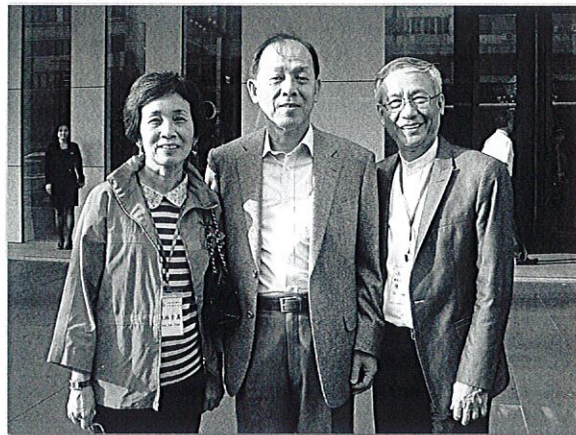
### 2014年青年團醒吾科技大學參訪



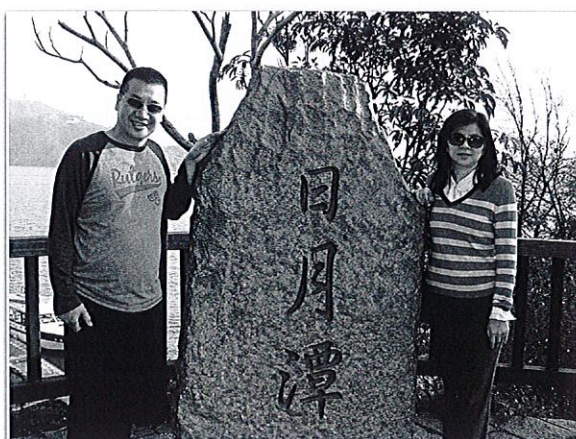
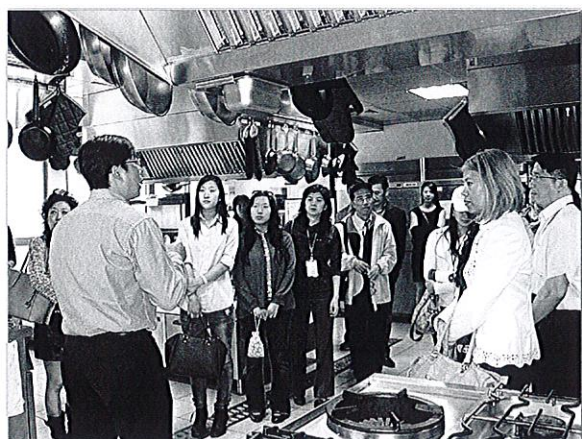


## 青年團活動回顧

### 2014 青年團返國參訪團回顧



2014年青年團日月潭弘光科技大學參訪





## 青年團活動回顧

2014 青年團返國參訪團回顧



2014年青年團日月潭燈會中台禪寺





## 青年團活動回顧

### 2014 青年團返國參訪團回顧



### 2014年青年團臺北行故宮博物院



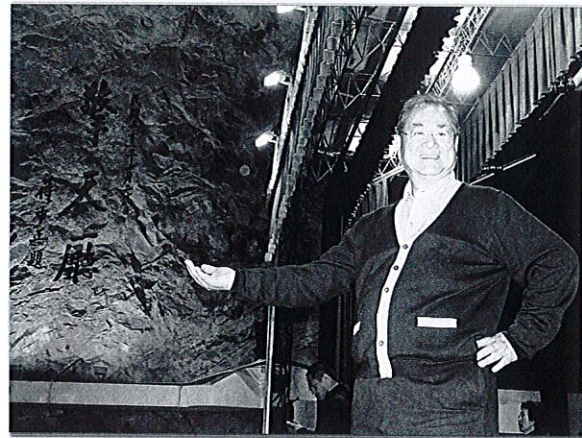


## 青年團活動回顧

### 2014 青年團返國參訪團回顧



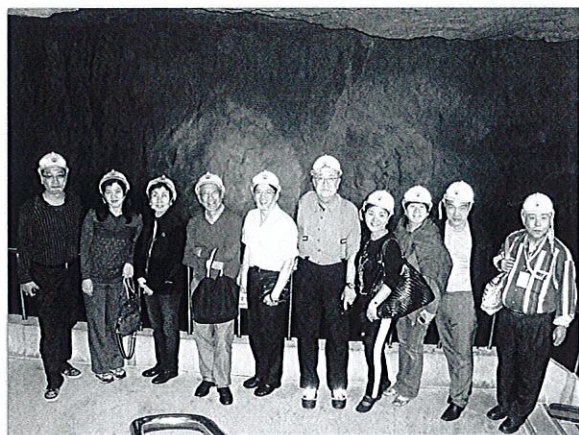
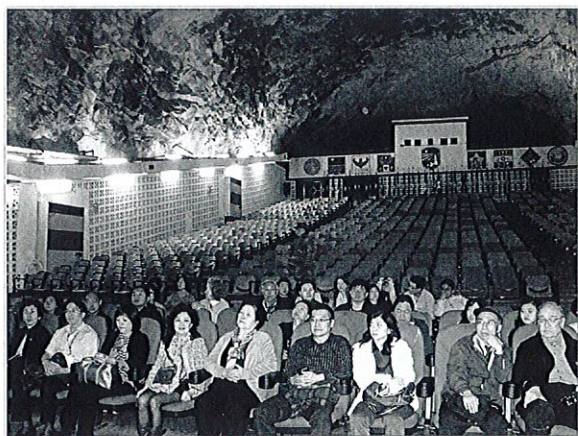
### 2014年青年團拜會金門縣議會活動及金門行





## 青年團活動回顧

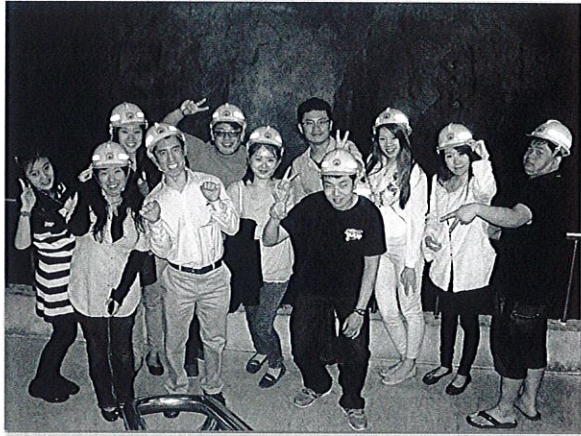
2014 青年團返國參訪團回顧





# 青年團活動回顧

## 2014 青年團返國參訪團回顧





## 青年團活動回顧

2014 青年團返國參訪團回顧

By Sam Chen



**H**i! I'm not a member of the youth group, obviously, but I wonder if you would like a little article from me. If so, here it is. Feel free not to print it, no hard feelings if it doesn't fit in.

I've Been to Taiwan Four Times, But This Is My First Time

Yes, the title does make sense! Checking back in my records I see that I was in Taipei four times in the 1980's for business. So why is this my first time? Because Taipei has grown so much that I didn't recognize anything - not even places I had visited before.

When I was last there, for example, I flew into the small local airport in town. The big international airport didn't exist. The museum has changed and grown so much that, even though I had seen it before, it was completely new to me. Amazing!



Here are a few of my thoughts that I'd like to share with you:

**Taiwan hospitality:** even though I spoke no Chinese and was not a member of the Association, I was treated just like family. My thanks to all of you.

**Traffic:** I drive a motorcycle, but there is no way I'd drive one, or drive a car, in Taiwan. Scary traffic! One good thing though, everyone on a bike was wearing a helmet. In my day nobody wore them, and I'd often see families of 3 or 4 riding on a motorbike with no protection at all. I'm glad that's changed. I know Dr. Young, who runs the Formosa Plastics hospital, and he once told me that Taiwan was the world leader in treating head injuries because of all the motorbike accidents that took place with riders not wearing helmets.

**Pictures:** Taiwan people don't take pictures of things. They take pictures of people in front of things! Different culture.

**Taiwan parliament:** I couldn't believe that I stood in exactly the same place that the students were when they took over the building! It says a lot for the government of Taiwan that it didn't use force to evict them. Not many countries would be so far-sighted.

**Food:** I will sorely miss all the great food we had. My favorite was the oyster omelette I had at the restored village in Kinmen. I wish I could find that here.



**Wow!:** If I had been by myself I never would have been able to see that fantastic Lantern Festival. I'll never forget that.

**Kinmen:** That was a piece of history for me. I am old enough to remember how we, in America, were scared that the mainland was going to invade the islands and we thought that we might be facing a war with China. Support for Taiwan was overwhelming here and it was fascinating to see just what this was all about.

**Weather:** All my previous visits to Taipei were in July and August. How nice to see Taiwan without the heat and humidity!

... just a few of my thoughts and I hope you found them interesting.

My dear youth members of the THMANA:

Wish you all had a great time and unforgettable moment on the above captioned trip to Taiwan. We all enjoyed having the opportunity to be together with you as well.

We wish you all learned a lot from this trip and we would like you to write an article to share some of your experience with us. Any thoughts or comments about the trip are very welcome, thank you.

So far, Weinie is the first and only one to turn in her article regarding the trip. Please give her a big applause. Hopefully, everyone of you can all turn in yours on or before the 20th of this month (April).

Thank you for your cooperation.

Sincerely,

Sam Chen, President, THMANA



By Kevin Chen

I was invited to join this trip by Uncle Sam and Auntie Su and joining it was one of the best decisions I've ever made. Not only did I get to take a break from school for a whole week, I also got the chance know my country and its hospitality better.

Although I'm currently still a high-school student, it was still quite interesting to learn about the hotel business in Taiwan. Visiting two different technology universities was a really different experience for me since I am currently studying in The Affiliated Senior High School of National Taiwan Normal University (師大附中), one of the top schools in Taiwan, so I had never thought of entering a technology university. After the short visits/tours, I have a different view on technology universities now.

Another thing that was really enjoyable was the people you could meet and the friends you could make on this trip. Even though I was second youngest in the whole youth group, it was fun to see and understand how the older youths think, especially since their educational background is different from mine. What was even better was that there were a lot of cute girls on this trip. (I'm just messing around.) It was also very fun to listen to the adults share their experiences and tell us about their immigration to America and how they handled themselves, along with a lot of inspiring speeches. This is something that most of us will never be able to fully understand because we're lucky enough that our parents have taken the bullet for us. Last but not least, I was surprised to have met two upperclassmen from the same school I'm currently attending. It was also shocking to find out that one of them were the first to ever attend this school!



Through out this whole trip, the food we had was spectacular. I had so much to eat that by the end of the fourth day, I was too full to eat anymore. It was also really good that they put the youth group all at one table because it gives us time socialize with each other and get to know each other better.

Overall, it was an amazing trip that I will never forget. Thanks to this trip, I now have many places to go to if I ever go back to America! I would like to once again thank Uncle Sam and Auntie Sue for giving me this chance to go on this trip. If I get the chance, I hope to be able to join next time. Looking forward to seeing everyone soon!



By Helen Chen

This is Helen Chen, on behalf of myself and my husband Derrick Chen to thank Taiwan Hotel Motel Association Northern America for inviting us to have a chance to join the Youth Group Trip to Taiwan & Kinmen this year. It is our honor to be part of the youth group for the second time to explore the beauty of this country, not only on the main island of Taiwan, but also on the sub-island of Kinmen as well.

Through the entire trip, we are so honor to have such opportunities to visit some of the most highly restricted places under the unique relationships and hard work from our mentors from Taiwan Hotel Motel Association Northern America and Overseas Community Affairs Council. This is a one of a kind opportunity to reach and tour the highest story of the Chung Tai Monastery at Taichung. This was a peaceful and pleasure experience. It's such an unique experience we will remember for a lifetime, and

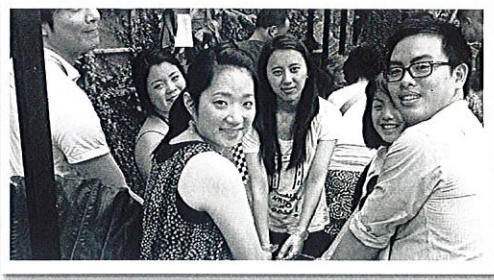
especially thanks for the relationship of our group leader of Taiwan Hotel Motel Association Northern America this year. In addition, Qing Tian Gang at Kinmen is the most memorable place that the tour has guided by the real soldiers. Thanks for the hard work of our Overseas Community Affairs Council, and the two councilors who were able to join us on our trip. Because of their relationship and power, we get to have the chance to visit this mystery place that is never open to the public.

It is a very memorable trip with a lots of good treats, gifts, shopping , and fun. The experience hosted by Kinmen County Magistrate is really memorable, the delicious dinner with the special edition Kinmen Kaoliang liquor as a gift to everyone of us, plus the Karaoke time together really touch our hearts.

The highlight of this trip should be the participation of 2014 Taiwan Lantern Festival with Tourism Bureau, from the Republic of China on the first day of our trip, which we have experienced the art, culture and people of Taiwan through the creativity and combination of current technology and artwork. Again, thanks for the Tourism Bureau for the sponsorship and helped on our Taiwan Hotel Motel Association Southern America as usual on every year for the youth group trip. Without their support, we will not be able to have a such an opportunity to explore the beauty of this country.

My husband and I truly recommend the second generation, who are in the hospitality business to join such a wonderful trip. This trip not only allow us to have fun, but also gain more knowledge by visiting the top hospitality/culinary schools and the highly rated hotels during our stayed as well. By casual talking to our tour members, we have shared our experiences and learned so many lessons from each others, especially the treasures that are given by our senior hotel owners. Every memorable trip has to be ended with a wonderful and unique experience of something that only happen seldomly in your life, which we have a such a private charter cruise to tour the beauty of Dan Shui, Taipei as the perfect ending for our trip on the last day.





By Winnie Tsai

## Formosa Taiwan and Its Culture

Taiwan, an island located on the south of Japan and the east of China, is a wonderful destination, filled with rich culture and fun experiences. Despite the fact that not a lot of people know Taiwan as a country, it has been gaining popularity and thus its restaurant and hotel business are slowly making its way into the big leagues of the world's hospitality industry. THMANA does an amazing job to help those whom are trying to get to know our parent's birth country, as well as extending our knowledge of the ways hotels and restaurants are run in Taiwan.

This year, the THMANA trip took us to four different locations in Taiwan: Taichung, Taipei, Tamsui, and Kinman, and through these explorations, I was able to learn more about the island of Formosa, and its rich history and diverse culture. I learnt about the culture of the woodcarving street, our ancestors' past that reside in the different museums we visited, and its ever expanding built of Taiwan's living capacity and contact with other countries, not to mention, the food served during the trip was delicious and amazing. This trip has become a really unforgettable experience for me and it has definitely taught me a lot of new experiences and information about hotels, restaurants and the country itself. The two universities that we visited also showed me that there is much to be learned through schooling and how the hospitality training style is different from how Americans teach their students. It was definitely an interesting find, and also something that can be implemented in our schooling system in the future. I believe we can learn a lot from Taiwan and the way they teach their students and vice versa.

Through this trip, not only did I learn about the different locations of Taiwan and its story and culture, I also made some unforgettable memories and friendships with my fellow travelers from America. Through the highs and lows, we learned from each other's experiences, and were able to share some of our own life experiences and knowledge with one another, which was another additional positive aspect of this trip. We also got to hear about how the adults managed to get to where they are in life now, and some inspirational speeches from our fellow travelers as well, which also was a good motivation for future challenges. It was definitely a great experience overall, filled with unforgettable experiences.

For every moment and trip, there are memories, and through these different memories, it creates an unforgettable adventure, which is something I will never be able to forget, as long as I can remember. Not only was I able to learn more about the birth place of my parents, I also got to learn a lot of what the island of Formosa Taiwan was able to offer through its hospitality industry and schooling system. It's not just an island filled with culture, landmarks, food and fun; it's a place we can call our second home.



By Jackie Lin – HOUSTON, TX

My first trip to Taiwan with the Taiwan Hotel Motel Association of North America was last year. As I was in my last year of studying hotel management, I enjoyed it so much that I decided to come back again this year.



Coming back this time as a hospitality college graduate, I was pleased to find out that the youth group this year was compiled of a group closer to my age range than last year's group. Since most of us were in the phases of higher education and beginning our careers, we were able to relate to each other better and got along much faster than last year's group.

As fun as the social interactions were, the youth group this year included those that are either A) members of the hospitality field, B) people who grew up loving Taiwan as their parents did, or C) both sorts. This proved interesting when we visited the hospitality universities in Taiwan. Especially for the few of us that actually studied hospitality management. We quickly agreed that their technical skills are much stronger and much more diverse than what was taught to us in the United States. On the surface, I found their universities to be more well-rounded and efficient than the education I received. While my college focused on management, the Taiwanese allowed for both technical and managerial training. Personally, I thought the Taiwan universities' system of suggesting specialties that best suit their students to be interesting. I can see these suggestions helping students who aren't as certain of their interests and strengths pick a career path.

My all-time favorite part of the trip was the seminar that the Okura general manager gave to us. Their motto of "Best A[ccommodation], C[uisine], S[ervice]" is similar to many other hotels. What impressed me the most was Okura's definition of "Taiwan Service" and management philosophy. From the examples he gives, the Taiwanese don't just "wow" a guest—they "WOW!" (And then promptly engrave that moment into the guest's memory.)

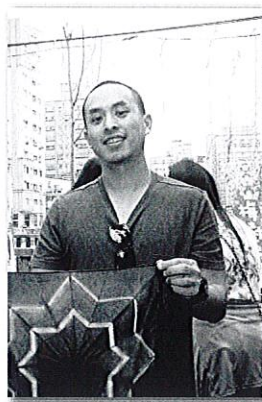
While a part of me wishes there were more seminars and meets with hotel managers, I do enjoy the advice that the adults were freely giving to us. (One of the perks of sticking both generations into one bus.) Though not all manage hotels, they gave us valuable insight in what to do in order to own a

hotel. A particular piece of advice did stick out in my mind: When opportunity comes knocking, will I have the guts to grab it? As Uncle Jerry said, just having the knowledge and money means nothing if one doesn't use them.

With this in mind, I would like to take this opportunity to thank THMANA and OCAC for making this trip possible. The memories and experiences I had on this trip to Taiwan would not have been possible (at least, not with the same impact). I would particularly like to thank President Sam, Aunt Minnie, and Anita for creating such an eventful itinerary. Kinmen was a great surprise location. (Though even if I never see Kaoliangjiu again, it would be too soon.) Without all of your help I would not have been able to meet all the wonderful people and experienced the interesting moments we had.

Thanks again to everyone on this trip for making this trip to Taiwan so awesome and I hope to see y'all again.

(Hush, I'm Texan. I can use "y'all" as a word.)



By Angel

This is a really wonderful journey. Whenever I flip through all the photos I took during the trip, unforgettable memories just keep emerging. I'd like to give my thanks to Taiwan Hotel & Motel Association of North America for planning this great trip, on which I could travel and make good friends at the same time. All of these experiences in Taiwan, the island with stunning sceneries, brought me boundless happiness.



I experienced so many things for the very first time on this trip. I visited the grand Qing-Tian Hall in Kinmen, got amazed by the sublime buildings at Chung Tai Chan Monastery, went to the famous Taiwan Lantern Festival, and stepped into Legislative Yuan, which I had only seen on TV, for the first time. All the scenes during the trip made me deeply impressed.

The moment I love most from the trip is when I was on the bus, listening to the respectable seniors sharing their experiences of starting businesses. I learned a lot from every story. Your experiences and your stories of success gave us goals, direction and encouragement. They broadened our horizon, too. Thank you so much for sharing so selflessly. I will keep your words in my mind and try my best to accomplish my dream.

I'd also like to give thanks to the new friends I made on this trip. Thank you all for taking care of me. I cherish this chance to get to know all the cute friends. I hope to see you all again next time! I feel honored to have the chance to join this wonderful trip. Thanks again to the seniors who planned this trip for us. This will be a trip I won't forget for my entire life!

**By Jay Chang**

First and foremost, I must thank all of the people responsible for putting together this excellent and well planned trip. I must say that in past experiences, tours such as these usually don't get very good feedback because of poor planning. However, this trip that was arranged by Taiwan Hotel Motel Association of North America is a trip that I have no complaints about. All accommodations were luxurious and 5-star, which was highly impressive to me due to the "free lunch" each youth group member was so humbly provided. A once in a lifetime opportunity, most would call it.

Starting off the trip, I didn't know what to expect. We were all so anxious about the adventures ahead. Over the first few hours, I had the pleasure of meeting most of the strangers that I would be joining on this trip. Since this was only a 6 day trip, we

began immediately. We visited places all over Taiwan and even Kinmen.

Although this trip was much fun, it was also educational. As a businessman not in the business of hospitality, I was foreign to things such as hospitality universities. Up until this trip, I didn't even know they existed! But visiting these universities, Hungkuang University and Hsing Wu University, was definitely one of my favorite things about the trip. Watching and learning students get trained to specialize in things such as bed making, cooking, hosting, bartending, etc. were things that I definitely didn't expect to be taught on a college level. Students at these universities spend their days preparing and bettering themselves to be more professional and hospitable.

There were so many great things about this trip, it is hard to pick an absolute favorite. But if I must, I'd have to say it was our visit to the Chung Tai Chan Monastery. Seeing the Monastery and observing how the Chung Tai Chan monks lived was a blessing. After meeting and listening to the words of the Grand Master at Chung Tai Chan Monastery, this is an experience I will never forget. We also learned a lot about the engineering and design of the monastery and how each characteristic of the monastery brought in peace and tranquility. One thing in particular was the pagoda inside of the monastery that was beautifully constructed without nails, screws or rivets, a method called "joinery".

The hotels we stayed at were second to none, the events we attended were so fun that you didn't want to ever leave, and the places we visited were so beautiful that it'd make you question yourself if any place on Earth could be that gorgeous, but the one most important thing on this trip that you are guaranteed to not find anywhere else is the people. This collective group of folks, THMANA members, family members, youth group, etc., are all successful or aspiring entrepreneurs that cannot be found elsewhere. I am truly grateful for all the advice, experiences, and knowledge that has been shared during this trip. To be honest, I planned on this trip to be a short vacation from my work, but instead it has turned out to be the learning experience of a lifetime.





By Chien Chu

This is my third trip with the Taiwanese Hotel group and it's my favorite trip of the year. I've traveled to many countries but Taiwan is home and holds a special place in my heart. The hotel group has done a great job planning this trip every year and it shows. This year was no exception. Unfortunately I was unable to attend the full week. Prior obligations prevented me from enjoying the first part of the trip. I was looking forward to attending the Lantern Festival but the dates just did not work for me. Many years ago my friend had mentioned to me that she wanted to attend the festival and asked me about it. I had no idea what she was talking about until I did some research. The photos I found were amazing and full of life. I was excited when Auntie Minnie first mentioned the festival as part of the itinerary but sad when I found out that it interfered with prior obligations. Not only did I miss the festival but I also missed the first few days interacting with the youth group. This by far is the best part of the trip. With so many new faces I knew it was going to be fun. Being one of the older youths in the group I try to take it upon myself to look over the youth group and also make sure they get into a little trouble. Upon my late arrival I had discovered that they had found their own trouble without me. This was yet another amazing group of people. Having very similar backgrounds and beliefs tends to make things easier and more relaxing. This group, out of the three, seemed to mesh better than previous groups. The youth group was more outgoing but not once was I ever worried about their safety or things getting out of control. They probably took more care of me than the other way around.

the trip and now understand its purpose. To the people who attended this trip and previous trips: you are truly amazing people and I enjoyed every minute

with you. I hope it means as much to you as it does to me. Some of you might be too young to understand but one day you will look back and wish you were in Taiwan drinking Kaoliang Jiu with Jason or Jackie or Jon or Melody or the countless others on this trip. I hope you look back and wish you were sitting next to me having a Taiwan Beer or two. Until we meet on the next trip...



By Jason Chang

Hello everybody, my name is Jason Chang from Belize, Central America. I would like to give a big thank to all those people that made this trip an amazing experience. Everyone was so friendly that it felt like traveling with families. I miss you guys.

A very interesting trend that I notice in Taiwan is the popularity of motels. Competition is very intense in Taiwan. Just take a simple drive or taxi within the city and one can notice the density of motels in the area. I spent a couple nights in these and would like to share my experience. During the trip, we lived in some of the best hotels in Taiwan. The rooms are comfortable but that is about it when comparing to motel room. To my surprised too, some motels have a better design than the 5 stars hotels. One can see detailing in every corner of the room. But of course, a good hotel requires not only a room but other component such as pool, gym and restaurant, where a motel only need a parking and room. Then market and need are also different in Asia and America, but I think we can learn valuable lesson if we start looking and learn from the motels in Asia.

Thank you for you time to read my article. May you have a good day!



# Welcome to Hospitality 2015!

## Hospitality Directions US!

By Kevin Tsay Ph.D.



After review Deloitte, PWC, PKF, and JLL hospitality industry outlook 2015, I am pleased to report our THMANA members this summary report. I hope all members find this summary useful and I look forward to any feedback you may have, and the opportunity to discuss the findings with you in more detail.

### 2015 Budget Guidance:

PKR-HR offers the following summary of its 2015 forecast.

Supply – 1.3%	Demand – 2.2%
Occupancy – 0.9%	ADR – 5.7%
RevPAR – 6.7%	NOI – 12.4%

Three factors are keys to our updated lodging outlook.

First, a strong macroeconomic context is assumed, with a reversal from fiscal drag to a boost, although the path of economic growth appears to be unclear with several potential risks, including oil prices, US Dollar value, and the state of the Eurozone economies. Second, strong momentum in travel activity continues throughout 2015. Third, despite an increasing pipeline of hotels, supply growth remains below the long-term average in 2015. The supply pipeline continues to expand, with hotels starting construction expected to increase by over 45% in 2015 (over 2014 levels), compared to a 35% increase in 2014 (over 2013 levels). As a result, our outlook anticipates supply growth to increase to 1.5% in 2015, but still remain below the long-term average annual increase of 1.9%.

The Value of brand to the consumer, the importance of consumer-facing technology and the sourcing, development and retention of human capital have helped shape the hospitality industry over the past five years. These, along with the growing importance of the sustainability agenda and exogenous events and cycles are the key trends that will define success in the market place in 2015. Below explores in detail these key trends which impact both the hospitality industry as well as travel experience.

### Technology

To be successful in 2015, hospitality companies must invest in technology. The battle to drive bookings through proprietary websites will continue, but all major operators will also develop applications and websites for mobile devices to meet consumer demands. Irish operators that begin building these technologies now will have “first-mover” advantage. Improving operational performance and leveraging technology innovation: Successful industry operators may need to be aware of and be able to quickly adopt new technology for the purpose of information, promotions, bookings and reservations, and general management-control systems. Technical innovations can ease the business process and increase hassle-free experience for the customers. Potential creation of digital Innovation, technology as well as social media used as tools attracts travelers.



## **Brand**

The growth of social media in the last five years has been staggering, and will continue to grow. This new form of communication and feedback is good news for consumers, and offers both threats and opportunities for operators. The transparency of social media will highlight any inconsistencies in the delivery of the brand, and will provide a quick and enriching communication channel between brand and consumer. Penetration and utilization of social media is still relatively limited in the Irish hospitality sector; the most successful brands will be those that embrace and learn to harness social media rather than underestimate or fight against its influence.

## **Sustainability**

Sustainability will become a defining issue for the industry in 2015 and beyond. Rising populations and increasingly scarce financial and other resources will provide a challenging business environment in which sustainability will need to be embedded within all facets of the hospitality industry. Irish businesses that ingrain sustainability in everything they do will not only improve brand reputation, but will also reduce costs.

## **Crisis Management**

As the report shows, the key to the hospitality industry's survival of unpredictable shocks and minimizing their impact is to establish appropriate responses, protocols and risk management programs. Operators also need to capitalize on new opportunities that may present themselves in challenging times. As the number of hotel insolvency proceedings increases driving consolidation in the Irish marketplace, operators who actively plan for and anticipate the future industry landscape are more likely to be successful.

## **Talent**

An average hotelier spends 33 percent of revenue on labor costs, but employee turnover in the industry is as high as 31 percent. High employee turnover

continues to plague the industry and operators need robust strategic plans to retain their critical employees and manage staff turnover.

**Attracting and retaining talent:** With growing global demand and geographic expansion comes the demand for more talent. CEOs will likely be challenged in finding, training, developing and retaining talent. Given the sophistication of international travelers, successful employees will need to understand how to cater to customers of different cultures. Training and retention of talent will likely require a significant investment from hospitality companies, but is important to success.

## **Demographics**

In 2015 and beyond there will be two key demographic drivers of change in the industry, which will create new patterns of travel and demand in the West, and important new source markets in the East: the ageing US baby boomer population, and the emerging middle classes of China and India. Irish hospitality operators who understand the drives and needs of these growing demographics will reap the rewards and become the future leaders in the industry.

## **Emerging markets**

China and India will continue to be the key hospitality markets, and according to the report, by 2015 these countries will have absolute year-on-year tourism growth greater than the United Kingdom, France or Japan. As these countries position themselves as key destinations for Western travelers, Irish hospitality providers will need to be prepared to compete against them in the global marketplace. **Global expansion and growth in emerging markets:** As broadband connections and credit card penetration grow in these developing markets, online travel bookings are likely to increase, driving the need to access consumers in these new markets through online branding and marketing.



**Consumer loyalty:**

Weaker job market likely results in poor consumer spending. New routes to market through social media and review sites, along with the growth of mobile technology, likely increases the need for THL companies to invest in technology and marketing. Greater transparency means the consumer can research and book directly through suppliers, search engines, comparison sites, affiliates, agents and more. Companies may need to have an efficient multi-channel distribution strategy

**Competition:**

The biggest source of difficulty within the industry is likely the high level of competition. Furthermore, existing firms face the prospect of even higher competition given the low barriers to entry, which enable new players to easily enter the marketplace

Looking forward to 2015, all professional reports generally expect continued cautious optimism regarding the year. The next five years will herald the era of a consumer-led brand focus for the hospitality industry. Consumers are changing faster than ever in both attitude and behaviors.

**Engaging the new customer:**

The hospitality industry traditionally more focus on physical product, is waking up to a customer who is demanding consistent delivery of the brand promise and, in the upscale to luxury segments, the experiential dimension will define a successful brand as much as the finer points of product design. As consumer demand recovers it will be re shaped by two key demographic trends. In established markets such as the U.S., the rise of the affluent, glimmer-rich and travel-hungry Baby Boomer generation- aged from 45 to 64- will evolve and grow by 2015 in the US alone; boomers are expected to control 60 % of nation, wealth, and accounting to 40 % of

spending. With more time for leisure as they approach retirement, spending can expected to more focus around travel. In emerging markets such as India and China however, there will be significant rise of the middle classes, generating an increase in demand for both business and leisure travel. GDP per capital in China is forecast to more than double between 2010 and 2015 providing the population with greater disposable income to spend on hospitality, while. India is forecast to have 50 million outbound tourists by the end of decade. Each is a potentially huge feeder market. While much of the development until recently has focused on the upscale and luxury market, the greatest potential in these markets lies in the growth of branded mid-market and budget product aimed primarily at the domestic traveler. Understanding the desires and motivations of the Chinese and Indian traveler will be fundamental to success in these markets.

While the growth in these emerging markets is significant, thus should not distract from the absolute size of the mature markets. It is forecast that the share of global tourism GDP will shift by less than five percent from mature hospitality markets to emerging markets by 2015. Faced with these new patterns of customer behavior, the most successful brands in 2015 will be those that are able to most efficiently engage with consumers and clearly differentiate their offering from their competitors, delivering their brand experience consistently and at a transparent price point will be vital to success. At the upper- end of the market, brand will be the core driver of growth as markets become saturated. In the mid-market and budget-end of the market where differentiation is harder to achieve however, brands must focus on implementing consistently simpler but more compelling brand promises, and combine value with experience to entice consumers. Here the benefit of loyalty programmer will continue to be a key differentiator for the consumer. The new Lifestyle brands will be increasing force in the market, continuing their growth in both number and scale to 2016. Their ability to achieve strong revenue per available room often with relatively low



conversion costs, will appeal to operators and owners alike.

Key to the brand promise is the talent delivering it. However average staff turnover in the industry is still at 31%. With staff costs accounting for 45 % of operating expenses and the strong correlation between staff retention and guest satisfaction, operators need to consider how to recruit, reward and retain talent to ensure consistent guest satisfaction.

#### **The world online:**

There are currently more than 1.5 billion people around the globe with access to the Internet. With this forecast to increase by around 50 percent by 2015, operators need to embrace the world online and ensure they deliver their brand through multiple channels. The social media frenzy has taken the world by the storm the last few years. By 2015 this will become truly integrated in the travel and hospitality decision-making process, representing both threats and opportunities for the industry. The transparency of social media can highlight any inconsistencies between the brand pledge and its execution across geographic boundaries. Websites such as Tripadvisor are often the new customer's first point of call. What this represents a real challenge or brand owners, it also offers unparalleled opportunities for consumer feedback and opens new channels of communication between the brand and its customers. As social media websites expand and access to the internet and online distribution channels become more accessible, a new breed of confident, empowered and savvy travelers is emerging. Gone are the days when everyone walks into a high street travel agent and flicks through brochures to book their flights and hotel as a package in one transaction. Savvy customers are now unbounding the whole booking experience, self-booking directly with suppliers or through new channels such as network carrier websites. In recent years, online consumers have also become increasingly value-conscious, with the internet providing unlimited scope for price comparison and greater transparency of the guest experience on a global scale. The use of technology is also changing

and this needs to be addressed throughout the consumer's journey. Mobile technology will increasingly be at the heart of the consumer-brand interaction and offers a plethora of opportunities for customers, communication, promotion and loyalty. However, the overall spend on technology in the sector still lags behind other sectors.

#### **A number game:**

It is not surprise that the trend towards choosing value-for money products has accelerated during the recession as discretionary leisure and business travel budgets have been cut. The luxury hotel market and associated industries such as gaming and premium air travel have been hit particularly hard. On the flip side, low cost air travel and products with clear value-for-money appeal such as all-inclusive cruises or resort-based holidays have remained relatively resilient. While growth in the luxury market is expected to recover. The drivers and shape of this market will inevitably have been changed by the extended recession. Luxury hotel brands may become more dependent on a core wealthy clientele who are relatively immune to economic volatility and we are likely to see a shift away from the conspicuous consumption of the late-1990s. Continued scrutiny of corporate travel budgets and the need for large off-site meetings also seems likely to be here for some time. Consumers are increasingly environmentally aware, which will present further challenges for the industry. By 2015, regulatory, economic and stakeholder pressures are likely to create a virtuous circle that will begin to shape new expectations amongst both leisure and business consumers, Few will be prepared to pay a premium for green hotels but value-plus-value is likely to become a growing consumer mantra.

Alongside these known challenges and risks, the industry also has to manage the impact of the unknowns. Economic uncertainty, volatile oil prices, fluctuating exchange rates and variable demand present ongoing challenges to owners, operators and investors alike. Events such as terrorism, pandemics and natural disaster result in sudden shifts in demand. While these are impossible to predict, they need to be expected and planned for.



**Conclude the new rules:**

The game-changer's agenda: To be ahead of the game in 2015 and beyond, companies who are able to understand and meet the needs of these new consumers will be the true game-changers. To be one of them, companies need to ensure that they are able to respond creatively to new consumer behavior and trends.

**The consumer:**

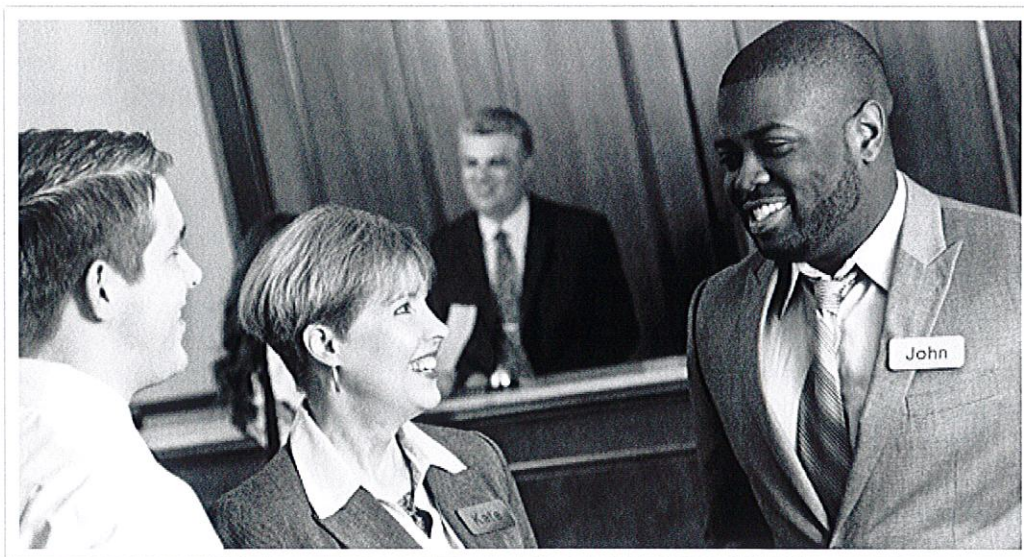
- Glob able budget hotel brands will emerge as operators refocus emerging market strategies on shortages in that segment.
- A game-changing approach to loyalty programmers will be seen across all segments.
- Understand different generational need and values.
- Consider lifestyle brand opportunities.
- Embrace rather than resist the influence of social media.

- Develop a multi- channel approach with increasing use of mobile smart phone technology.

- Enhance in room technologies as consumer expectation continue to be raised across all segments.

The business:

- Invest in talent management.
- Develop an environmentally responsible brand and embed a 360 degree view of sustainability within the business model.
- Develop better integrated IT systems and shared services.
- Develop and invest in research and development.
- Invest in reinforcing data security.
- Yield management tools will be developed and extended to improve cost management.
- Minimize the shocks of unpredictable events.





## Human Resources 101 –

# Turnover Costs and Performance Management

By Teddy Lin, Win Time Hotels



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

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

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

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

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

1. The termination may result in potential unemployment cases and cause subsequent liability. (If you ever ask our esteemed board member, Chris Chiu, he will be quick to tell you how important it is to avoid unnecessary terminations to outweigh the adverse effect on your unemployment insurance premiums)

2. Also, consider the time and resources required to hire a new employee (print or internet "help wanted" advertisements, the time spent using a manager to interview candidates, etc.)

3. As well as the resources required to train and onboard a new employee (who may not be any better than the former employee!)

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

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

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



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

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

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

“On 2/1/2011, General Manager Greg A. observed Suzy Q. making a personal phone call at the front desk. When Greg approached Suzy, she said she understood the expectation and said she was “Sorry” and that it would “Never happen again”.

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

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

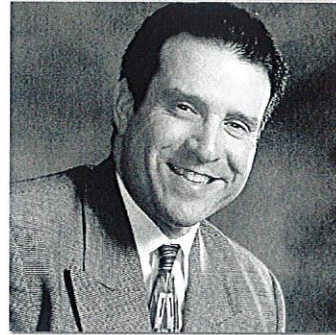
You have now received a very brief introduction on why a properly managed staff is the key to unlocking the full potential of your “Human Resources”. It is my hope that this article will help stress the importance of employee capital and empower your management team to make cost effective decisions.





## What Makes an Effective Hotel General Manager ?

By Edward Voysest



The most important role of a hotel General Manager is to ensure that the hotel operates efficiently and generates profits. To be an effective hotel General manager, take a few strategic steps to ensure the hotel runs profitably during peak seasons, as well as during the times when occupancy is low.

### **Hire People with a Positive Attitude who Believe in Quality Work**

Employees are the representative face of the hotel; they ought to be hired with utmost care. They should be the best in their fields to allow for the best in quality service to guests. The people hired should take pride in their work regardless of the department in which they work, or irrespective of their assignment. This will bring forth their best qualities, thus ensuring quality and superior service to guests.

### **Give Respect and Show Appreciation to Your Hotel Employee**

As the representative face of the hotel, from the doorman and the reception, to the housekeeping staff, it is imperative that a General Manager show appreciation by treating employees with the respect that they deserve. In addition, an environment should be created where the employees have a sense of ownership and pride in the hotel. This comes about when management encourages employee input, and their suggestions are taken seriously on certain issues. When employees feel they are part of a team and encouraged to participate in decision making, they will work hard to meet the team goals and in return become instrumental in achieving the business' objectives.

### **Reward and Acknowledge Your Hardworking Hotel Employees**

Employees in all areas of the hotel's departments need a word of encouragement often. It reinforces leadership to them and that management acknowledges how hard they work. For that reason, it is important to have a system in place that rewards them for outstanding performance, in turn encouraging further accomplishment. As an example, this can be done by selecting one employee each month as the 'Employee of the Month'. The employee can be presented with a certificate or be given a paid day off as a reward. Use creativity to establish a reward program that employees will love to earn.

### **Take Care About Communication Gap**

Communication is a two-way process. Not only does the manager need to convey directives in a manner that employees understand and act upon, he also needs to ensure that he is willing to invest the time and has patience to listen to employees' concerns. An effective General Manager has the ability to make himself understood without resorting to outwardly reprimanding employees. Calmly and patiently responding to queries as well as listening to suggestions from employees is key.

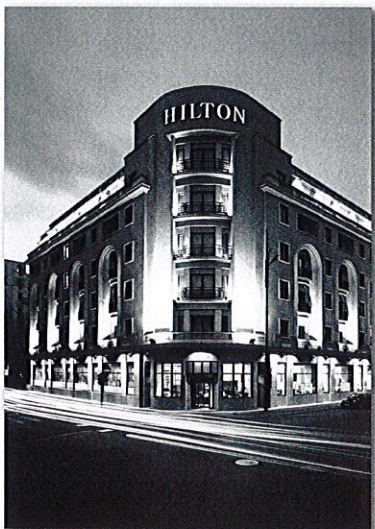


### **Be Available for Employees and Guests**

Make it a point to let employees know that they can approach management at any time if they face problems or difficulties in and out of the workplace. Moreover, it is also important to leave the confines of the office and make rounds of the hotel often. Make it a point to mingle with the guests and find out about their stay and if they have any suggestions to improve services further. Being a visible manager will be reassuring for the employees, and it will prove to guests that management is serious about making their stay pleasant and memorable.

### **Don't Give Guests A Chance to Complain**

An excellent hotel runs seamlessly because of the effectiveness of its General Manager. It is his responsibility to ensure that everything in the hotel is in fine working order. Make a checklist for minor maintenance and ensure any problems are identified and are quickly addressed. Do not give guests any opportunity to complain; be it about a burned out light bulb or not finding the TV remote in their rooms, complaints are a negative reflection on the hotel and the skills of its General Manager. However, even after taking every possible precaution, some issues are bound to arise. Complaints from guests are a possibility. Instead of getting worked up and admonishing the staff, make this an opportunity to improve, educate the staff, and learn how to provide a better experience for guests.



### **Do Not Ever Think That Any Problem is Too Small**

It is the small details that matter and can have a profound effect on the way guests perceive the hotel. Details like having a neat parking space, or displaying the soaps and shampoos in a nice basket or even ensuring that the window panes are spotlessly clean can make a big difference to guests. While these may appear insignificant, guests tend to notice small details.

### **Give First Priority and Provide Quality Service to Some Important Area**

It is best to focus on a few areas and provide quality service in those areas, rather than focusing on many and providing substandard quality service to guests. For example, if the focus is to highlight the hotel's swimming pool, ensure that it is clean, that changing rooms are neat, and that there are adequate loungers and fresh linens for guests. If the focus is to provide gym facilities in the hotel, ensure that there is high-quality equipment. Similarly, analyze other areas and make a list of the ones that you wish to highlight, and simply focus on these to provide quality service in those specific areas.

Finally, an effective hotel General Manager is also an effective leader; the two go hand in hand. An effective Hotel General Manager should be a master of consistency. He leads by establishing and practicing the standards, and is fair in his treatment of all team members. Subsequently, he expects fairness in how associates treat each other as a result of his leadership. Leading by example is always a key means of inspiring loyalty and commitment. Moreover, hotel General Managers with effective leadership skills never shy away from a hands-on approach. From bussing a table, to carrying luggage or mixing a cocktail, he ought to always be prepared to demonstrate as a leader that he is also part of the team.

An effective hotel General Manager is then, an appreciative, communicative, hands-on, detail oriented leader whose primary purpose is the comfort and satisfaction of guests, while establishing high standards for his staff to ensure that the hotel is operated efficiently.



## 《旅館業管理專家》——

# 嚴長壽的心路歷程

本刊編輯部



嚴長壽於NCU演講全文

不瞞各位，我其實是一個非常平凡的人，連大學都沒讀上，實在沒什麼了不起。但是我在很早的時候就找到了人生的方向，有一個機緣認識自己的優點、了解自己的個性，在工作上證明自己的能力，對自己建立信心。

我這輩子從來沒想到自己會出書，《總裁獅子心》這本書是因為當時應對一群青年朋友演講，獲得很大的迴響，才決定要出的。這個書名也不是我自己取的，而是出版社編輯跟我接觸，覺得我相當符合獅子座的個性，才取了這個名字。我本來覺得這個標題有點太囂張了，編輯卻說：「給年輕人看的書就是要取這種名字！」我就讓他們決定了。

### 認清自己的侷限

我想跟各位談一談自己人生的「巧遇」。我不是很優秀的學生，功課平平，對讀書總是沒什麼信心。不過我在學校還蠻活躍的，當過樂隊隊長、民謠社社長、董軍團團長，就是考試不太行，死記的能力很差。在台灣這個環境，讀書考試都是很重要的，當時考不好，倒也不算意料之外。

畢業之後，我本來想當樂隊指揮，但是真正接觸了專業的指揮之後，才發現學生時代我被人家稱讚是很好的指揮，充其量只能算是「雙手隨著音樂起舞」罷了。真正的指揮要能對音樂全盤控制，無論在聽力、節奏感和對音樂的反應能力，都要從小打基礎。所以我認識到自己不是這塊料，覺得這輩子或許只適合欣賞音樂，而不是製造音樂。但是那個時候才決定要考大學，也已經來不及了。既然沒考上大學、家境又不是很好，我就決定先去當兵。

在空軍防炮部隊當了三年兵，給我的人生帶來很大的衝擊。起初從學校到新兵訓練中心，接觸的差不多都是高中畢業的同學，沒有什麼調適的困難。但是當我被調到部隊裡去的時候，發現自己很難跟那些老兵溝通。三十年前，部隊裡很多老兵都是從大陸撤退到台灣來的，他們的生活習慣跟我非常不一樣，我們卻睡在同一個大通鋪，和他們就只隔著一層蚊帳。有的老兵生活習慣很粗糙，不洗澡的啦、滿嘴酒氣的啦，開口講的都是賭博、喝酒、找女人。當時我還是一個清純的學生，突然來到這樣的環境，真的會有無法調適的感覺。



## 軍旅生涯的衝擊

被這樣的環境包圍，我自然而然就有了「自我保護」的動作。當我該出操、當班的時候，還是規規矩矩做該做的事，但是當我有自己的空閒的時候，就到花蓮海邊去聽音樂。那時候我們的部隊在花蓮的機場附近守備，我帶了一個裝乾電池的留聲機，有空就到海邊去，躺在沙灘上，望著藍天大海，聽自己的音樂。沒想到這樣的舉動讓那些老兵覺得我很高傲、孤僻、不合群，對我的印象非常壞，我卻完全不曉得。我覺得我已經把該做的事情做好了，剩下的時間當然可以做自己的事情。

有一次，部隊緊急集合，我在海邊聽音樂，其實離部隊只不過兩三百公尺的距離，誰來叫一下就可以了，卻沒有一個人來叫我回去，大家都等著看我出糗，於是我就被罰關禁閉。各位想想看：一個從來沒犯過錯、剛從學校畢業的年輕人，忽然被抓去「關起來」，那個感覺真的很難受。當我被押到禁閉室，褲帶鞋帶被拿掉，人被推進去之後，鐵門在我身後砰一聲關起來，直到現在，我都還記得那個好殘酷的聲音。忽然間，你變成一個「犯人」，跟外界阻絕了，我坐到地上，望著那堵牆壁，不禁問自己：「我怎麼會變成這樣？像我這樣一個從來不想冒犯任何人的人，這樣一個循規蹈矩的人，居然會被別人誤會到這種地步？」

在禁閉室裡，我望著牆上許多以前關禁閉的人寫的塗鴉，告訴自己：「我不能再這樣，我不能再把自己關在自以為是的、自我保護的封閉空間裡，我一定要走出來。」眼光放遠，克服逆境我

相信許多年輕人碰到這樣的情況，很可能就消沈下去了，我很高興當時選擇了另一條路。我從禁閉室出來之後，剩下兩年八個月的役期，和那些老兵都還是要天天見面，於是我開始去認識他們、瞭解他們。從這樣的過程，我發現：假如把眼光放遠一點再去看，你會覺得這些人蠻可憐的：他們在台灣沒有家庭，人生所有的成就感都是在軍中。他的階級比你高，是唯一能贏過你的地方，其他什麼都沒有。他知道他的學識沒有你高、見識沒有你廣，只有權力比你大一點點。這種對權勢、權力的展現，在每個環境都會發生，事實上那只是另外一種從自卑所產生的自我保護，他必須從這裡來肯定自己，因為他全部的世界，就是這個軍中生活。甚至在過年休假的時候，他們都不知道該去誰的家，因為他們都沒有親戚。所以仔細去瞭解，你會發現這些本來看起來很討厭的人，都有一段值得同情的過去。

於是我開始跟那些老兵聊天，談他們的過去、他們的家鄉，有的人談著談著就流下淚了。我發現自己很容易就能幫助他們：比方他們不識字，我可以幫他們寫信，休假回來也常常帶一些家鄉口味的小吃，稍微安慰他們的鄉愁，我還跟他們學家鄉話。漸漸地，他們對我不再有任何敵意，反而打從心底把我看成很重要的、可以溝通的一個 partner。透過這樣的經驗，我重新恢復了信心。後來在軍中看到許多數饅頭、混日子的新兵，有木匠、有泥水工，他們的生活經驗比較膚淺，當兵純粹是過一天算一天，我也慢慢開始去瞭解他們，帶他們聽古典音樂，一起欣賞舒曼的夢幻曲，和他們談樂理、談樂器，漸漸得到了一群知音，而且他們還把我當成生活上的老師。後來我變成了老兵與新兵之間溝通的橋樑，也和他們都變成了很好的朋友。



還記得有一個兵是做泥水匠的，退伍之後我去工地看他，一下子就找到他了，因為工人做工的時候習慣把音樂開得很大聲，我遠遠就聽到貝多芬第三號交響曲，馬上知道我的朋友在那裡，這件事讓我印象非常深刻。所以我在軍中，從一個被大家誤會成孤僻、不合群的男孩，轉變成大家的好朋友。記得退伍的時候，部隊裡的老兵和士官長，總共五十幾個人一起請我吃飯，他們說：「阿兵哥退伍，能讓五十幾個老傢伙合起來請客的人，你嚴老大是第一個！」大家都說我出社會之後一定前途無量，我也就抱著這樣的期待，走到了社會上。

### 第一份工作：送貨小弟

這是個充滿愛的社會！

原本我也以為自己應該還可以吧，沒想到出社會之後，整整六個月找不到工作，果然是前途無「亮」，覺得未來黯淡極了。剛退伍的時候，我分析自己的狀況，覺得不大可能繼續讀大學，就算考上大學，家裡的環境也讓我必須半工半讀，所以我決定還是應該直接去做事。沒想到一直找不到工作，最後還是靠朋友幫忙，才找到一個工作。那位朋友是我的鄰居，在學校裡高我一班。我當兵的這段時間，她在念大學，我退伍的時候，她也畢業了，在美國運通做電腦終端機操作員——二十幾年前，電腦在台灣還是非常罕見的東西，這在當時是不得了的工作。她跟我說：「我們公司規模還很小，現在就缺一位送貨的傳達，偶爾也要打掃打掃辦公室，不知道你要不要？」簡單地說，就是要找個「小弟」。我想了想，既然找不到事，什麼都可以，總得有個開始吧，於是我就去了。

沒想到這個工作真難做！難的倒不是送貨、打掃這些基層的工作，真正難的是：每天你都要在你以前的同學面前，替她清理字紙簍、收拾桌子上的茶杯、還得替她洗杯子。當時我不禁問自己：怎麼讀過大學跟沒讀過大學，會有這麼大的差距？我在學校的時候也不覺得自己比人家差呀！為什麼現在我得伺候她？現在回想起來，她真的是我人生中一個非常重要的貴人。因為她讓我體會到：真的已經沒有退路了。這樣的刺激跟對比，讓我必須努力突破現在的狀況，而當時唯一能做的，就是「把工作當成學習」。

別讓自己看不起自己



我決定不要連自己都看不起自己。一般的小弟都是穿T恤牛仔褲加球鞋就到處跑，我卻決定穿西裝褲、皮鞋、打領帶，最起碼讓自己看起來是一個端莊的年輕人。白天工作沒有時間唸書，我就利用晚上勤學英文，重新去讀以前沒有讀好的書。但即使有這樣的學習熱忱，讀書還是不簡單，於是我就跑去找那位同事，請她教我。她說她沒空，我很失望：你是我的同學，為什麼不肯教我？我又去找另外一位同事，問他說：「這個終端機很不錯，你可不可以教我打？」他卻回我：「這個東西很貴的，你弄壞了怎麼辦？」於是我才發現，即使在職場，要學習專業的技能也不是那麼簡單。



有一天，我終於覺悟了。下午五點鐘，我照例要去收拾同事的字紙簍，就在收垃圾的時候，我想到：「假如必須要從人家喜歡的、正在做的事情去學習，我大概沒有機會。也許對我最好的學習，就是從人家不喜歡做的事情學起。」也許我就是做一個收垃圾的，也能從這些垃圾學到一些東西。所以我所謂的「垃圾桶哲學」，就是寧願像一個收垃圾的人一樣，去做一些別人不願意做的事情。我知道只要「有機會去做」，就是一種學習。不放過每次學習機會思考轉了個彎之後，真是豁然開朗。我能夠完全接受那些原來不想做的事情，別人叫我做事，我都非常高興，因為又有了一次學習的機會。

到了五點半，有的人趕著下班，手上的事情做不完，我就說：「你教我，我幫你做，你可以早點下班。」我曾經替同事撥過一支兩三個小時都打不通的電話、也曾經替一大疊五百張傳票蓋章，不久便漸漸發現我很受歡迎，因為同事都覺得我「很好欺負」，什麼事情丟過來，我都願意做。但是我把它當成一個學習的環境，而且當你真的去做的時候，會發現其實沒有想像中那麼困難。從這樣的哲學出發，我的學習領域變得非常開闊。我每天都要在辦公室待到晚上十點、十點半左右，但是我很樂意，因為它給我一個真正學習的環境。也因為這樣，我在毫無準備的情況下，無意間被我的老闆發現公司裡有這樣一個認真的員工，也無意間被隔壁辦公室的老闆發現我在用功。

當時辦公室的隔壁是環球航空，他們的總經理經常也留到很晚，我常常會在盥洗室遇到他。有一天他就問我是做什麼的，我說我是傳達。他又問：「每天看你留到很晚，你都在學什麼？」我說：「我在學航空公司票務。」他馬上說：「我

們現在需要一個junior ticketing clerk，要到夏威夷或倫敦的票務中心去受訓，你有沒有興趣？」他說受訓回來可以有六千塊的月薪，而我當時的月薪只有兩千塊。在那個出國還很困難的年代，對一個年輕人來講，可以出國受訓、又有這麼高的薪水，許多人大概都會被吸引，決定要去吧。我跟他說：「你給我一點時間，讓我想一想。」那天回家，整夜睡不著，覺得忽然要面臨一個好大的抉擇。但是我很仔細地檢討自己，發現那位總經理雖然認為我的英文還可以，我卻覺得自己沒有那麼好，還有很大的成長空間。此外，我也覺得現在這份工作還有很多可以學習的地方。最後我還是跟他說：「我並不覺得自己可以勝任這樣的工作。」，婉轉拒絕了。

懂得判斷每次「機會」

重複這段故事，主要是想跟各位說：在生命過程中，你會被給予很多機會，但是有的時候，「機會」會變成一條不歸路。當你做到超越自己能力所及的事情，要再回頭，往往已經回不來、下不來了，反而創造出更多的失望。所以我必須要讓自己的每一步都踏得更扎實，而回絕了那個機會，回到原來的工作。很幸運地，半年後我的老闆就派我去當機場代表，接待國外來的團體，讓我有機會接觸到更多外界的事物。當時我看到許多領隊帶團到世界各地旅遊，非常嚮往，於是我又有了新的目標，就是做一個tourescort（導遊）。在這樣的過程裡，我始終都有一個努力的目標，這是我非常幸運的地方。在人生的際遇中，你隨時會碰到各種機會，有很好的工作等你去做，但是最重要的還是：你必須先真正地認識自己。我是在無意間發掘了自己的缺點與優點，也瞭解到我很喜歡「服務」這個行業，很喜歡跟人接觸，所以我選擇留在這個行業繼續成長、繼續發展。



接下來，我在美國運通歷練了許多職務，從機場代表做到總務。在做總務的時候，有一次公司要採購一批非常昂貴的計算機，當時講好要全新品，因為有許多公司會拿整理過的二手機來湊數。機器還沒來的時候，廠商塞給我一個信封，說：「你辛苦了，去買杯咖啡喝！」然後人就跑了，我打開一看，裡面是八千塊！要再去追，廠商已經不見了，我不知道該怎麼辦，只好把信封交給總經理，跟他說了這件事。過了幾天機器送來，發現裡面還是有二手貨，我堅持要廠商換新貨，他很不高興，後來透過別的管道跟總經理說：「你們公司有個姓嚴的，不但主動跟廠商要佣金，還找廠商的麻煩！」各位想想，我要是拿了那筆錢，豈不是就踏入了陷阱？現在的我恐怕也不會是這個樣子了。

#### 提防生命中的陷阱

這些及時給我的警惕，更加讓我相信：人生中的許多「機會」都不足以影響你的意願，因為它們隨時可能變成「不歸路」。人不可能不受到誘惑，我比較幸運的是，在還很年輕清純的時候，就接受了這麼一個考驗。要是再過幾年，接觸的人事更複雜、更世故，事情或許就會有變化了。正因為很早就碰到了這樣的事情，讓我對這類的陷阱與危機更加提防，也讓我在接下來的工作表現得更認真。

我在美國運通待了八年半，在前面的四五年，幾乎每半年就被升遷到新的工作。但是我必須特別強調：當時的背景跟現在不一樣，那個不必讀大學也可以突飛猛進的機會，在今天這個環境已經不太可能出現了，現在的環境競爭遠比當時激烈。二十幾年前，台灣還是一個急速成長的環境，美國運通這麼大的組織，在我加入的時候只有

七個人，在我升到總經理的時候是二十幾個人，到我離開的時候也才四十幾個人，而現在美國運通已經是五百人的公司了。假如過去的那個我踏入現在這個公司，我不覺得會出現同樣的結果。在一個五百人的組織裡，無論你的表現有多麼突出，都不可能像在七個人的組織那樣很快被肯定。尤其當公司迅速成長的時候，也會創造出許多機會。假如公司對你有信心，與其找外面的人，當然不如優先用自己人。所以總歸一句話，當時真的是「時勢造英雄」。

#### 「英雄造時勢」的時代

現在不一樣了，現在是一個「英雄造時勢」的時代。在這樣高度競爭的環境，所有的企業都在縮減、裁員、效率化，而企業吸收資訊的學習方式又是那麼寬廣、多樣，一個年輕人要靠自己摸索學習，已經不容易成功了。現在必須要靠很多有經驗的人，無論是學校老師或者社會人士，幫你整理出所有學習的內容，才有可能創造出學習的捷徑。在這個環境下，「讀書」絕對是最快的學習捷徑。後來，我已經在美國運通主管許多業務，當時美國運通在台灣的業績已經有四五年都沒有突破，主要是因為他們沿用美國的那一套做法，比台灣市場所能接受的程度早了太多。

我在公司接受了四五年的訓練，又是本土出身，所以瞭解問題所在，於是向公司提出建議，認為應該做一些大幅度的改變。那時候我的老外主管還很猶豫，我就威脅他說：「你不讓我這樣做，我就要辭職了！」他深怕我離開，就答應了我的提議。沒想到那些做法真的讓公司轉虧為盈，美國總公司就把我的老外主管調走，讓我接他的位置，成為美國運通有史以來第一個亞洲本地出身的總經理，那時候我才二十八歲。



## 預測十三個月

當時整個公司只有二十幾個人，我這麼年輕就當上總經理，最大的意義既不是升遷到哪個位子、也不是待遇有多好，而是我有機會到世界各地去開會、必須對總公司提出許多計畫，美國運通對主管的要求是「遠見」，他不要你去操心下一個月的營運，他要你思考的是十三個月到五年以內會發生什麼事、你又有哪些因應計畫。當時有一個「預測十三個月」的要求：假使現在是五月，你必須預測明年六月的業務。這樣的訓練使主管在面對變化的時候，不會手足無措，這才是我真正獲得的機會和歷練。我後來在面對事情的時候，不會只看眼前，而會看得更寬、更廣，就是在這段時間學到的。

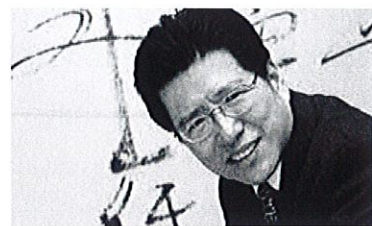
在美國運通的八年半，是我學習的過程；到了亞都飯店之後，則讓我有了實現理念的機會。亞都飯店當年是美國運通的房東，那時候台灣還沒有很多旅館，亞都的董事長想建旅館，就來請教我。我看了他建飯店的計畫，覺得不大好，就建議他找國際的管理人才。沒想到當時政府鼓勵興建旅館，有十幾家飯店同時都在興建，許多國際管理人才看了亞都的地點和環境，都覺得比不上別人，就回絕了他的邀請。發生這種狀況，我也很過意不去，因為當初是我建議他找人的。於是幾乎在他半強迫的情況下，答應過去幫忙管理這個旅館。

沒想到我這麼一個從來沒管過旅館的人，也把亞都管得還不錯，不僅替台灣旅館業創造出新的方向，也讓亞都在後來的十幾年，都是台灣旅館業的領導者。這要感謝我在美國運通受的訓練，讓我能夠從顧客的期待中，找到他們需要的服務。

## 爭取明天的客戶

我到了亞都飯店之後，發現它和十幾家競爭對手比起來，地點和環境都不好。我該怎麼讓這家條件並不理想的旅館，變成成功的產品？當時台灣大部分產品的規劃和包裝，都是模仿以前成功的例子，我卻用了一個從美國運通領悟到的新觀念：「不要只看今天的客戶，要看明天的客戶。」那時候到台灣住旅館的客戶大概有八〇%是觀光，只有二〇%是商務。但是我研判台灣經濟會持續成長，商務客戶二〇%的比例一定還有成長的空間。換句話說，未來會有更多做生意的人到台灣來，然而當時卻沒有專為生意人準備的旅館。

有了這樣的觀察，我決定把亞都包裝成「專為商務人士服務」的飯店。當時許多人看到做旅館很好，就蓋一間想要爭取所有顧客的旅館；我卻剛好相反，只專心經營一種特定的客人，並且仔細研究他們期待的是什麼。我發現來觀光的客人和做生意的客人，對旅館的期待是不一樣的：觀光的客人往往是一整個團一起，心情很高興，他們多半會期待一個又大又熱鬧的地方，最好有得吃也有得玩。可是商務的客人卻不是這樣：他可能已經來過台灣三十次，每次都是來驗貨，即使不想也還是得來，他的表情可能是愁眉苦臉的。加上遠離家鄉，他的心情往往也很寂寞。





### 讓旅館不像旅館

所以我分析出商務客戶需要兩項東西：首先是一個「離開家的家」，因為他們離家很寂寞，我必須創造一個像「家」的環境；其次是一個「離開辦公室的辦公室」，比方說他在公司有幫忙打字、接電話的秘書，到了旅館卻必須一切自己動手，我必須創造一個像辦公室的環境。我相信，假如能滿足這兩項需求，就可以推出一項成功的產品。當時我做的第一個包裝，就是找一位從來沒設計過旅館的人，把亞都全部做成「非旅館」的設計。

比方我認為旅館的櫃檯是個非常「冷」的東西，會讓飯店員工覺得「你需要服務就得過來找我，我被鎖在這堵矮牆後面，沒法過去。」這是一項負面的服務訊息。要創造像「家」一樣的環境，就得要有「主動去關懷」的心情。於是我把櫃檯拿掉，改成兩副桌椅，客人來的時候，你可以先迎上前去握手，再請他坐下來辦報到手續。我認為要讓客人感到「被重視」，最重要的就是記住他的名字。

於是我設計了一套流程，當飯店代表去機場接了客人、送他們上車之後，馬上打電話回飯店通報：「現在二號車要回飯店，坐左邊的是Mr. Smith、坐右邊的是Mr. Johnson。」我們的守門人就會把名字背下來，車子來的時候，他就會說：「歡迎光臨，Mr. Johnson！歡迎回來，Mr. Smith！」雖然只是短短的幾步路，客人在門口就被叫出自己的名字，和進了旅館才被員工「發現」自己的名字，感覺是非常不一樣的。

我也把這一套方法運用在接電話的工作。總機把每個房間的客人名字都寫在白板上，電話轉接過去的時候，只要看一眼，就叫得出每一位客人的名字。如此一來，他們都覺得很親切，這就跨越了一個服務上的心理障礙。你不要以為叫一聲短短的名字沒什麼了不起，這樣一個小小的動作，會讓客人覺得「我在乎你」，這個訊息是非常重要的。

### 提前滿足顧客的期待

所以「人性化」的服務是非常重要的。各位一定要記住：無論你有多大的本事，都還是得透過別人來完成。在工作的過程中，你一定會與人接觸，所以「溝通」是非常要緊的事。我在要求員工叫顧客的名字之後，獲得出乎意料的迴響，於是再進一步鼓勵他們去發掘客戶的需求。員工到每個樓層去記錄顧客有哪些特殊需求，下一次他再來的時候，桌子喜歡擺的位置、衣架的種類，這些細節我們都可以幫他做到。於是顧客就會覺得，除了每個人都有的服務之外，他還享受了額外的、專門為了他而做的服務，他覺得你不僅「知道我是誰」，也知道「我要什麼」。所以我們這個行業最重要的服務理念，簡單地說，就是「如何更體貼地把顧客的期待表現出來」。在這個行業，我找到了自己的發展方向，也獲得一些成就。

在這個過程裡，我體會到：自己或許仍然是一個不大會讀書、考試的人，但是我卻因為無意間發現了可以發揮的長處，而掌握了人生的方向。所以我還是要強調，「認識自己」比什麼都重要。只有在認識自己之後，做分析、跟別人交談，最後所下的判斷才會正確。



## 「認識自己」最重要

在這麼多年的工作經驗中，我有一件事情可以確定：人的個性是很難被改變的。有的人天生適合做服務業，有的人個性就是不適合。經過努力，他或許可以做得比現在好一點，但是個性終究還是不合。如果這個社會的每個人都只懂單向思考，那會是很大的危機，因為這個社會需要各種正反個性的人來平衡，隨時從不同的角度看事情、找出問題。一個國家假如只有執政黨、沒有反對黨，這個政府一定會有危險。所以在面對事情的時候，每個人也都應該認識自己所扮演的角色。

一個服務性的人，要能懂得體貼、關懷別人，甚至遷就別人。而慣於反向思考的人，可能會是一個很好的挑剔者、批評者，卻不見得是一個適合的服務者。比方說一個傾向於服務性的人，要是做了財務稽查，他可能會覺得每個人都很好，對所有人都絕對相信，最後不見得會把工作做好。而一個慣於負面思考的人，看到每個人都先預設有問題，或許反而最適合這份工作。每個工作都有可以發揮的空間，但是在投入這項工作之前，你一定要先認識自己的能力，並且了解自己的瓶頸，才能充分開發自己的潛能。

服務業和生產事業有一個非常明顯的不同。拿裕隆汽車來講，一個裝配線上的工人，它在裝配的時候心情好不好，對這輛車的品質影響不大。可是在旅館裡，好幾百個員工，每一個人都是你的「產品」。如果有哪一個員工用晚娘面孔對你，就會害你今天吃不下飯。所以服務這個行業，每一個 process 都非常重要，每一個人代表著非常重要的力量。要是一個組織裡面「負面成份

」的人居多，就會無法突破，所以服務業找人的時候，一定要在性格和個性上選對對象。各位若能瞭解自己的個性、也瞭解不同行業的需求，在安排未來工作的時候，自然會有比較正確的體認。



嚴長壽

### ● 生平：

嚴長壽（1947年6月15日－），出生於上海，祖籍浙江杭州，臺灣基隆中學畢業，目前為非營利組織－「公益平台基金會」董事長。家境曾極為富裕，父親賭博時甚至能一晚輸掉整條街的財產，但於戰爭後家道中落。一歲時，嚴氏隨家人到台灣。自軍中退伍後，一度找不到合適的工作。二十三歲，經朋友介紹，進入美國運通擔任傳達小弟，始於服務業內服務。二十八歲因表現出眾，內升為美國運通台灣區總經理。三十二歲，應美國運通辦公室房東－周志榮先生之邀，掌理亞都麗緻飯店。自從踏入美國運通，便萌立「以觀光旅遊讓台灣和世界交朋友」為一生職志。因此，嚴氏積極參與台灣的觀光國際事務，從組團到國外推廣。嚴氏曾參加亞洲旅遊協會、美洲旅遊協會，並擔任世界傑出旅館系統（The Leading Hotels Of The World）亞洲主席、青年總裁協會世界大會主席、圓山飯店總經理、台北燈



會主任委員、中華美食推廣委員會主任委員、台北旅展主任委員、觀光協會會長等份外工作。被社會譽為「觀光教父」的他，長期關心台灣的發展，也參與多次國家的重要規劃、國際觀光事務，是台灣觀光旅遊的領航人。從未上過大學，只有高中學歷的嚴氏，自認是個平凡的人，但是他多次在公司場合表示：很早就找到人生的方向，而且認識自己、用心學習是他之所以能有如此成就的主要原因。由於嚴氏從基層做起，對每一階層的酸甜苦辣點滴在心，故尤重第一線服務人員的心理建設，並強調認識自己並與自己溝通的重要。嚴氏所關心的不限於個人的成就或企業的未來，他投注大量心力推動台灣觀光事業、提升社會文化，近年始致力於花東地區教育的紮根工作。靠著自身不斷的努力與用不完的熱忱，從小弟當上總裁，進而成為社會的良知與意見領袖，鼓舞了無數年輕人以此為典範自我激勵、積極奮發向上，至今謂為佳話。嚴氏鼓勵年輕人說：「找不到有薪水的工作、就去做沒薪水的，充實實力後，就會有新發展機會。」、「在我的基金會，許多人工作前半年是不拿錢的。」他表達當年輕人願意無償全心投入半年，企業主會認定是可終身僱用的夥伴而願意給予機會。

● 作品：

1997年出版《總裁獅子心》

2002年出版《御風而上---嚴長壽談視野與溝通》

2008年出版《做自己與別人生命中的天使》

《我所看見的未來》

2010年出版《你可以不一樣-嚴長壽與亞都的故事》

2011年出版《教育應該不一樣》

● 經歷：

1971年進入美國運通公司 1975年擔任美國運通台灣區總經理 1979年應美國運通辦公室房東一周志榮先生之邀主持亞都飯店 1992年成立麗緻國際管理顧問股份有限公司 1997年出版《總裁獅子心》，成為出版史上「最暢銷的管理勵志類叢書」，以及金石堂書店「一九九七年最具影響力」、「蟬聯暢銷書排行榜最久」的書，也獲得了「一九九九年金書獎」，本人更獲得「一九九九年度菁鑽大章」。1998年應辜振甫先生之邀擔任圓山飯店總經理 2002年出版《御風而上一嚴長壽談視野與溝通》，獲得經濟部「二〇〇三年金書獎」、金石堂書店「二〇〇二年最具影響力」的書。2008年出版《做自己與別人生命中的天使》、《我所看見的未來》：榮獲二〇〇九年台北國際書展大獎，更獲選國家文官培訓所二〇〇九年公務人員指定閱讀書籍暨心得寫作競賽專書。2009年成立「財團法人公益平台文化基金會」 2010年出版《你可以不一樣-嚴長壽與亞都的故事》 2011年出版《教育應該不一樣》 2011年應邀出席「中華民國建國一百年聯合授勳典禮」，獲頒象徵國家最高榮譽的《景星勳章》 2011年在佛光山星雲大師的期許下擔任「台東縣私立均一國民中小學」董事長，主導學校未來的發展，積極從事教育改革之實證工程 現職：麗緻管理顧問董事長；公益平台基金會董事長；台東縣私立均一國民中小學董事長 經歷：美國運通台灣區總經理；亞都麗緻大飯店總裁；圓山飯店總經理；台灣觀光協會會長



**No.6 Result oriented** – Any kind of cat that can catch the mouse is a good cat. Hotel emphasize on the result.

1. Do it right at the first place
2. Focus more on solutions than the problems
3. Work smarter, not harder
4. Create conditions to accomplish your task
5. Complete the task beyond your expectation

**No.7 Communication** – Great communication skills results in improvement of the team and it also shows your value

1. Communicating is not gossiping.
2. Not speaking or speaking too much are both wrong
3. Ask questions with solutions in mind , communicate and resolve the issues on the spot
4. Be prepare and accept criticism
5. Keep differences with associates in house, and show solidarity to the public.

**No.8 Cooperation** – Team comes before self. Do not think any one person is indispensable

1. Integrate yourself fully into the team
2. Respect your team's arrangement
3. Team strength comes from discipline and focus
4. Consider more for others
5. Amplify your ability in the team

**No.9 Motivation** – Individuals needs to keep pace with the hotel, as hotel needs to keep pace with marketplace. Stagnation will one day leave you behind everyone else.

1. Learn with the hunger of a beginner
2. Change anger into passion
3. Do not let one year of learned experience be the only tool you have to face the next ten years
3. Use your spare time wisely to enrich yourself
4. Expand your strength
5. Challenge yourself, resolve potential crisis in advanced.

**No.10 Keeping a low profile** – Do not boast. Do no think your accomplishments go unnoticed

1. Do not rush to claim credit for your achievements
2. Do not think you are overqualified for your job
3. Do not ride the high horse
4. Respect others
5. Your current achievements are just the footing stone of your success.



## The Future Hotel General Manager!

By Melody Li



**No.1 Loyalty** – Employers will not be easily dismissed loyal employees

1. Consider problems or issues of the hotel using the perspective of the boss
2. Share your ideas with your boss
3. Always protect the property's best interests
4. Constantly think of ways to increase hotel's revenue

**No.2 Dedication** – With social growth in education, a college degree is no longer the leading factor in choosing an employee. Many hotels place dedication as the most important factor, and followed by professional knowledge

1. Compensation is not the only incentive for work
2. Provide effort and service that's beyond your salary
3. Willingness to make sacrifices for your job
4. Getting the job done takes precedent to work hours and break time)
5. Dedication to details in every aspect of your work

**No.3 Initiative** – Do not wait for people to tell you what to do. A person that takes initiative to do well in everything will have great potential and earns the trust of the employee, even if he starts from ground zero.

1. From "I have to do" to "I want to do"
2. Take the initiative to do things besides your tasks
3. Do it first; say it later. Mindful not to boast
4. Exceed expectations with your work
5. Volunteer for tasks
6. Set your standards high

**No.4 Responsibility** – A responsible employee is of great value. An employee may be less capable, but must not be irresponsible, to cast blames and shift responsibilities to others.

1. The core of a responsible person is a responsible heart
2. Do well on every small task
3. Keep your promise
4. Never look for excuses on your mistakes
5. Do not make any mistake because of your negligence.



Real estate investment trusts that trade on Wall Street and private equity firms that pool money from multiple investors are borrowing money at historically low rates to do deals, said John Strauss, managing director of hotels for real estate brokerage JLL.

Overseas investors are also competing for prominent properties in urban centers and resorts in the West, he said.

"There is a growing appetite among Asian investors in general and Chinese investors in particular," Strauss said, adding that they're hunting for property in familiar places such as San Francisco and Los Angeles.

Investors are drawn to a supply-and-demand imbalance, he said. Few hotels have been built since the recession, especially in dense city centers and resort-worthy coastal sites where financial and regulatory barriers are high for developers.

"The supply is stable, and the demand keeps growing," Strauss said. All three categories of hotel guests — leisure travelers, individual business travelers and business-related group meetings — are expanding.

But such favorable conditions for hotel operators are bad news for people looking to score bargain rates on upscale hotel rooms. The deep discounts hoteliers offered to keep rooms occupied during the lean years have dried up.

The average daily rate for a U.S. hotel room last year was \$115, a 4.6% increase from 2013, hospitality research firm STR Inc. said. Hot markets including San Francisco had double-digit rate increases. Average occupancy climbed from 59% to 70% over the same period.

More rate growth is on the way as long as the economy remains on track and new hotels are still fairly rare, industry observers said.

Hotels that endured the downturn are now thriving. Terranea, a seaside resort in Rancho Palos Verdes, was completed in 2009, at the depth of the hotel industry crash.

"A lot has changed in the last five years," said Matt Walker, an executive vice president at Lowe Enterprises, the developer of the resort. "Terranea is really hitting its stride now."

The 582-room inn opened with 380 workers because business was so light at the time. Terranea now has more than 1,200 employees plus 300 contract workers, Walker said. Group meeting business, which accounts for about half of all hotel guests, has climbed, and 517 couples have paid to hold their weddings on the grounds since the hotel opened.

Lowe, which manages 45 hotels, is eager to buy or build more, Walker said.

"We are actively looking for hotel investments all over the country, particularly in Southern California," he said.

One of Lowe's projects in the pipeline is Ivy Station, a mixed-use project at a Metro Expo Line train stop in Culver City that will combine a 150-room hotel with offices and apartments.

The surging hotel market has yet to set off alarms, but some are wary of a future bubble.

"When things are this good, you wonder where the cracks are going to come," Reay said. "We are six years into the economic rebound, and at some point the music is going to stop."

Hotel booms are usually ended by economic downturns or over-development of new hotels that flood the market with competition.

"We're at least two or three years out from overbuilding," Reay said.



## Investors snap up luxury hotels amid rising occupancy and room rates

By ROGER VINCENT

Pampered guests at the five-star Montage Laguna Beach resort can swim in a lap pool overlooking the Pacific, dine on caviar and sleep on goose-down pillows to a lullaby of crashing waves.

The rooms typically go for \$800 a night and up, but the hotel has no problem filling them, a stark contrast from just a few years ago, when the Great Recession kept most people away.

Eager investors are taking notice. Late last month, the Laguna Beach landmark sold for \$360 million, a record of more than \$1.4 million per room, underscoring the rush to buy hotels, especially in the thriving luxury market serving wealthy business and leisure travelers.

Fueled by rising occupancy and room rates, investors bought 399 California hotels for a total of \$5.1 billion in 2014, a nearly threefold increase from 2009, when 92 hotels sold for a combined value of nearly \$1.8 billion, according to research by Atlas Hospitality, an Irvine hotel industry consulting firm.

"As much as we had a perfect storm in 2009, we are at the opposite end of the spectrum now," said Alan Reay, president of Atlas. "It's a very strong sellers market." Only hotels in Hawaii and New York have traded for more per room, he said.

Hotels, especially deluxe inns like the Montage, were among the first businesses to be brutalized by the epic economic downturn. Leisure travelers stayed home and business people grew loath to be seen cavorting in expensive resorts when so many others were in financial turmoil.

Business was so bad by 2009 that there was even a name for the backlash against lavish travel and entertainment spending by corporations: "the AIG effect."

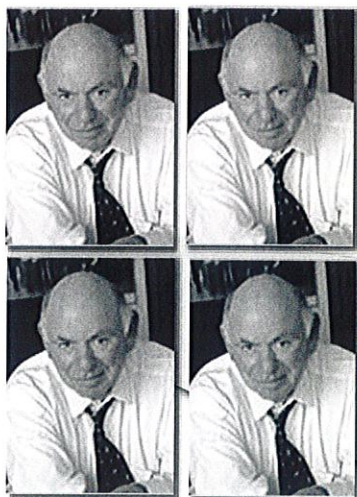
Insurance company American International Group Inc. took a public drubbing after spending \$443,000 to treat top employees at the St. Regis Monarch Beach resort in Dana Point just days after accepting an \$85-billion federal bailout. Other companies quickly canceled group outings to save money and to avoid looking out of touch during a time of widespread hardship.

Now, the AIG effect appears to have all but disappeared as room rates surpass \$1,000 a night at elite California hotels and the properties are sought by investors willing to pay top dollar to acquire them.

The \$1.44 million per room that the sellers of the Montage received "shattered the price barrier for California hotels by a wide margin," Reay said. The hotel, which was owned by a Redwood City investment firm funded by EBay founder Pierre Omidyar, was sold to Chicago real estate investment trust Strategic Hotels & Resorts. It has a five-star rating from Forbes Travel Guide.

Among the biggest sales last year were the St. Regis Monarch Beach for \$317 million to a Denver private equity firm, the Los Angeles Airport Marriott for \$160 million to Chinese investors, and the Miramonte Resort & Spa in Indian Wells for \$26 million to a Boston private equity firm.





## *More Than Money, More Than Business*

2012年12月19日於本會發表專題演講

地點；The Venetian, Las Vegas

金沙集團總裁  
麥克李文 (Michael Leven)

汪俊宇翻譯

**我**很榮幸參加你們的盛會，這個星期是我們的淡季，希望你們享用我們的設備，並希望你們能在威尼斯旅館有個美好的時光。我非常幸運的在這行做了52年，我不止在美國，我花了不少時間到澳門、新加坡及台北等地做考查，我不會講中文，希望你們聽的懂得我所講的話。

我從1961年開始我的工作，那是很久以前的事了，我想那時大概你們很多人還未出生。我知道Tim 和 Michael Muir很小就認得他們，我的太太和他們父母均在New Jersey教書時熟識，在1962年，我帶他們兄弟一起成長，也帶他們一起做生意，他們的表現極為出色，也在1990-1995，當我在假日旅館時，和我一起共事，當時我們亦曾支持過南加州台灣旅館公會，我們一向非常支持你們的旅館公會。

1960年，當時旅館業不像今天這麼進步，我在紐約Roslyn Hotel做推銷員，我不懂任何的行銷亦不懂旅館，我所學的不是旅館，而是政治學，我從沒想到我會用我所學的政治學來經營旅館，但我一輩子都受惠為政治學，這是一個政治學的生意，不管你是否相信，每一個做

旅館都懂的比我多，我每天都打電話做行銷，每天我8:30開始工作，然後打電話，9:30出門行銷，那個時候你可不用先約而去做拜訪，我的老板每天要我早上打五通電話，然後出去拜訪，中午和客人吃飯，下午再打五通電話，然後我要把五通電話的內容寫下來，老板會和我一起坐下來對每一個電話的內容分析，看我是否做的對，所以我學會推銷，他給我們一個目標，而我得能以一倍的成績達到目標，但大家所不知的是九個月以後他把我叫進去，他要給我加薪，那時我是一個禮拜賺98元，他說我可以加薪500元或1,000元，我給\$1000或者只給你\$500而但給您一個助理行銷經理的頭銜。但我決定少拿\$500而要頭銜，因為我預計百此頭銜我可多做一些行銷，所以決定拿\$500，我在此公司學到旅館行業及行銷技巧，今天此家公司還在，只是不是一個大公司。離開此公司後我繼續留在旅館業，10年後我開始在國際上工作，在60年後期及70年初期，我在加勒心海工作，1970到1971年我在歐洲工作，我在德國及義大利做旅館方面的工作。度衰退。

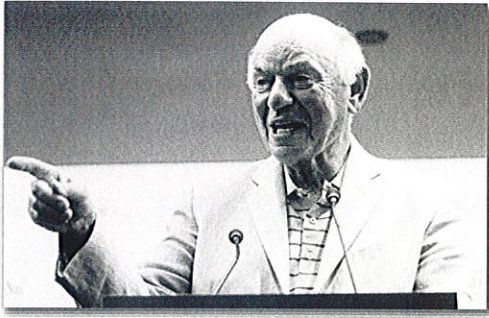


我在1975年到1976年我在美國航空公司的亞洲部工作，美國航空公司有三家旅館，一家在漢城，旅館叫釜山，此家旅館現在已不在，我們那時在韓國蓋了二家旅館，一個在釜山，一個在揚州，我在此學到推展亞洲市場的經驗，當時總部在東京，我為行銷副總理，然後我花了很多時間在墨西哥及南太平洋飛枝等地堆展市場，我在這時學了很多，1985我的工作生涯有了很大的變化，我在一家公司叫Days Inn的公司做事，那時Days Inn有250家旅館，我們那時和很多的連鎖公司的會員交流，在那以前14年，我不是在公司自己所擁有的旅館，或公司自己經營的旅館工作，我發現連鎖公司的會員非常有意思，他們都是創業者，他們投資他們自己的資金，他們都很努力工作而每家都是家族的生意，而我們發現在此250家旅館，有100家旅館是亞洲人，尤其是印度人所擁有，我從來沒去過印度也從來沒有和印度裔打過交道，後來我發現印裔有被敵視的現象，他們借不到錢，他們無法拿到保險，甚至有人不願意住進印度裔所擁有的旅館，我決得這樣是非常不美國化及不公平，因為美國是一個對任何人包括外國人都是充滿無限機會的地方，也是他能實現美國夢的地方，沒有人可以剝奪他的這個權力。

美國是給每個人成長的機會，而這些人都有困難達到此目標，在我的老板Silverman的支持下我們找了8到9個人，部份為印度裔，部份為白種美國人，我們成立了美國亞洲旅館公會，我們從12個會員開始，現在已有一萬多個會員，很多人不高興，認為我們只是為Day's Inn自己的發展此組織，而我當時是希望大家一起來努力來打破這個不公平的現象，共同努力而無任何私心，而現在該組織成長的非常快，非常大，且非常有組織。

我對此事感到非常驕傲，因為我們是為了一個崇高的理想，而不是為了錢或是生意，後來我離開Day's Inn 和Tim Muir一起加入Holiday Inn，當時亦在同樣的原理下，我們幫助不少南加州旅館會員加入Holiday Inn。今天榮幸的能參加你們總會的理事會，汪總會長希望我談談貴會未來的走向及對旅館業未來的走向及機會，當然我同樣的支持你們的理想，你們當然會努力工作，但亦需能貸到款來發展，能服務客人，能顧用到員工，且能有很好的回收，你可讓你的公司成長，參加社區的活動，且能為你的孩子及孫子做一些事，希望你們的總會能重現你們亞洲的傳統，而在Tim Muir及汪總會長所談及你們的公會在不斷的成長，你們仍有很多Holiday Inn及其他的老板在此，我今天不僅談到歷史，亦需談及旅館業的現況，我們的行業現在是繼續成長，還是在萎縮？我52年的事業生涯非常幸運，因為全球旅遊業成長的非常快，今天旅遊業是美國的第大八行業，我們雇用很多人，當我開始從事旅館業時，全美只有10個與旅館業相關的學校，現有已成長到500個，在美國我很幸運的旅行能到世界各國去參訪，尤其是亞洲。當然我不希望你你舉手說沒去過澳門，但我相信你一定去過。我知道你們可能會玩麻將，而現在在亞洲的賭場生意已超越美國，賭場生意和我們的旅館行業沒有太大的不同，賭場生意是一種服務業，是要員工有很好的服務訓練，他是一個很有利潤的生意，但我要警告你，他不見得是一個永遠會贏的行業，有時客人亦會贏的，有時我看生意的數字，這些數字都很大，有時一天我會看過我損失七家旅館的金額，他是一個非常危險的生意，而美國未來的生意前景而我們旅遊這行還有很多的機會但亦有不少老的企業消失，當然有很多新建旅館的機會，亦有不少把舊旅館翻新的機會，我有以下幾個問題：





1. 我對未來旅館業的看法：對於你們的公會及你們的業主，你們必須不斷的努力工作及要有眼光，機會永遠存在，你可買現成的旅館也可建新的旅館，甚至有一些經營的機會，由於業主老了而無精力時，也是您的機會，以你的精力來改變生意。

2. 我發現第一他業者的發展，且知道這個國家還是有很多的機會，不管我們是否有財務或其他的困難，若你能面對及接受挑戰，將還是有很多成長的空間，當我們突破困境後我們的生意會不斷的成長及進步，而讓你有一個好的生活，非常好的生活。

在這裡講到亞洲，而我不需和你談亞洲，我想你會比我更了解亞洲，每六個禮拜我會到新加坡考查一個星期，然後到韓國、日本、越南各一個星期，我也花了一些時間到台北，而重點是我們提供一個全面的設施，因此你一到我們的設施，你就可以做住任何你們想做的事及全部想要的活動。我們供應精美的餐飲，有會議室可開會，可SHOW可看，可賭博，可以SHOPPING任何你喜歡的事都可以此完成。

我們在新加坡，澳門，這裡(LAS VEGAS)及賓州；都有賭場，你可能不知道我們的設備是最大的，350個會議室，像你現在所在的地方，4個戲院，這個建築物本身就就像是一個城市，我們有6千500個全職員工，3千500個PART TIME (半職員工)員工。

你們知道嗎，我們是在賭城而沒有工會的大型賭場，這是我們的原則，但我們給我們員工是最好的待遇，我們有最好的員工，但你不需要像我們這麼大也會成功，我看到有人有50個單位，100個單位或200個單位、300單位的旅館，一樣的經營的非常成功。這些我這一生最後的一個工作，還有24個月我就退休了，而我非常期待這一天，我的太太和我都希望我能退休，我們已結婚52年了。

這個工作是一個很有挑戰的工作，和俱有很多冒險性，而你的今天面對的最大的挑戰就是如何去說服及鼓舞我們的第二代去繼續我們的行業或事業，就像很多的行業，第二代常沒興趣做們你這行，可能他們在旅館長大，他們看到父母努力工作，從無到有，但非常辛苦，有的年輕人會繼續父母的事業，有些不會，他們希望另找其他的機會，但那都沒問題，我有三個兒子，一個也做我這行，二個不做，我從來不強逼他們去做，這世界有不同的機會，你還是可從他們學校，學他們自己想學的這個行業。

你們的汪總會長問我，賭場生意是否很困難去經營及成功，第一件事是你不一定要很幸運，但如果你是賭徒，則你必須很幸運才能贏，而如你是業主則無需靠運氣，賭場的成功，和你的旅館的經營成功是沒有什麼不同，第一，你必須要照顧你的客人，給他最好的服務，第二是，你的員工亦必須對客人給予最佳的服務，這和任何行業一樣，您必須照顧好你的客人及照顧好你的員工，每天我早上6時10分來公司，我最高興的是我的員工很高興的看到我，和希望他能讓我們客人有愉快的感覺，而我們的場所太大，客人常會迷路而會問方向，所以我們的員工一定要穿制服，以便客人找我們，我常需請員工來幫忙客人，實在因為我們的地方太大了。



所以你如何善待你的員工及客人，是你成功的要點，所以賭場如何經營成功，賭場是一個有很多政府規定的行業，因為有很多的現金及籌碼，及信用，有些客人我們給信用，有些客人我們不給信用，這要花很多經營的時間，但這是一個賺錢的生意而且是有趣的生意，除了善待員工及客人沒有其他的機密。這與其他的行業沒有什麼不同，在我的事業中，我發現人們若忘了員工及客人的重要性，則很難成功，而我從來都重視此點。我永遠重視員工及客人，我們都知道客人永遠是對的，事實上，客人不會永遠對的，但是客人永遠是客人，這就是不同的地方，不管在你經營旅館及賭場，你若都能以此為原則，你就會成功。

汪總會長問我，你如何鼓舞新的一代在他們的未來上？

我看到一些年輕人，一些中年人，但沒看到我的年紀的人，我想我應是最老的，這裡有任何人75歲生日，我在此看到很多年輕人、中年人，你不需鼓勵他們如何成功，你要鼓勵他們如何做人，對我而言，我所看的最多的是我一輩子所見到的人，不同的人種，不同的宗教，可能我們看來不一樣，我們來至不同的地方，吃不同的食物，信不同的教，而最重要還是一個人是否有好的人格及如何做人。

我到過60個國家，經歷過很多事情，我一向認為人不只是要賺錢要做生意，我們更需為我們的社會及我們的同胞服務，我們很幸運的做旅館這一行，能有機會碰到人及為人提供服務，我很幸運做這一行，雖有時有困難及面對挫折但非常值得去做。

我很高興今早能和各位談話，我願意接受任何的問題，我知道你們的非很害羞但我願意接受任何問題，如果你及任何的話，我願告訴你，你們是如此的幸運能做這一行，因為這些客人給你機會去為他們服務，而很多人無法有機會。

謝謝你給我這個機會時間來和大家在一起。

#### 金沙集團總裁麥克李文簡介

麥克李文是金沙集團執行總裁，他從2009年3月11日開始出任此職位，他從1995年10月至2006年12月創立及擔任美國連鎖旅館集團之總裁，他在成立美國連鎖旅館集團公司前，他從1990年10月至1995年9月擔任美國假日旅館集團Holiday Inn, Worldwide之總裁，從1985至1990年擔任美國日光旅館(Daiy's Inn of America)之總裁，他亦為美國亞洲旅館業主公會的共同創立人(America Asia Hotel Owner's Association)。

麥克同時為很多基金會的董事，熱心公益同時對少數族裔極為照顧。

後記：麥克李文在今年一月份在洛杉磯的全美旅館會議(America Lodging Investment Summit)上拿到一個最高榮譽的終身成就獎(Lifetime Achievement Award)。



## 細節決定成敗 本刊編輯部

“態度決定高度, 細節決定成敗”

— 諾曼·文森特·皮爾

**經**驗告訴我們，100個細節中只要有一二個由於粗心和疏忽出了問題，賓客在飯店的經歷便可能由愉快轉為不愉快，這也就是我們常說的100-1=0。要知道，我們在評價一個人、一個單位、一次旅行、一樁買賣時，一般都只會記住最好的和最差的那一個細節。服務無大事，但小事都是大事。對細節的處理不僅體現飯店服務的質量和水平，而且也是飯店服務人員成熟程度的標誌。



# 100-1=0

在《深度服務》一書中，海歸人士朱艷艷女士介紹了她美國留學時，在紐約希爾頓酒店打工時遇到的一個細節。事情經過大概是這樣的：一天，一位剛從南美移民的女同事，因沒有按照酒店著裝規定穿白色的襪子，而是按自己的習慣喜好穿白底紅花襪子，當天就被炒了魷魚。很快這件事登上了《紐約時報》，被稱為“希爾頓的白襪子事件”。似乎這有點小題大做，但管理層說，希爾頓酒店正是用服務細節打動了每一位客人的心，誰忽略了細節就等於給這塊金字招牌抹黑。

類似的情況筆者也遇到過，筆者曾經因為培訓事到北京一家四星級飯店調研，在大堂吧與飯店總經理交流完後，便一起乘電梯到三樓的餐廳用餐。一出電梯，總經理看到引領的女服務員就說：“你用的口紅色彩好像有點深，不是飯店統一規定用的吧，上班時間不能用自己的，下次可注意啊！”服務員表示自己是新來的，以後一定嚴格遵守飯店的規定。總經理隨後對身邊的培訓部經理說，一定要加強這方面的培訓和檢查，嚴格要求每一個員工。

其實，“白襪子”也好，“口紅”也好，反映的只是飯店員工儀容儀表的一個小小的細節，但兩家飯店都高度重視，希爾頓甚至不惜以開除員工的方式來處理這件事，顯示了它們對細節的重視，以細節鑄就品牌的決心。



現在的人常說“細節決定成敗”。飯店作為直接面對顧客的服務型企業，他們的產品和服務是由千百萬個細節組成的，因此對於細節的管理和應該更加重視。我們可以在實踐中結合飯店實際情況，挖掘各類細節潛力，抓住大量別人不在意的、不起眼的細節，堅持不懈地把服務延伸到方方面面，落實到點點滴滴，並不遺餘力地推向極致，才能贏得顧客的忠誠，創造出飯店的服務品牌。

細節體現在飯店的方方面面，從設計到經營、管理、服務等，有的是看得見的，如客房裡的家具、物品的擺放、用品的完好程度、已經上桌的菜餚、服務員臉上的表情、員工遇到客人主動讓道等，有的則是看不見的，如服務流程的合理性、服務員對賓客的等待主動表示歉意、餐廳服務員回答賓客問題退後兩步以免唾沫不慎濺到食物裡等等的細節，這些方面的細節都應加強管理。應從員工的儀容儀表，頭髮、面部、手及指甲、服裝、鞋子、襪子、首飾及徽章、禮貌禮節等各個方面提出了要求。

細節需要磨練，一家飯店在對客服務過程中，細節做得是否到位，體現了飯店的功力。遇上住店和離店的高峰期，好飯店前廳依然會井井有條，而差一點的飯店卻會顯得非常忙亂。記得有一次陪領導到一家地級城市的飯店調研，由於進店時人員較多，導致有的手拿房間鑰匙的服務員一下子找不到自己負責對應接待的客人，而把客人帶錯了房間。看來對這種接待，飯店和員工都還需要修煉。

經驗告訴我們，100個細節中只要有一二個由於粗心和疏忽出了問題，賓客在飯店的經歷便可能由愉快轉為不愉快，這也就是我們常說的 $100-1=0$ 。要知道，我們在評價一個人、一個單位、一次旅行、一樁買賣時，一般都只會記住最好的和最差的那一個細節。服務無大事，但小事都是大事。對細節的處理不僅體現飯店服務的質量和水平，而且也是飯店服務人員成熟程度的標誌。我們每一家飯店都應當像上述兩家飯店關注“襪子”和“口紅”那樣，重視細節、小題大做。注重細節、追求卓越，也應成為所有飯店和飯店員工的座右銘。





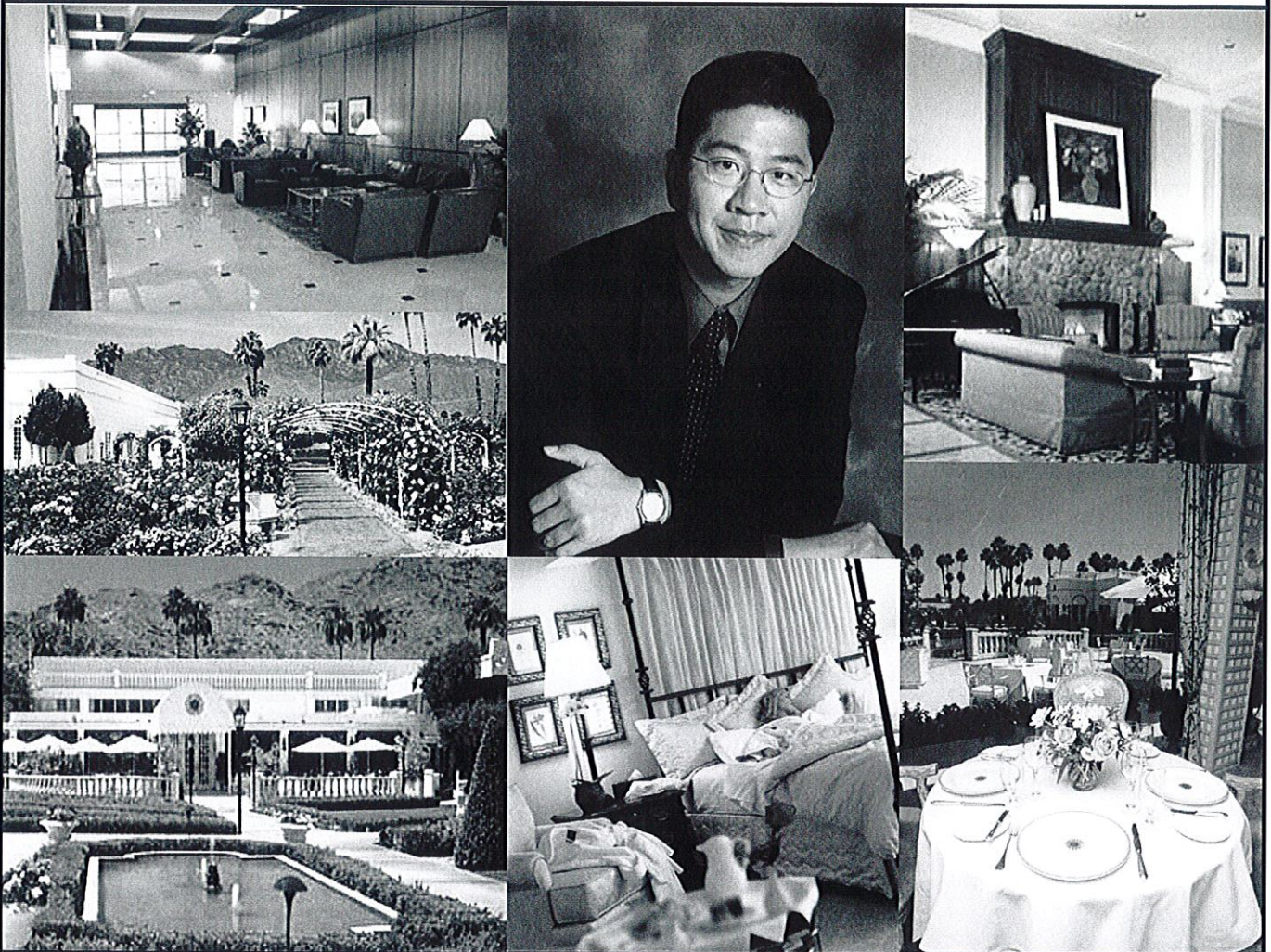
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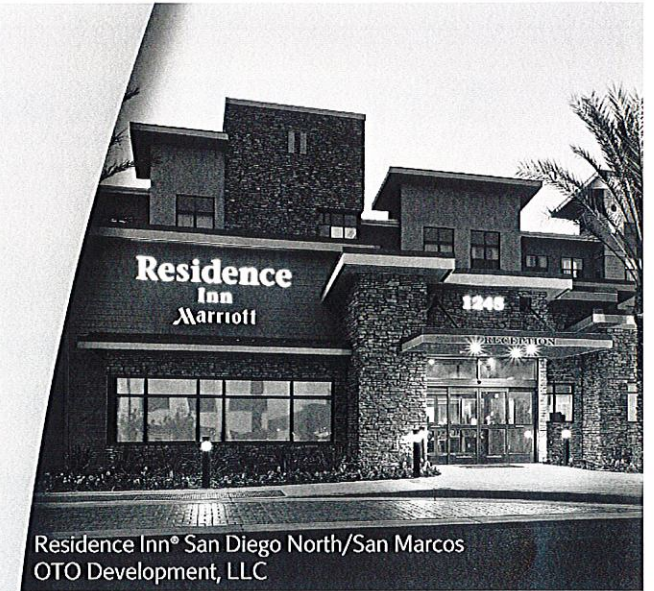


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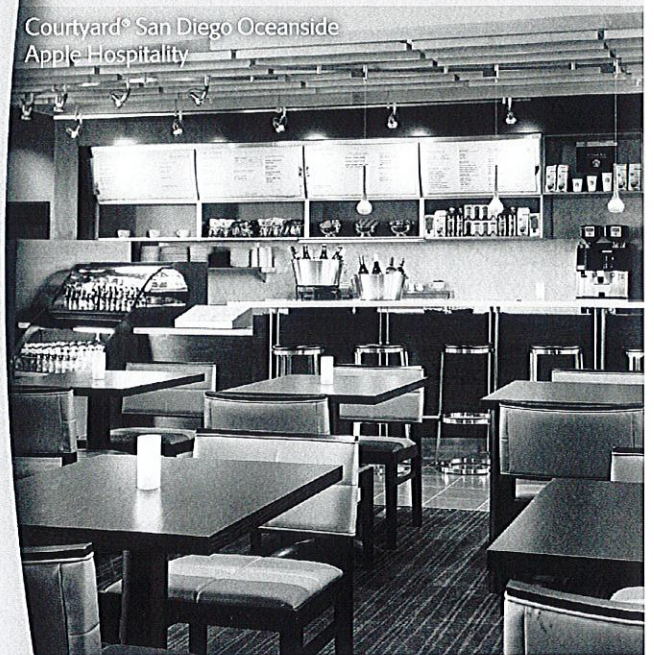
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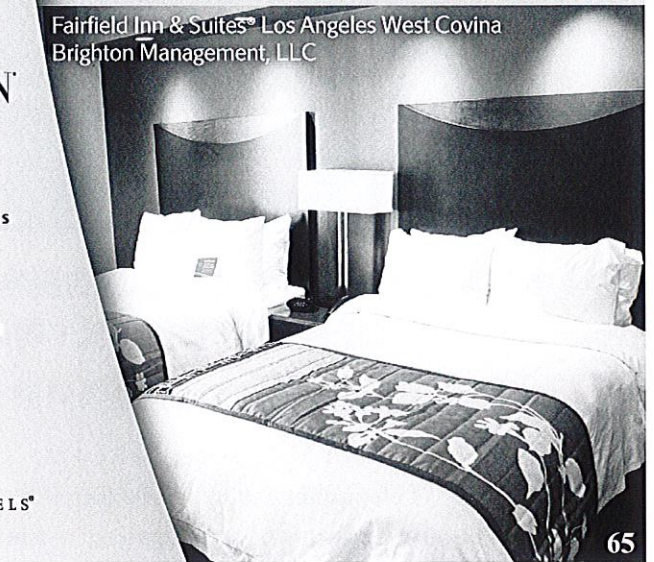
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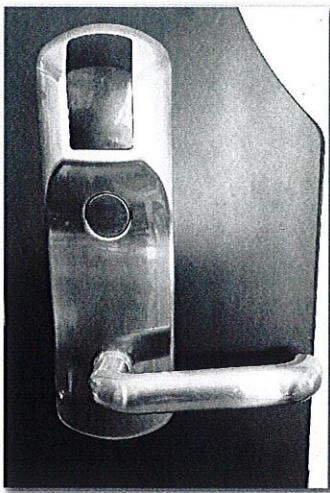
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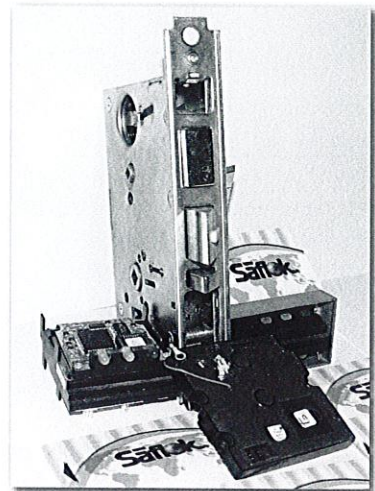
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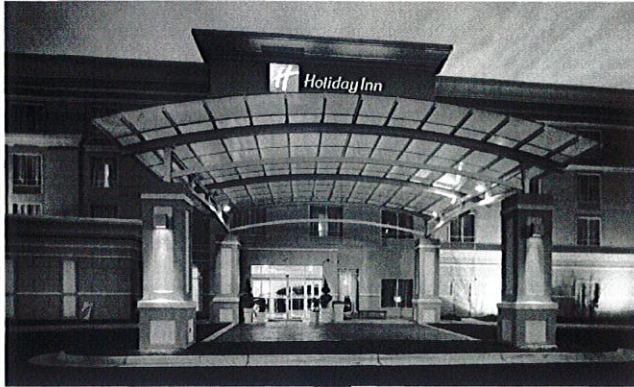
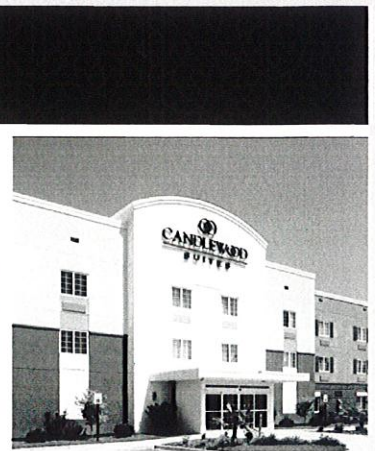
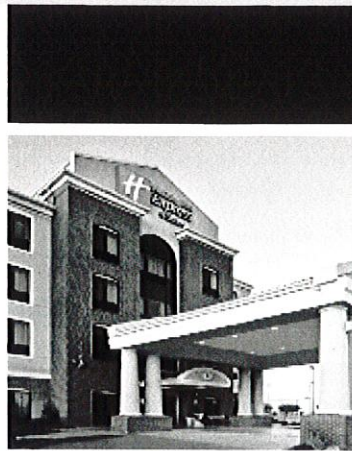
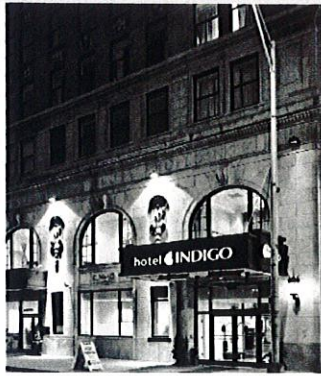
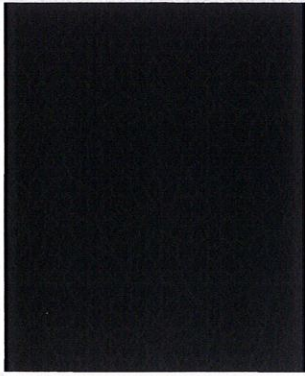
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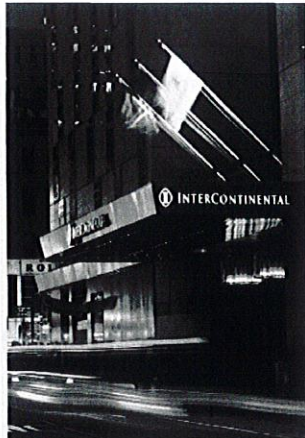
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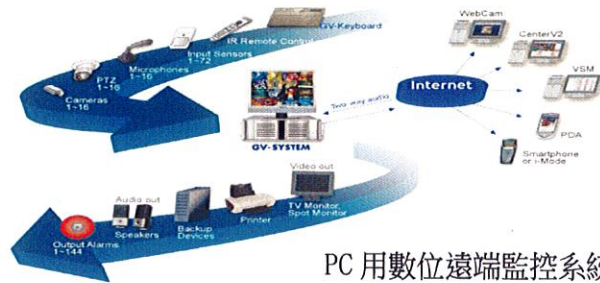
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| <b>Hometown Inn.</b><br>Buena Park, CA<br>Los Angeles, CA | <b>Quality Inn.</b><br>(東聖谷高級套房旅館)<br>Barstow, CA | <b>Atrium Hotel</b><br>Irvine, CA                        |
| <b>Holiday Inn Express</b><br>(快捷假日酒店)<br>Anaheim, CA     | <b>Westway Inn.</b><br>Pasadena, CA               | <b>Eastsider Motel</b><br>Los Angeles, CA                |
| <b>Knights Inn.</b><br>Rosemead, CA                       | <b>Glendale Lodge</b><br>Glendale, CA             | <b>Guesthouse Inn. &amp; Suites</b><br>Santa Barbara, CA |

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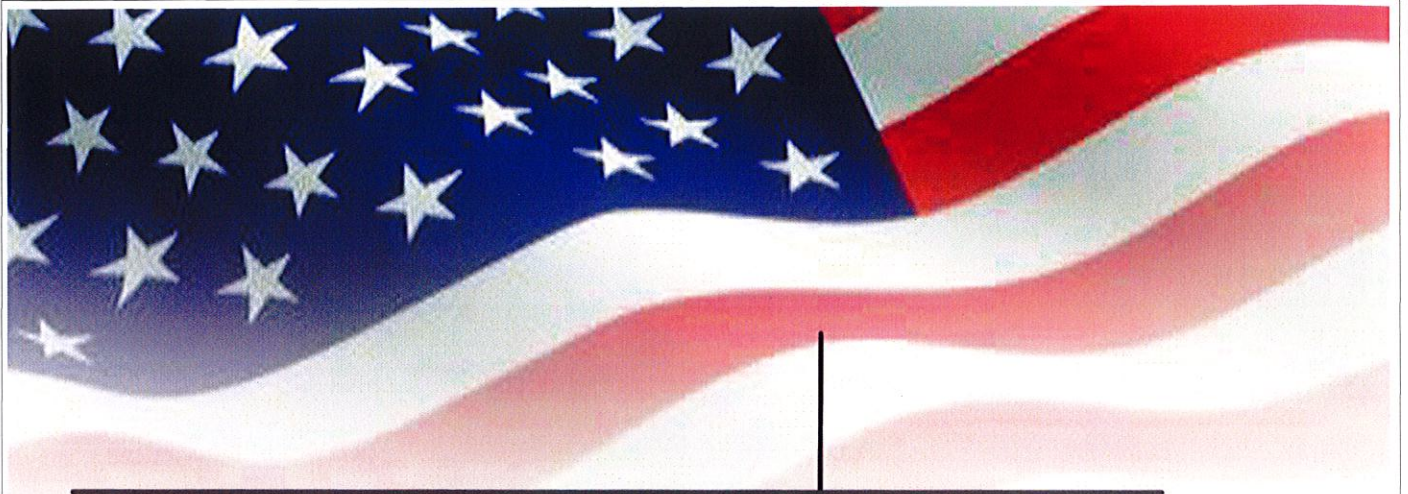
### Hotel Portfolio (Total 2,725 rooms)

- |   |                                   |
|---|-----------------------------------|
| A. Holiday Inn Hotel, Totowa, NJ                    | G. Embassy Suites, Piscataway, NJ |
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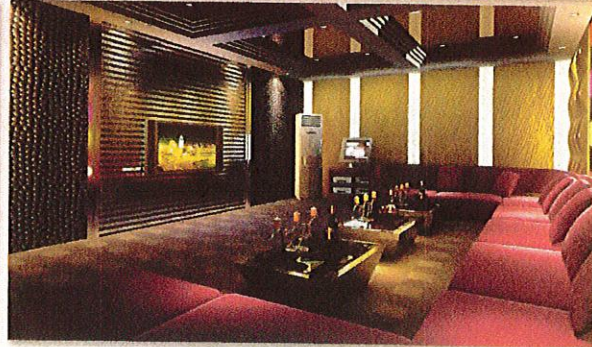
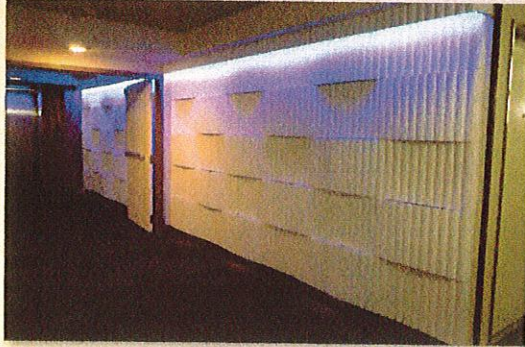
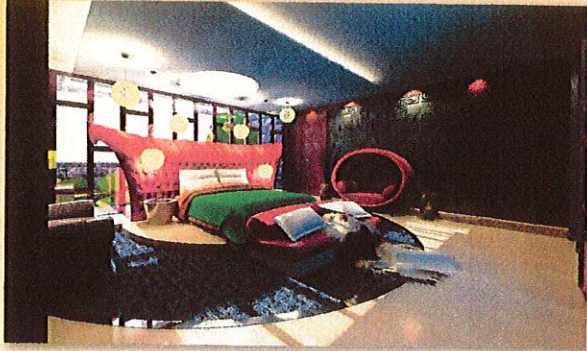
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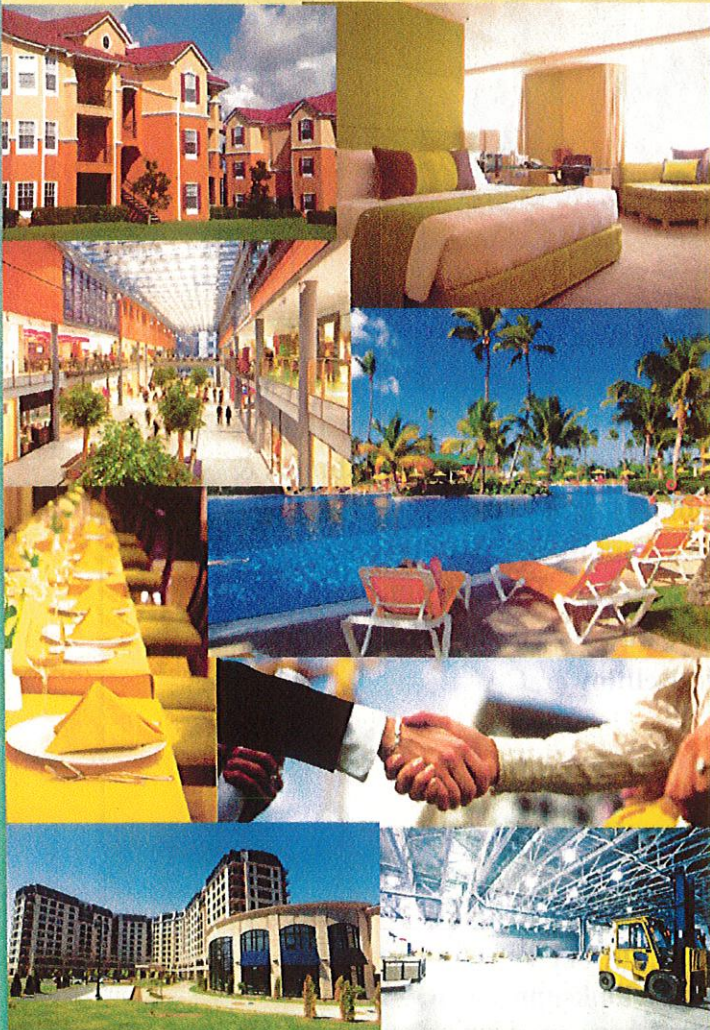
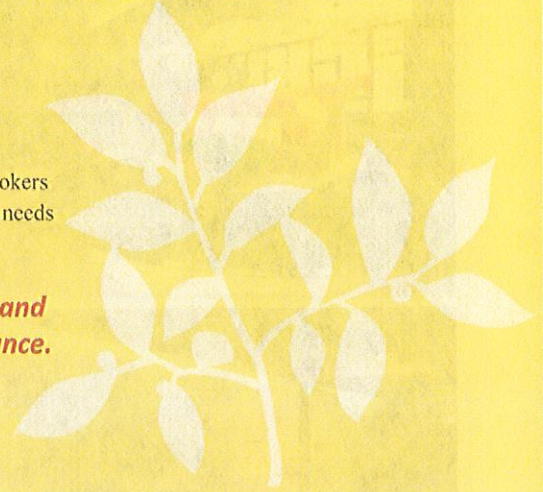
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