

2016

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

2016 Special Edition

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

**THMANA Youth Group
Taiwan Discovery Journey**



Friendwell Group Owns 12 Hotels for 3159 Rooms in NJ



 **Hilton**
East Brunswick



 **DOUBLE TREE**
BY HILTON
Somerset



 **EMBASSY SUITES**
HOTELS & RESORTS
Piscataway



 **Sheraton**
Mahwah



 **CROWNE PLAZA**
HOTELS & RESORTS
Edison



 **CROWNE PLAZA**
HOTELS & RESORTS
Newark Airport



 **CROWNE PLAZA**
HOTELS & RESORTS
Harrisburg, PA



 **Holiday Inn**
South Plainfield



 **Hilton**
Hasbrouck Heights



 **RAMADA**
Newark Airport



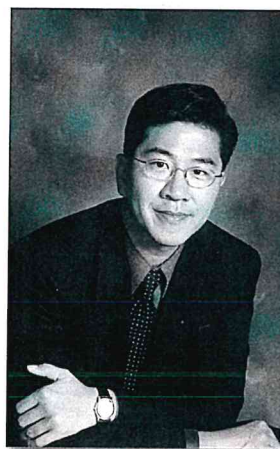
 **Best Western**
South Plainfield



 **APA Hotel**
Woodbridge

總會長的話

A message from President



士不可以不弘毅，任重而道遠

President Wilson Wang

總會長 汪蔚興

末學有幸得總會的先進提攜，繼前任位居美東蔡慶輝總會長的腳步，謬領第十一屆北美洲台灣旅館公會聯合總會的重任。會務千頭萬緒，惟承蒙各地公會同業賢達的支持才使得一切能順利展開，職謹專此向大家致上最誠摯的謝意。

新生代的培植與世代交替的銜接，台灣第一代移民家庭近年來的首要目標。鑑於原生家庭的成長環境及傳統觀念的不同，青年團自2008成立至今，不斷地嘗試與年輕人搭起共業共榮的平台。年度的訪台行程執行迄今已到了第九個年頭，也是在許多會務上最能和年輕人互相學習及扶持的活動。在台灣從北到南，由海岸線到高山林，青年訪台團讓第二代的菁英瞭解了台灣文化，體驗了以客為尊的旅館服務業，也更認識了自家父執輩在早期飄洋過海打拼時所需要面臨的經濟困境與文化衝擊。這樣的歷程，對第二代而言本是可遇不可求，而總會在歷任總會長辛勤耕耘下，八年來如一日。

It has been a great honor to accept the appointment of the 11th President of the Taiwan Hotel & Motel Association of North America. Following the footsteps of President Kevin Tsay, my predecessor, I know well that I have a big shoe to fill and must strive to do the best within my abilities.

The generation gaps and transitions are the critical aspects of family business and the Association's affairs. As we are all different with individualities, the Association, since the establishment of the Youth Group in 2008, had been building the platform that promoted shared growth and common goals. The annual Youth Group Taiwan Trip started in 2008 by President Stephen Hsu, and it has been the main focus of the Association's affairs. From north to south, through coastlines and hills, the Taiwan Trips have exposed our young adults with the finest Taiwan culture, experienced the Eastern service etiquettes, and understand the cultural shocks and economic hardships during the era of their parents' immigration journey. This experience is rare and once-in-a-life-time for young adults, yet the Association has been offering it for the ninth year in the row.



末學斗膽，青訪團今年的主軸放在「取之社會，用於社會」。除了參訪台灣最高學府的餐旅學系及各型新興旅館外，這次的參訪將造訪公益平台在花東地區深耕的教育、文化、民宿及觀光產業，屆時也特別情商嚴長壽先生針對「如何改變自己，豐富人生」，為青年們做專題演講。除此之外，團員們也將與台灣學子們近距離互動，並體驗南加州台灣旅館業同業公會「第二屆台灣學子暑期赴美旅館實習訓練班」甄選過程。藉著這兩項的主要行程，末學期望能開拓新世代的眼界，能在花東偏遠地區體驗到「一粥一飯，當思來處不易」，進而順勢藉由幫助台灣學子拓展國際視野，學習到「取之社會，用於社會」。

初踴重任，末學謹遵「士不可以不弘毅，任重而道遠」以自期，亦乞各位先進賢達能繼續不吝指教，鞭策撥正。藉專此再向總會的理事團隊以及贊助廠商們致上最深的謝意！

謹此敬祝各位

事業財源興旺 旅客絡繹不絕

末學 汪蔚興 敬上

The year's Taiwan Trip, we are main focus is on "Reciprocating."

The Alliance Foundation, which consists of Culture, Education, Business and Tourism, was established in 2009, focusing on Taiwan East Coast rural area development. The Foundation purposely brought itself to the most outer skirt of Taiwan to assist the aborigines and local residents. This "forgotten society" has been cared for and becoming self-sufficient, and advancing in education, cultural, tourism growth, and boutique hospitality industry development. We have the honor of touring the Jung-Yi Schools to see the effects of quality education on the new generations. We will also have the privilege of having the Foundation President Stanly Yen, God Father of the Taiwan Hospitality Industry, speaking on "how to flourish your life journey by making changes."

We will also have close encounter with Taiwan college students during the school visits. The Taiwan Hotel & Motel Association of Southern California has offered the internship program in 2015 for the first time. Southern California had received overwhelmingly responses from many people, and elected to continue in 2016 summer with the offering to Taiwan hospitality students. During the trip, the young adults will have the opportunity of East vs. West. Through interactions, we hope that our second generations will learn each other on culture and hospitality experiences. With the visits of the Alliance Foundation and universities, we hope that our young adults will grasp the ideologies of "Reciprocating".

It is truly an honor of becoming the President of the 11th term. Special appreciation to our Board of Directors, regional members and sponsors for their relentless support. If I can be of assistance in any ways, please do not hesitate to contact me as I will do my best to assist everyone on hospitality matters.

With Warmest Regards,

Wilson Wang
President
Taiwan Hotel Association of North America.

歷任會長芳名錄



創 會總會長	2005	邱垂煌
第二屆總會長	2006	陳美芬
第三屆總會長	2007	許清松
第四屆總會長	2008	李昭寬
第五屆總會長	2009	吳定達
第六屆總會長	2010	林宣昭
第七屆總會長	2011	許文忠
第八屆總會長	2012	汪俊宇
第九屆總會長	2013	陳詩章
第十屆總會長	2014	蔡慶輝
第十屆總會長	2015	汪蔚興

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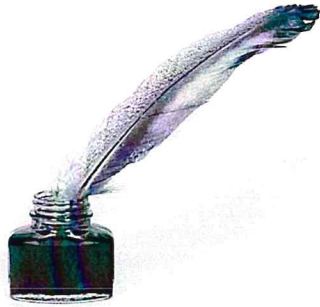
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執行編輯：柯欣侑 陳少敏

編輯委員：邱垂煌、陳美芬、李昭寬、吳錠達、林宣昭、許文忠、汪俊宇
陳詩章、蔡慶輝、王政煌、嚴杰、鄭吉成、徐明豐、林柏毅
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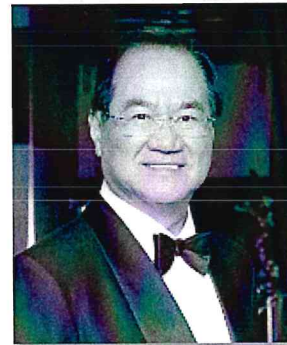


首先感謝大家的協助，一年一度青年團特刊在大家的期待下終於出刊了，值得慶賀！本特刊除了在美國發行，也將伴隨著青年團的參訪行程，分享到全台灣的參訪單位。

旅館公會永續經營，世代傳承，歷屆總會長都會帶團回台參訪尋根之旅，刊物是公會與外界的構通橋樑，透過特刊的發行，期望能夠加深青年團員對寶島台灣這塊美麗家園的認識及瞭解。

蔡前總會長，在2015年率團返台，將其寶貴的參訪經驗，毫無保留完整地奉獻給大家分享，其生動詳實，巨細無遺的回顧，當年的足跡歷歷在目，仿佛就在眼前，拜讀之後愛不釋手，令人回味無窮，感謝蔡前總會長的用心良苦。

歷屆曾參加青年團的年青團員，也在本刊發表了他們的心聲，分享了他們的參訪心得，無論年長的父執輩，或年青的第二代，透過參訪團的相處，互相交流，分享經驗，彼此鼓勵，令人感動！在此致謝！



By Stephen Hsu
總編輯 許清松

青年團的順利成行，感謝中華民國僑務委員會以及洛杉磯華僑文教服務中心翁主任的鼎力相助。同時感謝南加州台灣旅館公會理事會的全力支持，以及柯總幹事的協調溝通。特別感謝汪總會長，係本會創會迄今最年輕的總會長，文武全才，親自操盤，不辭辛勞，精心策劃完美行程，居功甚偉，足堪青年楷模。

再度感謝所有參與本特刊編輯及提供本刊資訊文章的單位及個人。執行編輯陳少敏肩負本刊編印重任，認真負責，其專業及印刷質量，譽滿南加僑界社團，身居幕後，功不可沒，特此致謝。

最後，衷心地祝福本屆返台參訪團，承先啓後，繼往開來，圓滿完成參訪任務！

第十一屆 北美洲台灣旅館公會聯合總會理事名單



總會長
汪蔚興 Wilson Wang



顧問
邱垂煌 Chris Chiu



顧問
陳美芬 Mei-Fen Chen



顧問
許清松 Stephen Hsu



顧問
李昭寬 CK Lee



顧問
吳錠達 Steve Wu



顧問
林宣昭 Herman Lin



顧問
許文忠 Steven Hsu



顧問
汪俊宇 Gerald Wang



顧問
陳詩章 Samuel Chen



顧問
蔡慶輝 Kevin Tsay



副總會長
王政煌 Mike Wang



副總會長
嚴杰 Roger Yen



副總會長
鄭吉成 Jason Cheng



秘書長
徐明豐 Peter Zen



財務長
柯欣侑 Anita Ko

2016 Taiwan Hotel & Motel Association of North America



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理事
彭鈺絢 Angela Peng



理事
陳資本 Frank Chen



理事
鍾孝先 Michael Zhong



理事
陳清亮 Ben Liu



理事
黎淑瑛 Su Li



理事
吳國寶 Roy Wu



理事
張榮森 John Chang



理事
范約瑟 Joseph Fang



理事
鄭春暉 Peter Cheng



理事
鄧永征 Nick Teng



理事
劉明岳 Ben Liu



理事
呂世豪 Harry Leu



理事
楊喬生 Johnson Yang



理事
張晴玲 Ching Ling Chang

北美洲台灣旅館公會聯合總會第十一屆理事名單



Title	Name	Last Name	First Name	Hotel/Corp.	Cell
總會長	汪蔚興	Wang	Wilson	Atlas Hospitality Group	714.393.7390
榮譽總會長	王桂榮	Wang	Kenjohn		
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美東理事	彭鈺鈞	Peng	Angela	Hilton Hasbrouck Heights Meadowlands	
美東理事	陳資本	Chen	Frank	Best Western Queens Court Hotel	
美東理事	鍾孝先	Zhong	Michael	Traveler Enterprise, Inc.	
美南理事	陳清亮	Chen	Ching-Liang		
美南理事	黎淑瑛	Li	Sue		
美南理事	吳國寶	Wu	Roy		
美南理事	張榮森	Chang	John		
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顧問	吳定達	Wu	Steven	Win Time Hotels Group	973.641.6097
顧問	林宣昭	Lin	Herman		619.813.9536
顧問	許文忠	Hsu	Steven	VicsInternational	281.788.7921
顧問	汪俊宇	Wang	Gerald		626.826.7083
顧問	陳詩章	Chen	Sam		281.725.8415
顧問	蔡慶輝	Tsay	Kevin	American EB-5 Properties Regional Center/ Friendwell Group of Companies	973-936-3885
觀察會員	張晴玲	Chang	Ching-Lin	Best Western Phoenix Area	

北美洲臺灣旅館公會聯合總會第十一屆年刊紀念

盛業弘邦

馬英九



中華民國一〇五年三月

英九

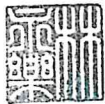
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北美洲臺灣旅館公會聯合總會第十二屆年刊誌慶

群彥共力
萬業鴻茂

中華民國
外交部部長

林永樂



敬賀

北美洲臺灣旅館公會聯合總會
第十一屆年刊紀念

萬商雲集
駿業崇隆

僑務委員會
委員長
陳士魁
致題



北美洲臺灣旅館公會聯合總會
第十一年屆刊紀念

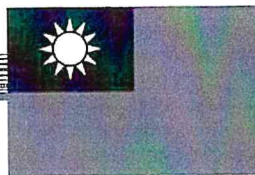
商 旅 先 導
新 猶 再 造

交通部
觀光局
局長

謝謂君



敬賀



北美洲台灣旅館公會聯合總會第十一屆青年回國訪問團誌念

經貿觀光大使 台美外交尖兵

駐洛杉磯臺北經濟
文化辦事處處長

夏季昌



敬賀

中華民國一〇五年四月二十五日

北美洲臺灣旅館公會聯合總會
第十一屆年刊紀念

共濟群力

僑務委員會美國地區業務總協調暨
洛杉磯華僑文教服務中心主任翁桂堂
 敬題

中華民國一〇五年四月

會務活動

6/14/2015

第十屆年會總會長交接暨第十一屆第一次理事會議



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

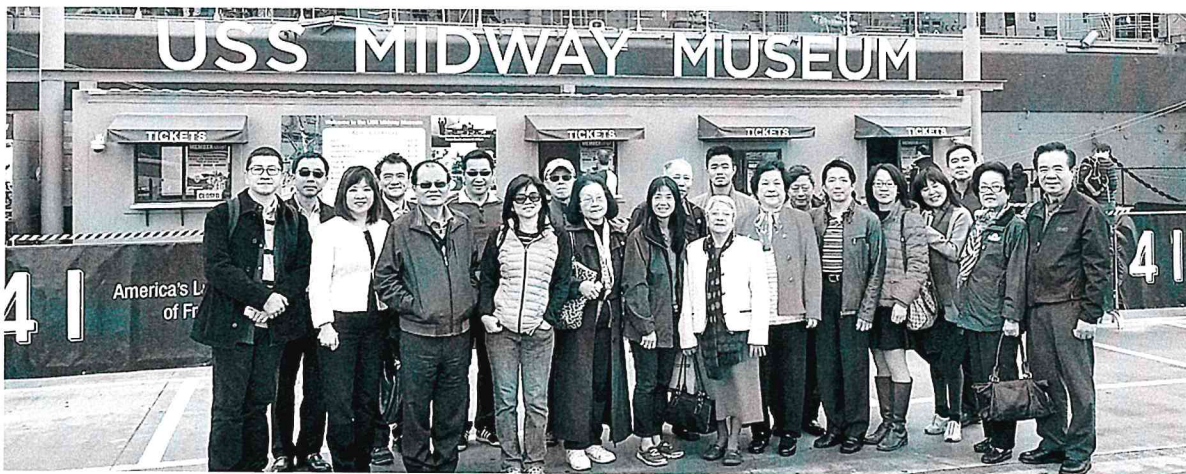


第十屆第二次理事會議



1/09/2016

第十一屆第二次理事會議 / San Diego, California





北美洲台灣旅館公會聯合總會
第十一屆青年團返台訪問團名單

English Name	中文姓名	組別	會別	會籍頭銜	訪問職務	Email	Mobile
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Mary Liu Hwang	劉曉峰	Adult	南加州台灣旅館公會	會員	團員	royalelectroniclock@hotmail.com	(714) 992-6678
Peter Cheng	鄭春暉	Adult	南加州台灣旅館公會	會員	團員		(714) 883-8000
Ruby Jen-Ching Kuan	管仁卿	Adult	南加州台灣旅館公會	會員	團員		(626) 512-5886
Shu Shiin Chen	陳素欣	Adult	南加州台灣旅館公會	會員	團員		(805) 280-5592
Teng Chien Wu	吳登鈴	Adult	南加州台灣旅館公會	會員	團員	Hikingnut1@aol.com	(562) 225-6266
Yeh Jane Wu	簡葉	Adult	南加州台灣旅館公會	會員	團員		(562) 225-6266
Angela Peng	彭鈺綸	Adult	美東台灣旅館公會	會員	團員	Angelapeng08@gmail.com	(973) 641-1636
Chia-Jung Wu	吳佳蓉	Adult	美東台灣旅館公會	會員	團員	aej86@yahoo.com	(973) 652-1199
Wen Jung Liang	梁婉容	Adult	美東台灣旅館公會	會員	團員	wanjungliang@yahoo.com	(908) 229-2668
Anita Ko	柯欣倩	Adult	南加州台灣旅館公會	總幹事	總幹事	thmasc1688@gmail.com	(714) 906-6888



北美洲台灣旅館公會聯合總會
第十一屆青年團返台訪問團名單

English Name	中文姓名	組別	會別	會籍頭銜	訪問職務	Email	Mobile
Teddy Lin	林士隆	Youth	南加州	青年團團長	團長	ted.c.lin@gmail.com	(619) 708-0824
Kevin Chen	陳柏睿	Youth	南加州	副會長	副團長	kevinpjchen@gmail.com	(714) 296-7899
Scott Lin	林士殷	Youth	南加州	會員	副團長	scott.cysj@gmail.com	(619) 708-1431
Annie Chang	張瑞心	Youth	南加州	青年團副團長	副團長	Achang416@gmail.com	(626) 512-5244
Eric Wu	吳珮瓊	Youth	休士頓	會員	團員	eric.wuster@gmail.com	(832) 922-9112
Hui Perng		Youth	休士頓	會員	團員	Huiperng@gmail.com	(504) 296-3629
Jenny Chang		Youth	休士頓	會員	團員	Jennychang330@gmail.com	(770) 365-7696
Winnie Tsai	蔡維妮	Youth	休士頓	會員	團員	weimitsai@gmail.com	(832) 228-6160
Candy Chao	趙人潔	Youth	南加州	會員	團員	ted.c.lin@gmail.com	(619) 708-0824
Chien Chu	朱泉龍	Youth	南加州	會員	團員	chienchu2004@gmail.com	(714) 225-2256
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David Chang		Youth	南加州	會員	團員	davchang79@hotmail.com	(951) 786-8887
David Liu	劉益州	Youth	南加州	會員	團員	d8liu12@gmail.com	(626) 348-1057
Garry Richardson		Youth	南加州	會員	團員	Garryrichardson@gmail.com	(626) 318-1611
Jessie Kuo		Youth	南加州	會員	團員	jessiekuo@yahoo.com	(714) 858-1166
Sherry Kuo		Youth	南加州	會員	團員	sherry_kuo@yahoo.com	(714) 788-2305
Angela Chuang		Youth	美東	會員	團員	angie.chuang3@gmail.com	(908) 809-8284
Lee Lin	林立群	Youth	美東	會員	團員	lee@leelin.com	(425) 283-2930




2016 年北美洲臺灣旅館公會聯合總會臺灣參訪行程 (修正行程暨執行情形)


一、日期：2016 年 04 月 25 日【星期一】~05 月 01 日【星期日】

二、建議行程：

時 間	行 程 & 參 觀
D1 4/25 (一)	0600~0700 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
	0700~0830 桃園機場→高速公路→台北林森南路麥當勞：全體會合(捷運善導寺站) 麥當勞 - 林森二店地址：100 台北市中正區林森南路 1 號
	0830~0900 前往交通部觀光局
	0900~1030 拜會行程(1)：交通部觀光局
	1030~1100 前往與台北市旅館公會交流會場
	1100~1200 拜會行程(2)：台北市旅館公會交流與座談
	1200~1400 午餐：台北市旅館公會宴請
	1400~1600 參訪行程(1)：世新大學觀光系實習旅館/世新會館
	1600~1630 前往僑委會
	1630~1730 拜會行程(3)：僑務委員會
	1730~1800 前往餐廳
	1800~1930 晚餐：僑委會宴請
	1930~2000 前往飯店
	2000~2030 辦理入住手續，住宿：艾蔓精緻旅館
2030~2200 參訪行程(2)：艾蔓精緻旅館經營策略與現況分享	
D2 4/26 (二)	0700~0830 晨喚、整裝、享用飯店自助早餐
	0830~1130 東北角海岸觀光遊憩資源考察：龍洞步道+石城單車道
	1130~1230 參訪行程(3)：東森海洋溫泉酒店飯店設施
	1230~1330 午餐：東森海洋溫泉酒店附設餐廳
	1330~1450 蘭陽博物館文化采風
	1450~1520 頭城→宜蘭(另安排車輛，遊覽車先前往太魯閣站等候)
	1537~1626 搭乘台鐵 232 車次太魯閣號：宜蘭→花蓮新城~現行班表
	1626~1730 太魯閣→天祥太魯閣晶英酒店山嵐客房
	1730~1900 參訪行程(4)：晶英酒店集團的行銷與經營策略
	1900~2030 晚餐：天祥太魯閣晶英酒店自助餐
2030~2200 夜間活動：觀星、飯店休閒設施或表演	



D3 4/27 (三)	0600~0900	晨間自由參加白楊瀑布或飯店附近健行攬勝 0700 晨喚、整裝、享用飯店自助早餐	
	0900~1200	天祥→太魯閣峽谷攬勝→七星潭&東海岸攬勝 →豐濱	
	1200~1300	午餐：新社葛瑪蘭海鮮餐廳/海鮮餐	
	1300~1700	東海岸觀光資源考察：海岸阿美部落巡禮+民宿&露營地經營(含辦理 CHECK-IN)	
	1700~1830	拜會行程(4)：東部海岸風景區管理處	
	1830~2030	晚餐：成功佳濱旗魚餐廳/東海岸海鮮風味餐	
	2030~	晚安曲，安排住宿花東風景管理處推薦優質民宿	
D4 4/28 (四)	0700~0900	晨喚、整裝、早餐(民宿&露營地)	
	0900~0930	前往江賢二老師美術館	
	0930~1015	參訪江賢二老師美術館	
		聯絡人：公益平台夥伴黃義儒 0972-720663	
	1015~1035	加路蘭遊憩區賞美景	
	1035~1130	前往台東市	
	1130~1230	午餐：台東米巴奈餐廳~原住民美食	
	1230~1245	前往均一中小學，出發前聯絡江特助 0933-711026	
	1300~1445	參訪行程(5)：台東均一中小學+董事長嚴長壽先生演講	
	1445~1500	前往火車站：另行安排接駁專車，遊覽車先前往高雄等候	
	1500~1719	搭乘台鐵 416 車次自強號：台東→高雄~現行班表	
	1719~1745	辦理 CHECK-IN，住宿：高雄 Dua 飯店	
1745~1800	前往國賓大飯店 2 樓夜宴廳		
1800~2030	拜會行程(5)：高雄市旅館公會暨晚餐聯誼餐敘		
2030	自由逛愛河或六合夜市		
D5 4/29 (五)	0700~0830	晨喚、整裝、享用飯店自助早餐	
	0830~0930	高雄→台南	
	0930~1130	參觀奇美博物館	
	1130~1215	前往台南市區	
	1215~1330	午餐：台南阿霞餐廳/道地台灣料理	
	1330~1530	台南→台中大里	
	1530~1700	參訪行程(6)：參訪修平科技大學觀光與遊憩管理系	
	1700~1745	前往餐廳	
	1745~1930	晚餐：台中小肥牛餐廳	
	1930~2000	前往住宿飯店：台中裕元花園酒店	
2000~	可自由前往逢甲夜市或秋紅谷欣賞夜景		

D6 4/30 (六)	0700~0900	晨喚、整裝、享用飯店自助早餐	
	0900~1100	前往潭子區，參觀寶熊漁樂館觀光工廠	
	1100~1200	潭子→苗栗造橋	
	1200~1330	午餐：力馬工坊餐廳/原住民&客家風味邂逅	
	1330~1500	天籟之音原住民演唱會&參觀力馬工坊陶藝創作	
	1500~1700	造橋→高速公路→台北市大直	
	1700~1800	辦理萬豪大酒店入住手續	
	1800~2000	晚餐：大直伍角船板餐廳 特別嘉賓：中華民國外交部政務次長令狐大使榮達。	
	2000~	晚安曲，住宿：台北萬豪酒店	
D7 5/01 (日)	0700~0900	晨喚、整裝、享用飯店自助早餐	
	0900~1100	參訪行程(7)：台北萬豪酒店—旅館經營策略與現況分享	
	1100	參加澎湖4日遊貴賓搭乘捷運前往松山機場。 參加貴賓可在中午退房前選擇自由離團 旅館→捷運劍南站(700公尺) ※步行或搭計程車	

團費包含：

1. 行程內各項交通費用與門票
2. 2人套房 - 或 - 單人升等房住宿6晚
3. 全程4/25~4/30午餐+晚餐，+5/1飯店早餐
4. 500萬旅遊責任險附加20萬意外醫療保險7天；
70歲以上限保200萬旅遊責任險附加20萬意外醫療保險

團費不含(個人負擔)：

1. 來回機票
2. 導遊與駕駛服務小費，每人每天7美元x6天(每人US\$40，4/30統一收集)
3. 行李與房間小費

台灣龍貓國際旅行社有限公司
TEL: 886-3-923 3399 FAX: 886-3-922 4588
E-mail: aa.a229001@msa.hinet.net

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2016 Taiwan Hotel & Motel Association of North America





Youth Group Taiwan Tour Itinerary

1. Date : 2016-04-25 (MON) ~ 2016-05-01(SUN)

2. Itinerary Summary:

Date & Time	Stops & Visits	
D1 4/25 (MON)	0600~0700	Arrival pick-up coordination at the Taoyuan International Airport. Assisting currency exchanges and local mobile phone applications.
	0700~0830	Taoyuan International Airport→Taipei MacDonald's/MRT Shang-Tao Temple Station : No. 1, Linsen S Rd, Zhongzheng District, Taipei City, Taiwan 100
	0830~0900	Heading to Ministry of Transportation - Bureau of Tourism
	0900~1030	Official Visit (1) : Ministry of Transportation - Bureau of Tourism
	1030~1100	Heading to meet Taipei Hotel Association
	1100~1200	Official Visit (2) : Taipei Hotel Association – Exchange & Presentations
	1200~1400	Lunch Hosted by Taipei Hotel Association
	1400~1600	Academic Visit (1) : Shih-Hsin University School of Tourism
	1600~1630	Heading to Oversea Community Affairs Council
	1630~1730	Official Visit (3) : Oversea Community Affairs Council
	1730~1800	Heading to restaurant
	1800~1930	Dinner Hosted by Oversea Community Affairs Council
	1930~2000	Heading to the Hotel
	2000~2030	CHECK-IN: Amain Motel
	2030~2200	Academic Visit (2) : Amain Motel Presentation – Strategic Marketing
D2 4/26 (TUE)	0700~0830	Morning Call; Breakfast at Hotel
	0830~1130	Sightseen : Long-Don Passage; Stone City Path
	1130~1230	Academic Visit (3) : Eastern Hotels & Resorts
	1230~1330	Lunch at Eastern Hotel & Resort Yilan
	1330~1450	Sightseen: Lan Yang Hakka Museum
	1450~1520	Heading to Train Station
	1537~1626	Train Ride: Taroko Gorge #232 – from Yilan to Hua-Lian
	1626~1730	Transport to Silk Place Taroko
	1730~1900	Academic Visit (4) : Regent Group Strategic Marketing & Management
	1900~2030	Dinner: Buffet at Silk Place Taroko
2030~2200	Night Activity : Star Observatory, Amenities, or Shows	



D3 4/27 (WED)	0600~0900	Optional: Walk to Bai-Yang Fall 0700: Morning Call, Breakfast at the Hotel	
	0900~1200	Taroko Gorge Sightseen / Coastal Travel at the East / Fong-Bing	
	1200~1300	Lunch: Gomalan Lalaban Aboriginal Seafood Restaurant	
	1300~1700	Sightseen & CHECK-IN : Amis Aboriginal Culture & B&B CHECK-IN	
	1700~1830	Official Visit (4) : East Coast National Scenic Area	
	1830~2030	Dinner: Chen-Gong Gia-Bing Tuna Restaurant	
	2030~	Night Cab at B&B	
D4 4/28 (TH)	0700~0900	Morning Call; Breakfast at B&B	
	0900~1000	Transport: Chen-Gong to Taitung	
	1000~1130	Taitung National Forest Park OR Chiang Art Museum	
	1130~1230	Lunch: Taitung Mi-Ba-Nye Aborigine Restaurant	
	1230~1245	Transport to Jung-Yi Experimental Schools of The Alliance Foundation	
	1300~1445	Academic Visit (5) : Jung-Yi Experimental Schools + Presentation by President of The Alliance Foundation Mr. Stanley Yen	
	1445~1500	Transport to Train Station	
	1500~1719	Train Ride from Taitung to Kaohsiung	
	1719~1745	CHECK-IN at Kaohsiung Hotel Dua	
1745~1800	Transport to Ambassador Hotel Kaohsiung		
1800~2030	Official Visit (5) : Kaohsiung Hotel Association – Dinner & Exchanges		
2030	Leisure Activities: Night Market of Liao-Ho or Love River Cruise		
D5 4/29 (FRI)	0700~0830	Morning Call; Breakfast at the Hotel Dua	
	0830~0930	Transport: Kaohsiung to Tainan	
	0930~1130	Sightseen: Chimei Museum	
	1130~1215	Transport to Tainan City	
	1215~1330	Lunch: Tainan Ya-Hsia Taiwanese Cuisine	
	1330~1530	Transport from Tainan to Taichung	
	1530~1700	Academic Visit (6) : Hsiuping University-Tourism & Recreation Management	
	1700~1745	Transport to Restaurant	
	1745~1930	Dinner: Taichung Fat Cow Shabu Shabu	
1930~2000	CHECK-IN: Taichung Windsor Hotel		
2000~	Leisure Activities: Night Market of Fong-Chia or Maple Valley Scenic Tour		
D6 4/30 (SAT)	0700~0900	Morning Call; Breakfast at Windsor Hotel	
	0900~1100	Tour: Okuma Fishing Museum	
	1100~1200	Transport to Maioli	
	1200~1330	Lunch: Lima Hakka & Aboriginal Cultural Restaurant	

Taiwan Hotel & Motel Association of North America

	1330~1500	Music at Lima / Porcelain Creation Demo
	1500~1700	Transport to Taipei
	1700~1800	CHECK-IN: Taipei Marriott
	1800~2000	Dinner: Taipei Five-Dime Restaurant Special Guest: Ambassador Bruce Linghu, Deputy Minister of MOFA
	2000~	Night Cab at Taipei Marriott
D7 5/01 (SUN)	0700~0900	Morning Call; Breakfast at Taipei Marriott
	0900~1100	Academic Visit (7) : Taipei Marriott – Strategic Marketing & Management
	1100	Penghu Tour Extension: Transport to Song-Shan Airport Remaining Tour Members Disembark at the end of Taipei Marriott Tour (via taxi or MRT Brown Line – Jiannan Road Station, appx 700 meters)

Inclusions :

1. Transportation and entrance fees
2. Lodging of Double or Single Accommodations
3. Lunches & Dinners of 4/25 – 4/30 + Breakfast on 4/26 - 5/1
4. NT\$5 Mil. Travel Insurance, plus NT\$200K Accidental Medical Expenses (7 Days) ;
Ages 70 and above limited at NT\$2 Mil. Travel Insurance, plus NT\$200K Accidental Medical Expenses (7 Days)

Exclusions (Individually Afford) :

1. Airfares to/from Taiwan
2. Gratuities of Guide & Drivers at US\$7.00 per day per person (US\$40 per traveler, collected on 4/30)
3. Gratuities for bellman and daily housekeeping

Longmao Tour, Inc.

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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報導

北美台灣旅館公會訪台 收穫豐碩

記者謝哲澍／新澤西州報導／世界新聞網

設在新澤西州的北美洲台灣旅館公會總會會長蔡慶輝，3月15日至20日率總會所屬五大分會及青年部返台參訪。成員們參訪慈濟佛教文化園區、台灣觀光學院、觀光局、僑委會等機構，並與當地主要官員交流、座談，收穫豐盛。

據蔡慶輝介紹，台灣旅館公會每年都會組團回台，參訪僑委會、觀光局、中華民國旅館業界先進及典範旅館業者和優秀觀光學院，旨在會為鼓勵並培植第二代旅美青年參與旅館業之經營及回台尋根，以提昇其對台灣文化之認識，及與台灣旅館公會友會增進情誼，並交流經營旅館經驗。在訪問慈濟佛教文化園區時，團員們與證嚴上人共進午餐，全團團員共享大愛精神及心靈交流。為了繼續推廣淨思語旅館活動，北美洲台灣旅館公會將目標從目前5000間配置淨思語本的旅館房間，增至1萬間。



參訪慈濟佛教文化園區



訪問台灣觀光學院

在台灣觀光學院校長劉至誠引導下，團員們深入瞭解該校專業設備及培養理念，並實際享受台灣觀光學院各項休閒設施。蔡慶輝強調，北美洲台灣旅館公會將邀請該校學生至美國旅館做暑假短期實習，以利學生增進國際視野。

此外，蔡慶輝還率團員拜會台灣觀光局與僑務委員會，受到局長謝謂君與副委員長呂元榮接待。根據謝謂君介紹，2014年訪台旅客人數超過900萬人，達991萬人；他同時透過簡報，向團員們深入介紹觀光飯店發展。蔡慶輝表示，北美洲台灣旅館公會將竭盡其力，在海外推動台灣觀光，並祝福2015年訪台旅客超過1000萬人大關。



臺北市旅館商業同業公會成員，
為北美洲台灣旅館公會訪台成員舉辦盛大迎賓晚宴。

副委員長呂元榮代表僑委會歡迎團員們訪台。他表示，台灣鄉親在異鄉奮鬥、開創事業，實在難能可貴。當台灣在受八八風災等打擊時，僑界熱心捐助不落人後，募款過程中看到大家對台灣的愛心，感謝大家在事業有成之餘，還能關心、回饋台灣。

呂元榮同時強調，很高興看到訪團中有很多青年人。他認為，總會成立青年部以傳承經驗，也讓更多青年企業家藉由橫向聯繫得到啟發。

蔡慶輝表示，此行他們拜訪台灣的飯店，在位於花蓮的台灣觀光學院，看到完善設備及服務，希望旅館業第二代努力觀摩台灣頂尖的服務品質，達到青年交流目的。他還表示，總會除了要協助宣傳台灣觀光，也要鼓勵大家回台投資觀光旅館業，他相信，融合台灣服務精神以及美國的管理制度，一定能促進台灣成為世界觀光大國。



北美洲台灣旅館公會成員訪台，拜會台灣觀光局

在為期五天時間裡，團員們參訪台灣同行多個旅遊園區，並與富邦文教基金會董事長袁健生、台北市旅館商業同業公會理事長邱樂芬、高雄市旅館商業同業公會理事長劉坤福等交流、探討。蔡慶輝應邀就2015年旅館業趨勢發表演說，並邀請台灣同行率團參加6月14日洛杉磯北美洲台灣旅館公會聯合總會10周年年慶，暨南加州旅館商業同業公會40周年年慶。



北美洲台灣旅館公會成員與富邦文教基金會董事長袁健生（左五）交流



北美洲台灣旅館公會聯合總會

第十屆青年團返台訪問團報導

北美洲台灣旅館公會，訪台圓滿，收穫多多

緒言

2014年非常榮幸參加北美洲台灣旅館公會聯合總會及所屬五大分會和青年部回台參訪，對於陳詩章總會長之努力及成功，及團員和諧完美配合，留下深刻回憶。今年身賦重任，帶著緊張赤子之心，兢兢業業的帶隊回臺，惟恐辜負北美台灣旅館公會所託，參訪期間甚感壓力，感覺兩肩特別重，直到參訪最後一天，和團員在巴士上分享參訪感言時，很多團員發表心得時，不論是講的人或是聽的人都受到感動，不自覺地掉下了喜極的淚水，這時多日的緊繃，也完美的崩潰於臉上，兩柱直流，但內心充滿喜悅和感激，深深為所有團員感到驕傲，圓滿完成任務。在此向所有團員致敬，最佳團隊組合，並深深感謝名譽總領隊林翠雲僑務委員張羅打點奔波聯繫，名譽副總領隊許清松僑務委員，陳美芬僑務顧問，鼓勵、問候、關切、親自參與贊助。南加州台灣旅館業同業公會理事長汪蔚興，從前置作業至參訪、照相、照顧青年團員、大方請客、實為北美洲台灣旅館公會之幸。青年團領隊林士隆親和力和開心果將所



總團長 蔡慶輝

有的團員甜蜜的聯繫在一起。北美洲台灣旅館公會財務彭鈺絢清晰的處理錢事並分攤我的緊張，陪我一起睡不著。台灣龍貓國際旅行社有限公司尤正國董事長耐心及誠意安排精緻行程及親自隨團伴遊。台灣龍貓國際旅行社有限公司總經理楊慧芬身體微恙，仍親自送大而甜蜜之棗子給團員。在此請楊總經理保重。感謝台灣的長官朋友及北美洲台灣旅館公會總幹事柯欣侑一心一意為旅館公會。

北美洲總會為鼓勵並培植第二代旅美青年參與旅館業之經營及回台尋根，以提昇其對台灣文化之認識，及與台灣旅館公會友會增進情誼及經營旅館經驗交流，每年都會組團回台參訪僑委會、觀光局、中華民國旅館業界先進及典範旅館業者，和優秀觀光學院。每年都舉辦回國參訪的行程。凡是40歲以下的旅館業從業者，由各分會推薦，皆可參加此活動。參加者，除 \$100.00 報名費外，其餘在台費用皆由總會贊助。此項活動意義深遠及成效卓越。

特別是聯繫交流(Connections)特別顯著。以本次參訪為例，總計參觀晶華捷絲旅酒店和北投老爺酒店，住宿花蓮遠來大飯店、宜蘭晶英酒店、台北和逸商旅民生館和淡水福容飯店，實際深入7家旅館，有助於資深及青年團員業主經營參考。且交流不只是對外交流，透過參訪行程，資深及青年團員業主或第一第二代也可交流，在參訪中，交換心得，傳承經驗。另外也可以透過友會交流，建立美國和臺灣旅館業主投資平臺，互通資訊共創雙贏。

另外就是參訪中尊重及禮遇的創造學習。旅館業的經營特性，是一年365天，24小時全年無休，無論客人何時蒞臨，除了提供住宿或餐飲的服務外，旅館人員還會給予親切的問候、關心、聆聽需求、意見、分享分憂客人在旅途中的勞累和心情，甚至保護到客人的隱私，這也是台灣旅館業好客禮遇精神表現，青年團團員在團體中容易融入氣氛，再以參訪單位都是以最高格調的對待及高品質的安排，從被尊重的環境中，更易體會好客禮遇，對旅館經營產生更進一步興趣。

在此殷切盼望每一位台灣旅館公會會員及第二代旅美青年踴躍的參與此活動，也熱烈盼望新舊面孔、共同參與，更期待新血輪加入，老幹新枝，使這項有意義的青年返台參訪活動成為優良傳統，傳承綿延不斷。



北美洲台灣旅館公會聯合總會所屬五大分會及青年部，於3月15日至20日在名譽總領隊林翠雲僑務委員，名譽副總領隊許清松僑務委員，陳美芬僑務顧問，總會長蔡慶輝率領下返台參訪，返台交流主要為北美洲總會為鼓勵並培植第二代旅美青年參與旅館業之經營及回台尋根，以提昇其對台灣文化之認識，及與台灣旅館公會友會增進情誼及經營旅館經驗交流，每年都會組團回台參訪僑委會、觀光局、中華民國旅館業界先進及典範旅館業者，和優秀觀光學院。

2015年行程在高效率、無人遲到下，從美國四面八方出發後，集合於台北林森北路麥當勞後，真是北美洲台灣旅館公會精神大發揮，展開行程，首先至遠離塵囂，青山綠水，鳥語花香之坪林鄉，進行茶文化知性之旅，坪林有不少新建的景點，親水吊橋即是其中一個，坐跨北勢溪，橋下方有條全台最長的「觀魚步道」；過去幾年，由於坪林實施封溪護魚，溪中的苦花魚，沿著魚梯溯溪而上，增添一景。



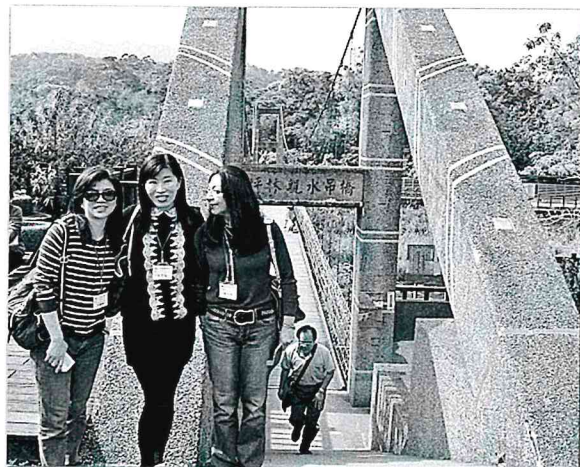
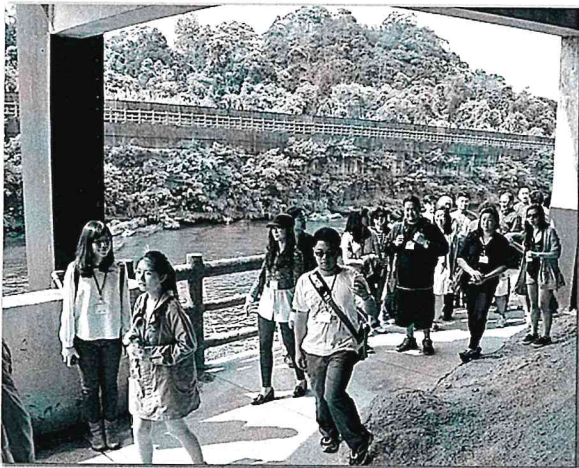
搭乘台鐵普悠瑪228次，前往花蓮，換乘大型豪華遊覽車前往花蓮遠來大飯店，晚餐及夜宿遠來大飯店。

遊覽車載大家走北宜高速公路，並欣賞台灣第一條貫穿雪山山脈之高速公路，親臨雪山隧道之壯觀，於中午抵達到宜蘭頭城，並於礁溪鵝肉郎海鮮餐廳用餐，餐廳成立於民國73年，是在地經營30年的老店，在礁溪落地生根茁壯，並擁有響亮的名氣，品嘗後，鮮位繞口，久久不散。接著參訪晶華麗晶酒店集團捷絲旅酒店礁溪店，該酒店提供旅人度假的自在悠閑，配合溫泉所設計的精巧舒適，值得入住。



參觀坪林、礁溪

03/15/2015



3月16日早上參訪慈濟佛教文化園區，北美洲台灣旅館公會非常榮幸也非常有福份能夠至花蓮參訪上人及慈濟，除參訪慈濟醫院並和上人共進午餐，全團團員共享大愛精神及智慧的心靈交流，另也分享北美洲台灣旅館公會在美推廣淨思語活動，特別是蔡慶輝總會長與上人同為台中縣清水鎮人，感到非常榮幸在美國紐澤西州，能將兩位女兒，送到慈濟紐澤西人文學校，接受慈濟人文學校教育，大女兒Amy也在接受慈濟14年人文教育後畢業。Amy也非常榮幸，參與本日盛會，能親自向上人及師姑師伯師兄師姐致敬，感謝創立美國慈濟人文學校，造福年輕世代。同時蔡慶輝總會長也在茶敘中，談到在美東地區，友井集團總裁鄭吉成理事Jason Cheng在其經營的12棟旅館約3千多個房間裏，將聖經及敬思語放在一齊，供旅客參讀，另外Jason和旅館的美國人總經理，在讀了英文敬思語後，皆認為敬思語為智慧的創作。上週Jason與本人聚會，得知我將至花蓮參訪上人後，更是委託我，一定要我向上人致上最高的謝意及敬意，謝謝上人。同時發下宏願，未來購買的飯店，每個房間將放置敬思語。一位年輕就在美國受教育的虔誠基督徒，在事業有成下，如比努力的推動敬思語，另人感動，更可見敬思語是智慧的結晶。且名譽總領隊林翠雲僑務委員和南加州台灣旅館業同業公會理事長汪蔚興也分享南加州台灣旅館公會在推行敬思語活動之源由。使旅館業第二代感受敬思語文化。名譽副總領隊許清松僑務委員也感受此次花蓮慈濟行，給青年團不同的洗禮，有助於將來旅管經營。

下午在台灣觀光學院劉校長引導下，深入了解該校的專業設備及培養理念，團員並實際享受台灣觀光學院各項休閒設施，並和同學進行交流，感受到花蓮觀光學院設備齊全符合觀光實務需求，學生人數雖只有2千人屬臺灣小型學校，但在校長領導下，同學皆汲汲向上，充滿迎接就業的鬥志，留下深刻印象，北美台灣旅館公會也邀請該校學生至美國旅館暑假短期實習，以利學生增進國際視野。

參訪台灣觀光學院後，搭乘台鐵181次自強號，花蓮→宜蘭，車上享用台鐵便當與飲料，漫步蘭城新月：幾米主題公園、黃春明紅磚屋，夜宿宜蘭晶英酒店。

參訪慈濟佛教文化園區

03/16/2015



參訪慈濟佛教文化園區

03/16/2015



參訪台灣觀光學院

03/16/2015



參觀花蓮市區



享受昨晚宜蘭夜市及宜蘭晶英酒店設施後，對該酒店精緻細膩，有著深刻印象。3月17日早上拜會觀光局，局長謝謂君親自接見並舉行座談會，除分享2014年訪臺旅客數超過900萬人至991萬人，並透過簡報，深入瞭解觀光飯店發展，北美台灣旅館公會將竭盡其利在海外推動臺灣觀光，並祝福2015年訪臺旅客數超過1,000萬人大關。接著拜會僑委會一行於17日拜訪僑務委員會，由副委員長呂元榮代表接見。呂元榮表示，台灣鄉親在異鄉奮鬥，開創事業，實在是難能可貴，他說，當台灣在遭受八八風災等打擊時，僑界熱心捐助不落人後，募款過程中看到大家對於台灣的愛心，感謝大家在事業有成之餘，還能夠關心、回饋台灣。呂元榮還表示，很高興看到訪團中有很多青年朋友，他認為，總會成立青年部，以傳承經驗，也能讓更多青年企業家藉由橫向聯繫得到啟發。蔡慶輝說，此行他們拜訪台灣的飯店旅館，也在位於花蓮的台灣觀光學院，看到完善的設備及服務，希望旅館業第二代努力觀摩台灣頂尖的服務品質，達到青年交流的目的。他還表示，總會除了要協助宣傳台灣的觀光，也要鼓勵大家回台投資觀光旅館業，他相信，融合台灣的服務精神以及美國的管理制度，一定能促進台灣成為世界觀光大國。

中午並和呂副委員長及夫人和僑委會官員共進午餐，賓主盡歡，特別感謝名譽總領隊林翠雲僑務委員，名譽副總領隊許青松僑務委員，和陳美芬僑務顧問之坐鎮，讓眾團員覺得回僑務委員會如同回娘家，深深感受到回娘家的感覺真好。

在名譽總領隊林翠雲僑務委員努力安排下，下午參訪松菸文創園區及座落在松山文創園區的誠品行旅，並和富邦文教基金會同仁交流座談，認知松菸一年參訪人次超過700萬人，相信藝文和各式活動，能讓國際旅客或商務人士感受不同的在地文化，共同促進台灣成為華人社會中擁有多數人文生活與自然文化的好地方。晚間在富邦文教基金會董事長袁健生資政，親切及專業招待，並和袁夫人共享松菸文創園區春水堂牛肉麵。滿足口福，也見識松菸文創精華。



參訪觀光局、僑委會午宴

03/17/2015



參訪觀光局、僑委會午宴

03/17/2015



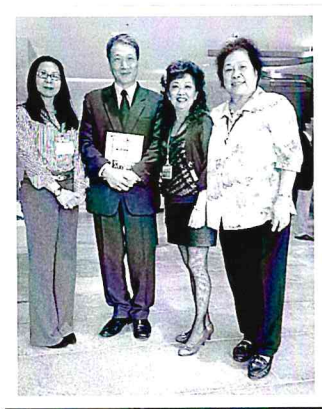
3月18日早上參觀北投老爺酒店，此酒店為臺北市府衛生局為推動觀光醫療產業，在北投區興建「臺北市北投觀光醫療暨健康保健中心」，並營運移轉由北投老爺酒店與北投健康管理醫院共同組成「臺北國際醫旅」團隊執行後續管理。大樓1樓、6-12樓，為北投老爺酒店經；2-5層為北投健康管理醫院，「臺北國際醫旅」首創結合「溫泉酒店、健康管理、美容醫學」三合一的創新服務，創意新穎及家庭式設計之現代理念，期能透過「健康美麗假期」為臺灣觀光醫療寫下全新定義。室內材質大量運用保留自然紋理的石材與原木，內斂的呈現北投大自然的環境特色，借由沉穩、靜逸的氛圍，鼓勵人們放慢步調，深層的感受美麗的北投。而飯店細部配色亦以能充份體現大自然愉悅有朝氣的明亮色調為主，運用於館內紡織品、玻璃、餐具、照明等，尤其以富有新鮮美味食材的餐廳中，更能感受到無以倫比的活力。

為了響應飯店自然健康的訴求，館內建材皆選用綠建築標章(EEWH)之綠建材，主體建築並落實節能、省水、多層次綠化等設計，打造出符合生態、節能、減廢、健康的綠建築。參訪後，團員皆表示如有如有機會，願意到此醫旅及醫美新觀光飯店一住。

下午參觀農禪寺水月道場，此道場以清水模混凝土為主，(富邦文教基金會大樓也是採用清水，古拙的石頭、柚木等建材，以簡潔流暢的線條設計，呈現其優雅樸實的外觀。此外，在地面上鋪設粗糙的挪威頁岩，雖經歷時間的洗滌，亦將歷久彌新。團員在博學和詳之志工導覽下，在這面向基隆河，背倚大屯山，地靈人傑的環境下，不僅享受道場建築美景，也接受心靈洗滌。

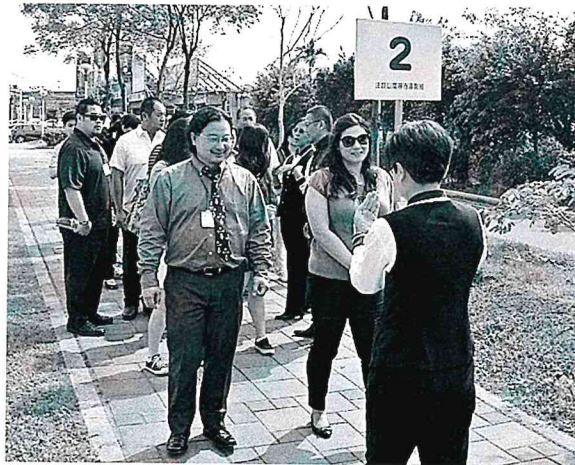
晚上與台北旅館公會交流，在臺北市旅館商業同業公會理事長邱樂芬親切引導下，和台北市公會會員進行同步分析旅館業，並進行2015年旅館業趨勢分析，其中台北商旅劉董事長季強專題演講介紹其旗下之商旅，不僅設計新潮，且應用空間及家俱設計皆為劉董事長親自參與，讓學員更深刻了解台灣旅館業者的用心及努力。接著總會長蔡慶輝也發表旅館展望，分析在金融風暴後，美國旅館趨勢也逐漸走向商旅方向，特別是消費者更加重視一分錢一分貨之價值觀，對於人才培訓及科技應用更是迫不及待議題，特別是美國的經理常常為了區區幾千美元就跳槽，更值得旅館業者深思。另外南加州台灣旅館業同業公會理事長汪蔚興也分析旅館購併。青年團領隊林士隆對美國旅館管理及小而美旅館提供見解，在邱理事長精必關總結後，邱理事長熱情溫心在六福皇宮舉辦盛大迎賓晚宴，蔡總會長誠摯邀請邱理事長及高雄市旅館商業同業公會理事長劉坤福，共襄盛舉，率團參加6月14日洛杉磯北美洲台灣旅館公會聯合總會10週年慶暨南加州旅館商業同業公會40週年慶。

晚宴後，南加州台灣旅館業同業公會理事長汪蔚興花巨資請團員們暢飲暢歌，感恩感謝，精彩萬分的一天，在茫茫愉悅下，入住小而美商旅HOTEL COZZI 和逸，一覺好眠。



參訪行程

03/18/2015



參訪行程

03/18/2015



參訪行程

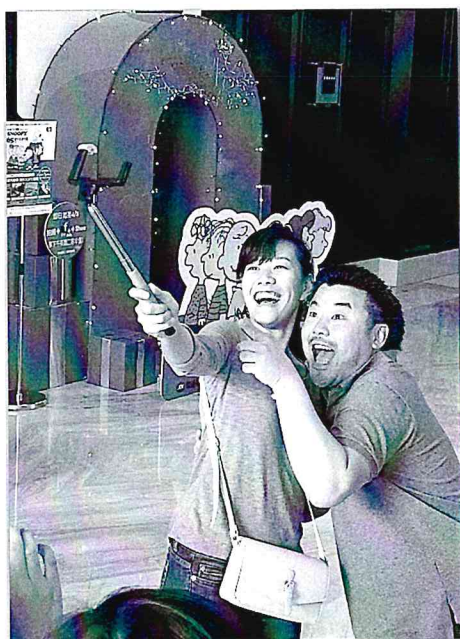
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難得一覺到天亮，時差也不見了，帶著愉悅心情在台北和逸商旅民生館享用精巧早餐後，3月19日早上，因無安排參訪，團員們帶著輕鬆的步伐，和樂的參觀士林官邸，士林官邸有精緻的庭園造景設計，蟲鳴鳥叫、蝴蝶飛舞很適合早上參觀，雖緊鄰著中山北路，因有福山調節，空氣清新，呈現出嘈雜中的寧靜。其中玫瑰園，是蔣夫人最喜愛的花園；西式庭園中浪漫美好的風光，是新人婚紗照最常取景的地方；中式庭園裡的拱橋、曲池、流水等東方庭園造景，則令人彷彿置身古代中式庭院。官邸的陳設展示，都是十分具有特色的回憶，第一代團員似乎有所思，青年團員則模模糊糊聽著講解員解說，猶如逛大觀園，但心情愉的玩起Selfie，享受著和樂的早上。

接著中午到淡水海宴餐廳午餐，滿桌海鮮，讓團員啖的心滿意足。

下午淡水老街及漁人碼頭行自由行，晚上入住淡水福容飯店。



參訪行程

03/20/2015



去年青年團訪臺時，即經過淡水福容飯店，前輩們及就提到，將來訪臺時能入住參觀此淡水福容飯店，今年如願住入，參觀及始用飯店設施後，反應良好，也讚美房間大設備優良，因此享用完豐盛早餐後，團員們精神飽滿，展開3月20日壓軸參訪，早上參觀後慈湖，展開生態步道歷史之旅，開始3.85公里的步行觀賞。「後慈湖」的秘境步道，由於全程都在樹陰之下，相當為隱密，而且整個後慈湖也只有6棟主要建築，一棟是先總統蔣中正與其子蔣緯國的住屋，其餘五棟混凝土建築則是辦公室，其中「二號辦公室」目前規劃為咖啡館，「三號辦公室」現在則為復刻展覽館，裡面有復刻餐廳、復刻書房、復刻臥房，「四號辦公室」目前作為展示自然生態的生態館，「五號辦公室」裡面則是展覽館加咖啡館的設計。在「一號辦公室」的後方有階梯可以直通山下的慈湖陵寢，途中會經過住滿蝙蝠的「戰備隧道」，除了三道誇張的防爆鐵門，裡面還備有從未使用過的浴廁、廚房、電機房、通訊設備等。除了湖景、倒影、還有種讓人感到非常愜意的寧靜感。湖光水色，令人心平氣和，加上談笑風生，全程舒暢快活。接著欣賞整點的陸軍儀隊交接儀式，令團員們讚不絕口。中餐在天池餐廳享用砂鍋魚頭風味餐，此時天氣又點熱，但在冷氣房中，舒適用餐，別有一番滋味。午後天氣逐漸加溫，

下午壓軸參訪桃園開南大學運輸觀光學院，穿西裝打領帶，已成為挑戰，團員們自動默契的，推出總會長穿西裝打領帶代表，參訪開南大學，開南大學由「開南商工」十萬校友，為

落實開南學園理想，展現再創新境的決心，經過校友們逐年籌措挹注經費而創建。草創期間透過與桃園縣政府，水利會等單位合作取得校地，並開展校園建設，前後歷經近十年的籌備，在克服諸多困難之後，自民國89年8月正式招生，由於專業師資優良及教學追求卓越，辦學成績獲得93學年度大學評鑑之優良評價及社會多方面之肯定，於民國95年8月1日正式改名開南大學。

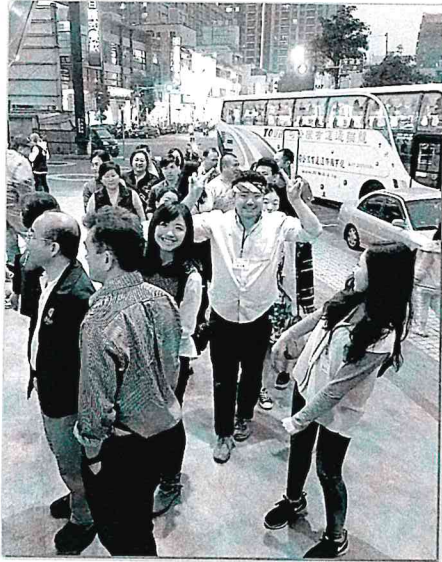
青年團在何學斌系主任陪同下，及壯大的師生團隊陪同下，參觀校園各項設施，並對該院實務學術教學，並重視証照的取得，留下深刻印象。特別是現代化建築與鄰近田園光的結合，呈現不唐兀的平衡，也符合該校「關懷本土、立足台灣、放眼世界」的雄心。因此蔡總會長期許和開南大學共同和作交流，攜手培育更多國際觀光人才。共輔該校達成「發展國際化、校園人性化、教學卓越化」目標。

緊接著壓軸晚餐，在桃園千葉火鍋百匯~自助吃到飽進行，飽餐後，團員們又發揮北美洲台灣旅館公會精神，圓滿的陸續返美，圓滿完成2015年青年團參訪。



參訪行程

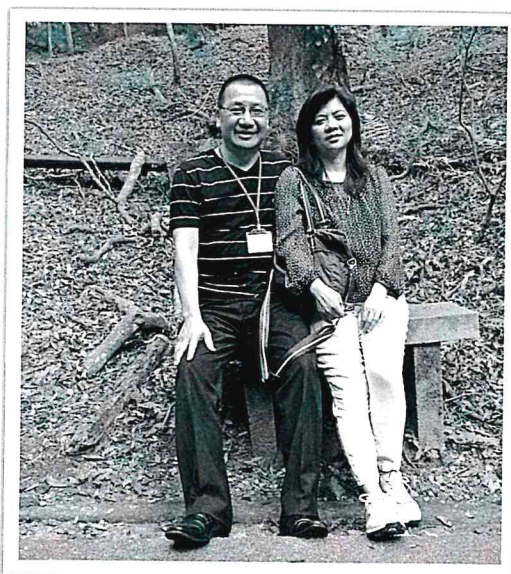
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2015 Youth Group Taiwan Discovery Journey Feedback



Annie Chang

Taiwan may appear to be a humble island with a bevy of mopeds and smog, but it's a deceptively charming place that runs deep with an eclectic fusion of French, Japanese, Spanish, Chinese, and Dutch influences. Taiwan is home to lush natural landscape encompassing the island and bustling cities full of food and night markets in the heart of it all. Each one of the night markets in Taiwan has a special forte, but its essence consists of a brilliant mix of urban street food, wacky memorabilia vendors, and clothier retailers at every corner. If you've never been to one, it can be a bit overwhelming, where you often times find yourself amongst a huge number of people jostling elbow to elbow. However, don't be intimidated because Taiwanese people are not only warm and welcoming, but they are genuinely kind. From pearl tea, oyster pancake, steamed bun with porkbelly (gua bao), to giant meat dumplings called "be wan", Taiwan is the mecca of good food and good people.

Now imagine having an opportunity to travel across the globe and experience this, every year, for free (minus your airfare), and stay at the nicest hotels in Taiwan whilst learning about different hotelier business styles. This is where the THMASC Youth Group enters. The THMASC Youth group is a subgroup of The Taiwan Hotel & Motel Association of Southern California,

established in 1974 to bring together Taiwanese hoteliers and hotel related businesses in Southern California. The goals of the Association are to serve its members by providing education and information on the hospitality industry. Events held by the Association also provide opportunities for members to network, share ideas and create a bond within our community. The youth group consists of sharp second generation hoteliers learning the hotel business, running their own hotels, collaborating with one another, and/or providing support to each other. After attending my first THMASC Taiwan Tour, I was not only better in touch with my heritage and culture, but I learned a wealth of hotelier knowledge and made great friends. I encourage this audience to widen your horizons and invite you to have fun with a bright group where you can gain significant knowledge on investment strategies, current industry trends, and improving the direction for your business.



A few notable spots we frequent are the Overseas Community Affairs Council (OCAC) where we are welcomed, a trip to Shih Shin University where hospitality students are selected to enjoy a summer abroad working in our hotels in the States through our educational program, the Miao-Know Night Market, the scenic countryside

2015 Youth Group Taiwan Discovery Journey Feedback

of Hualian, staying at the luxurious Windsor Hotel, and much more. There are also extended optional trips where we have flown to places like Jin Men, a nearby island where wars were fought and army soldiers resided. This year the extended trip will be at Peng Hu, an island nearby that is known for its' marine life and picturesque beaches. Above all else, the 2 week paid trip is undeniably a good deal, and you'll be pleasantly surprised as to how much financial savvy you attain.

THMASC is at the forefront of creating new departments to better interact with our roots, such as starting a NGO for disaster relief funds for victims in Taiwan. We also began an annual educational/hospitality program where students in specialized hotel fields from Taiwan can travel to America and have an accurate introspection into daily operations at a hotel and traveling to different areas of the US to attend conferences and lectures. These new programs were just implemented last year and have made great strides since its conception. Multiple events are held every year, both educational and fun, such as our annual seminar that discusses upcoming hotel policies, challenges that hoteliers face, new labor laws, and trends in litigation. Our more exuberant events consist of the THMASC Annual Banquet which was held at the Westin Bonaventure this past year as a black tie event, and our annual THMASC Golf Tournament where friends congregate to raise money to the Tzu Chi Foundation through a friendly competition of golf. As our association changes and grows, we often reach out to many different hotel groups and affiliated hotel businesses in hopes that they will grow with us and widen our network of professionals, businesses, hoteliers, and friends in Southern California. If you are looking to get to know your home of Taiwan more, manage your business better, and build relationships with intelligent and successful hoteliers, consider joining us on what could be your next venture abroad.



Alfred Wang

Anxiety is what I felt as I walked into the McDonald's that first morning. I was to meet the people I was to be staying with for the next week touring northern Taiwan. Meeting new people is always a gamble. They can be your best friends in the end, or they can be your worst nightmare and turn your vacation into a disaster. In this instance, everyone has a cultural thread to Taiwan and is labeled as young adults. What is this next week going to hold for me?

McDonald's is usually a comfortable and familiar place to see when abroad, but when thrown into a crowd of quiet and reserved Taiwanese strangers, it's not as settling. Once we had all arrived, we all boarded the bus that was going to be our home away from home for the next week. Within minutes of settling in our seats, special Taiwanese young adult beverages were distributed to ease everyone's anxieties and to put everyone at ease. From there on out, the rest of the trip only got better and was filled with pleasant surprises.



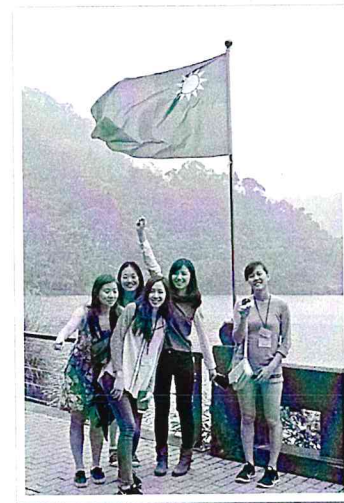
2015 Youth Group Taiwan Discovery Journey Feedback

With each stop on our tour, everyone became more familiar with one another and were friends by the end of the tour. Even though each one of us come from different parts of the U.S., we all have a tie to Taiwan, and it was that tie and being on the back of that bus that brought us all together. Coming from the South, I do not have a lot of Chinese friends much less Taiwanese friends. Having Taiwanese friends brings an intangible connection to my culture, a sense of belonging, and a common history that can only be shared by having Taiwanese families. If I did not join this tour, my life would have been good not knowing the people that I have met and experienced the hilarity that ensued because of them. Because I did become friends with these fellow Taiwanese, took part in the hilarity that ensued, and captured the events on digital film, my life has improved and was enriched through this tour.

I cannot promise that everyone will gain what I have gained through this tour, but nothing will be gained if you do not participate. Was my anxiety caused by meeting new people in a far away land, or was it caused by the potential of having experiences and memories that will stay with me for years to come? I do not know the answer to that question, but every time I get an ice cream cone a smile comes across my face that only a few of us on this tour can appreciate.



I hope I can meet those of you that are deciding if you should join the Young Adult Taiwan Tour and be reunited with those that have attended this tour. My anxiety rises as the time for our next trip becomes closer and closer. I will see you on the back of the bus.



Lisa Chen

My name is Lisa Chen and this was my first time on the Taiwan Hotel & Motel Association of North America's (THMANA) trip. I am very grateful and appreciative of the opportunity to participate and would like to express my sincerest gratitude to many people. Many thanks to the THMANA President Kevin Tsai, Taiwan Hotel Motel Association of Greater Houston's (THMAGH) President Amy Sung and Vice President Roger Yang for providing significant leadership in making this trip possible. Thanks to the Overseas Community Affairs Council Republic of China (Taiwan) for coordinating and scheduling the Overseas Youth Training Program. Also, I want to thank my aunt and uncle, Mei-Fen Chen and Chin-Liang Chen, for inviting me to attend THMANA's youth group program this past year. I really enjoyed meeting the participants in this year's trip to Taiwan.

2015 Youth Group Taiwan Discovery Journey Feedback

Not only did we get to stay in some of Taiwan's nicest and most beautiful hotels, we also got to visit with government officials, hotel owners, various organizations and schools. The experience was a wonderful networking opportunity with fellow Taiwanese who work in the hospitality industry both in Taiwan and the US. The trip was eye-opening and very memorable. The accommodations were top notch as I got to try wonderful local teas, fruits, gifts and ice creams and attended lovely banquets where I received informative brochures. We were very well taken care of during the entire trip as the transportation, lodging and dining logistics were superb.

Thanks again to everyone for making the trip back to Taiwan so enjoyable.

Chien Chu

This will be my fifth or sixth hotel association trip. I can't keep track but every year I can't wait. For those who have been on the trip with me you know what to expect and know, for the most part, how to have fun. For those who have not been you're in for some serious fun... if you are open to it. And there lies the key.

We've all been to Taiwan for summer vacation or spring break. We've all stayed with Grandma or Uncle. We've done the night market with our family and fancy dinners with their friends but have we really had fun yet? It wasn't until I visited Taiwan, with a friend unsupervised, that I truly had fun.

So here we are, in Taiwan, with our family on a supervised trip. So how is this different than visiting Grandma? First of all I'm here. I will be your guide to fun if you're open to it. Let your guard down. Open your mind to new experiences. And most importantly have a drink with me. The days will be long but the nights will be worth it. This is when you will see the Taiwan that our parents haven't shown us. The Taiwan that us ABC's are kings and queens. Will you enjoy every activity we do? Probably not. I know I'm not a huge fan of karaoke but it seems to be a crowd favorite. The nights will be ours to do as we please. You can retire to your room and isolate yourself or you can join Teddy and me for a night of random shenanigans.

Your parents have done their part and got you here. Now it's up to you if you want to open yourself to new experiences with a good group of people. This trip is more for you than your parents. Let me show you the Taiwan that I have grown to love. I only ask that you participate in all nightly activities whether it's your "thing" or not. Be open to have fun. Be open to try new things. Have one drink with Teddy and me to break through those inhibitions. Do your part and enjoy Taiwan and all it has to offer.

I don't know how many more of these trips I will be attending. If this article is rerun on a trip that I am not present than just keep in mind a few tips. Go out every night. Gather as many youth as possible and find an activity that allows for everyone to participate. Alcohol tends to take away inhibitions but do this in a safe way. Everyone loves to eat. Keep an open mind and look to have fun. Do these things and you will love Taiwan as much as I do.

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



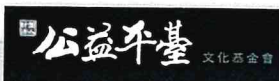
by Paul Biba

Paul Biba is a former Editor-in-Chief of www.TeleRead.com and recently visited Taiwan for the 4th time. For curated ebook, epublishing and elibrary news follow MR BIBA on Twitter: [@paulkbiba](https://twitter.com/paulkbiba)

Paul Biba went along on a tour done by the Taiwan Hotel & Motel Association of North America

Hi! 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.



財團法人
公益平台文化基金會

董事長 嚴長壽



緣起：從蘇花高到公益平台文化基金會

(蘇花高)

2007年4月，興建蘇花高的議題，進入政策決定的關鍵時刻。長期關心花東發展的我一向主張，要發展花東，最迫切的是如何能讓花東有一個永續發展的全面規劃，而不應只是巨大的開發或建設。特別是「蘇花高」，如果依照當時的工程規劃興建，對生態將造成一定程度的破壞。因此，我邀請了一些也相當關心這個議題的文化界、企業界的朋友，如雲門舞集林懷民、導演侯孝賢、原住民歌手胡德夫、作家黃春明、孟東籬，資深媒體人徐璐及企業家柯文昌、童子賢，及在地代表廖惠慶、蔡中岳、李美儀、鄭明崗等人，一起召開了一個記者會，大聲呼籲政府要以花東的永續發展為考量，對於蘇花高的興建，更是要審慎評估。事後，參與這個記者會的企業界朋友和我都有個共識，應該以正面行動取代消極呼籲，應該投入心力去讓更多人認識、體驗花東，進而能以永續發展角度來發展花東。

自那時開始，我就開始不斷地邀請各領域中有影響力的朋友們到花東，帶著他們深度體驗花東之美。

Founded in 2009, The Alliance Cultural Foundation (ACF) works with partners to build a sustainable future for the underdeveloped Hualien-Taitung (Huatung) region of Taiwan. In a pristine area inhabited primarily by natives, ACF develops experiential tourism to expand opportunities, nurtures cultural, artistic vibrancy to preserve indigenous heritage; try a different approach to education through Junyi Experimental High School (K-12) – giving full scholarships to underprivileged children (1/3 of students), vocational programs, camps, overseas native youth development programs, Junyi Centre for Teaching & Learning (JCTL) – for teachers, emphasizing on remote education, in hopes to change the future of the region and its children.

Every process is recorded, and experiences shared in hopes to create further impact in other underserved communities.

Five areas of focus:

Education

As traditional education emphasizes on examination results, children's innate creative talents and unique abilities – unmeasurable by exams, are often overlooked and therefore, not fully developed to its potentials. In 2011, with visions aligned, Master Hsing Yun of Fo Guang Shan Monastery entrusted ACF with Junyi Experimental High School. Junyi education emphasizes on

〈莫拉克風災中的嘉蘭村〉

2009年8月8日，莫拉克颱風襲台，除了中南部嚴重受創。在台東，原住民歌手胡德夫及舞蹈家布拉瑞揚的故鄉——金峰鄉的嘉蘭村也被沖走了52戶房子。我在災後到了嘉蘭村現場，和嘉蘭村的村民、議員、部落頭目、受災戶多位代表、胡德夫等人見面，並針對中繼屋、災區重建、產業重建等重大議題，交換了許多意見。會後，我將這些意見整理成一份建言，提供給各相關單位做參考，希望大家能以更具高度的思維，來處理災區的重建。

參與嘉蘭村重建的經驗，讓我有機會深入了解台東的一些產業和文化問題。此外，在八八風災中，由於我本身也是數個基金會的董事，我發現了各企業在重大的風災水災中均慨然捐出巨款，愛心不落人後。但通常是錢捐出去了，卻不知它的用途為何。同時，也很少有企業會在捐款前，先去了解，除了救災救急，是否有更具永續發展的災區重建計劃，能讓這些捐款發揮更大的效益和價值。這些經驗，都讓我開始思考，應該在花東成立一個基金會，以平台的方式，整合更多企業及民間的資源，讓這些資源能做更有效的運用與發揮。

developing children in not only academics, but the arts, humanities, as well as good character, values, independent thinking in a bilingual multi-cultural environment. In an era of instant information, ACF aims to inspire children through connected learning, internationalized curriculum, whilst integrating Waldorf education's humanistic approach.

ACF also develops vocational programs relative to the sustainable development of Huatung – to provide its youths with the necessary skills to work and become productive citizens who can participate in its region's growth, while maintaining its identity and culture. Additionally, through Junyi Academy, the free Chinese-based online learning platform, ACF encourages “flipped classroom” – to redefine the role of the teacher as well as the role of the student, for teachers to shift from being the knowledge deliverer to facilitator; as well as provide equal learning opportunities to remote communities with limited access to education.

ACF also supports overseas native youth development programs, as well as creates a knowledge platform for educators – JCTL centering on Waldorf education, Junyi Academy, innovative teaching, the arts & humanities, and character development. JCTL encourages educators to innovate while keeping a student-centred learning in mind, and to come together to exchange ideas to become better educators for students to have a chance for a better future.

“Education is not the filling of a pail, but the lighting of a fire.” – William Butler Yeats



〈公益平台基金會〉

2009年12月，一群志同道合的朋友：陶傳正先生、柯文昌先生、周永裕先生，和我共同發起成立了「財團法人公益平台基金會」，並得到企業界友人：施振榮先生、洪敏弘先生、蘇一仲先生、辜懷如女士、莊永順先生、趙天星先生，及文化界友人：林澄枝女士、龍應台女士、詹宏志先生、朱宗慶先生、鄭漢文先生、徐璐女士、蘇國焱先生的共襄盛舉。

2009年12月28日，「財團法人公益平台文化基金會」正式成立。

我們對花東的以「正面」取代「消極」的承諾，也就此進入行動的階段。

〈五年的摸索與成就〉

五年來，公益平台一直以探路者自許，在各位董事與天使們的支持後盾下持續往前探索。

隨著時間及大環境的轉變，基金會前進的方向與步伐也不斷進行調整。從第一階段莫拉克颱風時期，我們將基金會成立後的首要任務放在拯救產業，在快速做好必要包裝的同時，也顧及保護台灣最後一片肺葉的永續生機、讓在地人自己站起來、使之找到自我肯定價值的使命與目標。

Tourism

Huatung is a relatively underdeveloped region due to its lack of access; however, its temperate climate, diverse aborigine culture and pristine beauty make it an ideal travel destination. ACF values that any development in the area must be in balance with the need to preserve its environment; since 2010, it has worked steadily to nurture the region's experiential tourism. With Tourism Bureau generating a surplus of visitors annually (hotel occupancy now the second highest in the country; from 32.28% in 2009 to 66.85% in 2015), ACF collaborates with industry professionals and has since introduced B&B management programs, ecotourism programs – training ecotour guides experienced in cycling, surfing, mountaineering, indigenous arts & culture in local technical-vocational schools, providing an opportunity for its youths to develop a career in their home base.

Nurturing Arts & Culture

Huatung aborigines have an innate sense of colour and rhythm, and are gifted in the arts and music; however, due to a lack of resources, opportunities, talents remain hidden and lost. In effort to unearth youth talents, ACF coordinates language, music, art camps and workshops aimed to inspire learning motivations, discovery of personal talents and establish basic skills. Camps and workshops are led by internationally renowned masters, widening youth horizons immensely, giving courage to grow beyond imaginations.





我們從產業輔導、民宿培訓做起，接著點亮在地的潛力據點，如：棉麻屋、比西里岸部落、鸞山森林博物館、巴歌浪船屋，我們舉辦暑假營隊讓花東青少年的天賦得以被啟發、被看見。在最初幾年，我們促成香港包機直航花東，成功引進香港知識分子與媒體，帶進許多懂得珍惜花東價值的慢遊旅客，使花東得到相當高的能見度；相較於5年前面臨被邊緣化、人口流失比率長久高達25%的台東，今日人口數已轉為正成長，觀光客人數也比5年前多了200萬人。

台東，已經從一個原本容易被忽略的地方，搖身成為一個倍受矚目的熱門觀光勝地！近二年，可惜自2010年6月松山機場開放直航上海之後，大量陸客驟然湧進，使得花東又面臨另一波快速開發的危機。也因此，基金會與時間賽跑的步伐始終不敢稍怠！

在嘗試與摸索的過程中，我們發現「教育，才是探索一切問題的根源與答案！」由於城鄉差距導致偏鄉教育資源被大量掠奪，讓偏鄉難以翻身，而最近幾年當線上學習已成為全球顯學，讓我們深深感受到這正是翻轉偏鄉教育的契機，於是基金會開始全面走向教育，從短期培育走向長期伴護，協助偏鄉從另一個制高點看台灣教育的未來，並另闢捷徑。在縱軸面

Business Advisory

To promote economic development while preserving the environment is a challenge for many communities worldwide, the Huatung region is no exception. Here ACF takes the lead in demonstrating to the local development authorities those best business practices that will allow local enterprises to prosper while maintaining the region's pristine environment. ACF has provided advisory services to tribal enterprises like the Bixilian Tribe in helping them to build the Bixilian Cultural Center which serves as a performing arts venue where trained local youth perform with the unique tribal drum. ACF has also helped the Luanshan Forest Museum to promote a unique forest adventure without sacrificing the environment. In addition, ACF provides training seminars to help local youths develop career skills.

Through its business advisories, ACF hopes to nurture sustainable businesses, to create further employment opportunities in the Huatung region, allowing the people to stay in their home base, thereby preventing skip-generation upbringing and preserving the family unit. ACF believes "not only do you teach one to fish, you must also gather the fish to ensure long term success."

Resource Integration

ACF serves as a platform and brings together resources to help serve Huatung communities better. It integrates a myriad of strengths from businesses, nonprofits, volunteers for effective deployment and works with partners to achieve its mission to build a sustainable future for the region.

，我們將真正的花東特色挹注到技職教學中，陪伴孩子們走就業前的最後一哩路。

當我們的好夥伴誠致教育基金會於2013年成立「均一教育平台」之後，在雙方的合作輔下，公益平台耕耘的觸角與面向也更加寬廣，從舉辦社會創業家成長營、翻轉教學工作坊、中小型NPO會計實務手冊、教育共學群等，由單純扎地根花東，擴展至協助全台偏鄉課輔與教育現場，進行全面的翻轉教育改革！

偏鄉教育的翻轉工程，是一項耗時耗錢又耗費人力的工程，這是我們以前不太敢去做的一個夢想。但在台灣已無產業政策的情況下，教育若再不改革，恐將讓台灣坐失先機，對台灣未來的發展形成更加嚴峻的考驗。

接下來的三、五年將是我們改變台灣偏鄉教育的關鍵時刻。如果成功了，也是我們進一步向華人社會(包括中國偏鄉)發揮影響力的時候！

本會以整合社會資源、建立公益平台、促進文化發展、透過教育使偏鄉在地人才具文化及國際視野，進而回饋鄉里為宗旨。依有關法令規定辦理下列業務：

- 一、培養社會的新價值觀。
- 二、活化廢棄閒置空間成為文藝基地。
- 三、獎勵捐助傑出文化藝術工作者。
- 四、文化、教育及非營利組織等相關議題的研究、規劃與出版。
- 五、提升台灣文化及觀光產業的水平。
- 六、辦理社會公益及急難救助相關事宜。
- 七、培育觀光及藝術相關產業人才。

ACF is the first in its country to combine the strengths of retired professionals. Junyi's initial growth is owed to some of the most respected retired educators of Taiwan. In its technical-vocational school programs, it seeks help from retired industry professionals; with one example, in its Sustainable Architecture and Design Program. With only a handful of local Huatung architects, the program is led and designed by lead architect of Taipei 101, Norman Yang, and aims foster the knowledge and skills to preserve the character of the city, while integrating the local environment, climate, and indigenous culture into its designs. From education, arts to culture, integrating resources have played an essential role in Taitung's growth.



八、提供在地獎助學金及推動偏鄉優質教育發展。

九、扶持部落青年返鄉，促進原鄉永續發展。

十、培養在地國際化人才並促進國際學術交流。

十一、培訓文化、教育及非營利組織相關師資與人才，最終達到提升偏鄉文化與教育深度與厚度，及

非營利組非營利組織效能的目的。

十二、其他符合本會設立宗旨之相關公益性文化藝術事務活動。

Hotel Meta: Drive Profitable Direct Bookings

by Kevin Tsay Ph.D.



The U.S. lodging industry is forecast to achieve another all-time record occupancy level in 2016, but an increasing number of local markets are starting to show the effects of growing competition. According to the March to May 2016 edition of Hotel Horizons®, CBRE Hotels' Americas Research is projecting a year-end 2016 occupancy level of 65.7 percent, 20 basis points greater than the record level of occupancy achieved in 2015.

High occupancy levels do not always guarantee strong growth in ADR. Hotels in the cities of New York and Miami are forecast to achieve occupancy levels of 83.8 percent and 76.8 percent respectively in 2016, yet ADRs in these markets are projected to grow below the national average – 1.4 percent in New York and 4.0 percent in Miami. Over the study period of October 2014 – September 2015, more than 55 percent of the \$2.4 billion generated was captured in only five U.S. cities (New York, Los Angeles, San Francisco, Miami and Boston), represents a significant portion of the lodging revenues in these markets.

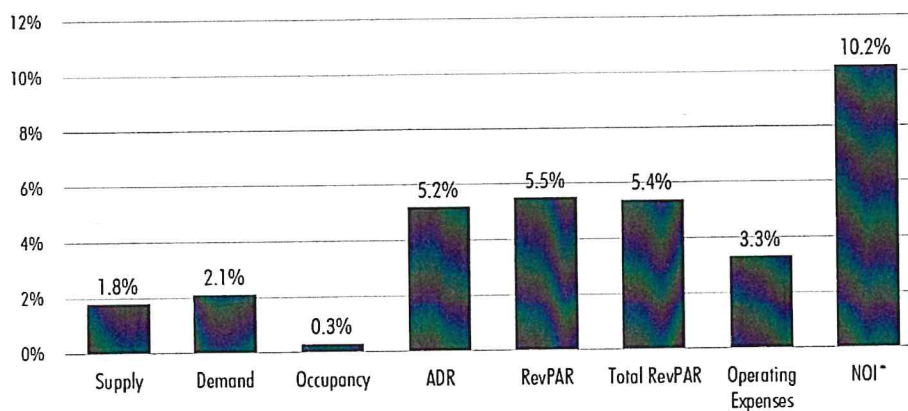
Tech Trend Impacting the Hospitality Industry

The Big 3 OTAs (Expedia Inc.; The Priceline Group Inc. and Tripadvisor Inc.) will generate more than \$80 billion in revenue in 2015. On the other way, hotels will leak between \$16 Billion- \$20 billion of their revenue to the OTAs this year. To recapture some of this lost revenue hotels and resorts need to think different. Hotels cannot survive by paying 20 – 25% commissions to OTAs and participating in all their promotions that squeeze your margins.

The only way an independent luxury hotel can compete in the future is to maximize its percentage of direct (commission-free) bookings. It's not impossible. And in fact it is both easier and more cost effective than you may think.

U.S. LODGING INDUSTRY PERFORMANCE

Forecast Change – 2015 to 2016



Note: * Before deductions for capital reserve, rent, interest, income taxes, depreciation, and amortization
Source: CBRE Hotels' Americas Research, March – May 2016 Hotel Horizons® Forecast

CBRE

The Fact:

The global travel industry is estimated to have reached \$1.33 trillion in 2014 and has grown at a CAGR of 7.5% over the last 5 years (gross bookings of all hotel stays, airfare, car rentals and cruises). This has outpaced global GDP growth of 3.3% by over 2:1.

The travel numbers have been very solid, given the global macro picture, and as the OTAs have continued to gain share, online growth has outpaced total travel. Within travel, online booking continues to grow, reaching 35% penetration of total travel in 2014. Europe and the US lead in global penetration with roughly 45% and 43% share, respectively. The US is the third largest total travel market, at an estimated \$318 billion in 2014 with \$136 billion being booked online. Europe is actually the largest market, in aggregate travel, at \$341 billion with \$154 billion online. We expect growth in online travel to continue to outpace growth in total travel with both the US and Europe approaching 50% penetration by the end of 2018. The Asia-Pacific region is just slightly smaller than Europe, and bigger than the US, however penetration of online travel is only 27%, still well below the US and Europe. The opportunity for growth in APAC is still large as we expect overall travel to grow in-line to slightly better than the global market with continued growth in online penetration. Growth in online booking was up 14% in 2014, slightly faster than overall online growth of 11%. We expect online penetration in APAC to continue to increase over the next few years, reaching just under 40% by 2018.



Industry Dynamics:

Online travel started solely as an airline booking platform. Now OTAs offer a full array of products including air, hotels, and other travel related ancillary segments. However, not all bookings monetize at similar rates. Airline ticket margins are generally no higher than 3%, hotel margins are around 15-20%, and car rentals/cruises/etc., come in around 9-10%. As of 2014, hotels made up 36% of total online travel bookings, while air was 45% of the total.

The majority of revenue generated by Expedia and Priceline come from the hotel industry; hotels make up 43% and 70% of Expedia's bookings and revenue, respectively, much smaller than Priceline's mix of 76% and 87%. Expedia generates 8% of its total revenues from airline tickets vs. 2% for Priceline.

The Agency and Merchant Models:

The OTAs broadly operate under two different models, the merchant model and the agency model. Under the merchant model, OTAs negotiate discounted wholesale room rates, referred to as "net rates", which the OTAs mark up when they re-sell the rooms to customers. In this transaction, the OTAs are considered the merchants of record, and therefore charge the customers directly. Further, OTAs typically only buy a room from a hotel after receiving payment from its customers. The OTA is usually paid up front for the entirety of the stay, and will satisfy its obligation to pay for the hotel rooms after the traveler completes his/her stay, though new customer programs are implementing discretion in payment timing. Generally speaking, the OTAs have slightly better take rates with merchant bookings.

Under the agency model, the hotel is the merchant of record and the OTAs are paid after the guest stay is complete. The OTAs receive a commission on gross bookings and are typically reported as a net amount, without any associated cost of revenue. The agency model is especially prevalent in Asia and Europe, as opposed to India

and the U.S., where the merchant model has historically dominated. As companies increase their International exposure, the industry as a whole is feeling pressure to move increasingly towards agency or hybrid models. Priceline is less vulnerable to this shift considering that Europe-based Booking.com, which operates on the agency model, accounts for 95% or more of Priceline's consolidated operating income. On the other hand, Expedia currently derives the majority of its revenues from the U.S. and only 27% of its revenues came from agency bookings in

Meta Search:

Meta-search facilitates the comparison of information from multiple sources (think Google), which is particularly relevant in the highly competitive online travel market. Instead of individually searching and comparing prices and availability across multiple OTA sites, meta-search allows all information to be neatly displayed in one place by an independent party such as Trip Advisor or Kayak. These meta search providers generate revenue through display-based advertising and click-based advertising. The OTAs have their properties displayed on the third party platform. Some of the comparison travel site, such as Trip Advisor, also receives some subscription-based revenues, which come from suppliers looking to purchase business listings or vacation rentals directly on Trip Advisor's site. The relationship among OTAs and meta-search is meant to be one of symbiosis. OTAs depend on meta-search companies for traffic, while meta-search companies depend on OTAs for revenue. In April 2014, Google and Trip Advisor accounted for an average of 15- 20% of the traffic sourced to Expedia, Priceline, or associated brands according to Comscore. Over the years, meta search has grown in importance, particularly with younger travelers. According to a study by researcher L2, 39% of millennial's source travel via meta first vs. OTA. This is only 23% among baby boomers. The meta search sites have evolved over the past few years whereby the relationship with the OTA is changing. Trip Advisor, with its launch of Instant Book, is showing more of a tendency to want to act like a traditional OTA. In Instant Book,



consumers would be able to book directly on the Trip Advisor site compared with the current model where consumers are taken to either an OTA or supplier direct platform (and subsequently leave and book off of TRIP). Additionally, formerly independent Kayak was purchased by Priceline in 2012 and Germany based Trivago was bought by Expedia in 2012, pushing the traditional OTAs into the meta search market as well (and let's not forget that Expedia owned Trip Advisor prior to its spin out). Google has increasingly become another "meta" player following the launch of Flight Search and Hotel Finder as part of its offerings - on the back of the ITA acquisition and Room 77 partnership.

Supplier Direct vs. OTAs

In online travel, the OTAs and the hotel providers have somewhat of a love-hate relationship. On the one hand, the OTAs are a great source of incremental traffic and demand for the hotels. The OTAs help drive inventory during slower periods of time and help drive traffic for visitors who are less brand conscious or brand aware. On the flip side, the OTAs generally receive a 15% commission on hotels booked through their sites (it is generally lower for the very large chains and higher for the independent and niche hotels), making sales through the OTA channel less profitable on a per-room sold basis than when consumers book directly from the hotel website.

We have seen two trends emerge as of late in the OTA vs. Supplier channels. The OTAs continue to gain share, making them increasingly important for the hotel operators. The hotels, while recognizing the growth from the OTAs, continue to put pressure on commission rates. Historically, traditional offline travel agents operated with take rates of around 10% (below the aggregate rate for the OTAs). The large Hotel chains have been able to move commissions to the OTAs down to these traditional offline levels and we see increased downward pressure on take rates to the OTAs. The smaller chains have much higher commission rates, and we believe some of the independent operators pay the OTAs north of 20% for booking room nights. While they have less leverage to push down rates, we believe the increased competition globally, particularly between Expedia and Priceline, will lower rates for the smaller guys as well.

Globally, supplier direct continues to be the largest channel for travel bookings, accounting for 62% of all sales in 2013. The OTAs currently account for 38% of the market. This share is up marginally from 37% 5 years ago. Supplier direct is more prevalent in developed markets as those

markets are dominated by large hotel chains. In emerging markets and most of Europe, where local chains and independents dominate, the percentage of supplier direct tends to be less.

**Actions should consider taking
immediately-instant booking**

It has been more than a year since Instant Booking was released in the U.S., but the larger OTAs and hotel chains have so far been slow to adopt the feature. As mentioned previously, the large hotel chains and OTAs will be reluctant to adopt Instant Booking in the near term. Even though the commission rate with instant booking would likely be less than the effective rate that the OTAs pay for the CPC product, they are very hesitant to give up ownership of the customer. In the existing CPC model, the OTAs and hotel chains can convert hotel shoppers into repeat customers by offering loyalty programs that reward direct purchases on their sites. Repeat customers allow suppliers to retain all of the transaction economics and effectively lower distribution costs. We believe smaller OTAs may be more willing to participate in Instant Book because sacrificing ownership of the

The majority of the largest hotel chains are not participating in Instant Booking on 1/31/2016

Rank Hotel Groups	Rooms	% of Rooms	Instant Book
1 Hilton Worldwide	744,368	4%	No
2 Marriott International	758,502	4%	No
3 IHG	749,000	4%	Yes
4 Wyndham Hotel Group	671,923	4%	Yes
5 Choice Hotels International	505,278	3%	Yes
6 Accor	510,000	3%	Yes
7 Starwood Hotels & Resorts	345,200	2%	Yes
8 Best Western	313,639	2%	Yes
9 Home Inns	296,075	2%	Yes
10 Carlson Rezidor Hotel Group	248,843	1%	Yes

customer is less of a trade-off if they can drive a significant improvement in volume by appearing as the top slot in meta. As a result, expect to see ongoing adoption by the smaller players, but as mentioned before, it may take sometime – perhaps multiple years, depending on the pace of the consumer rollout – for enough volume to accrue to smaller players, until the OTAs / large hotel suppliers actually feel the impact and are forced to adopt instant booking to retain lost market share.

Worldwide 17,500,000 Rooms 100%

Hilton Worldwide and InterContinental Hotels Group, though, are so far holding out. They participate in TripAdvisor metasearch but not in its booking features.

TripAdvisor is offering Instant Booking partners, which also include Booking.com, Priceline.com and Agoda, more branding throughout the booking process these days than when TripAdvisor introduced the feature on mobile in June 2014.

TripAdvisor now works with 8 out of the top 10 hotel brands in the world and these respected suppliers have joined a growing list of more than 70 hotel chain, groups and online travel agency (OTA) partners that will power bookings on the platform. TripAdvisor's instant booking partners include Accor, Best Western International, Carlson Rezidor, Choice Hotels, Hyatt Hotels, Langham Hospitality, La Quinta Inns & Suites, Mandarin Oriental, Marriott International, Priceline Group, Starwood Hotels & Resorts and Wyndham Worldwide.

The majority of the largest hotel chains are not participating in Instant Booking_06/30/2015

Rank	Hotel Groups	Rooms	% of Rooms	Instant Book
1	IHG	715,062	5%	No
2	Hilton Worldwide	758,502	5%	No
3	Marriott International	710,295	5%	No
4	Wyndham Hotel Group	660,826	4%	No
5	Choice Hotels International	505,278	3%	Yes
6	Accor	482,296	3%	Yes
7	Starwood Hotels & Resorts	345,200	2%	No
8	Best Western	313,639	2%	Yes
9	Home Inns	296,075	2%	No
10	Carlson Rezidor Hotel Group	248,843	2%	Yes

Worldwide 15,500,000 Rooms 100%

Instant Booking coverage from Accor, Best Western, Carlson, and Choice 10%

Source: MKG Hospitality Database, STR Global, Barclays Research

* Ranked by the number of hotel rooms owned by the hotel group

Common Labor Issues, and How to Avoid Them

by Wendy Doo

Employee or Independent Contractor- Are those people you pay as independent contractors (1099) actually your employees? Labor Code § 3351 defines an “employee” as “every person in the service of an employer under any appointment or contract of hire or apprenticeship, express or implied, oral or written, whether lawfully or unlawfully employed...”



Some of the most important factors to consider include the following:

FACTOR	INDEPENDENT CONTRACTOR	EMPLOYEE
1. Instructions	Not required to follow instructions on how to perform services.	Can receive instructions from employer.
2. Services Personally Performed	Should be able to subcontract all or part of the project.	Cannot delegate responsibilities.
3. Hiring, Supervising, and Paying Assistants	Can hire and supervise its own employees, but should not supervise or be supervised by principal's employees.	Deals with subcontractors and other employees only in the framework of the employer's directions or policies.
4. Continuing Relationship	Generally works on one project and moves on, accepting additional projects when available.	Enjoys a continuing relationship with employer.
5. Hours of Work	Sets own work hours, working as necessary to achieve the end result.	Employer can dictate the hours that an employee works.
6. Full Time Required	Usually has the right to work simultaneously for the principal and others, as long as the end result is reached.	Usually must make a time commitment to the employer.
7. Tools and Equipment	Should have own tools and equipment necessary to perform the services independently.	Employer provides the tools its employees need.
8. Working for Multiple Companies	Can and often does work for multiple firms simultaneously.	Employees usually hold one job.
9. Available to the Public	Offers his or her services to the general public.	Perform services directly for the employer only.
10. Method of Payment	Flat rate payment for the project is most consistent, because the contractor is responsible for producing completed project.	Usually paid on an hourly or salary basis.

If your workers fit into the “employee” column more than “Independent contractor,” you should pay the worker as a W2 employee, including payroll taxes.

Pay Stubs- Labor Code § 226(a) requires the following information on every employee’s pay stubs: (1) Gross Wages earned; (2) Total hours worked; (3) Any deductions; (4) Net wages; (5) Pay period; (6) Name of Employee and last 4 digits of SSN; (7) Name and address of employer; (8) All hourly rates of pay and number of hours worked at each rate; (9) Paid Sick Leave Accrual and Usage. Failing to include these items can lead to big penalties. The penalties include \$50 for the first violation, then \$100 per pay period per employee. These penalties can add up quickly, so make sure your wage statements are in compliance!

Restaurant Tip Pools- Do you have a restaurant as part of your business? A new case was recently decided which drastically changes how tip pools can work in California. It is common in the restaurant industry to have a “tip pool” where waiters share tips with busboys, cooks, etc. (Note: A manager/owner can never share in the tip pool). A new federal court case has been decided which states that a mandatory tip pool can only include employees who “regularly and customarily” receive tips. This means that a tip pool with waiters and busboys is probably OK, but including cooks or dishwashers in the pool is no longer OK.

Personal Liability for Wage Violations- Labor Code § 558.1 recently took effect, which states that a “person acting on behalf of an employer” (including a “owner, director, officer, or managing agent”) can be held liable “as the employer” for labor code violations. What does this mean? You can be personally sued when there are wage violations in your company, and your personal assets could be at risk. Also, the government can place a lien on company property or even prevent the business from operating until unpaid wages are paid.

Private Attorney General Act (PAGA)- The Private Attorney General Act (“PAGA”) allows employees to bring a lawsuit for civil penalties on behalf of other injured employees based on labor code violations. PAGA is similar to class actions, but are easier to bring than a class action. PAGA claims are frequently brought by an employee in addition to personal claims they bring. Because PAGA allows the employee to sue on behalf of all your employees, the liability can be massive.

Labor Law

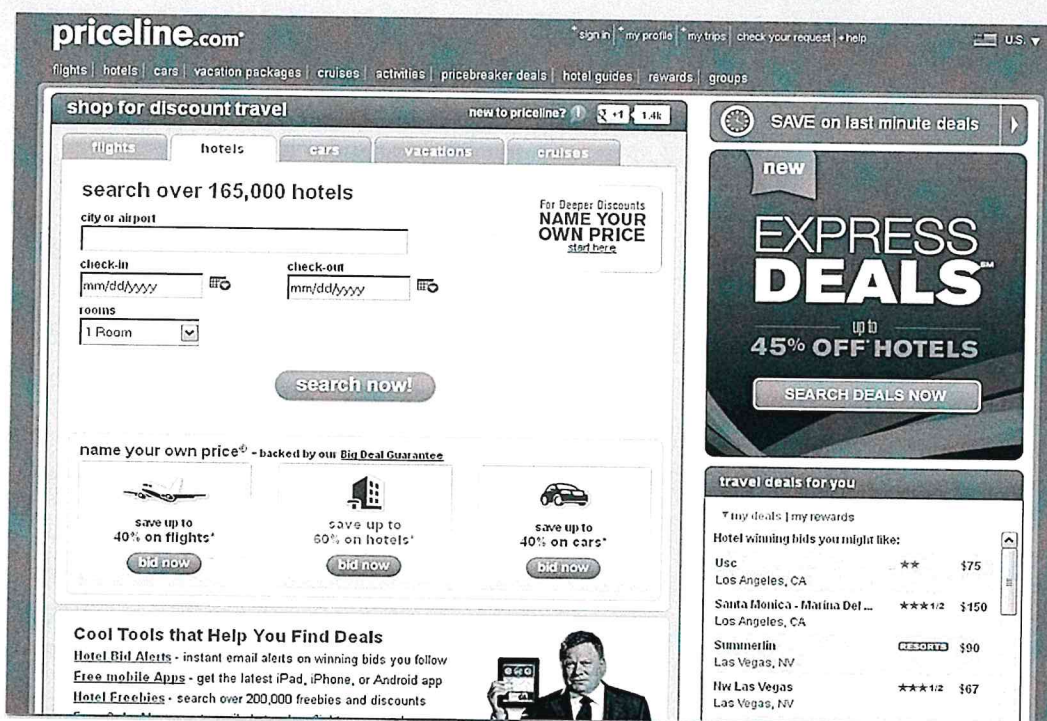


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威力 Priceline 打造線上旅遊王國



一年四億天的威力 Priceline 打造線上旅遊王國

經歷網路泡沫化、金融海嘯等市場風暴，Priceline靠著專注耕耘「休閒旅遊」這件事，從沒人要理會、股價一度僅有個位數的雞蛋水餃股，如今跌破眾人眼鏡成為千元股王，連Google、Amazon等大型企業都只能望其項背。

你曾經自行上網搜尋機票、酒店嗎？對消費者而言，無遠弗屆的免費網路資訊讓自助旅遊的困難度大大降低；對企業而言，則是面臨價格競爭白熱化的肉搏戰。

然而，Priceline卻在逆境中突圍，旗下囊括了旅遊業界知名的Booking.com、Agoda兩大訂房網站，不僅是S&P500指數成立以來首檔突破千元個股，更持續穩坐股王寶座；2015年，還獲富比世雜誌選為「全球25大創新企業」，以及財星雜誌「全球最受尊崇企業」之一。最新公布的財報顯示，一年透過Priceline集團網站所預定的全球房間入住總天數更高達4.32億！

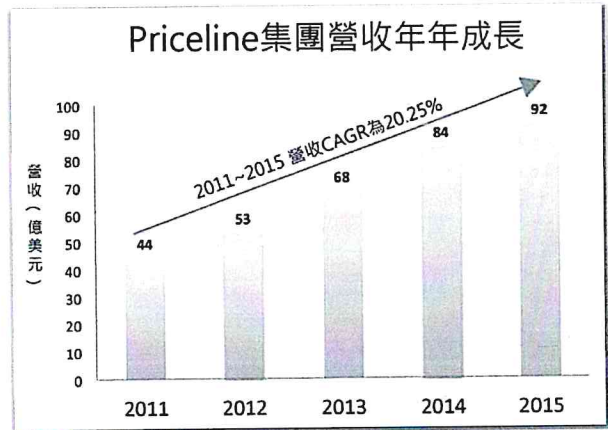
現在看來，Priceline的表現相當傑出，但若把時間拉長，1997年成立、於1999年上市的Priceline，一路上經歷了相當多的波折，在網路泡沫時期，股價甚至曾經跌至不到7美元，差點面臨倒閉的命運。當時沒人想得到，這間公司竟然可以順利撐過低潮，還透過積極調整、併購等策略，成為全球線上旅遊市場的龍頭企業！

均每晚銷售房數已經超過100萬間，以傲視群雄的數字穩坐業界第一把交椅，也持續強化投資人的信心。

然而高瞻遠矚的Priceline，對未來還有更大的野心。

根據eMarketer的調查，目前有50%以上的使用者透過移動通訊裝置來訂購旅遊相關的服務。為了因應這樣的趨勢，近幾年Priceline不但優化了app介面，使其更符合消費者直覺、使用更為便捷；更開始善加運用社群網路，期望藉由社群力量的擴散性與行動裝置的便捷性，提供營收與獲利持續成長的動能。

聚焦於商業模式的創新，並積極拓展業務版圖，Priceline集團結合機票、住宿、租車與訂餐廳等項目，幾乎提供了「全面性」的休閒旅遊服務，可望持續獲得全球200多國家、85萬個住宿夥伴以及每月1300萬使用者的支持。



Priceline

成功的策略原則就是「不浪費」

Priceline在早期的商業模式精髓是：「找尋未被充分利用的閒置固定資產。」簡單說來，就是不浪費。

Priceline的創辦人Jay Walker，在1990年代時，發現固定成本高的產品，愈是接近保質期使用價值就愈小。若從到機票或者旅館住宿來看，逼近登機或者入住時間時，實際價值將會變小，因此飛機一旦起飛或者客房空置超過午夜價值便會歸零。此外，旅館、航空這些旅遊相關產業，受淡旺季影響大，根據統計，淡季空房率通常會落在40-50%，表示每日約莫有一半的賺錢機會白白蒸發。如此累積，將會造成巨額成本負擔，然而多數公司礙於維持市場行情，尤其是那些星級飯店，絕不會主動大幅降價求售。

這樣的兩難一直沒有解決的途徑，直到Priceline出現。Priceline整合供給方（旅館、航空公司）資源並推出一套「由你定價」（Name your own price）的商業模式，讓消費者只需先預設旅遊日期、地點等基本條件，並提供能夠接受的價格底價，再由Priceline負責從資料庫或供應商中配對符合消費者預期的產品。這種創新模式一推出大受歡迎，不僅協助航空公司處理剩餘機票，也為旅館、飯店銷售每日的剩餘客房。當然，對於精打細算、旅遊行程較為彈性的消費者，透過這種銷售方式，常常能從中獲得「物超所值」的意外驚喜。

走過虧損，透過併購壯大旅遊事業

然而，Priceline的發展並非一帆風順。經歷了網路泡沫時期，2002年公司虧損1900萬美元、股價跌入谷底，最後獲得亞洲首富李嘉誠大舉注資，才得以重整事業。

2005年，Priceline收購Booking.com，成為起死回生的重要轉折。Booking.com是歐洲最大旅遊網站，有超過50%的客戶通過Booking.com預訂房間，同時更佔有全球酒店業買賣近一成市場。Priceline收購Booking.com之後決議維持雙品牌策略，明智之舉成功囊括了歐洲、美國這兩大旅遊業的主戰場。

相較於歐美市場，當時的亞洲的旅遊市場尚未爆發，但身為市場龍頭的Priceline顯然沒有小看亞洲的未來發展潛力。2007年，Priceline如法炮製，運用同樣的策略，收購了發跡於新加坡的Agoda，成為布局亞洲市場的重要先機。

而除了擴張歐美亞三地的訂房市場之外，Priceline也沒忘了持續深化旅遊相關服務。近幾年擴張動作不斷，陸續收購了租車網站Rentalcars.com、旅遊搜索引擎Kayak和餐廳預定網站OpenTable，等於是吃喝玩樂、休閒娛樂的相關業務樣樣都包。2014年開始，更以投資中國線上旅遊業者「攜程網」的方式，大舉進軍中國市場。

Priceline 的下個爆發動能：行動下單

Priceline精確的多品牌運作所提供的全套服務滿足了消費者，而其明快的併購手段與有效的策略規劃則滿足了華爾街投資人。2015年，集團接到的旅遊訂單總金額達555億美元，平

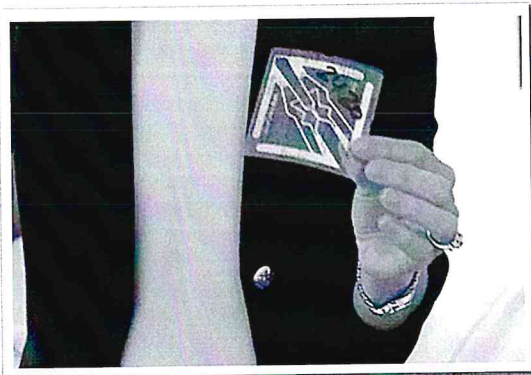
未來酒店：高科技帶來全新體驗

本刊編輯部

科技改變生活不僅僅是一句空話，仔細觀察，你會發現身邊的很多事情都在變化：打車不再需要現金，一部手機和微信賬戶即可結賬（當然還需要一張有錢的信用卡）；家裡的燈泡、冰箱、洗衣機都能用手機控制，甚至實現自動化編程操作。現在，如果你在旅行中入住酒店，也能夠感受到高科技帶來的全新體驗。

近日，記者體驗了喜達屋酒店集團的高科技元素，一起來感受一下未來酒店的入住體驗。

1. 機器人服務員



如果你現在入住美國庫比提諾和硅谷的雅樂軒酒店，已經能夠看到勤懇的Botlr機器人服務員在走廊中穿行，為客廳提供飲品、毛巾等客房服務。它看上去就像是一個現實版的R2D2，雖然不會說話，但相對於人類服務員來說能夠讓顧客更沒有負擔，同時也有效節約酒店成本。

2. 虛擬現實體驗



如果你現在入住美國庫比提諾和硅谷的雅樂軒酒店，已經能夠看到勤懇的Botlr機器人服務員在走廊中穿行，為客廳提供飲品、毛巾等客房服務。它看上去就像是一個現實版的R2D2，雖然不會說話，但相對於人類服務員來說能夠讓顧客更沒有負擔，同時也有效節約酒店成本。

3. 房間內的兩台電視

還記得曾經風靡一時的子母電視畫面功能嗎？事實上沒有人喜歡那種體驗。現在，福朋酒店在房間內提供兩台電視，讓你和伴侶可以分開欣賞不同的內容，無線耳機會保證你們不會受到對方打擾。



4. 智能鏡子



如果你入住某個喜來登酒店，可能會驚喜地發現房間內擁有一塊智能鏡子。該產品由鬆下提供，能夠顯示新聞、天氣、股票等信息，非常方便。另外，酒店衛生間還擁有內置LED燈的化妝鏡，更好地解決起夜時的照明需求。

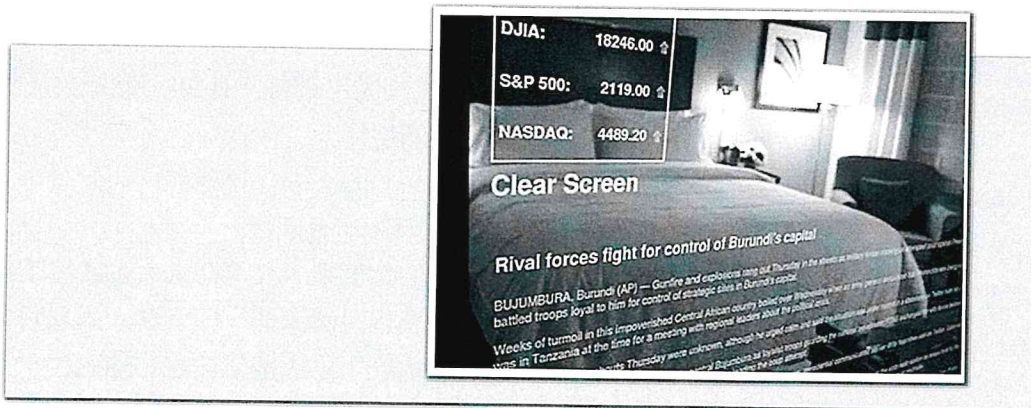
5. RFID 感應夜燈



很多人都患有“酒店夜盲症”，起夜時往往不知自己身處何處、甚至在房間迷路。針對這種情況，喜達屋正在測試基於RFID射頻識別的環保貼紙，隻要將其貼在身上，室內的照明傳感器便會偵測到用戶的位置，實現自動照明。

6. HomeKit 客房

蘋果的HomeKit隻能在家中使用？並非如此。喜達屋希望通過與蘋果的合作，在酒店房間內集成大量HomeKit設備，並通過SPG俱樂部應用來實現控制，比如調整燈光顏色及亮度、控制溫度或是無線播放音樂等等。顯然，如家一般舒適，應該是所有酒店的終極目標。



酒店業最經典的二十句話！

本刊編輯部

酒店業有許多流傳多年的經典老話，對新人是啟迪，對老人是溫故知新。以下是本人收羅的二十句話，中英文對照的，英文表述比中文還漂亮些：

1、要改變，就要先改變自己。

For things to change, I must change first.

可惜世人大多只會抱怨同事、下屬、上司、客人、企業、大環境，希望等到他們改變了，自己的命運才會改變。改變自己，才有可能改變周遭的一切。如果自己也改變了，但環境還是不變，那只能說明你改變得還遠遠不夠。

2、從我做起。If it is To Be, it is Up to Me.

做好自己的本職工作，學好專業本領，主動與別人溝通，做最好的自己。

3、你就代表酒店，因為你是幫助客人滿足其需求的人。

YOU are the hotelbecause YOU are the person who is going to help fill his or her needs.

任何員工都是酒店的形象代言人，你的一言一行都在客人眼中，心中。

4、每一次接觸客人都是今天的第一次。

Every call is the first call of the day.

第一印象決定一切，今天最後一個客人也需要你用心給他留下最美好的第一印象。

5、如果你不是為客人服務，那麼你是在為客人服務的人服務。

If you are not serving the customer, your job is to serve somebody who is.

後臺崗位雖不直接接觸客人，但通過對一線員工提供良好服務和支援，也是在為客人服務，所以應該跟一線員工一樣嚴格要求，甚至更嚴些。要想一線好，二線必須更好才行。

6、成功之道：總是做得比期望的多一點點。

Simple rule for success, Walk the Extra Mile. (Always do what is required PLUS a bit more.)

這一點似乎不必解釋，問題只有一個：你真的知道客人的期望嗎？試著說出來吧，看看你能否滿足。

7、客人對與錯並不重要，重要的是他們的感覺。

It doesn't matter whether the customer is right or wrong. It matters how they feel.

我們往往只會糾纏於客人的對錯，忘記了他們的感覺。

8、客人也許並不總是正確的，但是他們應該得到正確的對待。

The customer may not always be right, but they should be treated right.

站在我們的角度看，其實客人大多數時候並不正確，要求也過於無理，只是客人永遠只會站在客人的角度，不大會站在我們的角度。

9、小事會影響客人的感受。

It's the little things that matters.

影響客人感受的基本都是小事，少有大事，我們的工作就是做好無數的小事而已。

10、小事也要力求完美。

Do ordinary things extraordinary well.

小事做好了，自然就完美了。

11、在英文中生氣與危險僅差一個字母。

Anger is one letter away from Danger.

跟客人生氣時，離危險就不遠了。

12、客人是通過我們說什麼、怎麼說、做什麼來判斷我們的。

Our customers judge us by, What we say, How we say, What we do.

說話的內容，方式和作為與否。

13、要從錯誤中吸取教訓，不要重復錯誤。

Learn from your mistakes, but never repeat them.

重復錯誤和犯低級錯誤是我們共同的缺點。

14、要象恆溫器，不要象溫度計。

Be a thermostat not a thermometer.

恆溫器會自我調節溫度，無論環境的變化，代表主動積極的人。溫度計的數字則取決於環境，代表消極被動的人。

15、好的感受來自於好的態度。

A happy experience begins with ATTITUDE.

態度決定成敗。

16、所提供的服務要比所承諾的好。

Under promise but over deliver.

承諾100分，服務120分。

17、做你所擅長的並且每天都要做得更好些。

Do what you do well, and do it better every day.

似乎不用解釋。

18、每天我會變好也會變壞，這完全取決於我自己。

Each day I either get better or worse. The choice is mine.

似乎也不用解釋。

19、警告：客人極易消失。

Warning, Customers are perishable.

要讓一個客人消失，得罪他一次就夠了，不用兩次。

20、苛刻的客人比沒有客人強。

No customer can be worse than hard customer.

我們面對的眾多客人中除了苛刻的以外，剩下的就沒有什麼人了。

以上二十句話你都做到了嗎？如果是，獎勵一下自己。如果不是，馬上改進。



影響2016年酒店業的四大科技趨勢

本刊編輯部

到了12月，每個行業都翹首以盼來年的預測趨勢。酒店業也不例外。酒店業有自己的發展趨勢，這些趨勢將顯著影響來年的行業，所以，酒店經營者需要註意這些趨勢。

酒店科技公司IDS Next諮詢了在非洲、中東、亞洲、亞太地區和東南亞的業務負責人，利用與他們的接觸和觀察，預測了酒店業在2015年的大趨勢。

作為酒店經營者，你之前可能已經聽說過一些趨勢預測，但現在，IDS Next預測的趨勢正在以波濤洶湧之勢席卷而來，影響酒店業，你的酒店應及時接受這些技術改變，否則，可能會遭遇被甩到後面的風險。

在開始講技術大趨勢之前，讓我們來看看表現越來越突出的客戶群吧。

在2015年，留意千禧一代和嬰兒潮一代。千禧一代指的是在20世紀80年代初和21世紀初之間出生的人群。他們可能二十歲左右，也可能已經結婚生子。他們癡迷於技術並熱愛旅遊。嬰兒潮一代是另一個大客戶群。雖然確切的數字很難找到，但這代人的年齡在45歲至65歲之間。研究表明，出生於二戰後的嬰兒潮一代比其他年齡組更富裕，有更多的自由時間，並把他們的自由時間用來旅行。你的酒店配備也需要滿足這一代的需求。

印度和中國等新興經濟體，準備旅行的當地人不斷增多，酒店經營者需要停止渴望吸引國際旅遊者，要開始吸引當地的旅遊人群。

在你還沒有意識到這的情況下，技術已經到位了，而你的客戶正在推動它的使用。度假時，你的客戶不僅想要和家裏一樣的技術——超贊的寬帶速度、無線網絡上網和室內娛樂，僅舉幾例——他們還想要更多。所以，像智能炫酷的移動應用程序和設備這樣的東西，客戶可以通過它們與你交流或獲得信息，甚至在客戶離開你的豪華酒店時也會想要談論它們。

1. 社會化媒體是你的新營銷渠道

隨著社會化媒體的發展，酒店現在生活在了一個玻璃房子裏。

研究表明，在2014年，全球範圍內超過50%的受調查者在網絡推薦的基礎上購買產品。65%的受訪者因為網絡推薦而經常訪問某個網站。這帶來了新興的在線預訂酒店客房。

所以，希望提高客房入住率的聰明的酒店需要戰略性利用社會化媒體，他們需要通過每一個可能的渠道，無論是Twitter、Facebook、LinkedIn、Pinterest、視頻還是博客。

這使酒店經營者可以加大品牌推廣力度，與潛在的客戶聯系並不斷吸引他們。這也使酒店了解自己被怎樣談論，從而作出明智的反應，糾正旅客的消極反饋。

2. 移動將是你的主要區別

根據2014年Expedia Mobile Index，移動設備對旅客來說就是一切。移動設備可以被用作“部分組織者、部分禮賓員，在某些方面也是部分伴侶”。

根據這項研究，76%的旅客認為，智能手機“非常重要/關鍵”，35%的旅客表示，他們在旅行中使用智能手機比在家使用得更多。78%的商務旅客在旅遊規劃方面已經在使用他們的智能手機了。

面向消費者的技術的重要性不斷提升，還有什麼更好的方式可以像登記入住、電子菜單這樣的移動app更能給你的潛在客戶帶來驚喜呢？這些應用程序隱含了很多好處——它可以讓酒店經營者為客戶提供一個夢幻般的入住體驗，聰明地提高銷售量和推廣品牌。

在2014年掀起大浪花的一個移動應用程序是最後一分鐘酒店房間預訂(last-minute hotel room booking)。旅遊正在成為新的冒險來源，沖動旅行也為尋求刺激腎上腺素分泌提供了很多，你的酒店更要在最後一分鐘預訂房間的app上，最好是移動端，提供很多很酷的折扣。

3. 折扣超出你的會員計劃

不同的人對會員計劃有不同的反應。例如，休閒旅行者很有價格意識，價格上的優惠可能是發展會員的好想法。然而，企業客戶可能會喜歡酒店的個性化服務和呵護。隨著零售行業越來越重視個性化服務，你的潛在客戶也在期望同樣的事情。

一個好的會員計劃會個人化地考慮到客戶在酒店的最後一分鐘的要求，為客戶到達城市後可以做什麼提供有用的信息或者意外提高待遇，這些都是將潛在客戶從無品牌的招待所和小旅館吸引過來的關鍵。他們目前在行業中擁有很大的份額。

4. 從酒店經營管理系統轉向酒店ERP

現在，你應該認識到你的客戶有復雜的需求，要求很高的服務，他們不避諱表達自己，希望你在他們身後隨時為他們效勞。你曾經很好用的酒店經營管理系統現在卻舉步維艱，你需要拼命跟上社會化媒體營銷、商業智能、收入管理、銷售渠道、在線聲譽管理等等的地步。

如果你還沒有聽說過，那麼，現在歡迎你來到酒店ERP(企業資源計劃系統)世界。IDSNext就是其中一家酒店ERP供應商。他們的酒店ERP強大靈活，易於面對你的各種需求，並充分利用你多年以來為個性化客戶互動收集的所有數據。

雖然我們廣泛考慮技術，但是酒店業仍將繼續是以人為中心的產業。客戶體驗的重要組成部分仍然是由你的員工提供的。不要忘了投資他們，使他們能夠掌控技術差異化的局勢。

Seven Key Takeaways

By HVS

The annual Americas Lodging Investment Summit (ALIS) kicked off the year with insights into hotel transactions, performance, and lending trends. What do experts expect for the industry in 2016?



A modest tempering of enthusiasm for development, performance, and the near future of the U.S. hotel industry was prevalent among delegates at the 2016 ALIS conference in Los Angeles, which traditionally sets the tone for the present year of lodging news and forecasts. Forecasts call for a continuing rise in hotel RevPAR and NOI; however, falling oil prices and the decline in REIT stock prices fed into a balance of cautious optimism at the conference. The rise of the U.S. dollar and its impact on foreign travel was at the forefront of many discussions; while gateway markets are being affected, secondary hotel markets are benefiting from the lower cost of gas. Mixed-use developments that integrate hotel components are on the rise. Tighter restrictions on CMBS loans are making large transactions more challenging. Financing for new hotel development remains available, but will likely undergo stricter underwriting.

The following are some key takeaways from ALIS 2016.

Economic Outlook

The prosperity of the U.S. hotel industry depends on the overall health of the economy, which had been gaining strength since the most recent downturn, but is now facing some headwinds. Todd G. Buchholz, former White House Director of Economic Policy, highlighted key factors that have aided in the recovery of the U.S. economy, along with factors that may temper this recovery in the near term.

Energy prices and low interest rates helped the economy's resurgence in the years following the recession, but with the recent fall in oil prices, future economic growth may rely far more on consumer spending, which is expected to grow only 2% in 2016. Theoretically, lower gas prices should allow for more discretionary spending, but consumer habits have yet to reflect this and may not, according to Mr. Buchholz, for some time. On the upside, consumers are generally considered to be in good financial shape in terms of employment and delinquency rates.

Mr. Buchholz remains confident that interest rates will remain relatively low for some time, despite the recent uptick; however, other factors such as mounting U.S. debt levels and financially strained social security and Medicare programs remain causes for concern.



Significant CMBS Loan Maturities in 2016/17

Over \$200 billion in CMBS (Commercial Mortgage Backed Securities) loans were underwritten in 2006/07, and these will be coming due in 2016/17. Hence, the next twelve to eighteen months will be the most dynamic financing period the industry has ever experienced.

The Basel Accord III, a comprehensive, voluntary set of reform measures that regulates operational risk, liquidity levels, and risk management for international banks, remains in place through 2018 and heavily influences the level of due diligence necessary for new loans. With the slowdown in offshore lending, lengthy time constraints from Chinese investors, and concerns about new supply from Wall Street investors, less capital is expected to be allocated to the lodging industry over the next two years.

Lenders Increasing Due Diligence

Tightening of CMBS loans due diligence has led to less liquidity in the securitized market. However, as with previous cycles, non-CMBS lenders are receptive to financing opportunities, as they are equipped to react to changing environments. Of course, bank loans depend on strong due diligence, including considerations of LTVs, interest rates, and sponsorship attributes. Several panelists mentioned that while a sponsor's net worth matters a good deal, the sponsor's experience and the historical performance of his or her assets are being reviewed more closely relative to 2010/11 lending practices.

Cap Rates Rising

The Industry Real Estate Financing Advisory Council (IREFAC) panel at ALIS gave insight into current investment market conditions and the outlook for the rest of 2016. The consensus was that cap rates would rise 25 to 50 bps due to the volatility of the capital markets and the slowing of hotel RevPAR and NOI growth. Hotel prices are expected to remain flat or decline up to 7% in some markets, depending on how much the rise in RevPAR and NOI offsets the increase in capitalization rates.

Transactions and financing will become somewhat more challenging in 2016, as investors and lenders consider the risk of slowing earnings and the potential of a downturn into their underwriting. The risk retention rules of the Dodd-Frank Act, which will take effect for commercial real estate on December 24, 2016, will further affect CMBS lending. The rules require that a sponsor of a CMBS pool retain 5% of the proceeds of the securitization, which will likely increase the scrutiny that CMBS loans will undergo by originators.

This rule takes effect at a time when a wave of CMBS loans mature in the fourth quarter of 2016, as mentioned above. Debt funds will help fill the void left by more constrained CMBS lending. Financing for new construction will become tighter, which will help keep supply in check and extend the current cycle. Looking out over the next few years, panelists suggested that there will be more consolidation of lodging C-Corps and REITs.



International Travel to U.S. Falls in 2015, Creating a Shift in Focus for Hoteliers

The strengthening of the U.S. dollar over the last year has brought a boost in domestic travel. The exchange rate, however, is unfavorable to foreign travelers; thus, it has begun to negatively affect gateway markets in the U.S. The cost of a trip to the United States for some international visitors has risen up to 30%, causing non-essential trips to be postponed. This was among the reasons for the modest decline in average rate and RevPAR in New York City in 2015.

Travel levels from Asia, Canada, and Europe, all robust in 2014, softened last year and are expected to continue to moderate in 2016. Given this trend, hotel investors are shifting focus to secondary and tertiary markets in the U.S., as these markets rely less on international travelers for the health of their hotel industries. Falling oil prices are likewise expected to generate more regional travel, which would also proportionally benefit these secondary and tertiary markets.

Hotel Transactions Market to Temper in 2016

Coming off a record year in 2015, hotel transaction activity is expected to decline overall in 2016. Brokers have already been active this year, making numerous listings available on the market. However, the responses from potential buyers have been so far subdued compared with the frothy investment atmosphere of 2015. Various investors at the ALIS conference reported plans to wrap up existing deals in the first quarter 2016 and reassess the investment market again beginning in the second or third quarters of the year.



Mixed-Use Hotel Development Trends

The U.S. is experiencing a rise in the number of mixed-use developments that include a hotel component. One reason is that these projects create local urban centers, which is an appeal to developers and city planners seeking to attract retail, entertainment, and lodging demand. Some hotels that belong to a mixed-use development lease the restaurant and lounge to celebrity chefs, attracting condominium residents and boosting the value of the hotel; meanwhile, guests pay for experiences and convenience to stay in the urban center. In a time when all possible sources of revenue are being exploited, creative mixed-use developments allow for new and wider streams of income for hoteliers.

Interestingly, these trends in mixed-use development have extended from major urban to suburban markets and now include limited-service hotels; Hilton's Hampton Inn brand has been perhaps the most outstanding example of limited-service hotel integration into retail/hotel mixed-use development. Other creative mixed-use integrations coming into play include hotel/medical office developments.

Closing Thoughts

Overall, presentations and discussions at ALIS reflected the optimism that the U.S. hotel industry has generated over almost half a decade of record growth. Perspectives from different positions in the industry, however, varied significantly. With the decline in REIT values, a rise in interest rates, and a slowdown in CMBS lending, many investors were cautious, anticipating at least a pause in growth or a modest correction or reset in the near term. On the other hand, representatives of hotel brands and developers remained optimistic. For the most part, small- to mid-sized deals have not yet suffered any of the negative impacts of the current market volatility, and financing for development remains available. Market participants hope that the current market volatility is a short-term correction and that the industry's positive course continues in 2016.

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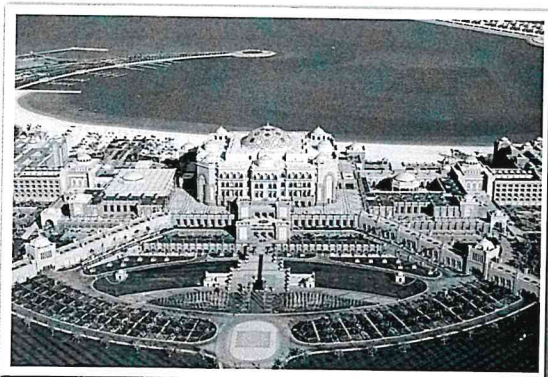
本刊編輯部

奢侈的生活人人都喜歡，在旅行時能住上一個舒服的酒店當然是一種享受，一般我們能住上五星級的酒店就是一種奢侈了，六星級的一般住不起，七星級更是很少見到。以下度哥世界之最網就給大家介紹一下世界上最豪華的7星級酒店，這可稱為5大世界上最好的酒店。

5. 酋長皇宮，阿布紮比

Emirates Palace, Abu Dhabi

酋長皇宮酒店花費39億打造的，但我們相信所有的嘉賓都會同意，一分錢都花得很值。酋長國宮殿酒店位於阿布紮比的私人海灘，那是美麗的花園。在您在酋長國宮殿酒店入住期間，您可以享受到魚子醬和15000美元的幹邑。你也可以游泳，在海洋中暢遊，在自己的私人沙灘，打網球，採取參觀溫泉，甚至打橄欖球或足球。如果你想預訂駕臨酋長國宮殿酒店，你最好打開你的支票簿，因為房價格一晚的費用超過12,000元。



4. 國際廣場酒店及購物中心，奧蘭多

iSquare Hotel & Mall, Orlando

到了2017年，一個新的七星級豪華酒店將在佛羅裏達州奧蘭多建成。酒店計劃1256間客房，所有這些都將達到七個星級別。酒店將花費總計400億美元打造，將包括兩棟塔樓，了望臺，商店，餐館，甚至是溜冰場。酒店的開發商，Blackmine集團表示，這對即將成為奢華酒店，酒店將有一個“時髦的，不可抗拒的氛圍，讓每一位客人感覺像一個名人或億萬富翁”。



3. 盤古大觀（摩根廣場），北京

Pangu Plaza (Morgan Plaza), Beijing

外觀看起來有些普通，盤古大觀位於北京市朝陽區北四環中路27號，是一個集寫字樓、國際公寓、酒店和商業龍廊的房地產項目。盤古大觀共有A座至E座五座樓，其中A座最高，為標誌性建築。A座為寫字樓；B、C、D座為國際公寓“盤古七星公館”，E座為“盤古七星酒店”。

2. Pentominium，迪拜



雖然建築Pentominium時由於缺乏資金，最近叫停，但是這一建築仍令人印象深刻。當這一建築建成後，它將成為世界最高的住宅建築，有1,693英尺（516.0264米）的高度。該Pentominium位於迪拜海岸。雖然Pentominium是最有名的一棟居民樓，而不是酒店，住在Pentominium居民將被視為更像是住在七星級的酒店當中。這是因為這裏奢侈品眾多。當建築完成後，居民將可以享受到酒店式的設施，如管家服務，採用了由Pentominium擁有的豪華車，他們將能夠參加航海旅行。此外，居民可以享用室內游泳池與海岸線的壯觀景色。

1. 阿拉伯塔酒店，迪拜

卓美亞帆船酒店（阿拉伯語：البرج العرب）
，也被稱為帆船飯店、阿拉伯塔或音譯為柏瓷飯店，是一幢位於阿拉伯聯合大公國迪拜的豪華飯店，全高321米，它矗立於離沙灘岸邊280公尺遠的波斯灣內的人工島上，僅由一條彎曲的道路連結陸地。曾是世界上最高的飯店建築，最近高度已被香港麗思卡爾頓酒店（490米）超過。

飯店始建於1994年，並於1999年12月對外開放。其外型酷似單桅參角帆船（一種阿拉伯船），並特意建造於不會讓建築陰影覆蓋海灘的位置。飯店的頂部設有一個由建築的邊緣伸出的懸臂樑結構的停機坪。

該酒店是由看起來像一艘船的風帆，所以它可能是唯一最美麗，最豪華的酒店。該酒店有202個房間的套房，與皇家套房一晚需要18716美元元。這裏有你需要的一切，你要你想得到的服務幾乎都能找到，而且在屋頂上還有一個網球場，被稱為世界最高的網球場，可以參見：世界上最高的網球場。



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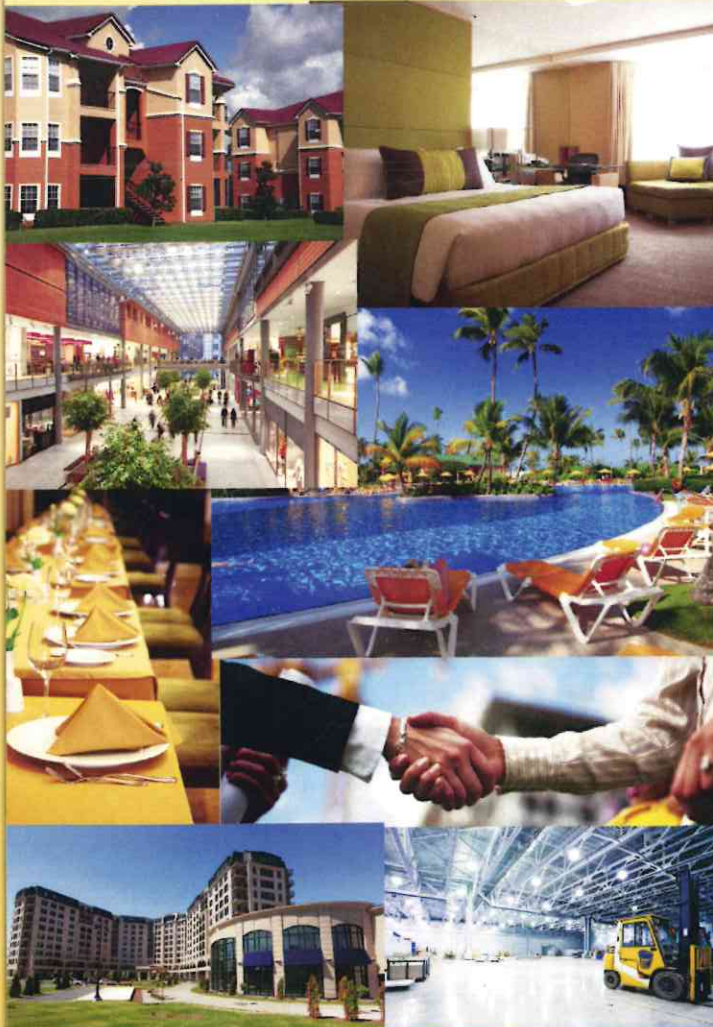
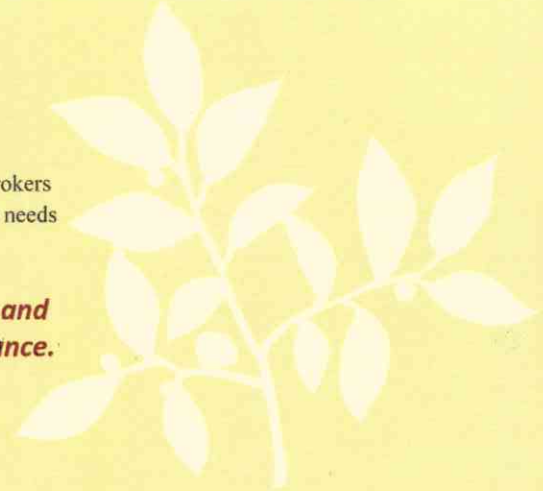
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