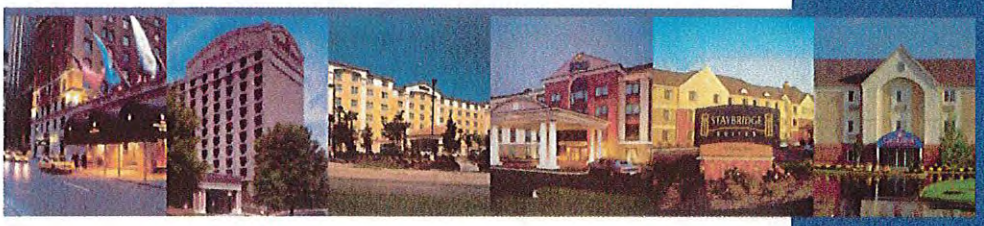
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第二-五屆	王桂榮 / Ken John Wang	1976-1980
第六屆	陳哲夫 / Jeff Chen	1980-1981
第七屆	范宗陣 / John Fan	1981-1982
第八屆	丁昭昇 / Charles Ting	1982-1983
第九屆	劉丁榮 / Ting Liu	1983-1984
第十-十一屆	楊茂生 / Maoson Young	1984-1986
第十二-十三屆	黃三榮 / San John Hung	1986-1988
第十四屆	李木通 / Tom Lee	1988-1989
第十五-十六屆	方俊雄 / Grover Fang	1989-1991
第十七-十八屆	顏樹洋 / Rosano Yan	1991-1993
第十九-二十屆	廖聰明 / Tom Liaw	1993-1995
第二十一屆	陳正吉 / Cheng-Chi Chen	1995-1996
第二十二屆	陸和源 / George Lu	1996-1997
第二十三-二十四屆	盧景林 / Robert C. lu	1997-1999
第二十五-二十六屆	邱垂煌 / Chris Chiu	1999-2001
第二十七-二十八屆	許清松 / Stephen Hsu	2001-2003
第二十九-三十屆	林宣昭 / Herman Lin	2003-2005
第三十一屆-三十二屆	范約瑟 / Joseph Fan	2005-2006

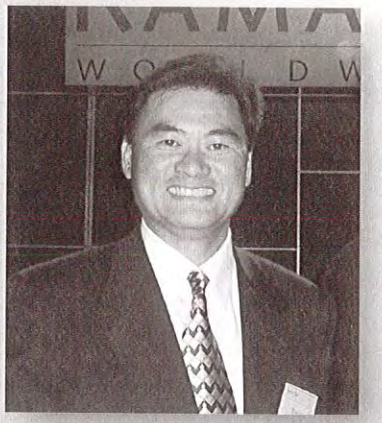
會長的話

范約瑟

親愛的理事及會員們:

時光飛逝， 三十一屆的任期即將進入尾聲。非常感謝各理事及會員們這一年來的支持與愛護，對我來說，這一年收獲相當豐碩，也得到相當多的寶貴經驗，像是：帶領理事們拜訪駐洛杉磯台灣經濟文化辦事處、偕同理事會員們遠赴聖塔芭芭拉及拉斯維加斯參觀會員們的旅館、舉辦多元化旅館經營主題的研討會及訓練課程、以及舉辦新春晚會、高爾夫球活動等等。

最令我驕傲的事是：我們公會與美國紅十字會共同舉辦的『Katrina颶風災難的募款活動』，各理事及會員們不遺餘力的共襄盛舉，大家不分國籍將台灣人的愛心推展出去，身為會長的我，相當以這個大家族為榮。



這一年來，非常高興看到大家的旅館事業經營順遂並持續成長。在今年上半年，兩個會員的旅館新開幕，一個位在Lake Forest的Staybridge Suite；另一個是位在Ventura的Holiday Inn Express。其他，尚有一些旅館正在興建中，像是：Independent Brand, Holiday Inn Express, 及Fairfield Hotel by Marriott等等。

再者，公會的新網站已經架設完畢，網站除了提供公會最近訊息與動態，也設立照片區、討論區及二手貨拍賣區，會員們可透過網路討論室交換訊息，分享心得，也可以上網拍賣庫存的旅館傢俱用品。希望大家踴躍提供最新訊息，並多多利用此網站。

最後，公會的運轉需要各位的贊助與支持，希望理事會員們踴躍加入下年度的贊助行列。今年，非常感謝所有贊助會員：CF Kent Furniture, A-MAC Hospitality Furniture, Hospitality Finance & Sales, 及First Choice Bank這一年來的支持，使會務執行順暢提供更多福利給會員們。更感激InterContinental Hotel Group的強力支持，及感謝AT&T加入公會成為下年度的贊助商。

President's Letter to the Members

Joseph Fan

Dear Board of Directors, Members and past Presidents,

This year has gone by very quickly and is already coming to an end. I would like to personally thank the entire Board of Directors and all the members for their enthusiastic support of the Association. For me, this year has been very exciting and fulfilling. We were invited to tour the Taiwan Economic and Cultural Office in Los Angeles. We also traveled out of the LA area to Santa Barbara and Las Vegas to visit members' properties.

I would like to send a special thanks to everyone that participated in the Hurricane Katrina relief fundraiser that was held with the Red Cross. Regardless of their citizenship or background, our members reached out and helped the victims of the hurricane. As President of the THMASC, I am proud to see strong support from the membership.

Our membership and network of hotels is ever growing. This year we have already seen two new member hotels open: Staybridge Suites Lake Forest and Holiday Inn Express Ventura. We will continue our strong growth with new constructions already underway on an independent brand, Holiday Inn Express and Fairfield Inn by Marriott.

The THMASC.org website is up and running. The website not only provides up to date information on what is going one in the Association, but also a photo gallery of past events, a web forum to discuss any issues, and classifieds section to sell any extra furniture or supplies that you have on hand. I hope that everyone can use this site as a tool to educate and inform each other.

A big thanks goes to the great sponsors for the THMASC 2006 year: Intercontinental Hotels Group, CF Kent Furniture, A-MAC Hospitality Furniture, Hospitality Finance and Sales, and First Choice Bank. We would not be able to provide all our benefits to our members without your assistance. We are especially grateful to Intercontinental Hotels Group for being our Contributory Sponsor for 2006. We look forward to 2007 with a commitment already from AT&T.

J ust a reminder, the 31st Annual Tradeshow and Banquet will be held at the San Gabriel Hilton. There are only a few seats left, so please hurry if you plan on attending. If you have any questions, please contact Ms. Shirley Chou at (626) 280-2207.



許清松
Stephen Hsu

欣逢本會創立第三十一屆年會，為了慶祝這個盛大的節日，本期會刊特別增加頁數，擴大發行以資慶祝，希望透過特刊的出版，將本屆會務活動的成果呈現給全體會員們分享，作為大會的賀禮。

公會刊物自創刊迄今，歷經各屆會長的指導以及理事會們的努力耕耘，內容質量不斷地充實，不斷地擴充，目前已堂堂進入了第118期，我們不僅在南加州出刊，也發行到外州的姊妹會，甚至更遠發送到台灣的僑委會、觀光局及其他旅遊相關單位，頗獲好評。這是我們旅館業者的心血之作，也是會員們在異地打拚的心路歷程，不僅是經營管理、市場行銷、法律、理財，篇篇精彩，仿佛是一本活生生的教材，也是我們業者的精神食糧，公會刊物值得新手借鏡，愛不釋手，更讓老手津津樂道，回味無窮。

作為公會與會員之間的溝通橋樑，本刊物特別注重會務活動的採訪，例如每次訓練班、講習班、勞工法方面的培訓，高爾夫球比賽以及旅遊活動，聖誕及新春晚會聯誼，拜訪廠商以及下鄉到各地會員旅館參訪學習，天涯海角，不論活動大小均加以深度報導。對於平常忙於業務，無暇參與活動或散佈在其他偏遠地區的會員，透過刊物的報導也能身歷其境，感同身受。

時代在改變，在這資訊爆炸的環境，網際網路深入到世界各個角落，公會的網站已經更新完竣，我已試著節選各期的精彩文章放在網上供及時閱覽，希望透過網站能更快速地增加公會與會員的互動，更能凝聚彼此的向心力。

會刊能夠順利發行成功，再度感謝理事及會員們的通力合作，對於廠商及聯鎖酒店的廣告財務支援，我們更是感恩於心。公會不斷地在成長，會刊也不地在充實，希望大家珍惜現有成果，繼續努力，發揚光大。

最後祝福大會圓滿成功！！



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第118期2006年 6月出刊

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互助共榮

陳水扁

中華民國九十五年四月

水扁用箋



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凝聚僑心
惠我台商

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第31屆年會年刊

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大啟鴻猷

駐洛杉磯臺北經濟文化辦事處
處長 魏哲煐

中華民國九十五年六月廿五日

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理事長	陳展南 Chan-Nan Chen	Mo Do Inn	(713) 455-6473 (O) (713) 637-6139 (F)	1040 Freeport St. Houston, Tx 77015
會長	柯懿琴 Jennie Lee	Red Carpet Inn	(281) 645-6695 (O) (281) 645-6695 (F)	3218 E. Farmington Ln Sugar Land, Tx 77479
財務長	許信吉 Sin-Gi Shey	Mark V Apt.	(281) 446-1666 (O) (281) 446-5483 (F)	18839 Memorial Dr. Apt. 110 Humble, Tx 77338
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理事	黎淑瑛 Sue Hsu	Hilton Garden Inn	(713) 270-6100 (O) (713) 270-6128 (F)	607 Sugar Creek Blvd. Sugar Land, Tx 77478
理事	謝坤增 Ted Hsieh	美南銀行 Bestwestern Hotel	(713) 502-3951 (O) (281) 392-6687 (F)	6901 Corporate Dr. Houston, Tx 77036
理事	陳美芬 Mei-Fen Chen	Northline Motor Inn	(713) 699-3628 (O) (713) 695-3169 (F)	5619 Airline Dr. Houston, Tx 77076
理事	李昭寬 C K Lee	美南銀行 La Quinta Inn	(713) 771-9700 (O) (713) 771-9701 (F)	6901 Corporate Dr. Houston, Tx 77036
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"	鄭慶明	一心旅	前鎮區林森三路94號	332-6302
"	翁耀銘	熱海別	前金區七賢二路195號	211-2151
"	王萬定	高富飯店	小港區大業北路294號	801-2266
理事	葉振山	建國大飯店	新興區南華一路41號	286-2139
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"	鄭偉民	函　汽車旅	左營區崇德路156號	349-0000
"	林張秀霞	愛神旅	三民區正興路7號B棟7樓4	389-5161
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"	林政雄	來來旅	新興區自立二路8號	215-1089
"	黃美容	黃帝大飯店	新興區八德二路10號	286-3011
常務監事	李正忠	國群大飯店	新興區民族二路35號	223-3775
監事	朱國雄	聖淘沙賓	三民區九如二路579號	533-5158
"	柯振豐	萬美大旅社	左營區左營大路14-9號	582-5888
"	羅慶文	鴻華賓	三民區褒揚街318號	381-7055
"	李柏熙	信宗大飯店	三民區建國三路487號	215-9155
"	杜桂舟	維多利亞大飯店	三民區安寧街454號	323-1031
"	黃建彰	名貴大飯店	苓雅區三多一路146號	715-1470

姐妹會 台北市旅館商業同業公會理監事 (第十一屆)

旅館名稱	區域號碼	區域	旅館地址	職稱	負責人	行動電話	公司	傳真	住家
京都商務飯店	116	文山區	羅斯福路五段一二七號四樓	理事長	徐銀樹	0920575566	23887890	02-2531-7490	
上林賓館	108	萬華區	康定路六號二樓	常務理事	賴文欉	0937195503	23711247	02-2381-1789	23811789
華宮旅社	108	萬華區	西昌街一五七號	常務理事	呂芳勇	0926239839	23142627	02-2312-2092	23615636
好地方客棧	108	萬華區	西寧南路六十七號六樓	常務理事	賴美京	0933160470	23718751		0935018133
名邑旅店	100	中正區	漢口街一段四號	常務理事	林溫豐	0933159968	23713151	02-2375-6199	23715808
銀寶旅店有限公司	103	大同區	延平北路一段一二一號	常務理事	林春美	0918051008	25551130	02-2555-4815	0918051008
台北商旅	106	大安區	大安路一段一三五號	常務理事	劉季強	0920787878	87127589	02-8712-7599	
梅山園旅社	103	大同區	鄭州街廿九巷一號之一　二樓	理事	陳金鳳	0935204253	25565950	02-2555-8413	25568883
金國際旅館	108	萬華區	西寧南路一五九號二樓	理事	黃壽原	0910088421	23313131	02-2311-1253	
凱旋大飯店	104	中山區	一江街卅三號	理事	曾子龍	0911228568	25223170	02-2581-9847	0921024159
泰龍閣賓館	100	中正區	延平南路九號一~九樓	理事	陳月娥	0926783848	23145296	02-2314-8838	
永親大旅社	106	大安區	光復南路四四二號十樓	理事	曾富永	0937921346	27047111	02-2704-5070	27516451
都會賓館	108	萬華區	西寧南路二七七號	理事	簡新財	0955532905	23140171	02-2331-3157	23713354
香城大飯店	106	大安區	南京東路二段96號4樓	理事	邱樂芬	0930893366	25612967	02-2522-1832	25813218
國光大飯店	108	萬華區	成都路廿七巷六號	理事	徐海倫	0935770137	23718619	02-2361-9179	
紫園旅社	103	大同區	南京西路十八巷卅號	理事	蘇恆輝	0968685041	25557170	02-2559-2735	25583398
儷園飯店	100	中正區	羅斯福三段九十八號	理事	郭碧琴	0933066828	23657367	02-2368-1500	27048781
麗湖大飯店	115	內湖區	成功路五段四六二號	理事	曾美絹	0935025909	26306636	02-2630-6936	27995664
愛芝園賓館	105	信義區	基隆路二段廿二號五樓	理事	盧清芳	0968693282	27295828	02-2758-3799	27202888
悅來旅館	100	中正區	中華路一段廿一號六~七樓	理事	林紹賢	0910182898	23110066	02-2311-0065	0937426146
皇都飯店	105	松山區	南京東路四段五十五之一號	理事	莊麗真	0933124252	87121988	02-8712-1999	
水美溫泉會館	112	北投區	光明路二二四號	理事	林祖成	0953660599	28984506	02-2898-4507	0953660620
泉都溫泉休閒飯店	112	北投區	光明路二二0號	理事	張神其	0935118558	28960077	02-2896-8255	
大欣大飯店	104	中山區	中山北路二段廿七巷二之二號	理事	蔡吉昌	0920202428	25652154	02-2581-6493	033566497
友星實業有限公司	100	中正區	和平西路一段十一號	理事	石翊妝	0932025197	23943121	02-2327-8273	
嘉賓閣旅館	112	北投區	光明路二三0號	常務監事	許健藏	0920385050	28930055	02-2891-2426	28718448
華美大飯店	100	中正區	重慶南路一段一號	監事	周明定	0919320003	23110212	02-2314-2469	
盟城大飯店	104	中山區	新生北路三段五十六巷十四號	監事	陳釗淮	0935130267	25943901	02-2595-9276	
圓環大旅社	103	大同區	天水路一之一號	監事	賴智富	0932021950	25557115	02-2558-3107	
東芳蒂旅店	104	中山區	中山北路二段一八三巷卅號三樓	監事	林秀燕	0927447263	25861880	02-2585-7762	25971532
小雅旅店	105	松山區	八德路四段六一六號五樓	監事	張惠美	0927761766	27631122	02-2764-3086	27695481
大順大飯店	108	萬華區	漢中街一七二號	監事	蘇玉盆	0916749511	23123521	02-2312-3522	89122346



美國肯特酒店家具專業製造廠

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美國總公司

美國肯特公司成立于加州洛杉磯，是一家從事專業四星級及五星級酒店家具裝潢材料銷售及專業製造廠，至今已有13年的歷史。“C F KENT HOSPITALITY”廠牌的酒店家具在美國酒店行業中已具有盛名。目前，C F KENT HOSPITALITY公司是美國Hilton Corporation 希爾頓酒店集團、Marriott International Inc. 万豪酒店集團、Starwood Hotel & Resorts Worldwide Inc.喜萊頓酒店集團以及 InterContinental Hotels Group (Holiday Inn) 皇冠假日酒店集團的長期合同供應商。

C F KENT HOSPITALITY公司75%的業務所生產產品都供應給以上四大集團，其餘25%的業務是直銷給一般非連鎖五星級酒店。到目前爲止，本公司家具供應希爾頓酒店、万豪酒店等已達數百家，遍及美國各地。

生產工廠

美國肯特酒店家具除了在美国設有銷售展示間、仓库及裝配場外，設有下列工廠：

- 上海肯特有限公司，工廠位于上海浦東川沙鎮
- 上海肯達裝飾用品有限公司，工廠位于上海川沙鎮六團
- 越南肯特酒店有限公司，工厂位于越南胡志明市

上述三廠，廠房面積達60,000平方米，平均每月可生產1500至2000間客房家具、公共場所大堂用的各式家具等。

生產技術及品質

美國肯特公司過去13年中，因爲生產的產品都是100%銷售與美國市場，且銷售對象都是五星級以上的酒店，爲了適合在美國市場的品位以及美國連鎖五星級酒店嚴格的要求，所有在中國大陸的工廠以及越南廠，除了材料都從美國進口加工外，所有的產品工程、技術生產監督、品質管理都是從洛杉磯派美國技術人員長期駐廠負責。長期下來，本公司的肯特品牌“C F KENT”在美國家具市場享有很高的知名度，尤其在美國四大酒店集團供應商名單中，名列前茅。

材料使用

本公司產品爲了適應美國市場品位及格調，確保品質，生產家具的材料都從美國東岸進口。例如：櫻桃木、楓木、紅橡木等等。本公司產品所使用的木材極力避免採用中國國內木材、南洋材及橡膠木等，以免發生家具產品放到酒店后產生開裂、長蛀蟲等各種一般酒店家具工廠所經常產生的問題。椅子沙發布料等均採用美國有防火、耐磨證明的酒店家具專業布料。在五金方面，部分從美國進口，部分從臺灣進口。尤其在塗料方面，均採用美國進口和臺灣進口的高品質塗料。

酒店家具結構及品質

本公司所生產的酒店家具結構完全依照商業家具的品質及結構。酒店家具的品質要求是完全不同的。例如：在酒店家具中，所有臺面必須是耐磨的木材；板式及用料必須具有高度的防火要求；五金、滑軌等必須經得起酒店客人的反復使用；椅子結構上需要用比一般家具更厚實的材料，尤其是沙發椅與家用沙發完全不同。本公司的酒店座椅及沙發都採用硬木、木榫及啣釘結構。在酒店家具中，所有產品都要承受長期反復使用而不損壞，特別要做到酒店客人不會因爲椅子的結構不牢固導致跌倒而引起與酒店的訴訟。此外，椅子與沙發的布料都採用了有耐磨及防火證明的進口布料及海綿，已達到酒店安全使用的要求。

家具設計及工程配合

本公司銷售部及工廠均擁有高水準的工業設計師、機械設計師和建築室內設計師，不僅可協助客戶提供新的家具造型，配合各酒店的室內裝潢，也可以提供家具結構圖，協助各酒店的室內設計師完成他們所構想的新穎設計之酒店家具。



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上海肯達廠


越南肯特廠



美國肯特酒店家具專業製造廠

董事長 傅中先生

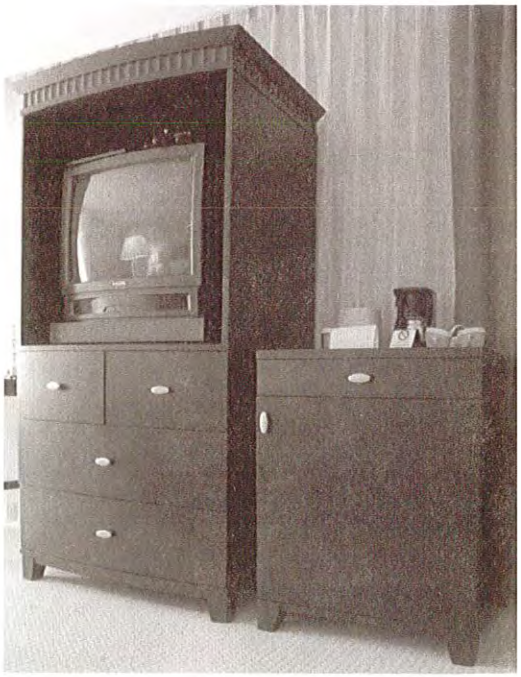


















歡迎來CF KENT直接訂購！

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Introduction of InterContinental Hotel Groups

From overnight trips to extend stays. For value-minded visits to executive travel. For eagerly awaited vacations and spur-of-the-moment getaways. Wherever you go, whatever the reason, we are there with the perfect place to stay and a great rewards program, too. Our priority Club Rewards is the only hotel rewards program that allows members to collect points or miles at more than 3,500 InterContinental Hotels Group properties around the world, making it easy to earn exciting trips and brand name merchandise. So look for your quality hotels wherever the winds take you.

InterContinental Hotels & Resorts was the first truly international hotel brand in the world, and quickly became the symbol of glamour, sophistication and success that years later, continue to define global travel. It also offers services and amenities specifically designed for the international business traveler, while maintaining the delicate balance of luxury expectations with authentic local experiences that enhance the leisure stay as well.

Crowne Plaza Hotels and Resorts is a dynamic hotel brand currently located in over 40 countries around the world. Truly international, Crowne Plaza offers premium accommodation, designed for the discerning business and leisure traveler who appreciates simplified elegance combined with the practicality of the latest features, as well as value for money.

Hotel Indigo creates a refreshing, changing environment designed to rejuvenate travelers. A new lodging alternative, Hotel Indigo caters to customers who are "trading up" to higher levels of quality and taste, but who are still seeking value.

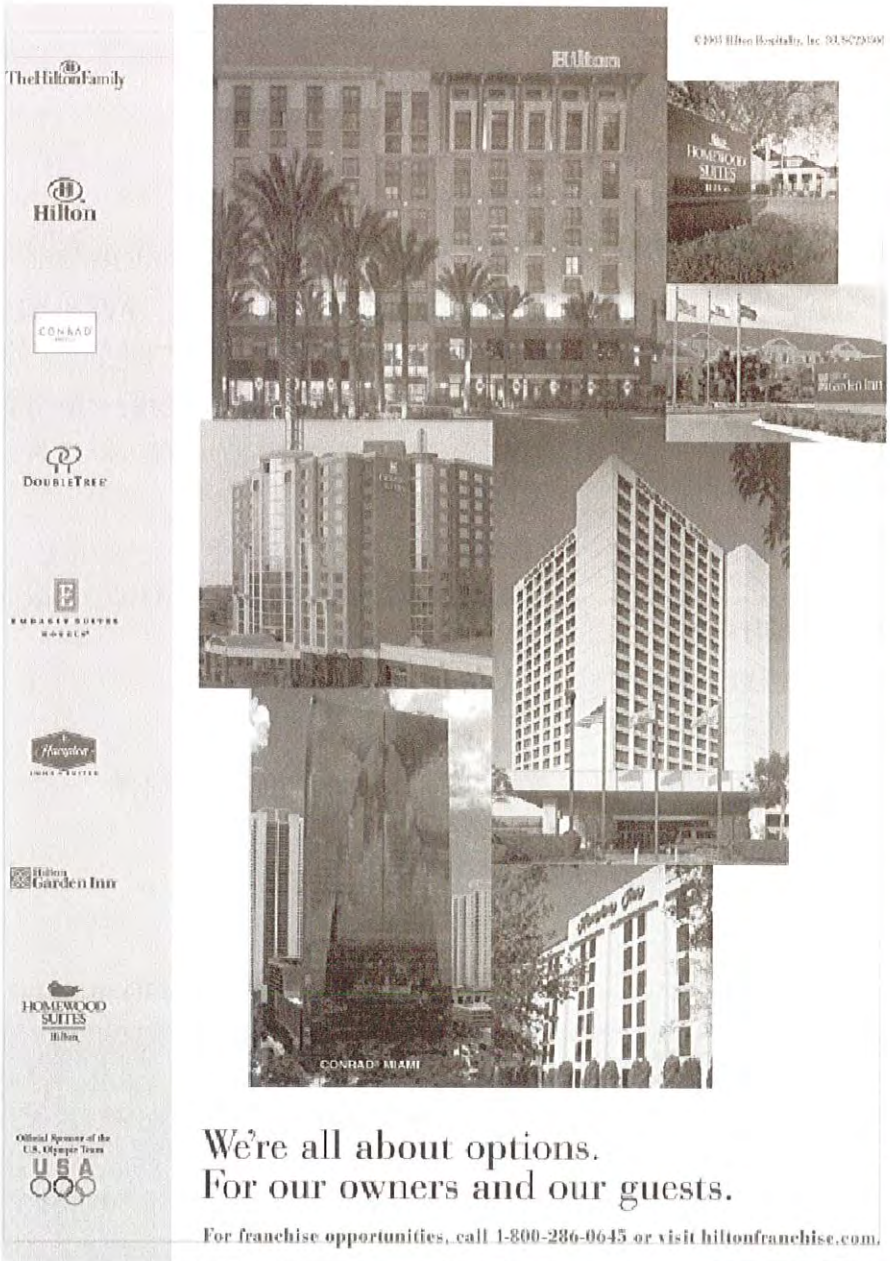
Introduction of InterContinental Hotel Groups

Holiday Inn offers today's business and leisure travelers dependability, friendly service and modern attractive facilities at excellent value. This brand can be find throughout the world-in small towns and major cities, along quiet roadways and near bustling airports - because full-service Holiday Inn hotels are always conveniently located.

Holiday Inn Express (or Express by Holiday Inn? as it is known in Europe, Middle East, Africa and Asia Pacific) is one of the fastest growing hotel brands in its segment; Holiday Inn Express offers competitive rates for both business and leisure travelers. All hotels are limited service and feature complimentary breakfast, a clean fresh room and Priority Club? Rewards benefits.

Staybridge Suites is an innovative all-suite hotel brand designed to meet the needs of extended-stay guests. It is ideal for travelers seeking a residential-style hotel that is perfect for business, relocation, and vacations. Each suite is designed for maximum flexibility and adaptability to meet guests' individual needs, Amenities includes: three suite types, highly functional work areas, fully equipped kitchens, two-line speaker phone with individual voicemail and direct dial access, high-speed internet access available, complimentary breakfast buffet and evening manager's reception.

Offering high-quality accommodation **Candlewood Suites** caters to the mid-market business and personal traveler seeking multiple nights stays in the US. At more that 110 Candlewood Suites hotels located throughout North America guests find spacious studio and one-bedroom suites each with its own fully equipped kitchen, desk and chair, VCR, CD player, data port and two-line telephones with voicemail.


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CAL LIGHTING-------優良產品的保證

CAL LIGHTING在董事長莊武增(MIKE CHUANG)先生的慧眼獨具下，成立於1981年，迄今已有25年的歷史，本公司從早期最基本的工作燈、檯燈開始，到現在**CAL LIGHTING**的燈飾種類已是琳瑯滿目，從家庭用燈到商業用燈，可說各式各樣、各種用途的燈飾種類，**CAL LIGHTING**應有盡有．

在市場趨勢的引導下，**CAL LIGHTING**在大陸設有工廠，部分的產品由工廠直接生產，另外，也有部分的產品採取與其他工廠配合的模式生產，以求在產品的設計、款式、材質、顏色……..……..等多方面，朝著更多樣化、多元化的趨勢邁進，本公司在品質及交貨期方面，均設有專人嚴格的控管，務求令客戶滿意．

CAL LIGHTING位於ONTARIO機場附近，在60號高速公路往東，HAVEN AVENUE出口與EAST PHILADELPHIA STREET的交叉口處，佔地23萬餘呎，倉庫面積10萬餘呎，所有的產品，本公司皆有相當數量的庫存，足以滿足客戶的需求．

CAL LIGHTING的產品大約可分為以下五大類：

- PROTABLE LAMP
- TRACK LIGHT
- PENDANT & CEILING LIGHT
- KID'S LAMP
- CONTRACT LIGHT

CAL LIGHTING 位於 ONTARIO 機場附近







CAL LIGHTING在全美有下列永久展示場地：

- HEAD OFFICE SHOWROOM (ONTARIO, CA.)
- HIGH POINT SHOWROOM (HIGH POINT, NC.)
- DALLAS SHOWROOM (DALLAS, TX.)
- LAS VEGAS SHOWROOM (LAS VEGAS, NV.)

CAL LIGHTING莊董事長及全體員工，竭誠的歡迎各位客戶蒞臨本公司不吝指教，外地客戶也歡迎電話聯繫，本公司全體所有的同仁，都將本著一顆誠摯的心來?客戶服務．

選擇**CAL LIGHTING**，是優良產品的保證，承蒙以往諸多的先進前輩對敝公司的指導照顧，在此致上十二萬分的謝意．



莊董事長及本會理事鄧永征合影



莊董事長及本會副會長吳東昇〔右〕、盧景林合影合影

HFS

THE HFS GROUP OF COMPANIES

When looking for a truly comprehensive turnkey solution for hospitality architecture, interior design, and procurement, HFS is the one to contact. With over 100 years of combined service, HFS brings to you a talented, highly awarded team of professionals specializing in the hospitality market. Our architects and design staff work to create inspiring hotels that enhance guest experiences. Our purchasing power, strategic sourcing, and state of the art technology solutions provide value unmatched in the industry.



Interior Design

Ranked in the top three of interior design firms in the country, HFS is a multi-disciplinary firm offering all of the services necessary to complete any hotel or resort project – whether renovation or new construction. Providing a single point of control and financial responsibility, we create economically sound designs with emotional impact and enhanced financial values. With a highly awarded interior design staff, we have developed a widely recognized expertise in combining the design elements of space, color, light, and graphic design. We have created guest experiences for some of the finest hotels in the world.



Architecture

Architecture is defined as the art and science of designing and constructing buildings. At HFS we take a cohesive approach that brings art, science, and functionality together to create experiences reflective of the community and industry which they serve. It begins with consideration of the objectives such as, the location, the experience, and the financial goals. The result is a property that does more than create guest experiences, but a property that meets all of the hotel's initiatives.

Procurement

Procurement services of HFS are based on twenty-eight years of hospitality experience. Our clients become true partners as we work together from the initial phases of conceptual budgets and itemized budgets to the purchasing contract stage. We utilize state-of-the-art software to provide specifications for purchasing, delivery status reports, and freight management. We communicate with vendors on a regular basis and update clients with current delivery information. The sourcing division of HFS, Hospitality Goods, has offices located in the United States and China. Our strategic sourcing for the hospitality industry provides our clients with the best value for furnishings, fixtures, and equipment. Supply chain management coupled with localized quality control ensures that our clients receive goods of the finest standards.





Showroom

Our 34,000 sq. ft. showroom in Las Vegas allows hoteliers to have an interactive experience in guestrooms designed by our award winning interior design staff. Rooms are designed to varying budgets so that virtually any owner can find options suitable for his or her hotel. Our showroom features fifteen full-scale guestrooms showcasing virtually every product needed for the room. We also display complete guest bathrooms with bathtubs, showers, tile, granite, faucets, lavatories, linens, and more.

Contact us today to learn how HFS can help you as a turnkey solution.

Brent Lynch Executive Vice President
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- Architecture
- Procurement
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- Project Management

Our Passion is Design.



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SCE Recognizes Community Leaders At Asian Pacific American Heritage Month Celebration

SOUTHERN CALIFORNIA EDISON®
An *EDISON INTERNATIONAL®* Company

An Edison International company, Southern California Edison is one of the nation's largest electric utilities, serving a population of more than 13 million via 4.6 million customer accounts in a 50,000-square-mile service area within central, coastal and Southern California.

IRWINDALE, Calif., May 5, 2006 - Southern California Edison (SCE) employees, managers, and executives today recognized the accomplishments of noteworthy community leaders, businesses, and organizations as SCE hosted its first Asian Pacific American Heritage Month celebration at the utility's Customer Technology Applications Center (CTAC) in Irwindale.

John Bryson, chairman, Edison International, was the keynote speaker at the event. Bryson presented the Corporate Award to East West Bank, the Pioneer Award to Korean American community leader Dr. Sammy Lee, and the Community Award to Chinatown Service Center. Civic leaders participating in the celebration included the Hon. John Chiang, chair, State Board of Equalization; Mayor Peter Yao, City of Claremont; Councilmember Mary Su, City of Walnut; Councilmember Jack Tanaka, City of Diamond Bar; Councilmember Mike Ten, City of Alhambra; and Councilmember Gary Yamauchi, City of Alhambra

Customers Joseph Fan, president of Taiwan Hotel/Motel Association of Southern California, and James Jaesoo Kim, president of Korean American Grocers Association, Inland Empire Chapter, highlighted the successes they have seen in converting to more energy efficient equipment.



"We are pleased to recognize SCE's corporate and community partners who have paved the way for successful Asian Pacific Americans for generations to come," said Frank Quevedo, SCE's vice president for equal opportunity. "We hope that this event will increase the general awareness of the contributions of Asian Pacific Americans."



Susan Hirasuna of FOX 11 news served as master of ceremonies for the occasion. Hirasuna is an award-winning broadcast journalist who is currently weekend anchor and general assignment reporter for Fox 11 10 O'clock News. In 1999, she won an Emmy for her half-hour hour special, Asian Pacific Heritage: Struggles, Victories and Celebrations. The half-hour special profiled several people and groups from the diverse Asian Pacific American community of Southern California.



風和日麗，打球去

周培瑩



接連幾日傾盆大雨後，嬌陽隴照大地，是打球的好天氣，本會每年的高爾夫球友誼賽呼朋引伴球敘，其意不在球技的高低，乃在大家友誼的相聚，每年經文處魏處長總率領該處衆球員參與本會球賽，趁此機會與各位聯誼建立溝通的管道，對於經文處魏處長多年的參與感佩於心，本次多位理事熱情參與，會打球的組隊參加，不會打球者出錢一心一意把球賽辦得盡善盡美。

中午在球場便當後，由處長及會長揮桿舉行開球儀式，球隊一路浩浩蕩蕩的開往綿延的球場去，感謝廠商熱情的贊助，本次由本會副會長王政煌個人取得廠商贊助$4,200元的金錢贊助及球、毛巾，及各位理事的支持，大家在盡興的打球外，球友對於廠商的樂捐小獎也歡愉窩心，感謝本會鄭春暉理事不辭勞苦頂著大太陽買飲料訂便當，熱呼呼專車送到會場，吃魚吃肉全由他專送。飽餐後陸續往球場去平時奔波於事業難得卸下沉重的包袱，輕鬆與久違的友人在此相聚。

經過一天的體力消耗之後，飢腸轆轆拖著慢慢步履往餐廳去，主辦單位體諒大家的熱心參與，安排餐廳早把冰冷飲料備妥，讓各位即時消暑解熱，頒獎儀式也在餐宴中陸續開始，本次球賽感謝經文處魏大使全程參與，以及各位球友熱烈的參加，廠商金錢的贊助。

每年的高爾夫球賽乃以球會友，至於名次高低，各位球友並不計較，大家在歡樂的笑聲中結束本屆球賽。





感謝本屆高爾夫球賽贊助者：

一桿進洞獎—中華航空公司洛杉磯-台北機票一張
一桿進洞獎—New Century BMW 2006 X3 汽車一部
一桿進洞獎 —鳳凰衛視免費安裝及一年節目
駐洛杉磯台北經濟文化辦事處
Intercontinental Hotels Group
CF Kent Hospitality Furniture
Hospitality Unlimited Investments, Inc.
Hospitality Finance & Sales, LLC
A-Mac Hospitality Furniture
Union Bank of California
Edison Company of Southern California
Westridge Golf Club
AFLAC
Center Meat Company
George Chuang & Associates
GuestTek
Mission Linen
Pacific Produce
Parking Company of America
Pedroncelli Winery
Spectrum A/V, Inc.
Sterling Meat Company
Stratacom Printing
Tama Construction
US Food Service
Zero Tolerance
Sage Horn Construction
台灣土地銀行
洛杉磯台美商會
Kenny's Supply
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Atlas Hospitality Group
Leader Hospitality Limited
Best Western L.A. Worldport
Everquest Lodge Inc.
Ramada Plaza Hotel
Oak Tree Inn
Royal Electronic Inc
Holiday Inn Rosemead
Glendale Lodge
Travel Time Motel Limited
Howard Johnson Claremont
Loop Motor Lodge
Ramada Limited











南加州台灣旅館業同業公會
第三十一屆會員大會

周培瑩

一、會長報告

第三十一屆會長范約瑟報告：

時間過得真快，一轉眼一年的時間就到了，我首先感謝理事全體的幫忙，在本屆各樣活動中協助無間，以及各位前會長對我的提攜理事長的協助，讓我在這年裡成長許多，本年度我透過廠商大力的支持，籌得贊助款項讓公會在財務上充分有餘，再次感謝各位的愛護支持。

二、理事長林宣昭報告：

本屆適逢本人忙於Stay Bridge Suites的籌建，許多會議不能參與，但看到年輕一代的掘起，而且表現很好感到無限的欣慰。

三、前會長邱垂煌報告：

本屆在范會長帶領下，公會呈現欣欣向榮有朝氣的氣象，由於表現很好，建議能夠續任。

四、前會長許清松報告：

本屆在會長范約瑟帶領下完成各項活動，很圓滿的既將結束第三十一屆，連續的幾屆擔任總編輯一職，希望這個總編輯職務能有人接棒。

財務鄧永征報告：

本屆財務狀況良好，建館基金也如期可以償還，截至四月三十日止本會結餘$40,502.94



五、稽核李德揚報告：

本屆理事全體表現良好，感謝各位的合作遵循本會理事應負責的規定，接下來的年會理事負責一桌請各位能繼續嚴守規定。

六、第三十二屆理事選舉

第三十一屆會長范約瑟主持：

通過第三十二屆理事

邱垂煌、許清松、吳東昇、林宣昭、鄭春暉、范約瑟 、王政煌、王正純、江 耀、汪俊宇、汪蔚興、李德揚 、鄧永征、郭學仁、劉明岳、劉昇平、李秉信、郭永賢、吳宣蓉、邱濟宏、許瑞朋、吳智賢、葉鈺華、謝健易、吳昌瑞、陳柏睿、王明暉

七、會長選舉

第三十二屆理事：

(1) 提名會長候選人：
范約瑟
(2) 會長候選人資格審核：

前會長許清松說明：

候選人范約瑟曾擔任本會第三十一屆會長表現有目共睹，經過各位推舉續任本會第三十二屆會長，按照本會規定需經選舉通過第三十二屆理事半數通過之選舉程序。

(3) 會長候選人自我介紹及政見發表

感謝各位過去一年裡對我的支持及愛護，也得到多位理事的
支持，能擔任本會會長一職，我如能獲選續任本會會長一職也將秉持過去奉獻個人所學及旅館經營經驗貢獻給公會，及在公會財務方面盡我所能繼續邀集廠商作贊助，在這年裡我已邀集到多家廠商的支持，這點是我始終一貫爭取的目標，財務的充裕，辦活動更熱烈。過去一年裡我成立了Young Adult Group希望透過這樣的組織讓年輕的一代結合力量，相信透過他們熟練的語言能力及所學專長更能帶動與主流團體的切磋。

(4) 第三十二屆會長選舉

二十一票通過半數以上：
范約瑟續任本會第三十二屆會長

八、臨時動議：

通過本屆最佳廠商為：

InterContinental Hotels Group
CF Kent Hospitality Furniture
A-Mac Hospitality Furniture
Hospitality Finance & Sales, LLC
Hospitality Unlimited Investments
(Vendor of the Year)

通過最佳理事： 郭永賢

通過最佳會員：Southern California Edison
Daphne Ng Chan

貢獻獎： 全體無息貸款給公會人士


05.17.2006 17:02


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05.17.2006 16:54


05.17.2006 17:02


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業公會
05.17.2006 17:02


05.17.2006 17:08


05.17.20


05.17.2006


05.17.2006 17:04


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05.17.2006 17:00


05.17.2006 16:58

馮聖明

人在身體健康的時候，總覺得買健康保險，是一項額外的開支，但是沒有保險一旦生病，在美國的醫療費用，更非一般人能負擔得起，有人花盡一生的積蓄甚至於負債累累。作為一個旅館僱主，如果員工生病而沒有健康保險，造成員工本人財務上發生問題，總會帶給僱主不必要的煩惱。如果是旅館重要的員工，甚至會影響生意。經常聽到員工要求僱主提供健康保險福利，到底是買與不買？那些員工買？用那一種保險？最後再考慮到旅館要負擔多少開支？如果你仔細閱讀本文，或許會為你提供一些答案。旅館公會是南加州所有公會當中少數能提供健康保險福利給會員的公會。

旅館公會特別為每一位會員及其旅館提供健康保險福利，只要你是公會會員，即可享有參加的權利。保險公司是由加州最大HMO公司之一的HealthNet所承保。醫生大多數屬於HealthNet的合約醫生，醫療網亦很多，到目前為止，尚沒有會員有不好的反應，反而得到醫療照顧的會員，大大的推崇這項福利，認為應該更多的人參加，希望公會多加宣傳。



一、 旅館公會所提供的健康保險福利如下：
（因為文章有限，只列部份福利，歡迎索取詳細的英文福利說明）

1. 沒有Deductible。
2. 沒有最高上限 Lifetime Maxums。
3. 每年會員最高自付額為$3,000。
4. 新生嬰兒前30天醫生門診免費，出生後31天以上為$35。
5. 醫生門診費$35。
6. 專科醫生門診費$35。
7. 過敏查測$35，過敏打針$35，其他的打針免費。
8. 開刀、麻醉、X光及驗血沒有費用。
9. 產前檢查門診$35。
10. 正常生產，難產費用免。
11. 醫院房間費用每次入院$1,500。
12. 專業護士費用自付額20%。
13. 醫院生產費用每次入院$1,500。
14. 醫院非住院服務自付額20%。
15. 醫院非住院開刀$1,500。
16. 急診室$100。
17. 救護車自付額20%。
18. 家庭看護，每年有100天（Partiase或隔天）免費。
19. 化療、器官移殖免費。
20. 買藥$15/$30/$50。（普通藥／有牌子藥／非一般建議使用藥）。有牌子藥年自付額$150.

（以上所述福利，僅大略性，詳細承保內容，必須直接向HealthNet查問，本文不作任何承諾與保證）



二、 保險費用（每年九月一日調整一次）

個人	$319.12
個人＋孩子	$606.33
個人＋配偶	$695.69
全家	$989.28

另加$10手續費每個月。

三、 申請方法

1. 必須是旅館公會會員。
2. 個人填寫申請表。
3. 郵寄或傳真申請表。
4. 繳頭一個月保費。
5. 生效日期，可指定當月或下一個月1號。

四、 付保險費方式

1. 每個月帳單寄到旅館。
2. 旅館開出支票。
3. 每個月20號必須收到支票，否則保險會被取消，一年內不得再保。
4. 退保必須書面通知，不付保費者，不會自動退保，公會會追繳所欠保費。

五、 常問問題

1. 過去有病歷，已經懷孕，年齡超過65歲時，是否可投保？

馬上加入旅館公會成為會員，每年按時繳會費便可申請。

2. 可否只替經理、會計等主要員工申請？

只要你是旅館公會會員，投保人只要個別填寫申請表來申請。

3. 65歲以上是否要退保？

建議最好去申請Medicare，再加上所提供的Senior Plan，就更加完整了。

4. 替員工買保險，對僱主有什麼好處？

可以留住好的員工，增加工作效率，使旅館生意更穩定。可以只替員工付50%，另50%由員工自行負擔，千萬別給員工錢去自己買保險，否則便失去意義。

最後總結，希望大家身體健康，人人都有健康保險。加入旅館公會，支持您的公會。在今天競爭的社會中，為你的員工及自己提供一點點的福利，讓您的旅館生意更興隆，賺大錢。如果有任何保險的問題，請電：626-215-4584 馮先生。

南加州台灣旅館業同業公會

Taiwan Hotel & Motel Association of Southern California

會員申請書
Membership Application Form

會員姓名 Applicant's Name

(中文)_____ Name_____

Address_____Tel:_____

_____ Fax:_____

本人\公司為 ☐申請加入為新會員 ☐申請加入為榮譽會員

繳交

會員年費

☐ $100 元 50 單位以下+旅館通訊

☐ $150 元 51～99 單位+旅館通訊

☐ $200 元 100 單位以上+旅館通訊

☐ $200 元榮譽會員(公司)+旅館通訊

☐ $150 元榮譽會員(個人)+旅館通訊

合計_____元

旅館或公司名稱 Company/Hotel Name

中文_____Name_____

Address_____Tel_____

_____ Fax_____

旅館單位數_____

支票請開:T.H.M.A.S.C.

郵寄:1045 E.Valley Blvd #A212 Tel:626-280-2207

San Gabriel, CA 91776 Fax:626-280-2243

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南加州台灣旅館業同業公會

TAIWAN HOTEL & MOTEL ASSOCIATION OF SOUTHERN CALIFORNIA

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世界著名酒店集團的文化比較研究

奚晏平

研究企業文化的方法各式各樣，本文將就酒店的文化三維邏輯在世界著名酒店中的表現形式和運用進行比較研究，希望能從這些酒店的文化設計的哲學理念和經濟學的價值論中得出某種結論。選擇文化作為研究對象的另外一個重要原因是不同酒店集團文化折射出的酒店文明的光芒會為我們還在摸索酒店管理之路的中國酒店業從業者照亮前進的道路。而這種文化理念的設計是智慧和經驗的完美統一。為了使世界著名酒店文化的精華能準確的傳遞給讀者，本文在表述這些酒店文化要點時更多的採用中英文對照的方式。

一、企業文化與酒店文化

為了把酒店文化納入企業文化的理論體系中加以論證和考察，我們有必要對企業文化研究的起源及基本特徵進行簡要的回顧，以理清企業文化研究發展的脈絡，這對於我們更好的設計或闡釋酒店文化都是大有益處的。興起於上個世紀80年代的企業文化研究熱潮源於威廉.大內的一本書《z理論---美國企業界怎樣迎接日本的挑戰》，該書分析了企業管理與文化的關係並以此得出結論日本企業的效率普遍高於美國企業的根本原因在於企業的文化，美國企業要趕上日本企業的有效途徑就是建立自身的企業文化。z 理論認為企業中的信任和微妙性不僅通過有效的協調提高了生產率，而且還不可分割的聯繫在一起。 當時美國企業的競爭力在日本企業面前日漸衰退，這一結論為許多困惑中的企業找到了問題的答案，於是企業文化研究成了一種時尚。特雷斯.迪爾和阿倫.肯尼迪出版的《企業文化---現代企業精神支柱》認為企業文化有五大要素：企業環境、價值觀、英雄人物、典禮及儀式和文化網絡；彼得斯和沃特曼合著的《追求卓越-美國成功公司的經驗》一書以美國著名企業為研究對象並從企業文化的層面去追尋企業成功的必然原因；理查德.帕斯卡爾和安東尼.阿索斯合著的《日本企業管理藝術》同樣的從民族文化傳統和企業文化傳統來解剖企業的管理藝術。這四本被譽為企業文化研究經典名著的企業文化專著從企業價值觀、經營哲學的高度來把握企業管理的真諦從而揭示管理作為一門科學的藝術價值。儘管亞洲金融危機以後日本的競爭力相對於美國有所下降，但我們不能因此否認企業文化在管理中的功用，歐美企業對企業文化的研究和塑造依然方興未艾。但這裡可以得出的另一結論是，沒有完美的企業文化和一成不變的企業文化，文化既有其傳統性也有其運動和發展的必然要求。





《追求卓越》一書被譽為工商管理的「聖經」，作者在其序言中卻以一家酒店的難忘經歷展開對卓越企業成功的必然性的探究，正是企業的這種卓越的文化成就了卓越的企業，而卓越的企業文化又是通過普通員工的典型行為展現出來的。「一天忙碌的工作使我們錯過了最後一班方便的航班。我們沒有預定酒店，但我們就在四季酒店附近--以前我們在這兒住過，並且有點喜歡它。我們經過大廳並琢磨著怎樣把我們的情況說清楚以便住到一個房間，當我們打起精神準備面對平時對後來者總是很冷淡的面容時，使我們驚異的是，前台小姐抬起頭，笑了笑，然後叫了我們的名字並問我們為什麼在這兒。她竟然記住了我們的名字！一剎那見，我明白了為什麼在短短的一年中，四季酒店已經成為這一地區的『旅客之家』，並且崛起為人人敬佩的四星級酒店。。。。在我們看來，公司普通員工這種不尋常的努力，已經成了研究優秀公司的主要線索。」(《追求卓越》，托馬斯。彼得斯，羅伯特。沃特曼)

「Our business day had taken us beyond the last convenient flight out. We had no hotel reservations, but were near the new Four Seasons, had stayed there once before, and liked it. As we walked through the lobby wondering how best to plead our case for a room, we braced for the usual chilly shoulder accorded to late-comers. To our astonishment the concierge looked up, smiled, called us by name, and asked how we were. She remembered our names! We knew in a flash why in the space of a brief year the Four Seasons had become the 「place to stay」 in the District and was a rare first-year holder of the venerated four-star rating...For us, one of the main clues to corporate excellence has come to be just such incidents of unusual effort on the part of apparently ordinary employees. (In Search of Excellence, Thomas J. Peters, Robert H. Waterman)」

文化對於酒店的重要性可以從馬裡奧特對文化的信仰中找到答案。「馬裡奧特核心價值觀驅動著文化的發展。馬裡奧特文化影響著我們如何對待員工、顧客以及與我們成功休戚相關的社區。用馬裡奧特的話來說『文化是生命線和粘合劑，連接著我們的過去，現在和未來。』」

Marriott's core values drive the culture. Our culture influences the way we treat associates, customers and the community which impacts all our success. In the words of J. W. Marriott, Jr., "Culture is the life-thread and glue that links our past, present, and future."

為了使我們的視野更為集中，在有選擇性的挑選酒店集團時特別注意到了不同酒店集團的文化代表性。除了香格里拉集團以外其餘的多為具有歐美文化傳統的酒店集團。出於一種中外酒店文化比較的需要和作者對海天文化的熟悉，本文特意將海天酒店文化作為一種中國酒店文化參照物求正於方家。

二、 文化的三維邏輯在酒店中的表現形態：

文化在酒店的三維邏輯關係表現為：企業對顧客的承諾；企業對員工的承諾；員工對顧客的承諾。最後的經濟模型表現為，企業為員工創造價值；員工為顧客創造價值；顧客為企業創造價值這樣循環的價值鏈。通過這種價值的轉換，酒店文化在運行過程中變得實體化。文化不再是一種空泛的概念，而是調節企業、顧客、員工關係和規範消費行為、管理行為和服務行為的指導性原則。

1． 企業對顧客的承諾Commitment to Customers：

企業存在的價值是為社會服務的。在競爭日趨激烈的市場環境中，企業如果不真心的關心顧客的現實需求和潛在需求，這個企業就不可能有競爭能力。特別是在消費需求越來越個性化和多樣化的情況下，酒店業的競爭性又為消費者提供了更多的消費選擇，我們對顧客的價值承諾是決定我們競爭力的關鍵。顧客購買的不再簡單的是一個床位或一碟菜餚，而是一種綜合的物有所值或物超所值的消費體念。酒店的經營行為應該自覺的轉化為對顧客的一種承諾。在成功的酒店集團中我們都可以找到這種理性判斷在實踐中的運用。

四季酒店：我們的物業，都會因非凡的設計和完善的設備而更具價值。我們緊守嚴謹的道德操守， 提供慇勤的個人化服務，必能滿足貴客的嚴格要求， 迎合他們的品味， 以維持我們在全球高級豪華酒店機構中的崇高地位。

We create properties of enduring value using superior design and finishes, and support them with a deeply instilled ethic of personal service. Doing so allows Four Seasons to satisfy the needs and tastes of our discriminating customers, and to maintain our position as the world's premier luxury hospitality company.（FOUR SEASONS）

希爾頓：顧客是企業的生命，為了保持顧客高水平的滿意度，我們不斷地聽取評估顧客意見，在我們所在的各個國家實行公平的制度來處理顧客投訴並尊重消費者權利。

Our customers are our business. In order to maintain high levels of satisfaction we are constantly assessing the views of our customers. We operate a fair system for handling complaints and respect the rights of the consumer in the countries in which we operate.（HILTON）

馬裡奧特：馬裡奧特酒店優質服務的聲譽來自馬裡奧特創立並長期秉承的傳統，酒店簡單的服務目標「食物好，服務好，價格合理。」

Marriott's reputation for superior customer service rises out of a long tradition that started with J. Willard Marriott's simple goal for Hot Shoppes to provide "Good Food and Good Service at a Fair Price."

・-不遺餘力的為顧客著想"Do Whatever it Takes to Take Care of the Customer"
・-對顧客無微不至的關心Pay extraordinary attention to detail
・-以硬件環境為榮Take pride in their physical surroundings (Marriot)

聖丹特：聖丹特客戶方針，我們酒店的效益來自我們客人的滿意體制，這也是作為一個旅館行業中最大的、最重要的體系。先進的數據、資料將會衡量出產品和服務的質量。同時也直接關係到客人對酒店的滿意程度和是否會再次光臨。

Cendant Guest tracking our hotels benefits from our Guest Satisfaction Tracking System, the largest such system in the lodging industry. This advanced database will measure and track key product and service attributes directly related to guest satisfaction and guest retention at your hotel.（CENDANT）

香格里拉：我們要把贏得客人忠實感作為事業發展的主要驅動力，體現在
—始終如一地為客人提供優質服務。
—在每一次同客人接觸時，令客人喜出望外。
—行政管理人員與客人保持直接接觸。

We will make customer loyalty a key driver of our business through
- consistency in delivery of service
- delighting our customers in every customer contact
- executives having a customer contact role.

我們的使命宣言：為客人提供物有所值的特色服務 和創新產品，令客人喜出望外。

Our Mission ：Delighting customers by providing quality and value through distinctive service and innovative products (Shangri-La)

雷迪森：雷迪森的目標是100%的顧客滿意率，如果你對某項服務不滿意，請讓我們知道，我們將對其進行糾正否則你可以不付款。

Our goal at Radisson is 100% guest satisfaction, if you aren't satisfied with something, please let us know and we'll make it right or you won't pay.（Radisson）



海天：海天經營理念：為顧客創造價值Create value for guests；海天服務理念：海天之間一個家Hai Tian is a home away from home

2．對員工的承諾：Commitment to Associates

酒店對顧客的承諾是要通過員工的個體表現得以實現的，這正是服務業的一種特性：產品的質量直接決定於服務者向服務對像提供的產品。因此酒店業流行的一種觀念應該視為合理的假定：沒有滿意的員工就沒滿意的顧客。員工的創造力如何有效的被激發出來為顧客創造價值是酒店管理永恆的主題，因為時代的進步、消費需求的個性化和競爭的加劇都從客觀上對員工素質提出了與時俱進的要求。與此同時，員工作為勞動者和消費者的要求也在不斷增加，他們不再是簡單的「經濟人」而是複雜的「社會人」。他們追求的不只是合理的薪水，而更多的需要尋找實現自我價值的環境。馬斯洛也把「自我實現」的需要界定為人的最高需求層次。企業有權力挑選員工，員工也有權力挑選合適的企業。企業倫理（ETHICS）應該成為成就個人成功的環境保障。從一定意義上講，管理者需要解決的是一種企業與員工複雜的博弈關係。在企業對員工的承諾方面既包括企業對員工的基本價值假定也包括對待員工的方式。

對員工在企業中的基本價值假定：

對待員工的基本價值假定意味著將員工在企業中的地位和作用設定一個基調並在這個基調上選擇對待員工的方式方法，這種理論設定對於員工價值、顧客價值和企業價值都是至關重要的。在對員工價值的重要性的表述中許多酒店集團都將員工視為企業的具有價值的資產：

四季酒店：我們最大的財富和賴以成功的決定因素就是我們公司的全體員工。

Our greatest asset, and the key to our success, is our people.（FOUR SEASONS）

馬裡奧特：以人為本，這是馬裡奧特75年成功的基礎。馬裡奧特長期以來一直堅信員工是最大的資產。馬裡奧特文化就是馬裡奧特的員工以實際行動為顧客所創造的服務體驗。其宗旨在於人服務於人

People first-the foundation of Marriott's success for 75 years. Marriott's enduring belief is that our associates are our greatest assets. Marriott Culture is the experience we create for our customers which is demonstrated by the behavior of our associates. It is people serving people.（MARRIOT）

凱悅：我們的哲學觀點是，正是凱悅集團的人員使凱悅擁有了卓越的閱歷。在集團價值觀的引導下，我們努力幫助員工發展職業生涯，而不僅僅只是工作。

It is our philosophy that it is the people of Hyatt International Hotels & Resorts who make the Hyatt experience an exceptional one. Guided by our Corporate Values, we strive to equip and empower our people to develop careers, not jobs, with Hyatt International Hotels & Resorts.（HYATT）

希爾頓：我們仰賴員工來提供給客人和顧客所斯望的優質服務，反過來我們也努力為員工謀福利，我們的目標是最大限度地開發員工技能，給他們提供個人發展機會，達到最高滿意度。

Our People Philosophy ：We rely on our employees to provide the high quality of service our guests and customers expect. In return we work hard to look after our people. Our aim is to maximise and develop the skills of our staff, provide opportunities for personal development and achieve high rates of employee satisfaction.（HILTON）

香格里拉：成為客人、員工和經營夥伴的首選The preferred choice for customers, employees and business partners.（SHANGRI-LA）

海天：每位員工都是酒店的形象大使Every Hai Tian staff member is an ambassador of the Hai Tian spirit and quality.(Hai Tian)

對待員工的方式：

對待員工的方式體現了一個企業的價值觀在處理企業與員工關係方面的價值取向。這些方式既包括對待員工的福利，也包括員工在企業中的成長和職業生涯。從一些著名酒店集團的對員工所享有權利的具體規定上，我們可以看出，員工利益不是可以隨便放棄的制度。這種制度應該保證不能以犧牲員工利益來追求企業利益。員工的利益應該是和顧客和企業利益形成一種利益共同體。只有當三者的利益都得到最大化的時候，企業的競爭力和生命力就是最強的時候。

四季：我們相信，無論所作何事， 每個人都需要擁有尊嚴、自豪及滿足感。若要滿足客人的需要， 必須攜手同心，才可得以致之。我們的信念， 就是上下一心， 重視每個人的貢獻和重要性，彼此互相尊重， 達致最大的效益。在四季，我們以期望員工對待顧客的方式來對待員工--熱情、彬彬有禮和尊重。我們知道只有員工的高效和滿意，顧客才能滿意和不斷光臨。作為對待員工責任的一部分，四季以提供補償和利益計劃而感到自豪，包括競爭性的收入和獎勵。

We believe that each of us needs a sense of dignity, pride and satisfaction in what we do. Because satisfying our guests depends on the united efforts of many, we are most effective when we work together cooperatively, respecting each other's contribution and importance. At Four Seasons, we treat our employees the same way that we expect them to treat our guests, with warmth, courtesy and respect. We know that if our employees are productive and content, our guests will be happy and want to return. As part of our commitment to our people, Four Seasons is proud to offer a Compensation and Benefit Plan, including: : competitive pay and benefits

四季酒店對員工的待遇和職業發展都進行了細微的規制：

-得體的制服well-tailored uniforms
-員工輔助計劃employee assistance plan
-職業發展計劃career development programs
-職業培訓job training

-教育輔助計劃educational assistance programs
-免費工作餐complimentary meals
-內部提升promotion from within

我們非常自豪的說我們的員工希望和我們長久共處，我們的高級行政人員和總經理平均工作年限超過12年。他們中許多人都是從基層開始工作，並在個人職業生涯計劃、發展系統和管理培訓項目中受益，從而獲得提高和發展。我們認為我們有一些特殊的東西，事實上，《財富》雜誌近來已經將我們提名為美國100家最適宜工作的公司，這已是連續第5年獲得這項榮譽。

We're happy to say that our employees tend to stay with us for a long time. Our Senior Executives and General Managers average over 12 years of service. Starting at relatively junior levels, many of them have since progressed by benefiting from our individual career planning and development system and management training programs. We think we have something special here. In fact, Fortune Magazine has recently named us one of the Top 100 Companies to Work For in America - for a fifth year in a row. (Four Seasons)

希爾頓：我們承諾為我們的員工、客人、顧客及所有的來訪客人提供健康安全的環境。在所有的管理經營中我們採用最完備的健康安全體系，採取風險式管理以使事故發生率合理有效地降到最低。
)

Health and Safety We are committed to providing a healthy and safe environment for our staff, guests, customers, and for all visitors to our premises. We aim for best-practice in health and safety throughout all our operations. We support a proactive culture of risk management to ensure accidents and incidents remain as low as is reasonably practicable. (HILTON)

馬裡奧特：服務於員工的精神堅定不移的信念是「員工是最重要的資產」，為員工提供個人成長髮展的環境。

The Spirit to Serve our associates : The unshakeable conviction that "our people are our most important asset" An environment that supports associate growth and personal development

-擁有聘用有愛心、道德品質優良、誠實可靠員工的好聲譽
-A reputation for employing caring, dependable associates who are ethical and trustworthy
-家一般的氣氛及友好的工作關係
-A home-like atmosphere and friendly workplace relationships
-施激勵機制獎勵鐘點工及管理層員工所作出的貢獻
-A performance reward system that recognizes the important contributions of both hourly and management associate
-以馬裡奧特的名字和業績為榮
-Pride in the Marriott name, accomplishments and record of success (MARRIOT)

凱悅：改革創新和創業精神是我們經營的基礎。我們的目標是吸引並保留一支提供優質服務的生力軍，他們富於創新精神，以顧客為中心並能充分反映當地文化。我們相信信息靈通的工作，充滿激情的員工是我們實現目標的有利保證。公司努力在世界各地給員工提供一個公正合乎道德標準的工作環境。我們的員工是我們的基本資產，他們對凱悅集團價值觀的認可使我們與衆不同。

Innovation and an entrepreneurial spirit are the foundation for the way we conduct business. Our goal is to attract and retain a workforce that is motivated to provide a level of service, which is excellent, innovative and customer-driven, and reflects the local cultures where we do business. We believe we can accomplish this by being a "listening" company of well-informed, impassioned people.。Hyatt International Hotels & Resorts strives to provide a fair and ethical work environment for all its employees of all Hyatt International Hotels & Resorts world wide. Our people are our principle asset and it is their commitment to the Values of Hyatt International Hotels & Resorts that sets us apart from our competitors.（HYATT）

香格里拉：我們要努力創造一個既有利於員工事業發展， 又有助於實現他們個人生活目標的環境。

We will create an environment where our associates may achieve their personal and career goals.（SHANGRI-LA）



洲際：質量和培訓洲際集團在所有酒店的品牌服務、產品質量、設計、構造以及經營方面都要求一個嚴格的標準。怎樣去作到呢？完全依靠我們基層受過培訓並具有高標準的全體工作人員。我們對員工的培訓包括：發展必須的管理經營方法，提高服務水平和及時對員工進行一些額外知識的培訓。

Quality & Training：Six Continents Hotels, Inc. requires a strict adherence to standards that encompasses service, product quality, design, construction and operation - across ALL brands. HOW? One way to achieve such high standards relies on the underlying support of our training staff. We provide training for hotel staff, including the management tools necessary to provide your staff with additional knowledge of the skills necessary to generate continuous improvement in revenue management, service delivery, and operating skills. (Inter-continental)

海天：真誠的關心每位員工的進步，每位員工都有接受培訓和提高的權利。

Be concerned with and , when possible, assist other's with their careers.(Hai Tian)

3．員工對顧客的承諾：Employee commitment to Customers

員工對顧客的承諾決定了服務的質量和顧客的滿意度，顧客能否獲得身心愉悅的消費經歷取決於員工的集體價值觀、服務態度、服務技能和服務效率。在確立員工與顧客的關係方面每個酒店集團都有自己的理論假定，有的將顧客認定為上帝，有的假定顧客永遠是對的，這兩類假定都是把顧客與員工的關係建立在不平等的基礎上。而筆者更願意將員工與顧客定位在平等的基礎上共同構建和諧的消費環境。這種理論假定的先進性體現在與現代文明社會更加合拍，同時在酒店業注重顧客過程參與的趨勢下，角色平等的假定更易於將服務者和被服務者的尊嚴同時得到關照，雙方也更容易建立一種和諧的人際關係。麗嘉酒店的服務理念是我較為欣賞的。

麗嘉酒店：我們是紳士淑女給紳士淑女服務

We are ladies and gentlemen serving ladies and gentlemen. (Ritz-Carlton)

四季：每一個工作日，因為優秀的服務文化和創造性的員工對顧客的服務都會不同。正是這種文化使我們遠遠超過我們的競爭對手。這種無形的特性使我們重要的客人再次光臨我們，並促使我們在同行業中提供最好的服務。

Every working day, Four Seasons employees make the difference for our guests by creatively maintaining our culture of service excellence. It is this service culture that setsus apart from our competitors. An intangible quality that keeps our valued guests returning again and again, and which drives us to deliver the best service in the industry. (Four Seasons)

希爾頓：我們不斷地努力來提高我們的產品和服務質量，盡一切可能來減少對公司的負面影響。我們將記錄所有關於產品的開發與服務方面的顧客意見。

We continually strive to improve the quality of our products and services and their delivery to our customers. We will work to minimize, as far as possible, any negative impacts associated with our business activities. We will take account of the views of our stakeholders on all aspects of our product development and service delivery. (Hilton)

馬裡奧特：服務於顧客的精神The Spirit to Serve our customers

-「顧客永遠是對的」的箴言顯而易見
-Evident in the adage, "the customer is always right"
-操作性很強的管理方式，即：「四處走動的管理方式
-A hands-on management style, i.e., "management by walking around"
-對顧客無微不至的關心
-Attention to detail
-不斷改革、創新的服務意識
-Openness to innovation and creativity in serving customers
-以顧客信賴於馬裡奧特獨特的個性化服務品質為榮，以顧客在世界各地旅行中能識別或選擇馬裡奧特品牌為榮

- Pride in the knowledge that our customers can count on Marriott's unique blend of quality, consistency, personalized service and recognition almost anywhere they travel in the world or whichever Marriott brand they choose (MARRIOT)

聖丹特：顧客是第一位的，我們對他們的需求負責，努力解決他們的業務問題，急他們之所急我們預期顧客的需求，創造超過他們期望的產品和服務，我們看到的是機會而不是障礙，獎勵那些發現和補充新的有價值觀念的人。我們以尊重和真誠來對待每一個人和顧客，尊重個人價值和不同的文化和工作方法，我們通過團隊工作來達到我們的目標。

We place our customer first. We respond to their needs and work hard to solve their business issues. We share their sense of urgency. We anticipate customer needs and create products and services that exceed their expectations. We see opportunities, not barriers, and reward those who lead in the discovery and implementation of new and valuable ideas. We treat each other and our customers with respect and dignity, valuing individual and cultural differences and approaches to work. We reach our goals by working together. (Cendant)

仕達屋：集團的各類酒店應為顧客提供更多的娛樂和服務項目。

Hotels or brands would enable the Company to provide a wider range of amenities and services to customers. (Starwood)

香格里拉：我們要把贏得客人忠實感作為事業發展的主要驅動力，體現在
- 始終如一地為客人提供優質服務。
- 在每一次同客人接觸時，令客人喜出望外。
- 行政管理人員與客人保持直接接觸。
- 我們要使員工能夠在為客人服務的現場及時做出果斷決定。

We will make customer loyalty a key driver of our business through
- consistency in delivery of service
- delighting our customers in every customer contact
- executives having a customer contact role.
- We will enable decision making at customer contact point. (Shangri-la)

海天：海天應該成為顧客的家外之家，每個人在這個環境中能感到愜意、安全和關愛；服務是要讓客人沒有陌生感和距離；來自不同背景的客人應在海天體會到海天服務帶來的驚喜；為顧客創造價值應體現在我們每位員工的思想和行動中，並通過為客人創造價值實現我們的共同價值；我們的工作是圍繞客人的需求展開的；我們從不向客人說「不」。

Hai Tian is a home away from home in which the customer is served with genuine care;; Service, from heart to heart, to eliminate any sense of alien-ness or homesickness; Customers from any culture will find delight in Hai Tian service; The concept of creating value for our guests is deeply rooted in the ideas and behavior of Hai Tian people; All our work is oriented toward meeting our customer's demandsiFWe never say "no" to a customer.(Hai Tian)

三、 文化的光芒：

如上對世界酒店集團文化的比較研究並沒有包括這些酒店所具有文化的全部方面，而主要集中在對這些酒店集團在實施自身文化戰略時所使用的設計理念。沒有一種酒店文化是萬能的，但是作為一個企業沒有一種適合自身特點的文化理念和文化指導下的操作行為是萬萬不行的。沒有文化的企業就猶如沒有靈魂的人一樣。通過對世界著名酒店集團文化的對比研究，我們不難得出結論，酒店三位一體的文化結構模式是一種形而上的文化框架，在這種架構下如何使每個利益主體獲得價值的同時，求得一種利益的均衡，從而使該結構表現出一種運動中的穩定。文化的穩定和發展都是現代企業的特質，穩定意味著對傳統的繼承，沒有傳統的文化是幼稚的文化；文化的發展是企業創新能力的再現，沒有發展的文化是迂腐的文化。企業再造也包括企業文化的再造。在不同的企業中每個利益主體獲得價值的方式和途徑可能呈現出差異性，這種差異性正是不同酒店文化特色的外現。企業文化是在太陽下轉動的鑽石，不同的文化會折射出不同的光芒。

企業文化從經濟的角度看所呈現出的三維價值鏈實際上是維持企業穩定運行和保證企業競爭能力和生命力的邏輯架構。企業的利益、顧客的利益和員工的利益如何在特定的時期同時最大化是業主和管理者治理與管理藝術的一種境界。只有當文化成為一種企業制度表現出來的時候，企業才顯示出其成熟性。酒店業作為服務業的特性更是要求三位一體的利益統一的文化制度。

文化對於企業來說不是空洞的概念和教條，而是活生生的管理實踐。只有當企業的經營思想、經營作風、價值標準、行為規範、規章制度等被廣泛的遵循的時候，企業文化才有價值。企業文化與經營業績的正相關關係在約翰.科特的《企業文化與經營業績》一書中已經得到完整的論述。 企業文化從內容結構上通常被界定為三個層次：精神文化、制度文化和物質文化。三個層次的要素相互影響，相互融合，使企業文化呈現出一個完整的整體。

企業文化涵蓋企業的精神、制度和物質的每個方面。這些文化要素在指導著企業的價值觀、發展方向、對待利益相關者的態度、怎樣崇拜和塑造環境中的英雄人物、如何承擔社會責任等等。優秀的企業文化可以讓員工感到工作的意義，可以使一個普通人變成企業裡的英雄，並在充分授權的基礎上調動員工的積極性，依靠員工的自覺性來控制產品質量，培育創新的精神，讓管理者與顧客建立起真摯的感情。企業文化無論作為一種文化現象還是作為一種管理思想，以人為本的思想是企業文化的實質，因為企業化的人是「精神人」、「思想人」、「理智人」、和「完全人」。 約翰。科特認為在21世紀能夠使公司獲得成功的新型企業文化應該具有的兩個基本特徵是：管理團隊能夠真正的關注企業的利益相關者，如顧客、供應商、員工以及股東；組織內的各個層級都高度重視並鼓勵自發性及領導性。 這些企業文化理論體系對於世界酒店業的發展與進步同樣的起到了推波助瀾的作用，酒店的管理者無須在黑暗中去摸索建立企業文化的道路，願世界酒店文化的智慧之光為中國酒店業照耀前行的路。

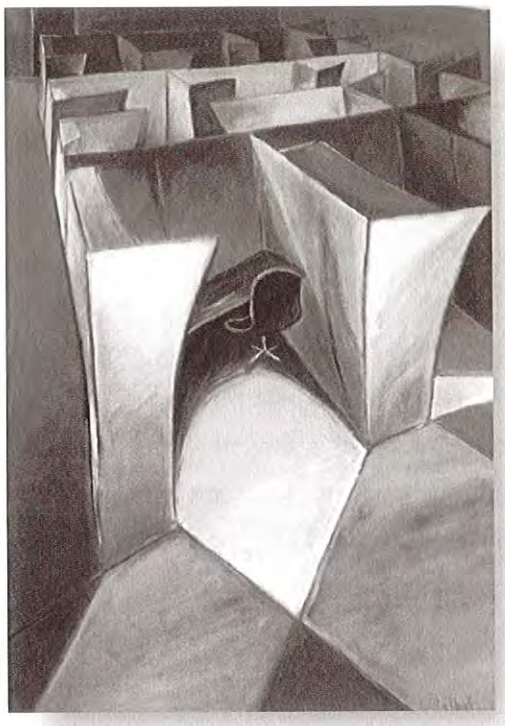
七個最重要的管理方法

本刊編輯部

一個管理人員深信集體工作：他把自己看作是他那個團體的「第一號」，有意地將他的部分責任分給他的團體成員。另一個管理人員則喜歡發命令，對職工的要求首先是紀律。

當然一個企業常常規定了他的管理人員的管理原則，這是要使整個企業的各個部門有統一的管理風格。

在下面的表裡列舉了最重要的管理方法的核心思想。與管理原則無關的是：每個管理者首先必須進行自我安排。





分權管理

分權就是轉交責任，一個上級不是什麼決策都自己作，而是將確定的工作委託給他的下級，讓他們有一定的判斷和獨立處理工作的範圍，同時也承擔一部分責任。 提高下級的工作意願和工作效率。因為參與責任提高了積極性。上級可以從具體工作中解放出來，可以更多投入本身的領導工作。

漫步管理

漫步管理的意思是：（尤其是）最高領導不埋頭在辦公室裡而盡可能經常地讓下屬看見他--就像「漫步」那樣在企業轉悠。 企業領導從第一手（直接從職工那裡）獲知，職工有什麼煩惱和企業流程在哪裡卡住了。而且，上司親自察看工作和傾聽每個職工的話對職工也是一種激勵。

七個最重要的管理方法

結果管理

上級把要得到的結果放在管理工作的中心。在目標管理中給定的目標。像目標管理一樣，更多的工作意願和參與責任。但在結果控制時不一定要評價一個下屬，而可以是一個部門或他所從屬的一個崗位。

目標管理

上級給出一個他的下屬要達到的（上級）目標。例如目標為：銷售額提高15%。各個部門的下屬要共同確定達到這目標應該完成的（下級）目標--提高產品銷售。上級則有規律地檢查銷售額變化的情況。 像分權管理和例外管理一樣：提高工作意願和參與責任。此外，下屬們共同追求要達到的目標，促進了團體精神。



例外管理

領導只對例外的情況才親自進行決策。例如一個下屬有權決定6%以下的價格折扣。當一個顧客要求10%的折扣時，就屬於例外情況了：這必須由上司決定。 同樣是提高職工的工作意願。職工有獨立處理工作的可能--減輕了上司的負擔。這個方法的實際困難在於：什麼是「正常」業務，什麼是例外？因此經常要檢驗決策範圍。

參與管理

下級參與有些問題，尤其是與他本人有關的問題的決策。例如調到另一部門或外面的分支機構任職。當對重要問題有共同發言權時，職工不會感到被「傲慢」地對待了。比如他們可以認識到調職的意義和信任其理由。 這樣做可以提高對企業目標的「認同」。

系統管理

對確定的企業流程進行管理。把企業作為一個大系統，這個系統就像一個電流調節系統似地運行。對那些不斷重複的活動有許多規定和指令（例如機器的開和關、更換和維修）。因此這種方法主要用於工業企業。將所有工作過程組織成通暢的流程。許多的規定是為了保證「整個系統的運行」。 領導者所要注意的只是，不要使企業內太「官僚主義」。

度假酒店的十條經營原則

本刊編輯部

一、要處於優雅的自然環境之中

處於喧囂的鬧市中心的酒店是無法吸引度假客人的。度假酒店最理想的位置應當在氣候穩定的旅遊勝地，或大城市(如上海)風光秀麗的郊區。這樣才能擁有穩定的客源。

二、齊全而不斷推陳出新的娛樂和美食項目

度假是一種經歷，客人希望體驗和嘗試到新的東西，尤其是娛樂與美食。再好的東西，如果長期一成不變，也會讓人乏味的。度假酒店需要讓客人經常有「驚艷」的感覺。

三、輕鬆而有文化品味的酒店氛圍

度假酒店不追求豪華，而是追求輕鬆、精緻和文化品味。最能體現這些的是酒店的員工服裝、酒店的裝修風格、酒店的藝術小品、酒店的廣告與文案，酒店的自然環境，與酒店的特色產品。

四、富有度假特色、能給人留下深刻印象的服務

現在有些酒店在推出了「坐式登記」服務，我覺得就非常適合度假酒店，甚至可以在進一步，考慮「咖啡加登記」。客人要一間客房，就像要一杯咖啡，要房價表就像要酒水單。



度假酒店的十條經營原則

五、不斷舉辦度假主題活動

商務酒店是必需品，而度假酒店是奢侈品。如果沒有好得亮點，要把奢侈品賣出去並且使它長盛不衰並不容易，所以我們必須經常為客人製造新奇和快樂的最佳方法，如化妝舞會、釣魚比賽等。

六、與酒店定位一致，風格獨特的廣告宣傳

度假酒店知名度的大小與酒店的生意好壞成正比。市中心的酒店本身就是一座非常好的廣告，而度假酒店則往往需要吸引客人經過很長一段路才能抵達，因此它要比一般酒店花更大的精力與金錢在廣告上面。

七、良好的媒體關係

很多新的的產品、活動和觀念都是依靠新聞媒 體的傳播才漸漸流行起來的。度假酒店必須學會與媒體建立良好的關係，才能把新的產品與服務項目更有效、也更省錢地推銷出去。



八、對公共策劃地巧妙運用

度假酒店比商務酒店更需要注重「概念」地包裝，品牌的塑造和形象的宣傳。好的公關策劃比純粹的廣告更有效。我一直想，如果在旅遊勝地建立一家「愛情酒店」，不知道生意會怎麼樣。但我覺得它肯定會比其它酒店更容易讓人記住並留下深刻的印象。

九、不妨多請名人免費下榻

用幾間豪華套房，幾頓美食，換來新聞媒體、娛樂雜誌對名人在酒店趣聞的報道，是非常划算的。何況名人還會留下一些東西，如簽名、在酒店的相片、故事等。這樣的好事不妨多做幾次。我經常聽人說：「我們就住在某某大酒店，某某某到這裡的時候就住在這家酒店。」

十、靈活地運用價格槓桿進行促銷平衡淡旺季

度假酒店最難經營的一點，就是季節性非常強。旺季時人滿為患，淡季時門可羅雀。所以靈活地運用價格槓桿進行促銷就非常重要，價格差距不妨拉大一點。此外，在淡旺季時都要注重會議團隊地促銷…度假酒店最好有齊全地會議設施，這樣它可以同時是會議酒店。最理想的狀態是：旺季做度假，淡季做會議。

Toss to Win (or Loss)

By: Gerald Wang
President of Vic Inn-ternational Co.



The executive secretary of our association THMASC asked me to write some article for our association newsletter and due to my busy schedule, I really could not make it. Today our association have our monthly director meeting in Las Vegas. Looking outside of the hotel window looking at the golf course of the hotel. The vast building including skyscraper, high-rise casino, industry building, residential, hotel, motel and continuous vast of land like Los Angeles. Since I have nothing to do, I start to write my article for our association.

Our association (Taiwan Hotel and Motel Association of Southern California) hereinafter called THMASC, at February 22, 2006 of which hosted by Wilson and myself. One of the topics is the investment strategy of the hotel leaders the subject is touched on several issues such as:

1. Should I invest on the independent or franchise motel or hotel?

2. Should I build or purchase an existing motel or hotel?

3. Should I do a partnership investment or just do it myself?

4. Should I invest out of state or invest in California or even Southern California?

We do have a few good inputs from different speakers. The only thing is it did not really touch on the soul and heart of the motel and hotel investment. Not only that, I always hear people saying that I do not have the snow ball to begin my investment, but do you know how hard it is to get the snow ball and if you are waiting for the snow ball. You might never make it. In our seminar, our president of the Association did share some of his point of view as to how can he make it. I believe it based on the following ingredients:

1. The vision that count.

2. Planning and road map.

3. Work smart not hard.

I see the people that attending our seminar and really want to learn from it during there busy schedule. I would like to summarize some of my point of view and hope that will help anyone that read this article.

I will try to share some of my know how with you. I will not go into a lot of detail but I do hope it will help those who really want to get into motel, hotel investment and if you read this carefully. I believe there will be some juice that will help you in certain degree.
I will get into randomly from certain area and certain points:

1. Why invest in Real Estate?
2. Why invest in Motel or Hotel?
3. Is that too late to invest in Real Estate or Motel, Hotel?
4. If I do not have any capital or so called the first buck of gold (snowball), I will never be able to make it.

I n order to answer all this question. You will not be able to truly understand unless you actually see a case study. But you need to feel and understand by digest different article. Especially if you read one of my topic in my previous issue that is published in our Association Newsletter of which address some very important issue as to my number 4 question listed above.

I always say that is you have capital or money to invest and get rich in Real Estate that would not be surprise at all (of course you can not win in every and each investment). The truth in Real Estate especially in Motel, Hotel investment. You really have the opportunity to make it even if you do not have the first bucks of gold. Is that interesting and unbelievable too. That's the reason why I never tired in real estate investment. It is fun and exciting too but it also full of trap and challenge.



In 1976, I start from my motel broker business and a friend of mine call Robert Chen told my all the secret of the motel brokerage business. He is such a wonderful person that I think a few of the old Taiwanese motel investor may still remember him. He is one of the pioneers in the motel brokerage business. He is my friend and he show me whatever he know without any reserve, of course at that time we also work together and make some money together. He passes away in a few years ago. I miss a great friend like him. He is such a brilliant person. He taught me how to negotiate and know how is the psychology will work in negotiation. Moreover, I always remember he told me whenever on the deal the broker is the one really an unnecessary component when the seller and buyer come to the issue of commission. Since then I am still living on the commission although I am not totally depend on that right now. It is such an interesting career. Although we know the market upside down but the real juice and trick of the motel, hotel investment is from the heart of all those investor. The wisdom of all those investor also taught me a lot through his or her acts and conversations. The funny thing is the greatest investor always invest without enough capital to begin with even though they never tell me. But I have the eye to see and the brain to think. Look at all those great investor. Their game is totally the same like us. Not more not less. For example Donald Trump in his paper back "How to get rich" mentioned about think big. The real estate game is very simple. It is always come down to a very simple letter " borrowing game". Using other people's money to get rich. It is 100% legal. The only different is you borrowed at 10% interest rate and you make 12% return so you can pay them back. So if you can only make 8% return, you better do not try to borrow it. This just is an example but it is the trick that is really happened. Another trick is if you go to bank and tell the lender I want to borrow money from you and I do not have any real estate or any other asset. Most likely, you will walk out from the bank with empty hand even you are the top convincer. That is exactly happened when I was young just graduate from school and work as a waiter.

The trick of Real Estate is it is a merchandise that is not movable and due to the inflation that normally its value normally will goes up even when you are sleep. Of course when the market is crash, you will try to dump it as soon as possible. Due to this special character, the bank normally have certain interest to put a loan on it subject to certain terms and conditions especially the appraisal value can support the loan amount with the income producing property the bank is also required the cash flow can support the debts service. It is actually a borrowing game doesn't matter you are a small investor or a mega investor. It is not only a borrowing game. More then that you need to know how to "Structure" a deal if you want to play a Real Estate game without too much money or so call the snow ball to begin with. Without go into the detail I can summarized as following: It is really up to you to figure out how to do it.

1. Borrowing from Bank: You might be able to borrow up to 70% of the total purchase but normally for today's market. For motel/hotel you can borrow between 55% to 70 %. It is the first trust deed that is the senior lien against the property. Well, you still need to get the balance of the money of which is the downpayment. That is so call the "snow ball".
2. Now go into the snow ball. You will be able to do so through the following methods. That is call "Structure". It is the mechanism if you know how to use it. That will make you are rich.

a. Get a 2nd trust deed from your house.
b. Borrowed from the credit card.
c. Borrowed from your friend.
d. Borrowed from the owner.
e. Put a syndication.
f. Lease to someone and asked them to put a deposit.
g. Borrow a mizzenion finance.

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3. Other then that you always have some other options to "Structure" a deal without putting a penny or a dime. Such as:

a. Lease with option to buy.
b. Low downpayment with the seller to carry back the paper.

Etc.

F ollowing the borrowing process, as the owner of the property. You are facing the challenge to make the mortgage payment. That is where the management kick in. You really have to know how to make a profitable business by manage it right.

You need to put the effort on both the manpower and the property itself. It represents the hardware and software along with a good bookkeeping control. For a bigger size of property you must have stronger power of marketing and more detail of the quality control of the property.

Now let me get back to the question that I was through at the beginning of this article.

1. Should I invest on the Independent or Franchise hotel or motel?
2. Should I build or purchase an existing hotel or motel?
3. Should I do a partnership investment or do it by myself?
4. Should I invest out of state or should I invest in California?

In order to answer the first question would be if you invest on a smaller property. It is easy to be operate as an independent motel or hotel. But once you get into a bigger property. With a good franchise company, It will provide strong support on marketing, new technology, quality control assistant and the good well with loyal customer. It also depend on the location of the property. For those property, in the area of intense population. You really do not need too much help form the franchise company and if you are in the highway location and rural suburb. The flag will make some different.

For the 2nd question. The different between to build or buy existing motel and hotel. Really depend on several factor.

1. Where is the investment?
2. The cost of land?
3. Your strength of capital?
4. How soon do you want to get the return?
5. The general overview of the investment.

For an example, in the highly populated and hard to entry area and the general price of real estate if very expensive and after the calculation that you can make the cost of construction just a little bit over the property in the current market providing you have the strong finance to hold and wait. Then it might not be a bad idea to build. But if you have a very limited capital and you rely on the borrowed fund to grow the you better off buy existing under-performed property to make sure it will turn around for a very short period of time.



In order to answer the 3rd question. It will depend your financial strength, the manpower and the character of the individual partner. For example if you have enough capital providing you have team that you can trust. Then you better off to invest by yourself. Cause you will have less meeting and your decision is fast. It will be more efficient of course if might have some risk unless you really know what are you doing. In the meantime, if you have a partnership that the force of finance and manpower and with a few leader that make all the decision. It will work too and the growth potential can be tremendous. Of course it can be changed from time to time. For example, when you first start, you do not have enough capital and you have the know how and the guts to do so. You might run into a partnership and once you grow stronger then you can do it by yourself.

For the last question. If you have very strong manpower and know how then you can consider a out of state investment. Or if you willing to go out of state to do the investment and stay there all the time then you can invest out of state. The other factor is the out of state property due to the nature of it less demand then supply (except those hot area such as New York, Washington D.C. San Francisco, certain area in Florida). You have better chance to get property that can generate good cash flow for you. But once you ready to sell then you might not get the same kind of appreciation as you can get in California (except those City mentioned above). If you have enough capital then you better off invest in California.

There are other tips that you should remember. There will not be a property running 80% and good ADR and the owner got plenty of income that will sell to you with good terms and conditions. Only those property is mis-managed and with tons of problem then you have a chance to negotiate a terms that will favorable to everyone including yourself.

I am highly recommend all of you pick up the 30 years special newsletter of our Association. Read carefully all those article present by the previous president. Their experience will help you a lot. You might say right now everything is changed. The time of opportunity is gone. It getting tougher. I agree with you for certain point. But I can tell you the opportunity still there. You need to prepare yourself to get ready. There are always an opportunity somewhere.

I would like to touch on some other issues if I may.

1. When is the good timing to get the motel/hotel?
2. What kind of motel/hotel should I invest?

For the first question any time is the good time. I see people invest in a very high price timing but they resold for higher price. I saw people invest when the time is bad and nobody want to buy but those people borrow money to buy whatever they can get and resold for profit. There are times when the interest is 18% to 20% annually but the real estate is appreciated. And there is time the motel/hotel is crash and people is so scare to get into the motel/hotel and no lender is willing to lend. My suggestion is to look as many property as you can when you feel you are ready then just jump into. Cause either you are going to win or loss otherwise you will always loss due you still outside of the box even sometime you need to think outside of the boxes.

For the second question. You need to invest at the motel/hotel with the upside potential as to the management and condition of the property. You do not want to invest on the motel/hotel that is running 95% and with excellent ADR providing the condition of the motel/hotel is with the five star quality.

To conclude I would like to say whenever you invest on motel/hotel if you have limited financial resource then borrowed as much as possible but wisely calculate the resource you have to carry the period of down time. When you see the opportunity jump into it first. You do not have the luxury to have a second thought. Prepare yourself for a plan to improve the performance of the motel/hotel by have a right group/person to manage to improve the condition of the property. You need the return by invest on it.

Good Luck for you are the coming winner of toss to win!

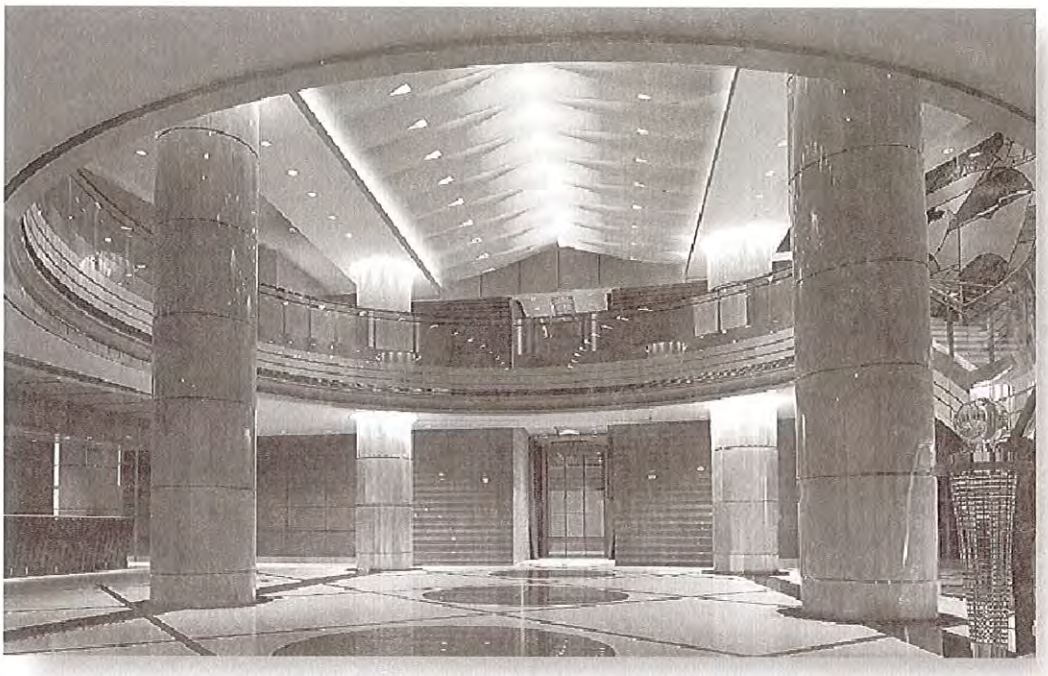
淺談酒店人的素質管理

本刊編輯部

酒店的管理，可謂最為細微複雜的管理，而人的管理又是最根本的管理，抓人的素質管理，對酒店的發展起著至關重要的作用，因為它是保證服務產品質量、提高酒店效益的根本所在。

人的素質認識。人的素質是一個綜合性問題，它包含著人的文化知識、工作能力、社交口才（語言）、思想覺悟、個人技能和道德品質等諸多方面的內容。不能絕對地認為，一個大學生就是一個高素質的人才，一個高中生就是一個低素質的人才。因為每個人都有他的優點和缺點、長處和不足，如何選好才、用好才，是我們管理層首要考慮的問題之一。因此對待人的素質問題上應該用唯物辨證的綜合的觀點去衡量，而絕對不能用唯心、片面的觀點去認識，如果確立了正確的認識觀點後，人的素質管理的問題就會得心應手地解決了。因為人的素質是可以通過後天的培養提高的。

人的素質培養。目前，我國酒店新招的員工絕大部分來源於旅遊學校，比較系統地學習了酒店服務工作和一些技能及方法，但是，上崗前還必須給這些員工進行酒店的入店再教育，即進行上崗前系統培訓，因為這是酒店每名員工對客服務的基本條件，沒有這個基本條件，就談不上有優質的服務產品，沒有優質的服務產品，就會失去一流的客人，那就很難說有什麼最佳效益了，所以入店前的再教育是極為重要而不可忽視，這也是培養酒店員工提高素質的一個嶄新的起點。



淺談酒店人的素質管理

1、對員工基本知識的培訓。課程設置的內容一般為：酒店概況的介紹；酒店營業部門和營銷部門運轉情況的簡介；酒店有關規章制度和員工手冊的學習。營業部門和營銷部門在介紹運轉情況時應重點放在對客服務的案例分析和服務操作的程序上，把上崗後應注意的一些重點問題指點出來，這樣可以最大限度地避免新員工上崗後出現不應有的工作失誤，從而不斷提高員工的業務素質和技能。

2、新知識的培訓。市場進入知識經濟的時代，發展和變化可謂瞬息巨變、一日千里。在我國酒店服務業，與各行各業的服務規範標準相比，可心說是最早與國際接軌的行業之一，對於我國起步較晚的酒店業來說，80年代末，有相當一部分酒店都是學習外國酒店先進而又比較符合國情的經驗作法，到了90年代末，有的已經很落後了，需要盡快更新。在即將進入21世紀，酒店業不僅要學習趕超國外同行先進管理模式而且還要建立一整套具有中國特色的酒店業規範經營服務模式。因而，對於酒店的員工要開展定期和不定期的知識培訓，要給員工講授新的市場觀念、新的酒店文化知識、新的促銷思維，典型的案例分析和多崗位的交叉培訓，使員工吐故納新，一專多能，不斷接受新的知識，在工作中逐漸提高自身的素質，更大限度的發揮他們的才能。

總而言之，知識甚為重要，品德則為選才，素質可謂培養，能力方為中用。抓人的素質管理，並不是採取強制性的制度化手段，而是要採取極其有效的引導和啓發的方式，這樣不僅可以極大地調動和培養員工的工作能力，充分發揮員工的主觀能動作用，而且還能使部門的隊伍素質整體提高，產生凝聚力，酒店更能產生活力。



帕列托 (80/20) 法則 (Pareto's Principle) 在管理上的應用

本刊編輯部

1897 年，義大利經濟學者帕列托發現了80/20法則 (Pareto Principle) ，他偶然發現十九世紀英國人的財富和受益的模式：大部分的財富，流向少數人的手裡， 其中的取樣並顯示，某一個族群佔總人口數的百分比，和該人口群所享有的總人口數或財富之間，有一項一致的數學關係，我們可以由一些隨手可得的對照數據得知：

百分之二十的產品，涵蓋了百分之八十的營業額。

百分之二十的客戶，佔企業組織體百分之八十的獲利率。

百分之二十的罪犯，佔了所有罪行的百分之八十。

百分之二十的已婚者，佔了離婚人口的百分之八十。

百分之八十的時間裡，妳穿的是你所有衣服的百分之八十。

百分之八十的引擎能源浪費在燃燒上，而只有百分之二十可以傳送到車輪，而這百分之二十的產入，卻可以達成百分之百的產出！

所謂的80/20法則，指的是：在原因和結果、努力和收獲之間，存在著不平衡的關係。典型的情況是：80%的收穫，來自於20%的付出；80%的結果，歸結於20%的原因。換句話說，這個世界並不是以我們想像的對等方式運行，所謂「一分耕耘，一分收穫」，並不能解釋現實世界中大部份的情況。付出與努力之間的關係，不是五十/五十，而是八十/二十。

這樣的不平衡，出現在幾乎所有的工作領域與生活範圍，若指出來，我們是一點也不陌生的：在工作方面，一家公司裡真正在做事的就是那麼些少數的人，但他們為公司帶來大部分的收益，而大部分的員工對公司的收益來說是沒有正面幫助的，甚至可能帶來負面的影響；少數的顧客為公司帶來大部分的利潤；少數居高位的人拿走了大部分的酬勞——然而，公司總是用齊頭式的平等來對待員工和顧客，不辨明究竟誰出力誰躲在別人的庇蔭之下。在生活上，我們大部分的快樂似乎出現於某一小段時間；大部分的時間總是花在無意義的事情上。

80/20法則道盡這種悲慘情境。我們所作的努力中，有百分之二十可以帶來百分之八十的結果；但其餘百分之八十的努力，只有百分之二十的結果。我們把百分之八十的力氣，浪費在低價值的成果上。在我們所擁有的時間裡，百分之二十用來創造百分之八十有價值的事實；我們百分之八十的時間，浪費在沒有意義的事上。百分之二十的時間，創造百分之八十的快樂；其餘百分之八十的時間只造成微不足道的快樂。

但並不是所有事情都可以用80/20法則來解釋，也不必如此。80/20法則的作用是診斷問題，指出事情令人不滿意的部分和浪費的情形。我們應該致力於打破80/20模式，若不能，則至少要將之轉化至更高層次，使我們過得更快樂，做事更有效率。

首先，我們必須知道，可以產生80%收獲的，究竟是哪20%的付出，然後在這部分加把勁，那麼豈不是可以做得少卻賺得多？然後我們要知道，到底是哪些徒勞無功的80%，使我們的努力與回報不成比例，並且想辦法改善或甚至將之刪除，以求減少損失。

一個組織的生?效率和未來發展，往往決定於少數(比如20%)關鍵性的人才。對一個股份制企業組織而言，從董事會的角度考慮，關鍵人才一般包括以下人員：

(1)CEO、CFO等高級的管理人員；

(2)開發、生?、營銷、人力資源等重要部門經理或專案負責人；

(3)高級研究與開發(R&D)人員；

(4)具有創造發明高級技能型人力資本的技術、工藝及制度設計人員；

(5)其他極具發展潛力的高素質員工。

基於此，如何構建"80／20效率法則"的組織人力資本管理制度就十分有意義。下面有五項行動建議：

一、精挑細選，發現"關鍵少數"成員

所謂發現"關鍵少數"成員，實際上是要發現"關鍵的"人力資本。保證"關鍵少數"的甄選質量，除了依賴正式規則，還需要注意避免認識上的誤區。舉例來說，像大才出自名校、選人用人唯名校是舉，就是目前許多企業和事業組織深陷其中的誤區。廣開才路，招賢納士，才是尋獲"關鍵少數"的正確選擇。

二、千錘百煉，打造核心成員團隊

發現"關鍵少數"成員十分重要，但更重要的，是把"關鍵少數"整合起來，從中選擇核心成員，建立決策、管理、創新工作團隊(teams)。要把"每個人的能力、經驗、態度和價值交織在一起，創造出一個內容豐富的結構。"

三、鍛煉培訓，提高"關鍵少數"成員的競爭力

核心競爭力是組織在激烈的市場競爭中獲勝的必要條件。競爭環境的變化，要求組織不斷調整和強化核心競爭力。

四、有效激勵，強化"關鍵少數"成員的工作動力

組織通過市場交易招募到員工，獲得了使用權，並不意味著就可以隨心所欲地使用人力資本，就能夠享受到人力資本帶來的效用。激勵根源於需要。當行?主體的需要未滿足時，就會出現心理緊張，進而在身體內?生內驅力，去尋找能夠滿足需要的目標。目標一旦找到，需要得到滿足，心理緊張即告消除。而"關鍵少數"成員的需要非同一般，按照亞伯拉罕·馬斯洛(Abraham Maslow)的需要層次理論(Hierarchy of Needs Theory)，應該是達到最高和次高層次的需要--自我實現需要和尊重需要。因此，只有提供滿足這兩種需要的條件或機會，才可能?生有效激勵。

這些條件或機會主要包括：

(1) 獲得榮譽、提升地位、受到尊重。

(2) 分享決策權、管理權。

(3) 進修、提高業務水平。

(4) 確定的、令人滿意的個人職業發展計劃。(5) 發揮潛能、實現個人價值。

五、優勝劣汰，動態管理"關鍵少數"成員團隊

對組織中的"關鍵少數"成員和由"關鍵少數"成員構成的團隊，要實行動態管理，即實行優勝劣汰制度。保持組織員工的流動性十分必要。同時，引進優秀成員。這是維持組織人力資本活力，並進而保持組織核心競爭力的必要條件。

世界著名飯店集團成功經營策略解讀

本刊編輯部

經過二十多年的發展，中國飯店集團雖然在規模與效益方面都取得了可喜的成績，但與世界著名飯店集團相比，差距仍然很大。因此，學習借鑒世界著名飯店集團成功的經營管理經驗，對於引導我國飯店集團健康、有序、快速地發展意義重大。筆者就世界著名飯店集團的一些成功經營管理策略做個簡要分析，權起拋磚引玉之用，希望能給業界人士一點啓示。

品牌經營策略

2001年世界飯店集團300強排名第五的精品國際飯店公司(Choice Hotels International)是一個典型的主要依靠品牌經營戰略迅速成長起來的飯店集團。它在短短二十多年的時間裡主要通過品牌特許經營、多產品品牌組合、品牌營銷等品牌經營策略實現了其在全球範圍內的市場規模迅速擴大，品牌價值日益提高。截止到2004年9月，擁有8個品牌的精品國際已經在全球43個國家開設超過5000家飯店，擁有客房數44萬多間；業務範圍從經濟型消費、中等消費到高檔奢侈型消費，各種服務無所不包；服務對像包括商務旅遊者、度假旅遊者、大衆旅遊者、家庭旅遊者、自由職業者等社會各階層人士。加拿大西北商業旅行者協會連續三年授予其「年度最佳連鎖飯店」，1998年《消費者報告》將其所屬的Sleep Inn品牌評為美國最佳預算聯號，《成功》雜誌將另兩個品牌---Comfort和Quality---列為最佳品牌經營者之一。精品國際在品牌經營方面所獲得的巨大成功顯示出品牌經營已經成為飯店市場競爭的重要利器之一。

品牌是一種名稱、術語、標識、設計或是它們的組合應用，其目的是藉以辨認某個銷售者或銷售者的產品或服務，並使之同競爭對手的產品和服務區別開來；品牌經營指企業針對市場需求的基本態勢，以企業理念為核心，以品牌為手段，通過品牌營銷、品牌推廣、品牌資產管理等各種經營方式以實現企業利益最大化的最終目標。

品牌經營的優勢

增強顧客忠誠，形成差異化競爭優勢飯店產品是借助於一定的設施向客人提供的無形服務，它不具備實物產品有形性特徵，而客人對飯店產品的消費是對服務過程的一種體驗，它具有多樣性特徵。由於飯店產品的這種特性以及市場信息不對稱現象的存在造成了顧客在選擇飯店產品時隨意性大，這對飯店佔領目標市場、擴大市場佔有率是一個不利的因素。而飯店集團的品牌可以在消費者心目中樹立良好的企業與產品形象，增強其對飯店無形產品的認知度，促進顧客對其優先選擇購買；而一旦顧客認可了某一飯店產品品牌，在下次選擇飯店產品時顧客出於降低購買成本與風險考慮會選擇同一飯店品牌，而多次的消費經歷會形成習慣性消費，使其最終成為這一品牌的忠實顧客。顧客忠誠度的提高將有助於飯店集團吸引回頭顧客、提高市場佔有率。品牌體現著飯店服務產品的差異與特色，一個品牌所體現的服務個性價值如果被與之身份、情感、喜好相符合的顧客群體所認同，那麼其對這一品牌的忠誠將不可取代。因此，個性化品牌將有助於飯店集團形成差異化的比較競爭優勢，從而更有效地佔領不同細分市場。

加速集團擴張，形成產業聚合性優勢品牌經營是飯店集團加速擴張的重要有效手段之一，它可以使飯店集團擺脫地域限制，以品牌拓展發展空間、擴張市場規模、擴大市場覆蓋，從而促進飯店集團走上規模經營、快速擴張的道路。其主要形式是特許經營，飯店集團通過管理模式、經營理念、商標品牌等無形資產的轉讓和特許使用這一方式迅速實現集團擴張。而集團規模的擴大、實力的增強將使其在市場競爭中處於優勢地位，一方面可以更快地加速集團擴張，另一方面可以吸引更多的商業夥伴與之建立良好的合作關係，增強其市場抗風險能力，從而走上良性循環的發展道路。

促進產業延伸，形成多元化經營優勢品牌經營具有品牌價值遞延的優勢。飯店集團可以借用成功品牌在顧客心目中的形象、聲譽，將原有品牌名稱用於新的產品系列或進入新的產業領域，消費者和公衆出於對成功品牌的信任與偏好會將這種品牌忠誠延伸到新的產品中去，增加了新產品取得市場成功的機會，從而促進飯店集團迅速形成產品多元化或產業多元化經營格局。例如雅高集團面向豪華、中檔、經濟型等不同的飯店細分市場，在Accor品牌下延伸出Sofitel、Novotel、Mercure、Ibis等多個品牌，達到了明晰產品定位以有效佔領不同細分市場的目的。

品牌經營的基本模式

單一品牌經營模式單一品牌經營模式是飯店集團對其生產經營的所有飯店產品均使用同一品牌名稱，其優勢在於能夠集中企業財力、物力塑造單一品牌，有利於準確傳達企業統一的公司哲學與經營理念；其缺點在於不利於與多種檔次的飯店產品兼容，從而造成產品形象模糊。國外飯店集團在運用單一品牌經營模式時主要使用公司品牌，即直接使用飯店集團的公司名稱作為產品品牌名稱。這種方式主要適用於實行目標集聚型戰略的飯店集團，例如加拿大的四季飯店集團將目標市場定位為全球高檔飯店消費群體，因此運用公司品牌戰略清晰地體現了豪華飯店的產品定位，從而使其在全球豪華飯店市場獲得了很高的市場佔有率。

多品牌組合經營模式多品牌組合經營模式是飯店集團在共同的公司使命、經營理念指導下，對其生產經營的不同細分市場的產品冠以不同的品牌名稱。它主要有以下三種類型：

1.獨立產品品牌組合 獨立產品品牌組合指飯店集團對其經營的每一種飯店產品都冠以各自獨立的品牌，每一種品牌都針對特定細分市場的個性「量身製作」，從而達到明晰產品等級和功能的差異；其缺點在於缺乏統一的企業形象，品牌過多容易造成營銷資源的分散，不利於名牌形成。在這方面全球飯店集團的佼佼者---聖達特飯店集團就是成功的典範，它針對豪華、中檔、經濟型等不同檔次的飯店細分市場針對性地推出了豪生品牌、騎士客棧品牌、天天客棧品牌等獨立產品品牌，準確的產品形象定位使其在各個細分市場均保持著很高的市場佔有率。

2.分類品牌組合 分類品牌組合指飯店集團對其經營的各種飯店產品按照某一標準進行分類，對每一類別的產品冠以各自獨立的品牌。這種組合方式的優點是既克服了單一品牌組合經營模式所造成的品牌定位模糊的缺點，又克服了獨立品牌組合帶來的營銷成本過高、不易管

理等缺點。例如聖達特飯店集團的豪生品牌(Howard Johnson)就由豪生快捷客棧(Howard Johnson Express Inns)、豪生廣場飯店(HowardJohnson Plaza-Hotels)、豪生飯店(Howard Johnson Hotels)、豪生客棧(Howard Johnson Inns)四個同類型的不同品牌組成。

3.母子品牌組合 母子品牌組合指飯店集團對其經營的飯店產品冠以兩個品牌，即「母品牌+子品牌」，母品牌代表集團整體形象，傳遞公司經營理念，為子品牌提供信譽保證；子品牌對母品牌起增加個性和活力，豐富內涵，提升價值支撐的作用。凱悅飯店集團是使用這種品牌組合方式的典型代表，飯店母品牌「凱悅」向顧客展現集團產品高質量的整體形象，子品牌(例如GrandHotels，ParkHotels，RegencyHotels)則從飯店檔次、服務特色等方面向顧客提供不同的個性服務與價值體驗，豐富並提升了母品牌的形象。

以上品牌經營方式各有不同優勢與劣勢，飯店集團在具體運用時要根據各自公司使命、經營戰略的不同適當選擇符合自身實際情況的品牌經營模式。

資本運營策略資本運營作為國外飯店業成功的經營模式引入我國已有20多年，它對我國飯店業快速發展起到了「催化劑」式的積極作用。我國飯店業在資本運營道路上雖然已經走過了以單一合資經營形式為特徵的萌芽階段和小範圍內少數飯店企業嘗試運用多種資本運營方式的起步階段，但尚未在全行業大規模推行這一經營模式。加入WTO後國際資本進入所帶來的系列挑戰和我國飯店業整體處於微利甚至虧損狀態的大背景下，學習國外飯店集團資本運營的成功模式，對於提高我國飯店行業整體經營業績和國際競爭力意義重大。

隨著全球經濟一體化趨勢的加強，世界飯店集團在以爭奪全球市場為核心的新一輪兼併、收購愈演愈烈。縱觀世界著名飯店集團的發展歷程，它們普遍以兼併、收購、重組等資本運營手段實現了集團迅速跨地域擴張。例如1953年假日飯店集團創始人凱蒙斯·威爾遜開創飯店集團「特許經營」先河，至1957年售出特許經營權18個，實現了特許經營在飯店集團擴張中的初步成功，此後希爾頓、喜來登等引入這一方式迅速實現集團低成本、高利潤擴張；60年代希爾頓飯店集團首創「管理合同」經營方式，1964年其在紐約交易所成功上市，成為世界飯店業中第一家上市的集團公司，1998年在其年度財務報告中正式提出「公司專心於經營飯店業，通過兼併、購買、連鎖經營等方式擴大集團擁有飯店數」；英國福特飯店集團為了進入世界豪華飯店市場，1994年收購子午線飯店集團(Le Meridien)，迅速加快了其全球擴張步伐，1995年為了集中全力經營子午線品牌而賣掉了旅遊客棧聯號在美國的490家飯店。以上例子說明一個事實：資本運營是飯店集團優化企業資源配置以實現企業利潤最大化或資本增值最大的重要經營方式之一。

資本指能夠在運動中不斷增值的價值，這種價值表現為飯店為開展服務經營活動而墊付的貨幣。飯店資本運營指飯店以追求最大利潤或資本最大增值為目的，以價值管理為特徵，視飯店所擁有的一切有形的和無形的社會資源和生產要素為可以經營的價值資本，通過流通、收購、兼併、重組、參股、控股、交易、轉讓、租賃等各種方式對飯店資本和生產要素的優化配置和產業結構的動態調整以實現資本增值的一種經營管理模式。

影響酒店設計的關鍵因素

本刊編輯部

酒店設計是一個複雜的系統工程，隨著社會經濟的飛速發展與逐漸成熟，酒店設計日益成為一門新興的專業學科。它不同於單純的工業與民用建築設計和規劃，是包括酒店整體規劃、單體建築設計、室內裝飾設計、酒店形象識別、酒店設備和用品顧問、酒店發展趨勢研究等工作內容在內的專業體系。酒店設計的目的是為投資者和經營者實現持久利潤服務，要實現經營利潤，就需要通過滿足客人的需求來實現。在這個過程中，我們就能推演出影響酒店設計的幾個關鍵因素。

影響酒店設計的首要因素是酒店定位。任何一個設計師在設計酒店之初需要考慮的就是要建造一個什麼類型的酒店，也就是要符合酒店的市場定位。酒店定位的內容包括：酒店是什麼類型的，規模怎樣，是豪華還是中低檔的，星級如何，它的目標客戶是什麼等等。

毫無疑問，設計時的定位要有強烈的經濟氣息以及功能鮮明的環境氛圍。比如旅遊勝地的度假型酒店，在設計上主要是針對不同層次的旅遊者，為其提供品質卓越的休息、餐飲和藉以消除疲勞的健身康樂的現代生活場所。此類酒店裝飾設計完全是滿足這類客人的需求而考慮的，是休閒、放鬆、調節壓力的場所。商務酒店一般應具有良好的通訊條件，具備大型會議廳和宴會廳，以滿足客人簽約、會議、社交、宴請等商務需要。經濟型酒店基本以客房為主，沒有過多的公共經營區。必備的公共區域如大堂的裝飾也不宜太華貴。應給人以大方實用美觀的感覺。

在進行酒店設計的時候必須考慮經營和管理。設計是深入酒店經營方方面面的過程。客房、廚房、倉儲、餐廳等等，很多酒店功能的組成部分都應成為設計的重點。



影響酒店設計的關鍵因素



酒店的設計師從某種程度上講為管理者服務的，設計師的設計能為管理者提高效率，減少消耗。而管理者是為投資人和業主工作的，目的是為投資主體賺取利潤。當今酒店的設計和建築越來越不需要程式化的工作，更需要的是不斷地創新。經營酒店是衆多經營行業中的一個分支，它必然要符合經營所具有的一般特徵，自然也需要有不同的經營理念。酒店設計要適合酒店的經營和管理，也一定要適應酒店的經營理念。

在酒店設計中，經營者要向設計師提供一個功能表，設法使他們明白酒店的經營活動和日常工作是如何進行的。設計師透徹瞭解酒店的經營過程，是很有必要的。只有這樣，設計師才會為管理者設計出最富有效率、最經濟實用的酒店。酒店在設計時應充分考慮未來經營並以獲取利潤為主要出發點。一個完美的酒店設計其根本宗旨並不是炫耀自身的珠光寶氣，也不是津津樂道於人們的觀賞和讚歎，而是用心考慮如何使其適用和實現盈利。

顧客就是上帝。滿足客人的需求無疑更是酒店設計需要下大工夫解決的問題。首先要仔細研究客人的喜好，他們的興趣會引導一切。對客人興趣的研究要深入，要具體。比如他們對材質的感覺，對顏色的偏好，他們喜歡什麼樣的娛樂活動，這些都構成了客人的需求。

還有就是要注重客人的期待心理，客人對酒店的印象和感受是影響客人能否再次光臨酒店的重要因素。在不少名聲在外、效益良好的酒店裡，當客人一步入大堂時立刻就能感到一種溫馨、放鬆、舒適和備受歡迎的氛圍。這一點極其重要，因為所有的人在來酒店之前，在心裡會對酒店懷有一種潛在的期待，渴望酒店能夠具備溫馨、安全的環境，進而渴望這個酒店能給他留下深刻的印象，最好有點驚喜，有點獨特，是別的地方所沒有的。這樣，一次經歷就會成為他未來回憶的一部分。酒店的投資人要迎合客人心理需求才會產生好的回報，而通過設計來實現這個需求是酒店設計者責無旁貸的任務。

考慮到上述主要影響酒店設計的幾個因素之後，優秀的酒店設計就具有了先決條件。設計時還需要通過材質、色彩和造型的組合運用，來體現特色與風格。特色與風格是區分自身和他人的重要標誌，沒有了風格，再費心思的設計也難以避免酒店淹沒於衆多的樓宇之中、衆多的酒店之中。實現特色與風格，要在設計時充分考慮酒店的地域性、文化性，注重時尚與創新，融入酒店的精神取向和文化品位。如此方能成就完美的酒店設計。

商務酒店加強會員制營銷的優勢

本刊編輯部

商務酒店的經營者和營銷政策制定者常常把5p(產品product、價格price、包裝packaging、渠道place、促銷promotion)作為五大要素，為了形成有競爭力的營銷組合而絞盡腦汁。而在現今普遍供大於求的酒店市場中，不充分考慮客戶感受恐怕難以在行業競爭中勝出。那麼以客戶為中心的4c理論(客戶的慾望和需求customer、滿足需求的成本cost、方便的購買環境convenience、定時雙向溝通communication)強調客戶服務和客戶維護，力爭實現客戶價值，從而建立顧客忠誠度。

在商務酒店中，顧客的忠誠度尤為重要。顧客的忠誠度主要取決於他的滿意度，當客人嘗試一個酒店的產品及服務的時候，他可能感到不滿、一般、滿意、非常滿意、喜出望外甚至驚喜。獲得非常滿意以及更高享受的客人，重複消費的可能性是90%。那麼在高星酒店已經實行的「標準化+個性化」服務的作用下，顧客能夠達到非常滿意甚至驚喜的比例又能有多少呢？恐怕不太樂觀。這既不是服務程序或者服務規範的問題，也不是從業人員敬業精神的問題，關鍵是顧客本身的情緒具有不確定性。例如，酒店員工迷人的微笑，在多數客人看來，是熱情友好的象徵，但在剛剛把頭撞到酒店玻璃門或在大堂的理石地面滑倒的客人看來，這是讓人火冒三丈的挑釁。

所以在培養客人的忠誠度方面，會員制應該是比較理想的選擇。很多酒店以大額的儲值卡作為會員制的替代品，既穩定了部分客戶的消費，又提前實現了一部分銷售收入。也有酒店用積分卡招徠回頭客，輔以瘋狂的折扣和贈送。其實這些方式並沒有真正的重視會員身份，其本質還是用低價競爭的策略爭取暫時的利益。



商務酒店加強會員制營銷的優勢

商務酒店實行會員制若比較成功，可以產生這樣五個方面的效果：

a)會員會十分樂意的向他的親人、朋友推介這家酒店，產生鏈式銷售。

b)會員的消費頻率明顯高於一般散客，願意接受本酒店新推出的產品。

c)會員對酒店的失誤有較高的容忍度，能夠心平氣和的對酒店的相關服務和產品提出自己的意見和建議。

d)會員之間有相互交流的空間，並通過交流實現一定的價值。

e)會員不會因為周邊有新酒店落成，或其他酒店推出誘人的促銷措施而改變他在本酒店消費的習慣。





很多酒店管理公司都有會員組織，比如香格里拉的金環會(golden circle)、洲際集團的憂越會(priority club)等。但是對於單體酒店來說，設立會員組織的成本和專業性，以及對專職人員和數據庫的要求，還有宣傳推廣方面的投入，都是較難解決的問題。在這種情況下，可以考慮同專業營銷公司合作，以期在最小投入的同時，獲得完整的營銷組合。

有的酒店管理人認為同專業營銷公司合作開發市場，是被合作公司瓜分了自己的利益。其實這種互補性的合作，應該是雙贏，而不是零和。酒店借助專業公司，開發自身銷售力量涉及不到的細分市場，完成酒店業務範疇外的專業性操作，所產生的收益是增量，而不是原有的市場份額。

同時，酒店與專業營銷公司的合作，在酒店自身產品的差異化和服務的差異化方面，相對於同城的競爭對手，可以有比較大的空間。

喜達屋經營妙思

本刊編輯部

一個飯店集團的最終經營目標在於利潤和現金流量的最大化。為了達到這個目標，喜達屋採取的措施是：增加現有的飯店和賭場的盈利；有選擇性地買入新飯店；增加集團飯店經營合同和特許經營協議的數目。

為了增加收入，喜達屋集團通過對它全球的資產進行平衡有效配置，擴大客源市場和其他資源，並通過規模經濟來節省開支。在過去幾年裡，飯店供給方在豪華高檔細分市場的供求關係中處於優勢。喜達屋飯店由此獲得了許多收益，大大提高了每日平均房價(ADR，Average daily rate)，這是主要通過用高價位的產品來替代提供折扣的產品，以及有選擇地提高房價來實現的。下面簡單介紹一下集團的具體經營管理策略。

1、內部發展機會

ITT以及寰鼎資產和經營方式對喜達屋傳統飯店業務的加盟，給喜達屋飯店提供了巨大的機會來提高合併後的公司整體的市場份額、聲譽和規模，從而增強了公司的飯店和賭場的經營效率。下面是可以增加集團的經營效率和盈利的內部發展機會。

(1)修訂集團品牌的市場定位，從而進一步提高其品牌的知名度。通過更換一些為集團所有的飯店的品牌，分別歸入喜來登、寰鼎、福朋或新的聖．瑞吉斯旗下，喜達屋飯店進一步擴大其品牌的聲望及市場份額，從而增加可售客房的平均收入，提高經營效率。

(2)擴大喜達屋飯店在作為飯店第三方管理者的範圍，這樣可以擴展喜達屋飯店品牌的影響力和市場力度，並且可以以較少的投入獲取更多的現金量。

(3)將喜來登、聖．瑞吉斯、寰鼎和福朋的品牌特許給經過挑選的第三方經營者經營，從而擴大集團飯店的市場份額，提高其飯店品牌的知名度，而且特許經營費也使公司獲得更多的收入。

(4)將由集團擁有的、管理的、特許經營的飯店整合納入一個單一的、多品牌的預定系統，協調全球的銷售部門，通過增加集團的因特網上的信息發佈、影響力和銷售能力，來增加收入和利潤，並提高服務質量。



(5)實施集團的常客方案，集團相信這個方案會有助於飯店提高客房出租率，住店和來賭場娛樂的客人也同樣會從中受益。

1999年2月3日，喜達屋飯店集團推出集團性"飯店常客計劃"，名為"喜達屋佳賓"(Starwood Preferred Guest)。"飛行常客計劃"在旅遊業中已不是新鮮事。大約在20年前，航空業首次推出"飛行常客計劃"，獎勵忠實於本公司的商務旅遊客人。但是喜達屋的常客計劃是本著與其他飯店的方案顯著不同的形式提出的，其宣傳口號是"具有無可比擬競爭優勢常客項目"，雄心勃勃地要將其他常客獎勵方案比下去。凡參加該計劃的商務旅遊者可以在該集團分佈在60個國家的550家飯店及度假地通過住宿贏得分數並兌現獎勵。現有的"飯店常客計劃"往往過於繁瑣，倒了不少客人的胃口，喜達屋新計劃吸取教訓，實行簡化，客人在飯店花費一美元，即可贏得兩分。至於獎勵，客人可有兩種選擇，一是免費住宿，一是折算成里程--喜達屋與20家航空公司實行合作，因此兩分可折算成一英里。飯店的獎勵還包括隨時入住、沒有任何限制，包括飯店的旺季在內(中國旅遊報1999年10月)。

此方案剛實行就獲得了很大的成功，在4月份，寰鼎和喜來登飯店的登記、註冊率比去年同期增長了4倍。在推出的第一年就囊括多項大獎，獲得了九項最高榮譽獎中的五項。它被Freddie Awards評為1999年度最佳飯店常客計劃，還被授予"最佳顧客服務" ，"最好的網站"，"最佳上層顧客方案"，"獎勵方案最佳實現"榮譽。另外，喜達屋的"喜達屋佳寶"方案還被"今日美國"(USA Today)譽為最好的飯店獎勵方案(網上下載：www.preferredguest.com)。

(6)通過綜合整理集團所有自有客人的資料庫，加強營銷的力度，向現有的顧客推銷其他更多的產品，提高客房出租率，並且創造出新的市場營銷機會。

(7)使集團對其房地產所有權的使用最優化，從而增加副收入，如經營集團的飯店和賭場裡的餐館、酒吧和停車場所得的收入。

(8)新創一個"W"飯店品牌，滿足要求高檔服務水準的商務客人和在主要客源市場中對提供全方位服務的小飯店有需求的其他客人。第一家W飯店於1998年12月建立在紐約，當前已計劃在舊金山、芝加哥、亞特蘭大、洛杉磯和新奧爾良修建更多的W飯店。



2、 尋求外部發展機會

喜達屋飯店不斷地在尋求機會，以向外擴展和使集團的飯店和賭場組合更加多樣化。其主要途徑是，對美國國內外的符合集團所有或部分的要求標準的房產進行小額的投資或有選擇性地收購。喜達屋飯店所設的標準如下所示：
(1)位於主要的大都市或商業中心的豪華高檔的提供全方位服務的飯店。

(2)主要的旅遊飯店、度假村或會議中心，它們還必須滿足下列條件：客源市場發展狀況良好，所在地市場具有重大的行業壁壘，或是位於對客房有強大需求的地區，如辦公寫字樓或零售商場集合點、機場、旅遊景點或大學區。

(3)潛力未被發掘的飯店，它們能夠通過以下途徑得以充分發展：更換品牌，收歸集團自有飯店品牌旗下；引入更專業化、效率更高的管理技巧和方法；和(或者)投入資金，對飯店進行革新、擴張或再定位。

(4)符合以上部分或所有標準的飯店群或飯店集團。前提是，一次性購買幾家飯店能讓喜達屋集團獲得較優惠的價格，或取得其他途徑得不到的有誘惑力房產。

另外，喜達屋集團還通過在全世界拓展Caesars品牌來擴展其賭場業務，並且有選擇地開發和建造有價值的飯店和賭場，以幫助集團達到其策略目標。喜達屋飯店及度假村國際集團於1999年簽署了112項管理及授權協議，已超額完成計劃目標12個百分點。



喜達屋在激烈競標中取勝，進而得以管理地處波士頓會議中心的數家正在興建的飯店，其中包括一家擁有1120間客房的喜來登飯店；一家新近營建的W飯店，其店址設在位於紐約市聯合廣場的GUARDIAN LIFE 大廈裡，以及一家在澳大利亞悉尼市的國際W飯店。另外，許多世界頂尖知名飯店，也都紛紛加入到喜達屋名下，其中包括紐約市的原ESSEX HOUSE飯店，現已改名為寰鼎飯店；在瑞士日內瓦的原韋森總統飯店，現已改名為至尊精選飯店。除112項新協議之處，還有其他30項管理合同，其中，有的合同期已滿，有的已轉交第三方，喜達屋集團對之都已續簽。這樣一來，喜達屋就保留了它的三家最具代表特色的飯店，即洛杉磯的寰宇世紀廣場；倫敦的喜來登公園城堡和德國的喜來登法蘭克福。

通過1999年的全球擴展進程，喜達屋在北美洲新簽約53家；非洲、印度及中東28家；歐洲13家；亞太及拉丁美洲12家。

3、 飯店經營方式的融合以及創新

當前集團傳統的經營方式與寰鼎和ITT集團的方式的結合，已為集團長期節省成本創造了許多機會。例如，通過規模經濟來養活採購和保險方面的支出，並消除常規事務和管理上的不必要重複。經營方式的融合，還為集團創造了採取一個全面綜合的常客方案和預定系統的機會，並且通過在全體飯店推廣某一品牌飯店的經營方法來提高經營效率，比如將寰鼎、喜來登或集團其他飯店的"最佳做法"推廣到整個集團。

同時，喜達屋不斷地採用大膽、創新的經營管理理念，勇於開拓新市場。這主要表現在對因特網的應用、在各品牌飯店引入新的管理和服務理念等上。

因特網在商業上的應用是1995年起步的，近幾年來發展速度很快。飯店業對因特網的應用日前邊普遍。可是對於網上零售商而言，最常見的現象是經營仍處於虧損之中。但是現在很多飯店集團已開始從中獲利，喜達屋就是一個代表。

早在1996年7月，喜達屋集團就建立了自己的網站，已進入盈利階段。1996年網上的客房預定額為100萬美元，1997年以業不斷攀升：1997年為1千萬，1998年2500萬，而1999年約1億美元。如此大的成功主要歸功於喜達屋對網站不斷地進行調整，以適應現實與潛在用戶需求的變化，讓用戶在使用系統時更容易對於目的地進行旅遊查詢。用戶原來只需要有關飯店的信息，如今則更想對有關飯店周圍及其在目的地有更真切的感受。在喜達屋的站點上有很多實景的圖片，還為來訪者提供飯店的虛擬現實參觀，令用戶有更真實的體驗。

為了更好地服務於以目的地為先決選擇的旅遊者，喜達屋對其主頁進行了重新設計。用戶一登錄到網站，就會看到一張世界地圖，點擊他們所喜歡的目的地，就可以找到建於該地區的喜達屋飯店。同時，為了保持與標準品牌策略的一致性，主頁的下端還設有喜達屋各飯店品牌的明顯標誌，可以直接點擊進入查詢，這便於熱衷於參加品牌忠實方案(Brand Loyalty Program)各品牌的忠實客房的使用。

拓展網絡寬度、將飯店和目的地的錄像整理分類、提供附屬服務等都涉及費用的增加，而且是每年增加一倍。所以為了減少成本，喜達屋很強調與專業的網絡公司的合作，將自己的工作限定在自己專長的和必須要控制的領域。這樣就使網上預定的成本與其他預定方式保持在同一水平，並且網上預定的成本正在逐年下降。

喜來登飯店在飯店經營和人力資源管理上的方法不斷被康奈爾旅館學院評為最好做法。Elk Grove喜來登飯店每年都會實施一項新的做法來提高財務可行性和顧客以及員工的滿意度。飯店的招待委員會會尋找、識別並實施一種新的、包含廣泛的經營方案。招待委員會的每位成員負責實施方案中一個重要程序。

現代酒店成功營銷之路

本刊編輯部

現今酒店業市場競爭逐步激烈，營銷手段頻頻疊出，酒店業作為旅遊業的重要組成部分，作為出口行業，其時常營銷的先進程度及成功與否，關係著整個行業的進步和獲取最大利 潤空間。酒店經營者既要研究符合和突出本酒店特色的內部促銷手法，更要一切以顧客為中心，從市場出發，在專業化地細分市場的前提下，制定科學的營銷策略，以便有針對性地開發市場。總的說來，應圍繞以下主題進行充分展開：

1.產品（或服務）創新是成功營銷的出發點

通過深入地研究和挖掘顧客需求，不斷推出新產品，調整企業結構，使酒店產品在統一的、規範化、標準化基礎上突出地展示個性化特色，滿足顧客的多元化需求，而不能在促銷過程中一味地、盲目地強調自身產品，忽略了顧客的心理感受和真正的需要。



目前酒店產品（包括服務）的發展方向應該是更多地體現人性化，這也正是成熟的、理性的消費者所追求的目標。比如在叫醒服務中增加一次叫醒時間，以便確認一下客人是否已經睡醒，同時將當天的天氣情況介紹給客人，方便客人出行；在為客人做夜床的同時，除了擺放晚安卡和巧克力之外，還要將洗衣袋放置在床尾，將當晚的送餐菜單放置在床頭櫃上，以便提醒客人消費。總之，酒店中的創新服務或產品的內容是非常非常豐富的，這需要酒店管理者對顧客需求的認真調研和高度的負責精神，真正使顧客感到賓至如歸，使酒店處處充滿了濃濃的親情和關愛。很多創新產品並不需要太多經濟投入，其中的核心問題是管理者的營銷意識。正如營銷大師菲利普· 科特勒先生所說：營銷的最高境界是沒有促銷！

2.整合的媒體宣傳是成功營銷的必要手段傳播媒體作為現代化的、專業的信息傳遞工具，在這個信息時代裡扮演著重要角色，人們無時無刻不受著媒體的影響。報紙、電視、廣播、雜誌等等，都是酒店進行信息傳播與溝通等等儘管非常有效，也非常經濟，但在市場競爭曰益激烈的今天只有進行這此媒體的充分整合，借助於現代化的傳播手段，酒店可以更迅速地在更大的範圍內提高知名度，擴大影響，這是營銷成功的重要途徑.

3.活動策劃是成功營銷的焦點

慶典活動和節假曰等活動策劃是酒店業促銷的最佳形式。酒店通開展各類文化活動、美食活動、康體活動、展覽活動等，可以集中宣傳企業，展示企業形象，樹立企業品牌。特別是一些文化品位高、藝術氛圍濃、內容新穎、形式健康的活動，在短期內就能夠在社會上產生轟動效應，在節假曰期間舉辦此類活動，效果會更好，特別是目前隨著人們消費觀念的轉變，餐飲娛樂已經成為百姓消費的重要內容，酒店應借此機會大做文章，這一點已為許多所重視。然而，由於假曰消費者逐步走向成熟化，酒店在此方面尤其應該花更多的時間和精力去研究消費者的需求動向和消費的熱點變化。當然，酒店也應根據不同時期的不同形式，不同任務，定期地開展多種活動，也可以避開大多數酒店集中促銷的幾個時機，另辟隙徑，甚至開展一些反季節促銷活動，使本酒店能長期地吸引消費者的注意力，成為社會公衆關注的焦點。

4.品牌形象是成功營銷的生命

企業形象是企業在市場競爭中的一面旗幟，形象宣傳與管理已經成為現代營銷的重要策略。大到一家酒店的建築物，裝飾佈置、廣告招牌，小到牙籤、筷子、梳子、肥皂等，無一不在暗示著消費者，提醒者消費者，為此，酒店必須要用最簡潔明快的語言或圖形，有聲的或無聲的，有形的或無形的，動態的或靜態的，濃縮自己的形象，明確自身的企業定位，充分利用酒店內外一切可以利用的形象資源，以最迅速的、最直接的方式進入消費者的視野，並反覆刺激其腦神經，使本酒店成為其首選，成為其美好回憶。人們常說「二十一世紀的經濟是爭奪眼球的經濟」，而對於酒店從業者來說，品牌形象的塑造並非一曰之功。一人之力，這是企業長期苦心經營的文化累積，所以要求每位員工，特別是一線員工，必須====惜企業形象如同愛惜自己的生命一樣。



5.全員營銷是成功營銷的基礎

促銷絕不僅僅是銷售人員的事，更多的銷售工作是完成在服務人員對客服務的一線上。酒店管理者必須加大對一線員工的培訓力度，有效地開發培養人才，建立合理的人才結構，穩定員工隊伍，減少不必要的流動，並在企業內部形成良好的競爭激勵機制，使每位員工能夠積極主動地服務客人，隨時注意觀察客人的情況，自然和諧地與客人溝通交流，恰倒好處地進行推銷。為此。酒店管理者必須放棄一些傳統觀念，比如不允許和客人談話，禁止與顧客交流，與客人保持較遠的距離等一些嚴肅的紀律要求，而要從根本上建立一種寬鬆的待客氛圍，特別是管理者應隨時保證服務人員的良好的現場服務情緒，使一線員工能夠在工作場合裡帶者發自內心的真誠和友善，真正做到「顧客永遠是對的」。

6.社區是成功營銷的保證

企業的營銷工作，一方面要按企業自身的運作規律來進行，同時更應依靠====和社區的大力支持與協作。企業的經營管理者在激烈的市場競爭中尤其要研究大環境、大政策和大趨勢，以保證企業順應市場，適應環境，符合發展趨勢。====和社區主要負責政策、法規的制定與實施，市場環境的治理整頓，公衆文化的建立引導等，具有強大的影響力和組織力，所以企業要經常性地與====和社區的有關領導保持密切聯繫，要根據政策要求，及時調整經營策略，完善企業經營行為，要借助於====和社區的力量發展自身，壯大自身，使



企業做到根植於社會，回報於社會，這是企業成功營銷的有效保障。

7.網絡聯合是大勢所趨

在中國即將加入WTO的今天，在互聯網絡曰益普及的今天，由於高科技的曰新月異的發展，無論是消費者的購買習慣，還是市場環境都發生了深刻的變化，這突出地體現在傳統的銷售方式受到了極大的挑戰。隨著全球經濟一體化進程的加快，外國酒店管理集團的大舉進入，我國的酒店業也面臨著空前的競爭，國外酒店集團依仗雄厚的資金實力、銷售網絡和管理優勢對我國酒店業已經展開了人才掠奪和信息資源的壟斷，所以，單位企業的孤軍奮戰往往注定了失敗，特別是對於一些中小企業來說，更是無法與那些「航空母艦」級的酒店集團或大飯店競爭。隨著現代科技在酒店業的廣泛應用，網絡營銷已經成為世界範圍內上升速度最快的營銷手段，也是最有效、最經濟、最便捷的促銷手段。於是，我國酒店業當前的主要任務除了苦練內功，強身健體之外，區域聯合、加入大型銷售網絡便成為今後生存與發展的必經之路，這是目前中國大多數中小型酒店的唯一出路，這是當務之急，這是大勢所趨．

酒店員工的銷售意識

本刊編輯部

美國酒店大王斯塔特勒曾經說過：「誰是酒店的銷售人員?是所有員工。」酒店的營銷活動有內、外兩個方面組成。外部營銷的目的是開拓市場，增加客源，宣傳自己，樹立形象，這主要是營銷部門的工作。內部營銷的主要目的則是爭取回頭客和提高客人消費額，這顯然是所有部門特別是為客人提供直接服務的前台各部門的一項重要職責。因此，酒店的每一位員工都要具備銷售意識。那麼，酒店員工的銷售意識包括哪些內涵呢?我們通過下面四個服務案例來闡述。

案例一：一天上午，某酒店洗衣場員工小袁像往常一樣，認真地檢查收洗的客衣。當檢查到937房客人的衣物時，她發現一件藍襯衣上的小領扣碎了。她立即徵求了客人意見，客人說這件衣服是在國外買的，扣子是特製的，可能不好配。但因為碎的是領扣，客人請小袁盡量想辦法配上，同色相似的也可以，他第二天要穿這件上衣會客。小袁答應了客人的要求，回到洗衣場，找遍了酒店的所有備用扣，發現確實沒有這樣的扣子。情急之下，聰明的小袁靈機一動，想到了用強力膠把他粘上。事不宜遲，小袁立即去工程部借來最好的強力膠，在檯燈下仔細地拼接和粘連紐扣，20分鐘後，扣子終於被完整無缺地粘好了，小袁又一針一線地把他縫在襯衣上。當完整潔淨的襯衫被送回客人房間時，客人驚歎不已，忙問扣子是在哪裡買的，他的朋友有一件襯衫也配不上這種扣子，當得知扣子是用膠粘上時，他豎起了大拇指，誇獎道：「一流的服務，加上聰明的員工，我服了!」可以肯定的是，這位客人下次一定還是住這家酒店，他也一定會常向人提起紐扣的故事。

「重要的不是拉來客人，而是留住客人」，做好本職工作即是營銷。酒店員工在各自崗位做好自己的工作，通過提供優質服務爭取回頭客；用優質服務樹立酒店整體良好形象，並通過賓客對酒店的良好形象為口碑對外宣傳。同時，員工的優質服務又能夠提高人均消費額。在合理收費的前提下，賓客的人均消費額越高，說明賓客在酒店消費得越滿意，酒店的綜合效益越好。

案例二：幾位客人到杭州某酒店商場購物，在茶葉專櫃前，他們看了看標價。便議論到：「這兒東西貴，我們還是到外面去買吧!」這時，服務小姐便走上前，關切地說：「先生們去外邊買茶葉一定要去大型商場，因為市場上以次充好的茶葉很多，一般是很難辨別的。」客人立即止步問道：「哪家商場比較好，茶葉又怎麼進行選擇呢?」於是服務小姐便告訴茶葉等級的區分，如何區分茶葉好壞，又介紹了本商場特級龍井的特點，價格雖略高於市場，但對遊客來說，買的稱心、買的放心是最重要的。幾位客人聽了小姐的介紹，都爽快地買了幾盒茶葉，做成了一筆較大的生意。

酒店員工由於和客人直接接觸，常常面臨許多銷售機會，因此，全體員工除按服務規程提供規範化服務之外，還需積極、主動、創造性地推銷酒店的各項產品與服務。在這點上，一方面，酒店要對員工進行相應的銷售知識與技巧的培訓；另一方面也應充分創造條件，在制度上給予支持，如給予前台人員一定的折扣和優惠的權限。

案例三：某年聖誕節前的一個晚上，南京某酒店總機當班的李小姐，接到某外貿公司的一位客人的電話，詢問聖誕活動一事，並說曾打電話給另一家酒店，那家酒店總機接待員告之訂票處已下班，於是他轉而打電話到該酒店詢問。李小姐是個有心人，事先已經將酒店的聖誕安排瞭解得一清二楚，於是她馬上熱情、細緻地把酒店聖誕活動安排有關情況向客人一一作了介紹。客人聽了非常滿意，第二天，他們來酒店訂了35張聖誕活動票。

完整的營銷過程是為客人全方位服務的過程，員工應瞭解酒店產品的信息。酒店中有許多分工不同的部門和崗位，他們各司其職，但當賓客需要幫助時，他會隨便向任何一位服務員詢問，因為他認為酒店中每一位服務員都有義務為他服務。因此，酒店服務人員所掌握的不應局限於本部門或本崗位所需的專業知識和能力，而應拓展至酒店服務與管理所需的專業知識和能力，以便全面滿足賓客需求。因此，酒店的一些營銷活動，也應該讓員工瞭解詳細情況。如美食節的時間、地點、菜餚特點、廚師特長以及一些典故．．．．．．

案例四：某四星級酒店總經理與三位客人在咖啡廳商談工作。服務員上來給各位倒咖啡，其中一位客人因胃不適，要了紅茶。其間總經理去接電話，三位客人去洗手間，都離座了。等大家都回到座位上時，桌上的杯子裡都加滿了咖啡，連那杯紅茶也變成了咖啡。客人把一位服務員叫過來，問道：「怎麼這杯紅茶也倒上了咖啡?」服務員馬上解釋到：「這不是我倒的，我去問一下誰倒的。」說完，轉身就走開了。過一會，這位服務員過來對著客人指著吧台上的另一位服務員說：「您瞧，是她倒的。」說完，轉身便又走開了。服務員「追究責任」的作法，嚴重損壞了酒店的形象。實際上，這件事情的處理很簡單，服務員只需以酒店代表的身份向客人道歉，並給客人換上紅茶即可。

酒店效益的好壞與每個人、每個環節都息息相關。酒店全體員工應有全局觀念，通力協作，樹立共同的酒店良好形象，為一致的營銷目標而努力。為此，全體員工團體需要協調一致，以快速反應的工作效率為客人提供及時、完善、周到的服務。此外，員工向客人推薦酒店產品時，不應只考慮本部門的產品，還應利用客人的需要，推薦酒店其他部門的產品，以尋求酒店的綜合效益。

綜上所述，酒店員工銷售意識的內涵包括：一、出色地完成本職工作；二、及時捕捉銷售機會；三、熟悉整個酒店的服務工作；四、有全局觀念。

Chamber Gives Businesses Recap of New Laws, Rules, Court Decisions

The California Chamber of Commerce is urging employers to be aware of new laws. regulations and important court decisions now in effect or that will take effect in 2006.

The Chamber uses its knowledge of laws and regulations to provide products and services to help businesses comply with both state and federal laws.

Laws and Regulations

Starting January 2006, new laws will be in effect in the following areas:

*Final wages may be paid by direct deposit to an employee's previously authorized account. provided that all other requirements for payment of final compensation are met.

*Hearing notices for Labor Commissioner wage claim proceedings may be served by substitute service.

*The period for filing discrimination claims by minors under the Fair Employment and Housing Act (FEHA) is extended to one year from the minor's 18th birthday.

*A collective bargaining agreement for employees in the motion picture or broadcast industry (covered under Wage Orders 11 or 12) that provides meal periods and a monetary remedy if a meal period required by the agreement is missed. supercedcs the Labor Code and applicable Wage Orders.

*Starting June 1. 2005, a new federal law requires proper destruction of documents that contain personal information of the type obtained in credit reports.

*Starting June 10. 2005. new regulations were implemented for injured workers seeking independent medical review of diagnosis and treatment recommendations of physicians within a medical provider network.

*Starting June 10. 2005. new regulations established the permanent disability rating schedule under workers' compensation reform legislation passed in 2004.

*Starting August 1. 2005, new regulations implemented the Supplemental Job Displacement Voucher program for injured workers with permanent disabilities.

*Starling September 15. 2005, new regulations were established concerning care for injured workers by medical provider networks.

*Starting August 22. 2005. new regulations established safety guidelines for employees working outdoors who may he at risk for developing heat illness.

Court Actions

Significant court actions also impose new responsibilities on employers:

*Failing to train managers involved in the hiring process as to when and how to make employment offers, or how to refrain from making unintended verbal offers or misstatements can result in significant company liability.

*Rude or aggressive supervisory conduct directed at one sex more frequently than another constitutes sexual harassment, as does conduct favoring employees who engage in sexual conduct with a supervisor.

*An employer may lawfully discharge an employee for using federally prohibited drugs even if use is protected by state criminal law.

*A California court shifted to employers the burden of proving that an employee or applicant is not qualified to work because of a disability in a claim filed under FEHA.

*An employee who refuses to carry out an order he/she reasonably believes to be discriminatory is protected from retaliation even if he/she never advises his/her employer of that belief.

*The Age Discrimination in Employment Act (ADEA) permits lawsuits based solely on differential impact on older workers without the need to prove intent to discriminate.

*A California employer may deduct unearned commissions from future compensation advances without violating the California Labor Code.

*Corporate agents and managers acting within the scope of their agency are not personally liable under California law for their corporate employer's failure to pay its employees' wages.

*California law permits an employer to replace salary on an exempt employee's partial day off with time charged against the employee's vacation or paid time off (PTO) bank, pros ided the employee has such time available. This appeals court decision. however. conflicts with a position taken by the Division of Labor Standards Enforcement, which would allow employers to replace such an employee's salary during a partial day off from available sick leave, hutnot from an accrued benefit that must be paid out at termination. such as vacation or PTO. Watch for possible legislative action to resolve this conflict.

Further Information

Information about all these new laws and regulations will be covered in the Chamber's 2006 Califoniia Labor Law Digest.

For more information about how to comply with California business laws. please visit www.calbizcentraLcom. CalBizCentral,™ presented by the Chamber, is a one-stop shop for affordable compliance resources that make California businesses run better.

Staff Contact: Paul Schechter

Outside Sales Staff Considered Exempt Under Particular Circumstances

Gary Hermann
Labor Law Consultant

Our outside sales staff cork out of !heir homes but spend most of their time selling to customers at the customer's place of business. Can sales .staff he exempt if they are telecommuting and no! required to work in our office?

IWC Orders

The industrial Welfare Commission (IWC) Orders define outside ,salesperson as an individual engaged in sales away from the employer's place of business more than half of hislher working hours.

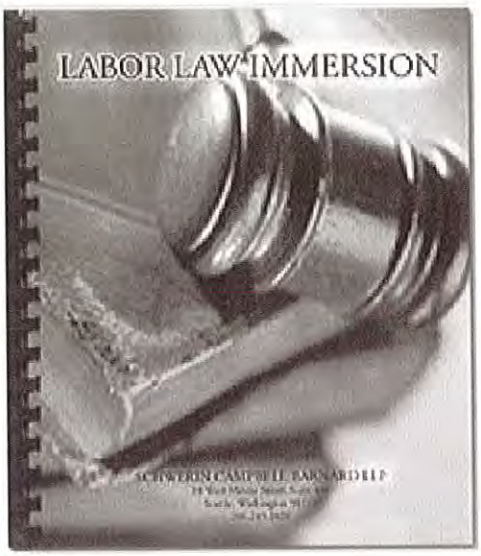
So long as the individual spends more than half of his/her time away from the employer's place of business, and during that time is engaged in sales of tangible and intangible items or obtaining orders or contracts for products. sers ices or use of facilities, the individual is not subject to the requirements of the IWC Orders.

Any fixed site. whether home or office. used by a salesperson as headquarters or for telephonic solicitation of sales is considered one of the employer's places of business, even though the employer is not in any formal sense the owner or tenant of the property.

When Exemption Applies

If the activities of the individual during 50+ percent of his/her work time involves anything other than sales, the exemption will not apply.

As posed in the question, "most of their time" would appear to indicate more than half of the time, and if more than half of the employee's time is spent selling to customers at the customer's place of business or home. the exemption would apply.



Outside Sales Staff Considered Exempt Under Particular Circumstances

Whether telecommuting activities from an employee's home would constitute exempt activities depends upon what the telecommuting consisted of and the amount of time involved.

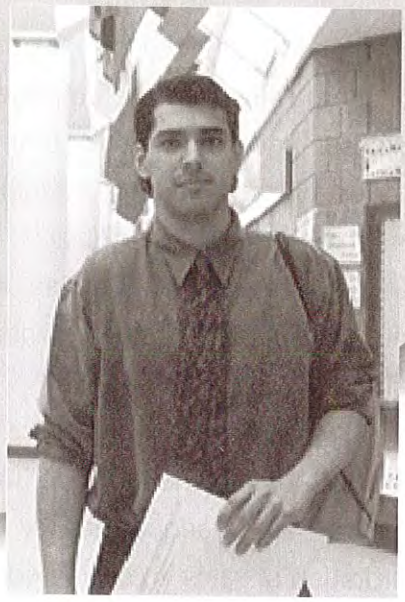
Outside sales does not include sales made by mail. telephone or the Internet. unless such contact is used merely as an adjunct to in-person calls. The time must he spent selling or in sales preparation

Definition of `Sales'

"Sales" includes any sale, exchange. contract to sell, consignment of sales. shipment for sale or other disposition. It includes the transfer of title to tangible property. Sales promotion is considered sales activity.

Stocking of a vehicle with samples or advertising materials is considered a part of the sales promotion work so long as the samples or materials are not sold.





Guidelines for Prager Suspension of Exempt, Non-Exempt Employees

Sunny Lee
Senior Labor Law Consultant

An employer may suspend an employee. assuming that the suspension is not applied for absenteeism. which may be protected by the federal Family Medical Leave Act, California Family Rights Act, federal Americans with Disabilities Act. workers' compensation. pregnancy leave or any number of other protected bases.

Before deciding to suspend an employee, however, employers should also consider the following factors:

*the reason for the suspension:

*whether the suspension is Frith or without pay; and
*whether the suspension will result in termination.

Reason for Suspension

***Investigative Suspension**. If the reason to suspend the employee is due to an internal investigation. and the employer does not want the employee under investigation to remain in the workplace. an employer may choose to suspend the employee until the investigation is complete.

This type of suspension is not disciplinary in nature and generally results in the employee continuing to he paid until a decision is reached about continued employment or discipline. The reason that pay is continued is that guilt or blame has not been determined; therefore, punishment should not he assessed.



***Disciplinary Suspension - Non-Exempt Employee**. The other form of suspension is disciplinary suspension. This generall is the last step in a progressive disciplinary policy. It can be very effective when used as a final warning or wake-up call to let the employee know what it will feel like to not be able to go to work or be paid for that time.

***Disciplinary Suspension - Exempt Employee.** An employer also may place an exempt employee on a disciplinary suspension; however, the employee's salary must be continued. Although an employer may feel that if you have to continue to pay an employee. there is no punishment. being placed on suspension is a very strong disciplinary action and can be effective in changing performance. The suspension also will document that the employer used progressive discipline.

Pay During Suspension

Employers must treat exempt and non-exempt employees differently in regards to pay.

Although federal law permits limited deductions from an exempt employee's pay. there are no provisions in state law that would allow any employer to make a deduction from an exempt employee's pay for disciplinary reasons: therefore. his/her salary must be continued.

Termination After Suspension

One additional factor employers need to he aware of is that the Labor Commissioner characterizes the last day of work as the date that an employee must receive his/her final paycheck. This applies to all employees. exempt and non-exempt.

To avoid waiting-time penalties. employers should consider that the time an employee is on suspension will be counted as waiting-time penalties against them if they Iollou up the suspension with termination.

A classic case where this comes up with some regularity is where the employer already has decided to terminate the employee. but is not ready with the final paycheck. so the employer tells the employee that he/she is on suspension. The employee's final day of work is the first day of suspension, and. for purposes of a Labor Commissioner claim, that day also will be the first day of waiting-time penalties if the employee does not receive his/her final pay that day.

Waiting-time penalties are equal to the employee's daily wages for up to 30 days maximum. To avoid waiting-time penalties. the employer should pay the employee's final wages on his/her last day of work. If the employer is not ready to terminate the employee, the employer should forgo a suspension or pay the employee while he/she is suspended.

Minors Need Permits to Work Year-Round, in Most Circumstances

Barbara Wilber
Labor Law Consultant

I want to hire a high school student during a two-week school holiday. Since school is out of session, I am assuming that she does not need a work permit. Is this correct?

The California Labor Code, the Fair Labor Standards Act (FLSA) and the Education Code all regulate employment of minors in California. Several employer misconceptions about California work permit requirements result in the issuance of civil citations and penalty assessments.

With certain limited exceptions. California requires minors under 18 years of age who have not graduated from high school or obtained a Certificate of Proficiency" to have a valid work permit.

Permits Required Year-Round

A common misconception is that work permits arc not necessary during holidays and summer vacation.

This perception is incorrect.

5Work permits are required year-round, even when school is not in session.Employers often hire high school "dropouts" or married minors in the belief that the work permit requirement does not apply to these minors.

Again, this belief is incorrect.

So-called "dropouts" under 18 years old arc required to attend school and must have a permit in order to work. Emancipated minors are persons under 18 who have married, are in the armed services or have become emancipated by the court, and all must have a valid permit to work.

Working for Parents

Parents also hire their minor children to work in the family business without realizing that the work permit requirements apply.

When parents/guardians employ their minor children. they must obtain work permits, as well as meet all the child labor requirements imposed upon other employer's.

The only parent/guardian employers exempt from the work permit requirements are those employing their minor children in agriculture, horticulture, viticulture or domestic labor on or in connection with premises the parent/guardian owns, operates or controls.

Minors Need Permits to Work Year-Round, in Most Circumstances

Visiting Minors Need Permits

Another less common problem arises when a visiting minor child wants to go to work. Whether the child is visiting from another area of the state, another state or another country, a work permit must he obtained from the local school district in which the minor resides while visiting.

No Permit Sometimes

Work permits are not required in some circumstances:

*Minors who irregularly work at odd jobs, such as yard work and babysitting in private homes where the minor is not otherwise regularly employed.

*Minors who are at least 14 years old and employed to deliver newspapers.

*Minors who are self-employed.

*Minors directly employed by state and local agencies. These minors, how-ever, are covered by the federal FLSA.

Required Forms

The Statement of Intent to Employ Minor and Request for Work Permit.

This form should he completed by the minor and signed by the employer and the parent/guardian of the minor. Once the form is completed, the student files it with the school district and the school district may issue a work permit.

Permit to Employ and Work. The school issues the permit, and the student returns the Permit to Employ and Work to the employer. The employer must have this permit on file in the workplace for each minor.

Keep these records open at all times for inspection by school authorities and officers of the state Division of Labor Standards Enforcement.

More information on hiring a minor is available at www.hrcalifarnia.coin.



Pay New Exempt Employee on Jury Duty If Any Work Done that Week

Dale Lonton
Labor Law Consultant

We have an exempt employee currently in the first month of an introductory period. She is being called to jury duty next Mon-day at 10 a.m. Our period does not allow far jury duty pay until the introductory period has been cleared. How do we pay this exempt employee?

First, No Discrimination

You should first be aware of Labor Code Section 230(a), which provides that an employee shall not be discharged or in any manner discriminated against for taking time off to serve on a jury.

This Labor Code section does not require you to pay for the time off, but it does forbid discharge or discrimination.

Codes Require Exempt Pay

Next to be considered are compensation requirements necessary to maintain exempt status for your employee. Both state Labor Code Section 515(a) and the federal Fair Labor Standards Act require that a salary be paid to an exempt employee.

The Labor Commissioner has stated in its Enforcement Policies and Interpretation Manual Section 51.6.21 that the federal regulations concerning salary basis found at 29 CFR 541.118(a)(4) will he followed.

Consequently, both state and federal law mandate that if an exempt employee works any part of a week and is called to jury duty, then the employee must be paid her/his salary for the entire week.

Non-Exempt Rules Differ

Non-exempt employees, unlike exempt employees, are not subject to state or federal compensation requirements. Your policy dictates whether you pay non-exempt employees jury duty pay.

Despite your policy, however, your exempt employee must he paid for the entire week if she works any part of that week.

Comprehending Complexities

Compensation requirements for exempt employees are complex. This subject is covered in Chapter 16 of the California Chamber of Commerce Labor raw Digest and also online at www.hrcali f ornia. com

Helpline Clarifies Common Labor Law Misconceptions

Ellen S. Savage
Labor Lam Consultant

The California Chamber Labor Law. Helpline often receives questions based on misunderstandings of labor laxo. Following are clarifications about the most common misconceptions.

Paid Family Leave Paid Family Leave: Not Paid, Not Guaranteed Leave.

Califomia's Paid Fancily Leave law (PFL) does not entitle employees to take a leave of absence. nor does it require an employer to pay an employee who is on leave. PFL is simply a state-mandated insurance program. much like State Disability Insurance.

The state's Employment Development [Department provides PFL insurance payments when an employee takes a leave for baby bonding or to care for an ill family member. but the employer needs to hold the job only if:

an employee is entitled to take a leave under the family/medical leave laws: or

the employer's policy provides such leaves, even if not mandated by law.

Vacation Timing

Vacation: Employer Has Control Over Timing. Employers often are concerned when employees do not take vacations, both because of large buildups in vacation banks and because failing to take vacations can lead to job burnout.



Family Leave

Family Leave: Not All Employees Eligible. The state and federal family leave laws cover employers of 50 or more employees, but not all employees of those companies are eligible to take family leave.

When an employee requests family leave, most employers covered by the law check to see if the employee meets the eligibility tests of having been employed for one year: and having worked at least 1,250 hours.

It is not uncommon for an employer to overlook the third eligibility requirement that the employee's worksite has 50 or more employees, either at the worksite or within a 75-mile radius.

An employer of 50 or more whose employees work in multiple locations more than 75 miles apart may not legally be required to grant family leaves to employees at smaller locations.

Job Abandonment

Job Abandonment: No Three-Day Rule. No federal or state laws regulate job abandonment. Each employer is free to set any number of days of "no show, no call" after which the employee will be considered to have abandoned the job, although three days is a common number. Exceptions should he made for emergencies, of course.

Doctor's Notes

Doctor's Notes: No "Hold the Job" Guarantee. It is not uncommon to receive a note from an employee's doctor indicating the employee should be excused from work for a certain length of time. The employee's job need not be held, however, simply because of a doctor's note.

An employer must only hold a job open:

* if there is a legal requirement for a medical leave. such as leave entitlement under family leave or pregnancy disability laws:
* where a short leave is a reasonable accommodation under the federal Americans with Disabilities Act and the related California laws:
* where the employer's own policy provides medical leaves beyond those legally required: or
* if the employee is out for a work-related injury or illness (workers' compensation), which also may qualify for family leave.

Handling Final Pay, Equipment Return for Terminated Exempt Employee

Sunny Lee
Senior Labor Law Consultant

We are calling an exempt employee in today to be terminated. What do we need to pay the employee? How can we be assured the employee will ill return the company's cell phone and laptop computer?

If an exempt employee is called in to work, you must pay that employee for that day.

Final Pay

An exempt employee must he paid for the entire day, unlike a non-exempt employee, who is paid only for all hours worked. You are not required to pay the exempt employee's full salary for the week in which he or she was terminated.

The final paycheck must include any salary earned through the last day of employment and any accrued, unpaid vacation pay.

Return of Equipment

At the time company equipment is issued to the employee for business use. the employee should sign an acknowledgment agreeing to the return of the property and acceptance of responsibility if the equipment is damaged or not returned.

At the time of termination, the employer should go over the property agreement with the employee and ask that the equipment be returned.

The phone service company should he contacted immediately to stop service to the phone, and any security codes on the computer should be changed immediately so access to company programs and data is no longer possible.

Court Option

If the employee fails to return the equipment after being requested to do so,

the employer may go to court to obtain an order for the return of the equipment. Because all equipment depreciates in value, a company should not expect to be compensated for the full value of the equipment issued.

Some companies have an equipment buy-hack policy that allows employees to purchase the equipment issued at a deep discount. As a way of motivating the employee to return the equipment promptly, financial incentives, such as offering an additional day's wages or other compensation, also may be considered when the employee says that the equipment is at home.

Family Leave Laws Apply to Eligible Temporary Employees

Sunny Lee Senior Labor Law Consultant

It nix company hires a temporary- employee as a full-tine employee, is that employee eligible for federal Family Medical Leave Act (FMLA) leave in the same manner as other company employees"

All eligible employees of an employer covered by the FMLA or California Family Rights Act (CFRA) are eligible in the same manner for leaves under the FMLA and the CFRA, regardless of whether they were hired as a temporary or regular employee.

Family Leave Laws

The FMLA and CFRA, collectively called "family leave laws," apply to all private employers with 50 or more employees.

The FMLA and CFRA require covered employers to provide eligible employees with leave for up to 12 weeks per year to care for themselves and family members with serious medical conditions, for personal medical issues, or to bond with a newborn or adopted child.

Under most circumstances, FMLA and CFRA leave run concurrently.

An employee is eligible for family leave if she/he has worked at least 1.250 hours iii the prior year for that employer and has been employed by the covered employer for at least 12 months.

The employee also must work at a worksite with 50 or more employees, either on the same premises or within 75 road-miles of the worksite.

Temp Employees Eligible

If' an employee is maintained on the payroll for any part of a week, including any periods of paid or unpaid leave (sick, vacation) during which other benefits or compensation are provided by the employer (for example, workers' compensation. group health plan benefits, etc.), the week counts as a week of employment.

Further, the required 12 months of employment need not be 12 consecutive months. For purposes of determining whether intermittent/occasional/casual employment qualifies as "at least 12 months.' 52 total weeks is deemed to be equal to 12 months.

Family Leave Tips

" Keep accurate payroll records of all hours worked by temporary and regular employees in order to establish eligibility for FMLA and CFRA.

" Ensure your FMLA and CFRA policies are clear, concise and up to date.

" Understand the difference between employees and independent contractors because only employees are eligible for FMLAICFRA leave. For more information, review the basics on hiring independent contractors at www.hrcalifornia.corn.

Many Conditions Restrict Release of Employee Information



Sunny Lee
Senior Labor Law Consultant

Am I authorized to release employee information to any additional parties? If not, is there any party to whom I am requited to disclose employee information?

Many issues must be considered relating to whom employee information may be released and under what circumstances.

Employee Information

First to be clarified is what constitutes employee information. Generally referred to as "personnel information;' it is data maintained by the employer in relation to an individuals employment in his/her personnel file.

Personnel information includes. but is not limited to:

* employment applications:
* reference letters:
* employment agreements/contracts: and
* evaluations.

Third Party Rights

California law has stated unequivocally that one's right to privacy is a personal and fundamental right under the state Constitution. Personal information in a personnel file, therefore. must he maintained and disseminated only under specified circumstances and under strict limitations,and employers have a duty to protect the confidentiality of personnel records and limit disclosure to only individuals with a legitimate right of access.

Employment laws require that under certain circumstances, however, personnel information must be released, even with-out employee authorization, such as upon a request from the district attorney relating to child support obligations.

Lawfully Issued Subpoenas

A subpoena requesting employment re-cords must be in strict compliance with le-gal requirements. If an employer receives a subpoena that does not appear to be consistent with the following requirements,

the employer should contact legal counsel prior to responding to the subpoena.

Many Conditions Restrict Release of Employee Information

A valid subpoena contains the following:

* The party issuing the subpoena must serve a copy of the subpoena on the employee whose records are being sought and a copy of' any affidavit supporting, the issuance of the subpoena.

*The party issuing the subpoena must serve the employee whose records arc being sought at his/her last known address or, if known, to the employee's attorney of record.

*iIf the employee is requesting the documents, the subpoena must be accompanied by an affidavit signed by the employee, or his/her attorney of record, authorizing release of the employment records.

*iThe subpoena must be issued at least 15 days prior to the date the subpoena specifies for producing the employment records.

*iThe employer must receive the subpoena and a copy of the affidavit that supports the subpoena. Alternatively, the employer may accept a release of those records signed by the employee.

Accompanying Subpoena Notice

Every copy of' the subpoena and accompanying affidavit served on an employee or his/her attorney must be accompanied by a notice, in a typeface designed to call attention to the notice, indicating:

*employment records about the employee are being sought from the employer, as named on the subpoena;

*the employment records may he protected by a right of privacy;*if the employee objects to the witness furnishing the records to the party seeking the records, the employee shall file an objection with the court prior to the date specified for production on the subpoena; and

*iif the subpoenaing party does not agree in writing to cancel or limit the subpoena, an attorney should be consulted about the employee's interest in protecting his/her rights of privacy.

*iIf you are unsure whether release of personnel information is appropriate, be sure to consult legal counsel.

Employer Policy Determines Holiday Pay for Alternative Work Schedule

Barbara Wilber
Labor Law Adviso

We hate a group of non-exempt employees who work an alternate workweek schedule of four 10-hour days, Tuesday through Friday. Must we pay there for holidays that full on Monday? If we do pay them, do we pay them for eight hours or for IO hours?

Neither federal nor state law requires any type of holiday pay or holiday time off for private sector employees. Payment of holidays depends on whether the employer has established a holiday policy. The employer policy will determine under what circumstance holiday pay may be owed to employees, including alternative workweek employees.

Before adopting an alternative work-week schedule, an employer must hold one or more meetings and provide a written disclosure outlining the effects of the proposed schedule on the employees' wages, hours and benefits, including holiday pay.

If the employer has established a holiday policy, one of the key items for discussion in the meeting(s) should be how the policy is affected by the alternative workweek. Failure to comply with this requirement invalidates the alternative workweek election.

Two Common Questions

Two common issues related to holiday pay for alternative workweek employees are payment for holidays that fall on employees' scheduled day(s) off and the number of hours that should be paid if a holiday pay policy is in place.

The employer should establish a policy for the situation where a holiday falls on a day that is the employee's usual "day off, or outside the alternative work-week schedule (as in the question posed, when a holiday occurs on Monday, and the employees' alternative work schedule is Tuesday through Friday).

If you wish to establish non-payment of holiday pay for a usual day off, the policy must clearly specify non-payment.

The number of hours to be paid is also governed by the employer's policy. In most instances, employers pay a day's pay (the employee's usual number of hours worked} at an employee's regular rate. This does not mean that employees working an alternative workweek of 10-hour days would have to be paid for 10 hours.

An employer needs to designate whether alternative workweek employees will he paid for the hours established by the alternative workweek or for the regular eight-hour day, his information should be part of the required meetings and written disclosure.

Preventing Misunderstandings

Employers can avoid misunderstandings by addressing the following issues in any holiday pay policy:

* Identify the holidays your company recognizes. Specify what happens if one of those holidays falls on a weekend or during an employee's vacation or other leave of absence.

* Identify which employees are en-titled to the holiday benefit.

* Identify whether holiday' time off will be paid or unpaid. Since providing time off for holidays is a benefit provided at the employer's discretion. time off without pay' is an option.

* Identify what will happen when an employee must work on a day you have designated as a paid holiday. The courts view the promise of a paid holiday' as a contract. The normal procedure to fulfill your obligation under the contract is either to grant another day off with pay or to pay the amount designated by your policy in addition to any wages earned that day.



Cal/OSHA Revises Oxygen, Fuel Gas Cylinder Storage Distances

Are there specific separation distances stated within the General Industry Safety Orders for oxygen and. fuel gas cylinder storage?

Mel Davis

The Cal/OSHA Standards Board has revised section 4650(d) of the General Industry Safety Orders (GISO), which is specific to the storage of oxygen cylinders.

Specific Definitions Requested

By memorandum to the Board dated January 16, 2003, Suzanne P. Marria, acting chief deputy director,. Division of Occupational Safety and Health (Call OSHA), requested the revision.

The request noted the regulation, as written, lacked specificity in defining terms, such as storing an oxygen cylinder "near" combustible material and what constitutes "sufficient separation distances" from combustible materials (for example. oil, grease).

Regulatory Inconsistency

Additionally, Cal/OSHA pointed out that section 1740(g) of the Construction Safety Orders contained specific distance requirements for the storage of oxygen cylinders in the proximity of fuel gas cylinders and combustible materials and was practically verbatim of federal OSHA standards 29 CFR 1926.350(a) and 1910.253(b)(4)(iii).

The federal standards are based upon National Fire Protection Association (NFPA) 51-7-1997 and Compressed Gas Association Pamphlet P-1984, publications that are both national consensus and industry standards.

Changes Made to Regs

Effective January 6, 2006. oxygen cylinders are to be stored a minimum of 20 feet from fuel gas cylinders or combustiblc materials, However. that distance can be reduced if the oxygen cylinder(s) arc separated from fuel gas cylinders and/or combustible materials by a one-half hour fire-rated non-combustible barrier at least 5 feet tall.

By this adoption, the Board has made section 4650(d) consistent with the federal regulations and industry standards. Also, the regulation is now consistent with the California Fire Code, which is based on the NFPA consensus standards.

It should be noted this revised regulation in no way affects the historic practice of having an oxygen and acetylene cylinder side-by-side when in use or as set up for welding and cutting operations.

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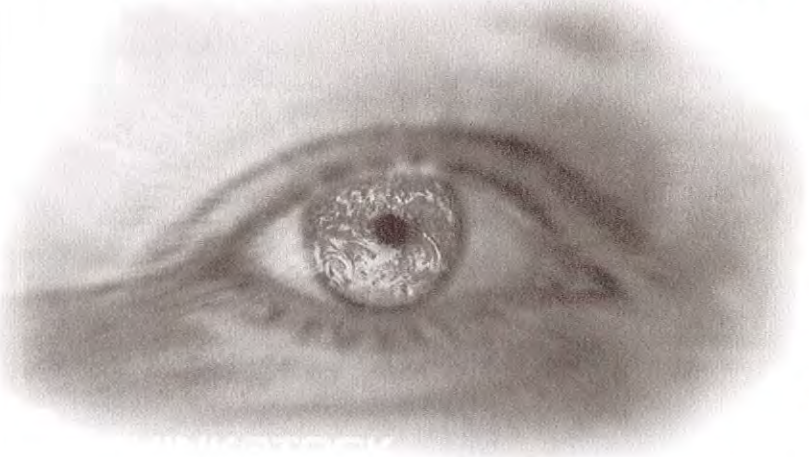
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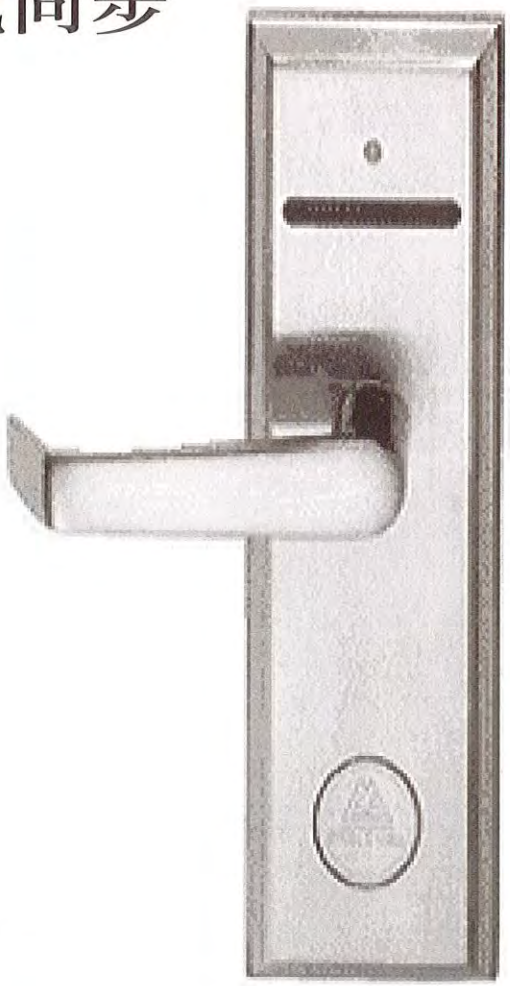
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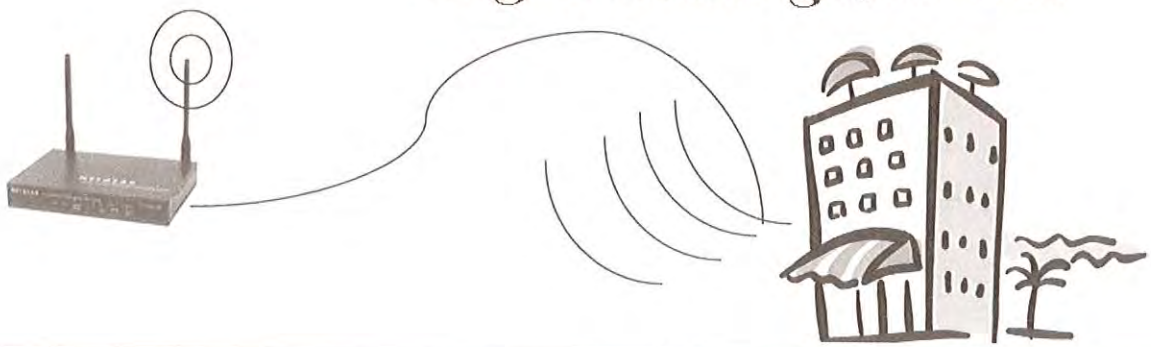
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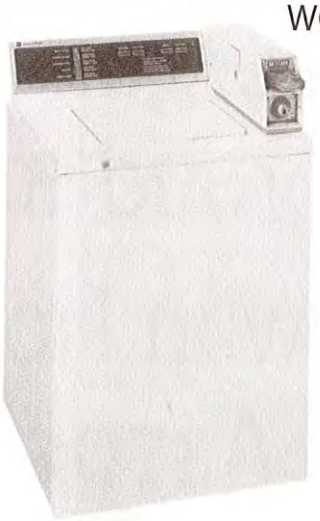
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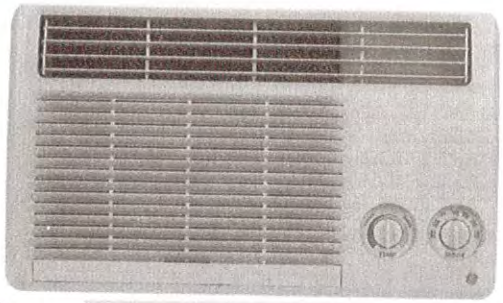
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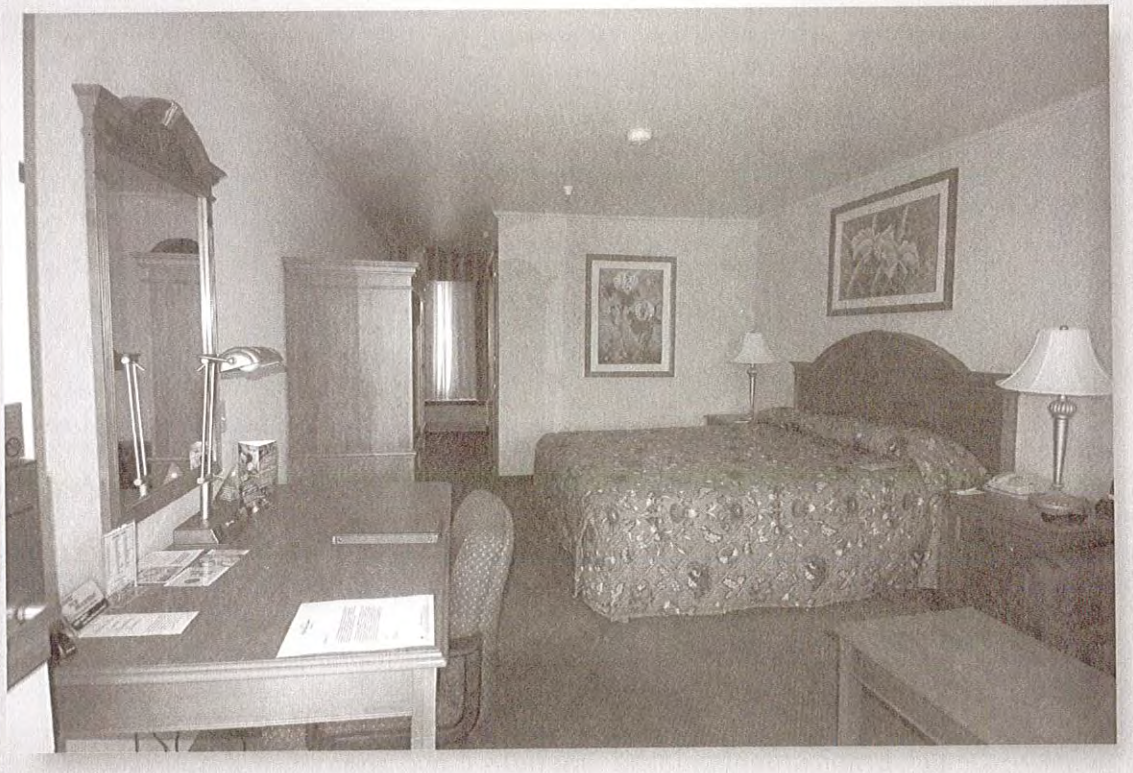
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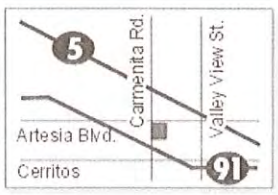


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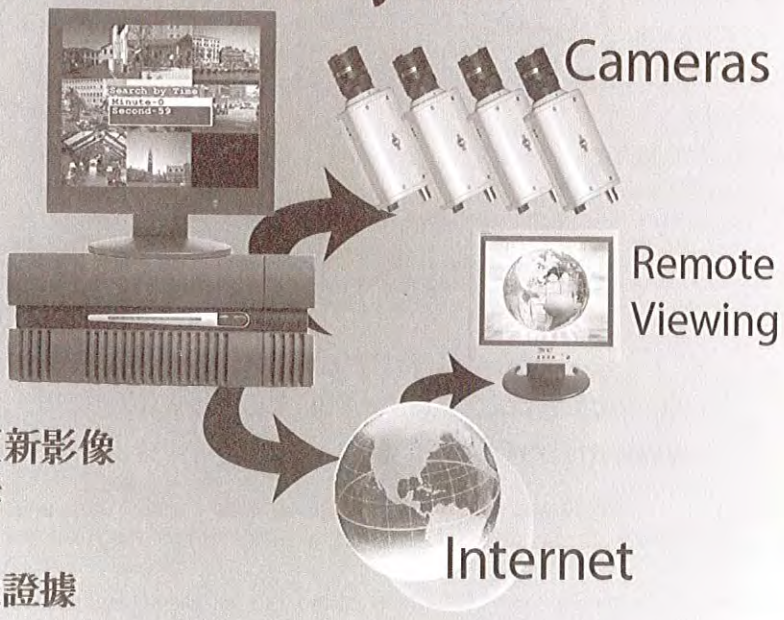
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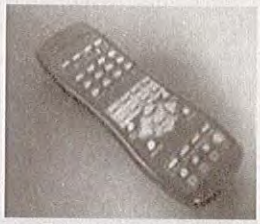
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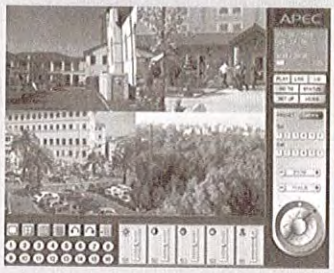
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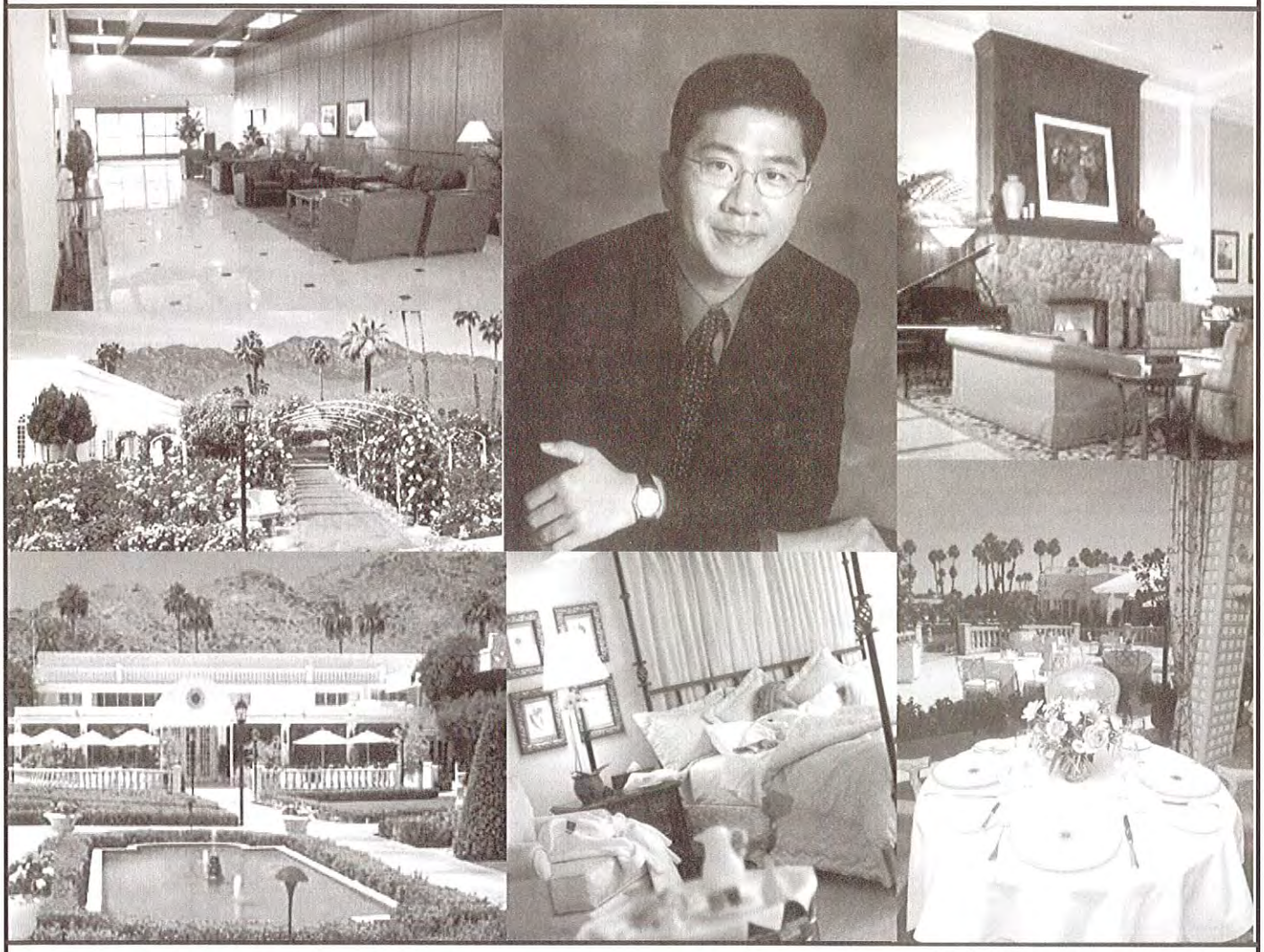
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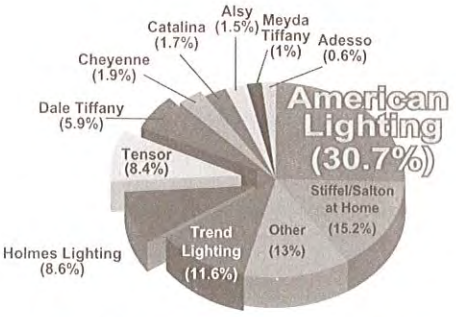
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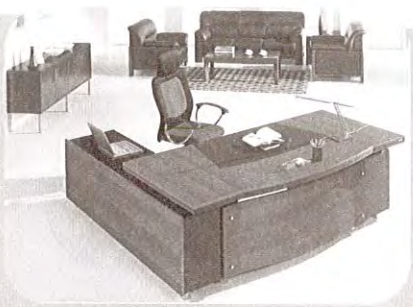
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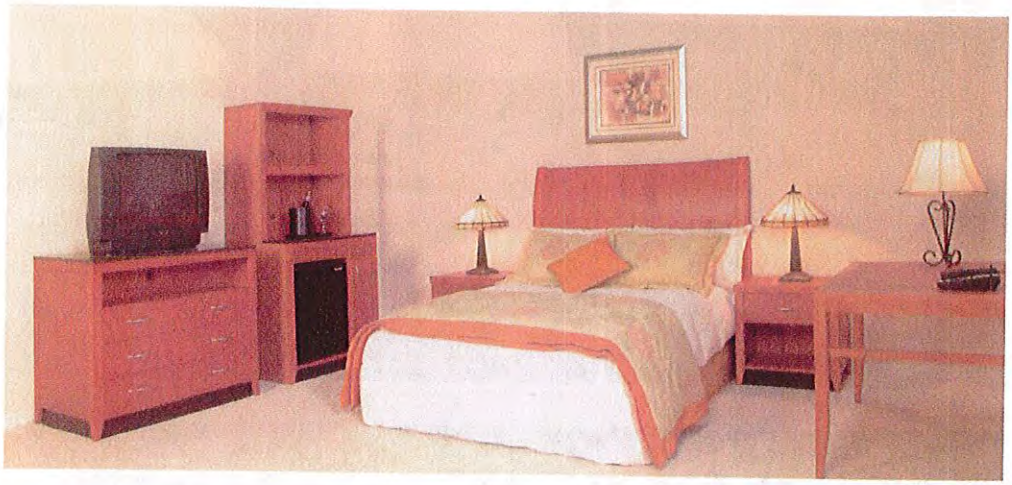
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