



南加州台灣旅館業同業公會

# 旅館會刊

PRESORTED  
STANDARD  
US POSTAGE  
**PAID**  
MONTEREY PARK  
CALIF. 91754  
PERMIT NO.76

September  
2009

**HOTEL & MOTEL JOURNAL**

Issue Number **131**

Thmasc will help build your own Company.

**Holiday Inn**

**Sandyland Reef INN**

**GUESTHOUSE INN & SUITES**

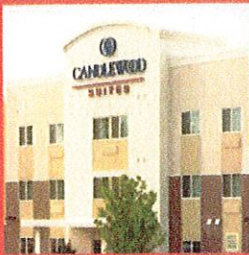
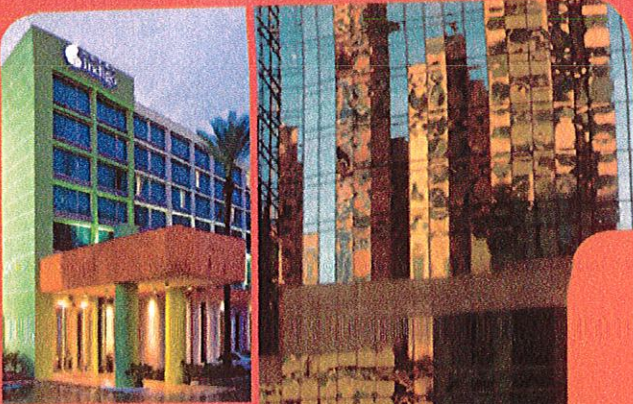
**Holiday Inn Express**

**QUALITY INN**

**Join the Association!**



InterContinental Hotels Group

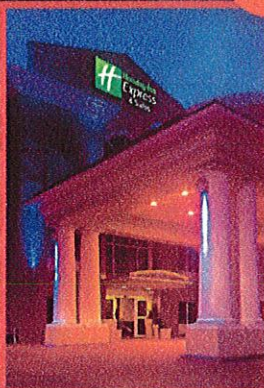


619,851 rooms  
the most rooms in the world

1,775 hotels  
the industry's largest pipeline



42 million  
PCR members



our numbers  
**ADD UP**



Why do our numbers say "Invest with IHG"? It's not just about our numbers, it's about what you need as a franchisee. You need to know that you have invested in a portfolio of industry-leading brands and your business needs to be supported by a deeply resourced enterprise committed to delivering guests through your front door no matter what the economic environment.

Our flagship brands have been around for over 50 years, our portfolio has thrived in good times and bad, and we are poised for future growth with a pipeline that represents \$12 billion of owner investment in IHG flags. IHG - Our numbers add up to one great investment.

Contact our Development Team to learn how you can be

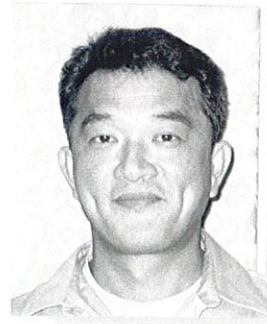
# 龍虎風雲榜

## 會 長                      理事長      會務顧問

第一屆	蔡金裕 / King Chai.....	1974-1976
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 ..... 邱垂煌.....	2001-2003
第二十九-三十屆	林宣昭 / Herman Lin ..... 邱垂煌..... 許清松.....	2003-2005
第三十一-三十二屆	范約瑟 / Joseph Fan ..... 林宣昭..... 邱垂煌、許清松...31th...2005 ..... 許清松..... 林宣昭、盧景林..32th...2006	
第三十三屆-三十四屆	汪俊宇 / Gerald Wang..... 盧景林..... 邱垂煌、許清松....33th...2007 ..... 林宣昭、范約瑟 34th...2008	
第三十五屆	鄧永征 / <b>Nicolas Teng</b> ..... 范約瑟..... 邱垂煌、許清松....35th...2009 ..... 林宣昭、盧景林 ..... 汪俊宇	

## A message from Presiden

會長 鄧永征 Nicolas Teng  
President of THMASC



Thanks you so much for the opportunity to be of service. Being a members of the association the last 14 years with THMASC had been very rewarding. Now, with the weight of being the president, I hope that I can give back some of great support that I have benefitted back.

There are no more dedicated people as our past Presidents and Chairmen; Christ Chiu, Herman Lin, Robert Lu, Steven Hsu, Joseph Fan and Jerry Wang. Due to guidance of these mentors in our association, our association have grown to be a stronger and a positive force in our community and industry. Also we are lucky to have very dedicated and selfless board members that donated their precious time and knowledge in supporting our association in Seminars, promotional program that enhance our cause in our industry.

I am sure, we are probably not doing enough to help, so our missions of this year is to go back basic and dedicate ourselves to help you.

Then, our goals of this coming year for our association are

1. To reconnect with you to make our association more approachable,

2. To learn with you how to evolve our business in this ever changing time, and

3. To help generate more interest in our industry for people already in this industry or people who are interested in coming to this hospitality business.

So first how can we be more approachable ?

- We want to invite our members to come to our office when they have time. We guarantee that one of our board member would be there to discuss with you the issues you have.

- We like members to come to our board meeting, and let us know what we can do to help.

- Each of our director will call you to get to know you better.

- We still will have educational seminar, new year party, golf events, etc,, that we like you to attend.

Next, what do we mean by learning how to evolve with our changing time ? We mean, people taste change, the way people book room change, the competition change, and most of all the way the 2nd generation's way of viewing the business change. We want to see whether we can help in that too.

封面故事

Within the last five years, the internet age have come to being life changing advances, so all the media which we do business change drastically. Now, it is predicted that more than 50% of travelers reserve room through the computer. Especially noticeable within this recession, the business that did not have reservation through internet lost more than 50% of business, compare to the 15% to 25% of business that have presence in the net.

Competition for guests are now more fierce than ever. It is not merely competing with how clean, and comfortable the room is. Hotels are now competing with ever taste. All chains hotel like Best Western, Choice, Intercontinental, Marriott, Hilton, they all are in big overhaul of all their franchises. The competition for guests in the room are so fierce that if you do not have a fresh room every 4 or 5 years, the guest would go somewhere else.

Also, In our Taiwanese community, we are losing more and more young people to the draw of other career, it is a sad situation that we need to remedy and find a way to combat, so the entrepreneurial spirit of our people will live on for this enormous potentially rewarding industry.

And lastly, we want to encourage our members to find a way to make the best of their investment in this hospitality business by allowing partnering with their younger generation, and also motivate the new comers to work hard and be successful in this wonderful industry.

Thanks you  
Nicolas Teng



## My Dream Come True !

My dearest Mentors, Mr. Herman Lin and Stephen Hsu asked me the other day to write stories about my motel career. They told me, "since you are now the president of the association, you should tell the story about yourself. How did you start in this business and how did you succeed in this business !"

Our Chairman of the Board, Joseph Fan, a great business role model, always made jokes people introducing me, " this guy's story is a Cinderella story, you should know about his story !"

I, personally do not think I am that successful because my own business is still pretty small compare to other people. But since everyone can read great article analyzing current economic situation, it would be more interesting to tell my own experience. Though, I do not want to appear vain or too proud of myself. It is only because they ask me to do so.

My motel career really started by chance when I had no other choice than to start my own business . In 1995, when my wife and I have our first child. We were working both full time and have not been able to save money and every month that passed we seems be more and more in debt. I thought by then that if I do not take a chance to find a business opportunity, I will never get out of hole I was in. With a lot of begging and a lot of researching for the right business, we were lucky to find a motel in Santa Barbara where the owner would let us lease the motel for 3 years with a down payment of \$150k to start our business. The negotiation was kind of protracted, but at the end, I was able to cobble the \$150,000 of the deposit by borrowing 30% from my family and the remaining of the 70%, a loan from a family friend with my parent's asset as a guarantee. I really did not possess a dime in my name at that time.

The idea of doing motel business for my young family is that with me being in the front desk most of the day and night, my wife can take care of the kid and do the accounting, and help the desk when I was taking naps. The first year and half, two of us were the only personnel other than the maid to work at the motel. We were as we said in Chinese " monk ringing bell and doing the prayer". We did everything ourselves, we washed the linen, fixed

the toilette, patched the hole in the wall and checked in the guests, we also make the breakfast muffins, and even bring breakfast to the guestrooms, and in the same time, I baby-sited the baby. It was a 24 hours job, it was tough, frustrating and tiresome, but at the end of the year and half. We were happy to see that our efforts have been very rewarding. We were able to almost paying off the \$150K loan, fixed the motel properly, and still had a great steady business. At the end of the first year and half, my wife and I fought and argued about hiring help, she insisted that we were still not out of the wood yet, that we couldn't afford to hire anyone. I told her that we should try and see what would happen. From then on, we got the maintenance man, the 2nd shift and the third shift and then the manager. I reasoned, I needed time to get out of the motel more and learned from the other motel owners.

That is when, another mentor of mine, Mr. Keys told me. " Hey, come join us in the Taiwanese motel hotel Association, you will meet a lot of friends" !

What a great timing, Our Chairman Robert Lu was the president then and everyone I met gave me great advice. For example, I did visit Lee Ping Shin's franchise hotel and even went with him to Idaho to make marketing presentation at his franchisor's headquarter. I did think I bothered a lot of people, but they did really have great disposition to show me all the things I was asking them about.

By the end of the third year, the option of buying was up. But by then, our revenue were 2.5 time better than when we first lease the motel, we were able to borrow the \$350K from the bank to make the down payment to buy motel, and then the bank also finance the remaining of the balance of the loan. Therefore, basically, out of the \$500k down

payment that initially we were needing to put down, we only paid down the \$150K that we initially gave up. The rest of the capital, the bank had help us finance.

And at about the 1998, we were able to buy another motel nearby, putting down less than 10% for the purchase with a SBA loan, because of our good credit.

The second motel business took off also very quickly , and we were able to renovate the motel and added great value to the business. But the most important thing was the timing, 1998 was a very good year for any business. Everything were booming. If you were idiot, like I was, you still were able to make money. So was the stock market.

By then, my wife brothers and sisters wanted in the motel business, and I was happy to help them. We had a third motel 3 years after, with my brother-in-law as my partner, and his young family taking over and me consulting them. First I would front most of the down payment and they would operate the business. And then they would paid me back later.

My brother-in-law worked very hard, and with great timing and smart sold the business 4 years after with a pretty return. I would said cash on cash of at least 6 times. With the sale of the motel, we were able to exchange to 5 different properties other than the motel. And up till now, the values that we exchange into did not change too much, even with this economic environment.

Then, another brother in law and I found a good motel near Portland that we turned into Quality Inn and Suite, in 2003.

Also a sister in law and I bought a Holiday Inn Express in Bozeman, Montana, in 2004.

And then there is one motel that I bought with my broker friend also in Montana. ( we sold it later with a pretty good gain too).

And last year 2008, because of the great friendship that we develop in this association, two of board members and I bought a brand new hotel together in CA.

Is it a success story ? No... It is all luck.

It was more like great timing, and luck. But I do think also, it was copying from successful mentors that I met through the association these past 10 years that contributed to my little gain. I thought if I knew these mentors a little bit earlier, I would probably be even more successful. I want to thank them here for all their great advices. This association THMASC, the North America Taiwanese Associaton THMANA, and the sister association of Houston and Kaoshiung, and associated association of Taipei have been instrumental to my success.

Lesson for me. If you have a dream; as our god father Herman Lin, said the other day when he got the association an additional funding of \$30K, plus a saving of \$50K for Chairman Stephen Hsu....

Just ask for it. Don't be shy , ask for your dream to come true!

Ask and you shall receive!

# 目錄

## CONTENT

- |    |                         |    |                                                   |
|----|-------------------------|----|---------------------------------------------------|
| 3  | 歷任會長芳名錄                 | 28 | Are you prepared to fight<br>for business in '09  |
| 4  | 會長的話                    | 31 | Hotel revenue management<br>in a stagnant economy |
| 9  | 第三十五屆理事名單               | 34 | 主管該做的事                                            |
| 10 | 第34屆年會報導                | 38 | 企業基本策略                                            |
| 16 | 第一家以環保概念落成的<br>Indigo酒店 | 41 | 有降必會昇                                             |
| 21 | 歡迎僑務委員會<br>薛副委員長 盛華蒞臨   | 44 | 客房為客人設計「經歷」                                       |
| 23 | 歡迎洛杉磯經濟文化辦事處<br>劉副處長    | 46 | 飯店管理慣用五法                                          |
|    |                         | 48 | 市場趨勢及行銷                                           |

第131期 2009年 9月出刊

## Our Team

發行人： 鄧永征  
召集人： 許清松  
執行編輯： 柯欣侑、Eric Chen  
編輯委員： 范約瑟、邱垂煌、林宣昭、盧景林、汪俊宇、吳東昇  
王政煌、郭學仁、陳柏睿、李德揚、汪蔚興、鄭春暉  
王正純、劉明岳、林樹枝、江 耀、陳雪仙、Amy Lu  
王強生、呂世豪、吳 瓊

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

南加州台灣旅館業同業公會

第三十五屆理事名單

<p>Chairman 理事長 范約瑟 Mr. Joseph Fan 21725 E. Gateway Center Dr. Diamond Bar, CA 91765 (O)909-860-6255 (F)909-612-5730 brightonllc@aol.com</p>	<p>President 會長 鄧永征 Mr. Nicolas Teng 3344 State St. Santa Barbara, CA 93105 (O)805-687-6611 (F)805-687-7116 nickteng@msn.com</p>	<p>Consultant 會務顧問 邱垂煌 Mr. Chris Chi 2 Orchard Lake Forest, CA 92630 (O)949-462-9500 (F)949-273-5898 chiulaxst@yahoo.com</p>
<p>Consultant 會務顧問 許清松 Mr. Stephen Hsu 515 West Katella Ave. Anaheim, CA 92802 (O)714-991-6868 (F)714-817-8588 Stephen@ramada-anaheim.com</p>	<p>Consultant 會務顧問 林宣昭 Mr.Herman Lin 9335 Kearny Mesa Rd. San Diego, CA 92126 (O)858-695-2300 (F)858-578-7925 herman.lin@yahoo.com</p>	<p>Consultant 會務顧問 盧景林 Mr.Robert Lu 4400 Hughes Lane Bakersfield, CA 93004 (O)661-833-3000 (F)661-833-3736 rcloblu@yahoo.com</p>
<p>Consultant 會務顧問 汪俊宇 Mr. Gerald Wang 1455 Monterey Pass Rd., #201 Monterey Park, CA 91754 (O)323-268-8886 (F)626-446-4068 gwang@vicinn7.com</p>	<p>Vice President 副會長 吳東昇 Mr.Tom Wu 705 N. San Gabriel Blvd. Rosemead, CA 91770 (O)323-887-9235 (F)323-887-9236 tomwula@yahoo.com</p>	<p>Vice President 副會長 王政煌 Mr.Michael Wang 5325 E. Pacific Coast Hwy Long Beach, CA 90804 (O)562-597-3285 (F)562-498-7167 mwang@venquest.com</p>
<p>Vice President 副會長 郭學仁 Mr. Simon Kuo 26328 Oso Parkway Mission Viejo, CA 92691 (O)949-582-7100 (F)949-367-7696 Simonkuo9@yahoo.com</p>	<p>Vice President 副會長 陳柏睿 Mr. Kevin Chen 915 S. Disneyland Dr. Anaheim, CA 92801 (O)714-778-0350 (F)714-778-3878 kchen@super8motel.net</p>	<p>Auditor 稽核 李德揚 Mr. Terry Lee 345 S. Figueroa St., Suite 100 Los Angeles, CA 90071 (O)213-680-8811 Ext.11 (F)213-680-9134 terry@apccusa.com</p>
<p>Treasurer 財務長 汪蔚興 Mr.Wilson Wang 2500 Michelson Dr., Ste.110 Irvine, CA 92612 (O)949-622-3402 (F)949-622-3410 Wilson@atlashospitality.com</p>	<p>Director 理事 鄭春暉 Mr.Peter Cheng 1538 E. Lincoln Ave. Anaheim, CA 92805 (O)714-635-6888 (F)714-883-8000</p>	<p>Director 理事 王正純 Mr. Chen-Chun Wang 1402 W. Pacific Coast Hwy. Wilmington, CA 90744 (O)310-834-3400 (F)310-835-2225</p>
<p>Director 理事 劉明岳 Mr. Ben Liu 788 W. Huntington Dr. Monrovia, CA 91016 (O)626-358-8981 (F)626-301-0657 grandoaktreeinn@aol.com</p>	<p>Director 理事 林樹枝 Mr.Mike Lin 1951 Newport Blvd, Costa Mesa, CA 92627 (O)949-650-2999 (F)949-650-2699 Mikelin168@yahoo.com Director</p>	<p>Director 理事 江耀 Mr.Bill Chiang 2845 Supply Ave Commerce, Ca 90040 (O)323-721-0252 (F)323-721-6086 yaochiang@yahoo.com</p>
<p>Director 理事 Ms.陳雪仙 Michelle Chen 227 W.Valley Blvd #308 San Gabriel, CA 91776 (O)626-576-8000 (F)626-576-8900</p>	<p>Director 理事 Ms. Amy Lu 5318 N.Rosemead Blvd San Gabriel, CA 91776 (O)626-285-8866 (F)626-285-03799 annie@annielu.com</p>	<p>Director 理事 王強生 Mr. John Wang 1520 E. Main Street Barstow, Ca 92311 (O) 760-683-3388</p>
<p>Director 理事 呂世豪 Mr. Harry Lu 1744 S.Nogales Street Rowland Heights, Ca 91748 (O)626-8201099</p>	<p>Director 理事 吳瓊 Ms. Tine Wu 407 W Valley Blvd, Suite# 1 Alhambra, Ca 91801 (O) 626-574-573 (F)626-300-8507 twu@firstchoicebankca.com</p>	

# 南加州台灣旅館業同業公會第34屆年會報導

# 34

（記者林蓮華爾灣市報導）南加州台灣旅館同業公會於6月7日（週日）舉行「第34屆年會」由會長汪俊宇交棒給接任會長鄧永征。新任會長鄧永征表示，在現有基礎下，將致力於協助會員提升經營理念，並在經濟危機之際，引入先進服務品管及加強網路等訓練。

鄧永不諱言，去年經濟重創，連鎖旅館業績平均降低了20%—32%，若是家族小型旅館影響更大，但危機也是調整經營腳步最好的契機。所以未來一年，將從三方面協助會員；首先，是加強基礎工作訓練，提供會員高品質服務知識，像是櫃台、餐飲、清掃、行政等人員訓練；另外，網路行銷是未來趨勢，以連鎖品牌業者，就佔40%維持家族小型經營，如何推網路爭取客戶，也是教育重點。

鄧永征也指出「目前會員也有40%維持家族小型經營，但隨著企業品牌強勢攻佔市場，我想很多會員也想轉型提升至連鎖業品，卻不得其門而入。所以，在會裡將加強連鎖品牌的座談會，及會員資訊經驗分享，尤其是對家族第二代的互相扶持。」

南加州台灣旅館同業公會舉行第34屆年會  
洛杉磯經文處處長龔中誠致詞

南加州台灣旅館同業公會  
舉行第34屆年會會長交接

兩任任基卸任會長汪俊宇致辭提及，這兩年舉辦旅館投資談會，從市場、法律、及綠色能源未來走勢，作了全盤介紹。另外感謝邱垂創會會長協助下，得以籌組「北美台灣旅館同業公會青年會台灣參訪團」，參觀台灣成功經營模式，對第二代台灣企業家，極具意義。



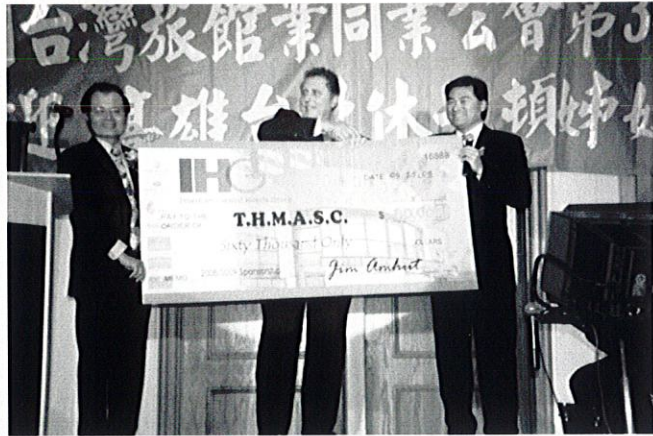
南加州台灣旅館同業公會舉行第34屆年會，由會長汪俊宇（左）交棒給新任會長鄧永征（右），將繼續推動傳承第二代的腳步



會務活動



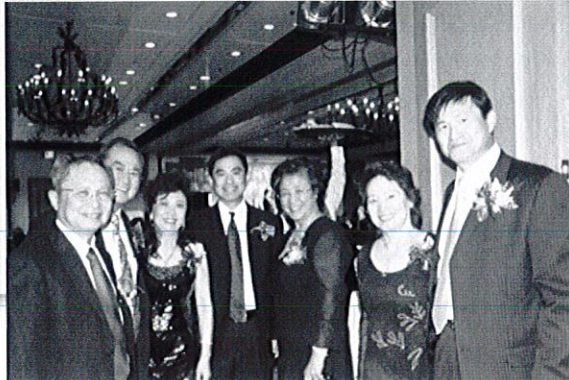
IHG Mike Higgins 致詞



北美洲台灣旅館公會聯合總會  
總會長 李昭寬先生致詞



休士頓美南台灣旅館公會  
會長 陳沉 先生致詞



# 會務活動

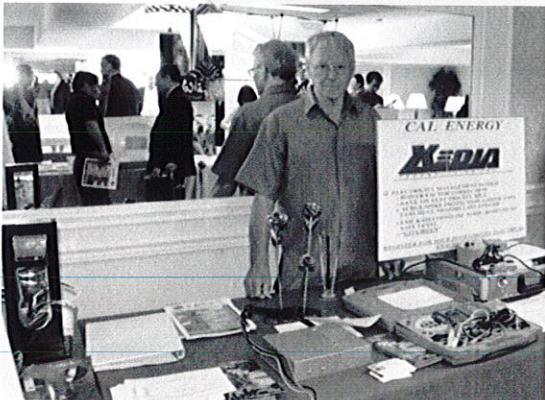
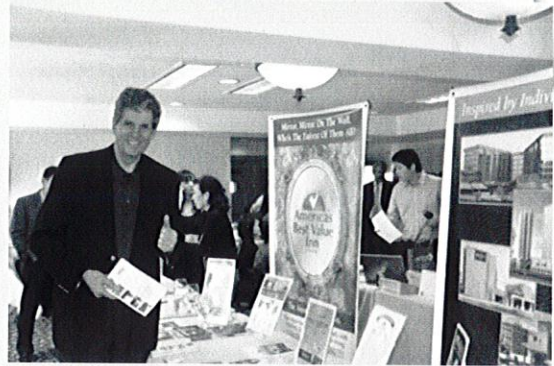
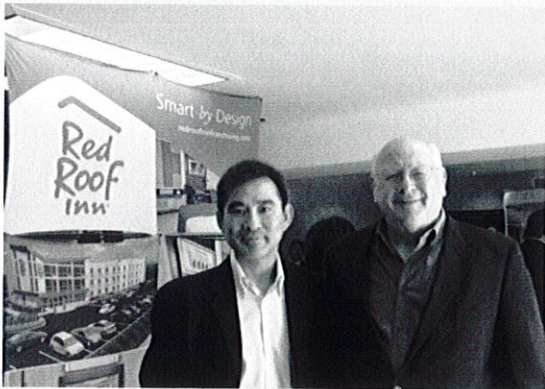
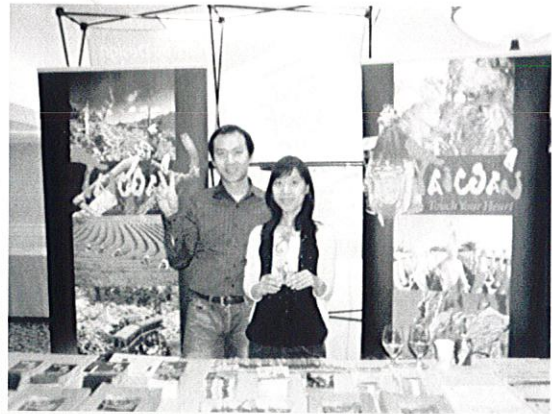


# 會務活動

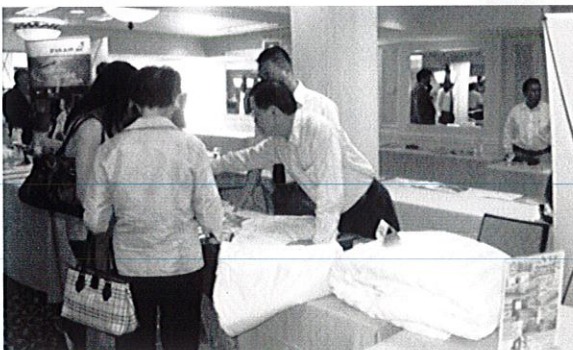
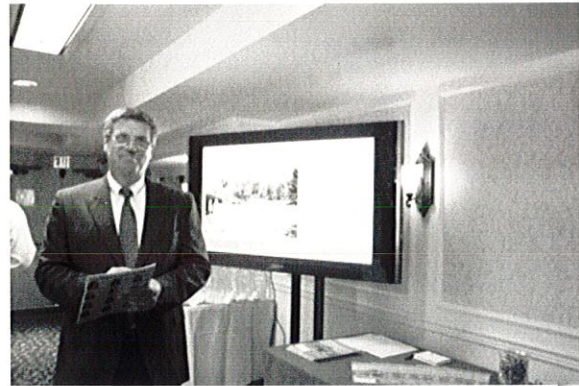


# 會務活動

## 南加州台灣旅館業同業公會第34屆年會商展剪影



# 會務活動



## 會務活動

### 南加州台灣旅館公會齊赴聖地牙哥 祝賀洲際酒店集團(InterContinental Hotel Group) 第一家以環保概念落成的Indigo酒店

9月22日南加州台灣旅館公會理事們受邀參加洲際酒店集團(InterContinental Hotel Group, 簡稱IHG)首家以環保概念規劃興建的Indigo酒店的開幕儀式,此間酒店也是第一家擁有LEED (The Leadership in Energy and Environmental Design) 認證的Green Hotel。



洲際酒店集團(IHG)是南加州台灣旅館公會最大的贊助廠商,由於看好在美華人旅館開發的潛力,長年來提供會員們許多有關旅館開發的幫助,至今會員們擁有50-60間的IHG 連鎖品牌的

酒店。IHG 旗下酒店品牌有:豪華型 InterContinental Hotel, Crowne Plaza, 環保時尚型Indigo Hotel, 商務型Holiday Inn, 經濟渡假型 Holiday inn Express, 以及長住型Staybridge Suite 和Candlewood suite等等。



如果您也對酒店投資開發有興趣,或是已擁有其他品牌的旅館,都歡迎加入南加州台灣旅館公會,公會每年都會定期舉辦座談會,訓練課程,業界參觀,及會員聯誼高爾夫球賽等等活動,促進華人旅館業主在美國穩定發展。



## 會務活動



**Hotel Indigo**, 是IHG最響應環保愛地球的主題所開發的新品牌，商標是以海螺形狀，強調自然風，採用簡單的自然界圖型及完美的黃金比例來規劃旅館空間及裝潢，看似抽象卻有特定比例的空間，讓旅客能享受輕鬆自在無壓迫的環境，讓居住旅客將旅途勞頓及工作壓力等的負面情緒轉化成明日努力的正面能量。

LEED 是由美國綠色環保委員會所發展出來，為國際間綠色環保建築的認證系統，主要針對商業建築及自用住宅的規劃是否合乎節能省碳的原則，以及是否對周邊環境的影響作檢測，而頒發的認證。

**IHG**  
InterContinental Hotels Group

619,851 rooms  
the most rooms in the world

1,775 hotels  
the industry's largest pipeline

42 million  
PCR members

our numbers  
**ADD UP**

Why do our numbers say "Invest with IHG"? It's not just about our numbers, it's about what you need as a franchisee. You need to know that you have invested in a portfolio of industry-leading brands and your business needs to be supported by a deeply resourced enterprise committed to delivering guests through your front door no matter what the economic environment. Our flagship brands have been around for over 50 years, our portfolio has thrived in good times and bad, and we are poised for future growth with a pipeline that represents \$12 billion of owner investment in IHG flags. **IHG—Our numbers add up to one great investment.**

Contact our Development Team to learn how you can be a part of our success.  
Call 866.933.8356, visit [IHG.com/development](http://IHG.com/development) or email [development@IHG.com](mailto:development@IHG.com).

© 2014 InterContinental Hotels Group. All rights reserved. Minor brands are subject to availability.

### HOTEL INDIGO'S BIG BET

Sometimes, a hotel company needs a bold move to catapult its brands into the next level of consciousness among guests and the development community. That's what IHG hopes it did with the development of the Hotel Indigo San Diego Gaslamp District, a first-of-its-kind property in several ways. The 212-room hotel, which opened in July, is IHG's and Hotel Indigo's first LEED-certified property (and the first hotel in San Diego with the designation). IHG developed, owns and manages the 12-story property, which sits at the edge of San Diego's Gaslamp District and in the shadows of Petco Field, the San Diego Padres' ballpark.

"This hotel shows IHG's commitment to the brand and allows us to show developers what Hotel Indigo is capable of in terms of design, fit and finish and, of course, operating performance," says Janis Cannon, IHG's vice president, global brand management, for Hotel Indigo. "And this hotel gives us a global launching pad for development in Asia and the Pacific."

For Jim Anhut, IHG's chief development officer in the Americas and one of the brand's key architects, it was important for IHG to develop and manage the hotel.

"Time was of the essence because we wanted to place a stake in the ground on the West Coast to demonstrate to our ownership and franchisee base the direction the brand is heading, and that's toward more of an upscale and upper upscale positioning in densely developed urban markets."

The hotel's primary f&b outlet highlights fresh, local seasonal ingredients.



IHG developed, owns and manages the 12-story hotel.

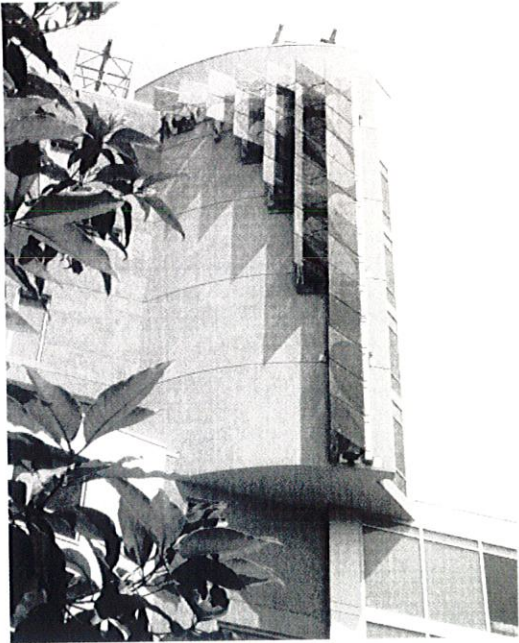
#### BRAND PRINCIPLES

The property clearly reflects the three linchpins of the brand's identity: Interpret Indigo, Seasonal Renewal and The Golden Mean. These New Age-sounding philosophies are actually solid business principles that have guided the brand's development since its launch in Atlanta in 2004.

Chief among them is Interpret Indigo, a design platform that helps define the chain's somewhat oxymoronic segment: branded boutique. Interpret Indigo encourages developers to creatively embed local culture and community into the design of each Indigo property. But to retain the essence of the brand, certain design elements—pure colors, natural imagery, hardwood floors, area rugs, spa-like showers and signature furniture pieces—remain constant throughout the chain.

"We deliberately didn't position the brand as designed or exclusive so we would never find ourselves at the trailing end of a trend," says Anhut. "In our business, the useful life of buildings and brands extend into the decades, so you can't hang your hat onto something that's of the moment or very trendy."

Design of the San Diego property clearly reflects the Southern California coastal culture as well as the hotel's urban setting. It's also in line with the brand's adherence to a design constant based on a mathematical ratio called The Golden Mean or Fibonacci Sequence. The spiral proportions of the brand's nautilus shell logo are an



A 40-foot sculpture drapes across the hotel.

example of the concept.

Local photography and other artwork are evident through the hotel. Both guestrooms and public spaces have large photomurals of native plants and the nearby Pacific Ocean. The property's most striking architectural element is a 40-foot glass sculpture named Indigo Waters that's positioned on the western façade of the building extending from the ninth to 12th floors. Local artist Lisa Schirmer executed the piece to mimic the waves and ripples of the ocean.

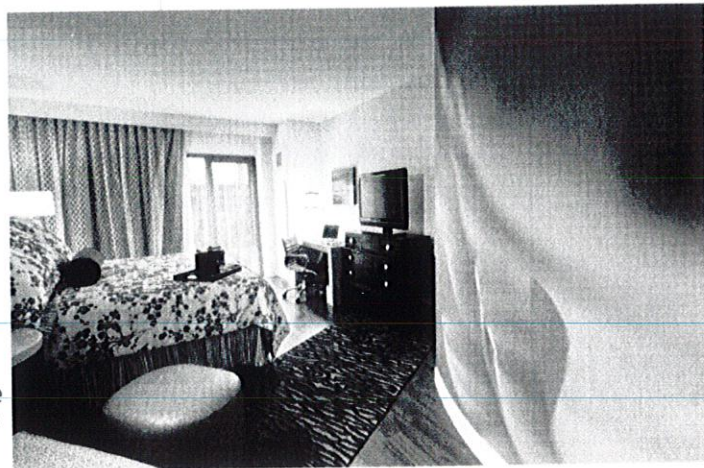
The hotel's food and beverage outlets also incorporate the California lifestyle. Most spectacular is the Phi Terrace Bar, a nine-floor rooftop space that features firepits, a reflection pool, lounge seating and most dramatically, views over the city and into the nearby baseball stadium.

Like other Indigos, the San Diego property will undergo cosmetic changes as the seasons change. Much as a retailer changes its windows seasonally, the overhaul will center on public spaces, with new scents, music, art and signage.

### GOING GREEN

The San Diego property is green from the first floor to the roof. In fact, roofs on both the ninth and 12th floors are covered with drought-tolerant plants that reduce energy consumption and help alleviate the urban heat island effect common in city buildings. Another unusual sustainable feature is the flooring on the Phi Terrace Bar and nearby meditation deck.

Guestroom designs combine brand hallmarks and local influences.



IHG says it's the world's first installation of a composite decking that's recycled polyethylene plastic and recycled wood fibers made from things like grocery bags, milk jugs and byproducts from the manufacture of furniture and cabinetry.

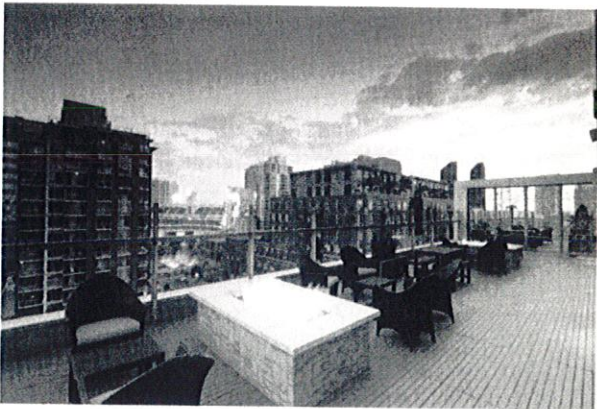
Other sustainability features of the hotel include operable floor-to-ceiling windows in some public spaces, kitchen composting, a ninth-floor herb garden and reserved and discounted parking for guests who arrive in fuel-efficient autos.

"Although there has been some hesitation in the past among developers to build green, we've shown with this property that making it happen doesn't have to be high cost," says Anhut. "We've created a kind of demonstration kitchen with this hotel to show developers what can be done. Developing with an eye toward sustainability is something that can now more easily be accomplished, both emotionally and economically, by developers."

Another new Hotel Indigo is taking green one step further. A 130-room property near the University of Georgia in Athens that opened this month is pursuing a LEED Gold certification. If successful, the property will be only one of three with the Gold designation from the U.S. Green Building Council. Among the green features developers Rialto Properties and Melaver, Inc. built into the project include a green roof, green pavement systems, an on-site public transit stop, bike racks and priority parking for hybrid cars.

### A BRAND EVOLVES

As the brand grows in number of units, so too has it evolved from its debut five years ago in Atlanta. Happily for IHG executives, consumer acceptance of the product has enabled it to grow rates to a point where the brand now sits in the upscale or upper upscale segments of the



The Indigo's ninth-floor terrace is a social gathering spot.

business. As example of that pricing power, the San Diego Hotel Indigo was able to command a \$245 rate during a citywide convention shortly after the property opened.

"There has been some upgrade in levels of finish in properties, but beyond that everything else has stayed pretty much the same," says Anhut. "We spent a lot of time upfront researching and developing the brand's direction before developers started building. Once it's launched, you can't divert very far from that course without frustrating your franchisee base."

Service is an area where IHG executives believe Hotel Indigo can continue to improve. The brand's positioning statement includes an Invite Inspiration module aimed at convincing staff to actively engage with guests to provide service and to anticipate their needs.

Anhut talks about an incident at one of the properties in which a married couple arrived to celebrate their anniversary. In talking with them, the front desk clerk learned the name of a song they danced to at their wedding, so while the couple was at dinner, the associate found the song, downloaded it to a CD and had it play-

ing in their room when they returned.

"This is the kind of thinking we've embedded in the brand from the beginning and will be our most important hallmark as we go forward," says Anhut. "It's the kind of stuff that can't be learned from a database, but it's real, relevant and effective."

### IN THE PIPELINE

With the opening this month of properties in Athens, GA and Durham, NC, the Hotel Indigo brand has 31 open properties. Six properties opened in the first half of the year, and by the end of the year, additional hotels will open in Asheville, NC, Baltimore, Nashville, Miami Beach and two in San Antonio. More than 60 properties are under development.

According to Anhut, the future of the brand will be in dense urban locations or near-urban spots with a mix of cultural, business and leisure activities. Resorts are another possibility, but Hotel Indigos won't be sprouting at interstate locations.

Indigo was a global brand the day it launched, not because its first hotels were overseas (In fact, the first two foreign properties opened in London and Costa Rica this year), but because of the brand's design and operating philosophies. Interpret Indigo, for example, guarantees each property, whether in Athens, GA or Athens, Greece, reflects that location's culture, geography, competition and market mix.

"Continental Europe is a prime growth target for us and we have two more hotels under development in London," says Cannon. "A property in Shanghai opens next spring. Domestically, we're looking at markets like San Francisco and Los Angeles on the West Coast and New York in the East."—**Ed Watkins**

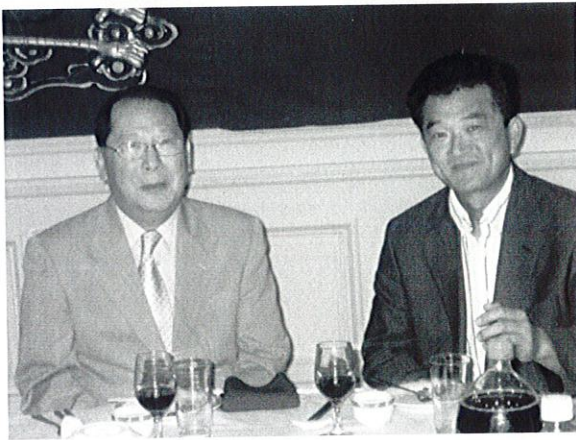


The view from the ninth-floor terrace

# 會務活動

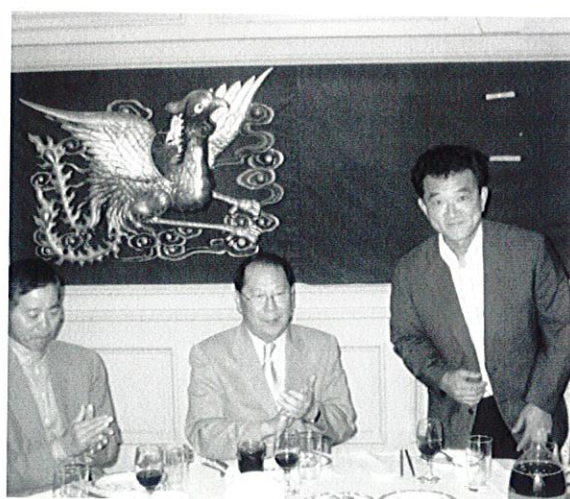
## 歡迎僑務委員會 薛副委員長 盛華蒞臨本會

薛副委員長 盛華蒞臨本會深入了解僑民需求



歡迎長官蒞臨

# 會務活動



# 會務活動

歡迎洛杉磯經濟文化辦事處 劉副處長 克裕蒞臨本會



下鄉拜訪 Orange County 會員



### 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、器官移植免費。
  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	\$343.13
個人+孩子	\$651.95
個人+配偶	\$748.02
全家	\$1063.70

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

本欄由公會填寫
金額:
支票號碼:
支票抬頭:

# 南加州台灣旅館業同業公會

TAIWAN HOTEL & MOTEL ASSOCIATION OF SOUTHERN CALIFORNIA

## 旅館通訊廣告價目表

### HOTEL & MOTEL NEWSLETTER MONTHLY ADVERTISING RATE

彩色封面 Front Cover (Color)	\$2,000.00	連刊兩期以上優惠價每期 Special for 2 or More Publishing	\$1,500.00
彩色封底 Back Cover (Color)	\$1,500.00	連刊兩期以上優惠價每期 Special for 2 or More Publishing	\$1,000.00
彩色封面裡 Inside Front Cover (Color)	\$1,500.00	連刊兩期以上優惠價每期 Special for 2 or More Publishing	\$1,000.00
彩色封底裡 Inside Back Cover (Color)	\$1,500.00	連刊兩期以上優惠價每期 Special for 2 or More Publishing	\$1,000.00
黑白內頁全頁 (B/W) Inside Other of Full Page	\$300.00	連刊四期優惠價每期 Special for 4 publishing	\$250.00
黑白內頁半頁 (B/W) Inside Other of Half Page	\$250.00	連刊四期優惠價每期 Special for 4 Publishing	\$200.00

以上優惠價均需一次付款。

附有廣告訂購表，請將資料填妥後傳真或郵寄：

Taiwan Hotel-Motel Association of Southern California

1045 E. Valley Blvd. #A212, San Gabriel, CA 91776

Tel: 626-280-2207 • FAX: 626-280-2243

.....

### ADVERTISING ORDER

COMPANY: \_\_\_\_\_

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_ TEL: \_\_\_\_\_

\_\_\_\_\_ FAX: \_\_\_\_\_

ADVERTISER HEREBY JOINTLY AND SERVERALLY AGREES TO PLACE  
ADVERTISEMENT IN HOTEL & MOTEL NEWSLETTER AS FOLLOWS:

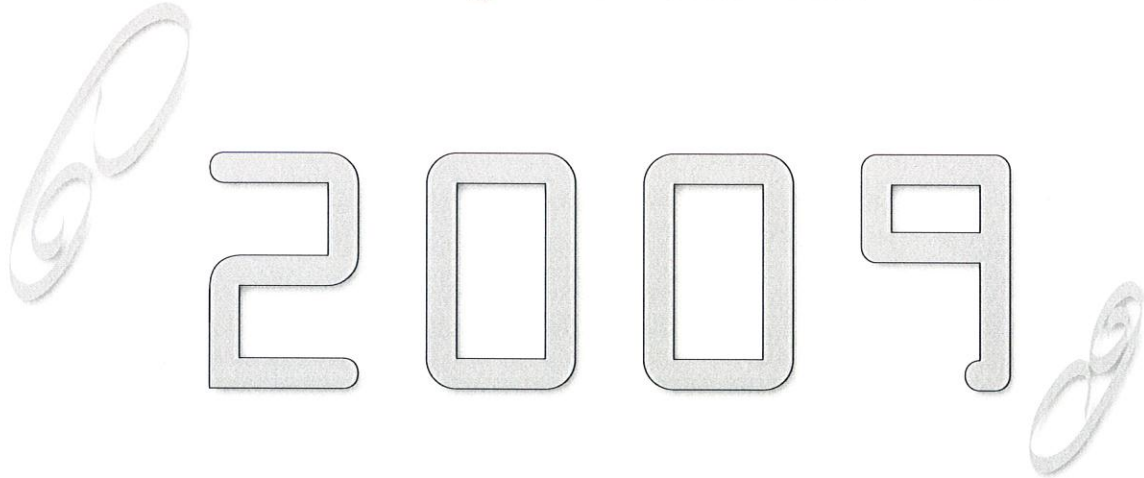
QUANTITY	DESCRIPTION	AMOUNT

PAYMENT IS DUE UPON SIGNING OF THIS CONTRACT.

PLEASE MAKE CHECK PAYABLE TO: T.H.M.A.S.C.

Mail to: 1045 E. Valley Blvd. A212, San Gabriel, CA 91776

## Are you prepared to fight for business in '09?



**W**ell, the hotel industry is facing severe business challenges; how we react to those challenges will determine how quickly we can return to some semblance of profit growth. We have been through this before, but, this time, we have no idea just how severe it will get or how long it may last. I've heard from hoteliers all over the country; apparently many hotels are already feeling the pinch. What will you do?

Our industry has always tended to be reactive, rather than current, to changes in the economy. After all, hotels don't create travel; they serve it. There is little hotels can do to induce people to travel. People don't travel for the purpose of staying in hotels; they stay in our hotels because our hotels are located where they want or need to be.

When they do travel, they will continue to choose a hotel based upon whether or not its location, facilities, and amenities present the best value in the market. The question is how well will

hotels compete for a larger piece of a shrinking travel pie. There are business people, all over the country, devising ways to reduce travel in 2009 and leisure travelers will, no doubt, follow suit.

When times get tough, we always have choices. Perhaps the easiest choice is to simply dig a hole, jump in, and curl up into a fetal position until the economy recovers. Of course, cutting costs and sitting-out the recession could easily lead to permanent damage to your business base.

Before you decide to sit it out by drastically reducing expenses, consider the bad consequences which are caused by lowering service levels. Sure, there is always some fat which can be cut-off without causing a negative impact on service, but caution, there is rarely any fat contained in your marketing program. Cuts in marketing should be done as a last resort only.

2 0 0 9

### **The Travel Pie is Getting Smaller; Will Your Slice Shrink Too?**

There's no doubt that the competition picture heats up during a downturn. Upper-scale hotels will compete with mid-scale hotels, mid-scale with limited service hotels, and so on. That upscale hotel down the street will now be after your business. Can your hotel compete? Are you ready to join the battle?

For most hotels, it will be important to maintain a balanced attack among all sales channels. Personally, I don't agree with those articles suggesting that hotels should consolidate all their efforts into the Internet and electronic channels, alone. In my opinion, some of those articles are a bit self-serving. I believe that now is the time to escalate direct group sales efforts, refine front desk training, practice revenue management, and create new local sales partnerships.

It is also time for every hotelier to understand the power of the Internet. If you don't believe, by now, it may be too late for you. Experts agree that, today, more than 70% of all travelers use the

Internet to research and/or book hotels online. Certainly, the vast majority of hotels have an online presence, but the quality of that presence differs substantially.



For hoteliers who want to stay in the game, your Internet presence is critical. You simply can no longer ignore how well your website is performing. I don't mean how many visitors your site gets, but how many reservations its producing.

For most hotels, it isn't a matter of increasing Internet spending, it's simply a matter of "spending it right". I sometimes shudder to see the big dollars being spent on website designs, SEO, and marketing efforts which are generally dysfunctional. This writer, along with many others, have published numerous articles highlighting the many do's and don'ts of hotel website design and marketing. Now that every penny counts, take the time to learn how to make your site a real business generator.

## Strengthen Your Marketing Efforts

If all the data about the power of the Internet are correct, marketing on the Internet should become the central focal point for growing your slice of the pie in 2009. It is no longer adequate to simply have a website. Your hotel's website can be used to support your entire marketing program; it's a matter of learning how.

Your website can be used to announce and promote new packages and promotions, Re-think your information distribution methods; do you find that you are still printing brochures and rate cards with more and more left over every year? Are you using your website to promote group sales with "Hot Dates" and an online RFP? Are you using your site to publish guest experience testimonials? Are you selling location and activities first and your hotel second?



Take a good look at your website. Can people find it in a generic search? When they find it, does it look like a homemade template? Does the text sell area attractions as well as the hotel? Does the text drive visitors to your booking page? Did you pay a ton of money to have it developed and promoted, but it still doesn't produce business as it should? Does the developer of your site act like a vested partner in the performance of your site; if not, it may be time to change.

2009 will probably be a difficult year for our industry, but it's time to work smarter, and harder, to secure your place in the marketplace. Make marketing your first priority in 2009.

## Hotel revenue management in a stagnant economy

In a stagnant economy, using the principles of revenue management can help hoteliers to maintain and build average rate and occupancy. Even in tough times, every hotel experiences periods of higher demand. Recognizing those periods, in advance, can give you the ability to drive rates when you can and still retain the ability to modify rates during lower demand periods. Being diligent can produce big-time rewards.

Hoteliers, who do not practice revenue management, have a tendency to make decisions in a bubble and undervalue their rates. When times are tough, they have the misconception that lower rates will generate new demand. This is a myth that has never been true. For those disbelievers, you might want to check the Cornell University web site; they have conducted several good studies proving that reducing rates is always a bad idea.

The basic tenet of hotel revenue management is the collection and analysis of competition and market data to uncover rate and occupancy opportunities. Collecting data is not a guessing game. How much do you really know about your competition and what's happening in your market? What do you know about the competition, beyond bricks and mortar; their management style, amenities, sales prowess, strength of their online marketing, location strengths and weaknesses?

### Re-evaluate Your Competition

In a tough economy your list of competitors could be longer than it is during boom times. Off-season or lower demand periods create a more competitive environment. In a tough economy, other hotels may need to steal your business in order to survive. Upscale hotels, which ignored your hotel during good times, may need to target your business now; be prepared.

In a stagnant economy, it is absolutely necessary to know your competitors' rates and what else they are offering. If a competitor is offering higher rates for specific dates, it could be a tip-off that they have booked a group for that period or see something happening in the market. That's an opportunity to boost your rates to capture their displaced and/or overflow rooms. Are there any city-wide conventions or trade shows coming in during your off-season periods that could generate overflow or displace rack business?

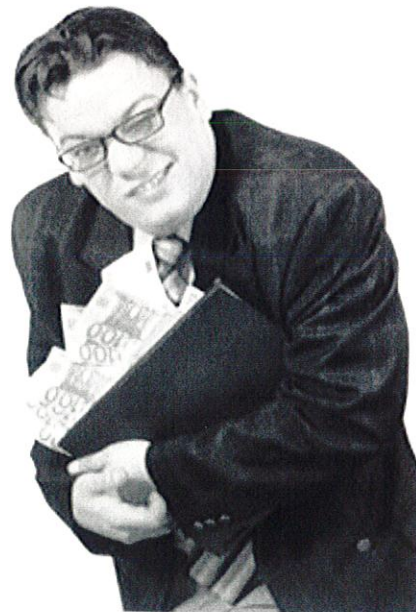
Knowledge, about the area and the competition, translates to possible opportunities for your hotel. The easiest and surest form of research is to monitor your competition online. Remember, your online competition is different from your offline comp set.

### Strengthen Your Internet Presence

Your Internet sales effort could make a critical difference during tough times. We know that at least 70% of travelers search for hotels on the Internet to make reservations. Can they find your hotel's site? Does your site perform well in generic search? And, if visitors do find your site, does your site promote your location and room generators?

Be aware also that, in a stagnant economy, your normal demand generators are suffering too; you may need to find new demand generators in a tough economy. Remember that your hotel is not a room generator on its own; people need a "reason" to visit your area. Now may be the time to get closer to all your room generators; partnerships can be very rewarding.

The Internet may be the big difference between this and the last stagnant economy in the early 90's. The Internet has come a long way since those early days. No longer do we need weeks, or months, to plan and implement a sales strategy to win in this economy. Incorporating revenue management into your online sales effort can reap huge rewards quickly.



### In Tough Times, Embrace Third-Party Sites

Anyone who follows my articles understands that I am a strong proponent for full utilization of third-party online sales. I get frustrated when I hear hoteliers repeatedly complain about paying a commission for the business they get from GDS agencies and/or third-party travel aggregators. This kind of short-term thinking is still too prevalent among hoteliers.

In most cases, reservations generated through third-parties are incremental rooms which the hotel would not have received in any other way. It is very clear to me that these complainers do not understand the basic principles of revenue management. If you are using revenue management, business from third-parties can be used to provide a base of business so you can boost the rates for your remaining rooms to achieve even higher average rates and occupancy.

During tough times, rooms generated from Expedia, Travelocity, and Orbitz are generally incremental without any rate or room displacement.

In general, online third-party aggregators are providing international exposure for your hotel, which you cannot achieve on your own.

They are spending millions of dollars on pay-per-click alone. Stop looking at third-parties as your competition; you are not in the same league. It's a matter of the numbers they can generate.

## **People Need a Reason to Travel to Your Area**

I've said it a hundred times, so pardon me if I say it again; "people travel to an area for a reason, they, then, select a hotel in which to stay in that area". With few exceptions, hotels are not destinations. Re-evaluate your web site; is it all about your hotel? Do you have nothing more than an online hotel brochure? Your site should highlight the demand generators in your area. This not only helps with generic search but, it also gives visitors additional reasons to travel to your area.

If you haven't already done so, evaluate the demand generators in your area. What specials are they promoting? If you are fortunate enough to be near a popular attraction, see if you can develop a partnership to get you through tough times. Don't operate in a bubble; you need to know everything that is happening in your area and what others are doing to promote travel.

Tough times often force companies to actually meet more often to develop their own strategies to overcome problems with the economy. Provide solutions to assist corporate travelers. Corporate and group business also gives people a reason for traveling.

To tap into more business opportunities, list every reason for people to visit your area and then develop tactics to getting the message of your hotel to them. Smart hoteliers are now developing packages which include area room generators.

The principles of revenue management could carry you through the current stagnant economy. Don't give in to the desperation of dropping your rates and crossing your fingers; generating business is hard work. As the old saying goes, "you have to kiss a lot of frogs to find a prince".



## 主管該做的事

本刊編輯部

### 執行長和事業單位主管的14個注意事項

1. 認清事實：不要自我安慰「風暴很快就會結束，一切就會恢復正常」。
2. 改變公司的心態：公布壞消息時，也要同時提出解決方案。
3. 勇敢：營收下滑時，別只是被動地削減預算。要主動提出新策略，以吸引出色的人才前來投靠。
4. 重新分配時間：更親力親為，多待在辦公室，密切與下屬互動，確保執行力；在辦公室外的時間，只留給顧客和供應商，監測原料和現金流動向。
5. 保護公司核心能力：找出公司的核心能力，保護它、強化它，並且放棄其他龐雜的部分。
6. 重新評估領導團隊：確保每個高階主管都有足夠的技巧和心智度過難關，別留著搖擺不定或缺乏分析能力的人。
7. 確保資訊透明：讓主管都能隨時獲得重要資訊（尤其是業務行銷和供應鏈相關數字），並且每周與他們交換心得。
8. 讓員工更常見到你：增加與員工溝通的頻率及管道，傾聽他們的想法（尤其是直接面對顧客、商業夥伴和供應商的員工）。
9. 掌握每天的營運數字：每周更新現金流、庫存、利潤和應收帳款等相關數字，每月檢視預算執行狀況。
10. 朝「握有現金」的方向管理：你可能必須裁員、放棄無法獲利的客戶，將注意力放在應收帳款、庫存、生產排程等能帶來現金的項目。
11. 降低現金損益兩平點：簡化組織、顧客結構，以保有現金。裁員不見得真能省錢（需考慮資遣費），由上而下削減層級或合併部門，可能更有用。
12. 削減顧客和供應商：留住能帶來最多現金、而非最大營收的客戶。若供應商面臨危機，就要設法確保你能比別人先拿到貨；若客戶庫存過多，則試著把存貨拿回來，轉移至他處銷售。
13. 適時改變策略：注意外部環境變化，待風暴過後伺機再起。
14. 設定短期目標：保持機動與彈性，將營運目標的調整步調，縮短為每季、每月、甚至每周。



### 人資主管的5個注意事項

1. 裁員：若非裁員不可，你必須明確說明公司可能面臨的最糟狀況，以及裁員可帶來何種紓解。
2. 一次大膽完成裁員：不要分批請人走路，否則將嚴重打擊員工士氣。
3. 接班計畫：平日即經常成本超支和進度失控的主管，此時會更加暴露出其缺點，因而可趁機要求他們離開團隊，因為外面可能正有許多因不滿公司做法而離職的好人才。
4. 訓練：別談抽象概念，訓練重點應擺在有助於在低成長市場中「現學現用」的技巧。
5. 薪資福利：用更彈性、有效的方式，調整員工福利結構，以保留現金。

### 銷售和行銷主管的13個注意事項

1. 評估組織架構：調整績效評估的方式，將業務人員的角色從「接單」轉成「與顧客的溝通橋梁」。
2. 培養「情報人員」：加強業務人員的數字分析能力，讓他們成為公司的耳目，提供外界的第一手情報，以做為公司決策與策略調整的基礎。
3. 協助決定該捨棄哪些顧客：向執行長和財務長提供建言，協助他們做決策。放棄客戶時，要為對方設想後路。

4. 掌握顧客所造成的成本：重新評估公司往來服務及付款期限規章、客戶特殊需求等因素，這些都可能影響公司的現金流向。

5. 協助產品開發：不要只倚賴研究資料，還要透過第一手觀察，找出顧客的需求。

6. 提出更有價值的主張：透過觀察，與法務、生產、研發等部門，提出對顧客最有價值的主張，如改變付款方式或改變產品設計。

7. 訂定並獎勵務實的業務目標：將「年度目標」縮短至「每月目標」，並調整獎勵方式（獎勵「催收未付貨款」），使業務員更能達成目標。

8. 不要犧牲品牌：行銷活動應如常進行，做促銷時要格外謹慎，以免犧牲品牌形象。

9. 廣告和行銷要更目標導向：更明確地在某些地區、媒介對某些顧客加強廣告，或提供折扣，精準地使用現金來建立市場。

10. 適當地調整價格：銷售減少、平均成本增加，你必須更有彈性地調整價格和包裝，以符合當下的環境。

11. 明智地削減成本：不要只是一味地降低成本，要從投資報酬率來思考支出。

12. 加強業務人員和營運生產及研發單位的互動：讓最精明、積極的銷售人員去參與營運和研發工作，集體激盪出顧客最需要的產品。

13. 加強業務人員和管理高階的互動：讓銷售人員每月和各部門高階主管會面，分享第一手市場觀察。

### 供應鏈主管的5個注意事項

1. 聚焦在訊息的同步性：與供應商和銷售部門保持密切聯繫，確保押在庫存的現金是最低水位。
2. 建立與供應商和顧客的資訊橋梁：與優良的供應商和客戶建立夥伴關係，互通訊息，對資金做最有效的運用。
3. 與供應商維持穩定關係：重新審視與供應商的關係，最有效率的供應商才能幫你滿足顧客，度過難關。
4. 決定該採取的策略變革：外部環境變化迅速，生產、財務和銷售主管必須合作找出最佳解決方案。
5. 提升每個人對於價值鏈的理解：讓銷售、製造、研發等部門，都了解他們對產品帶來的貢獻，進而運用各自的知識，找出更好的供應商和生產原料。

### 公關及投資關係主管的3個注意事項

1. 把重點放在與投資人和企業內部的溝通，維持公司聲譽。
2. 將溝通重點放在與現金相關的財務數字，保持資訊透明，減少投資人的焦慮。
3. 與財務長和人資長保持密切聯繫，每兩周便向員工公告公司最新發展動態。

### 財務主管的9個注意事項

1. 設定基調：在此非常時刻，財務長的地位和執行長同等重要，他必須算出公司財務在最好和最壞的情況下將如何因應，也要重新分配資源，並且與各部門主管保持密切聯繫。
2. 了解數字：要知道定價和銷售量對現金流產生的影響，所有與「現金」相關的數字，都要每天檢視。
3. 向CEO提供建言：比起其他部門主管，財務主管要更能清楚分析公司所有的長、中、短期活動，將對營運造成何種影響。
4. 引導預算的制定流程：每月檢視預算，必要時重新分配資源，以迅速反映市場現況。
5. 薪資建議：與人資部門合作，重新思考薪酬配置（如現金和股票的比例）與績效表現的關係。
6. 提防違約的顧客和供應商：與業務行銷部門合作，研究客戶和供應商的損益表，預防財務危機。
7. 訓練人員：提升財務人員的專業，調整他們的心態，因為在未來兩年內，財務部門將是企業內承受最大壓力的部門。
8. 訓練管理階層讀懂損益表：用公司的實際營運數字教育所有主管，提升他們對財務數字的敏感度。
9. 隨時向董事會報告：包括客戶和供應商的財務狀況。

### 營運主管的5個注意事項

1. 達成最低現金損益平衡：在產量下滑之前，就先降低現金損益兩平點。
2. 重新思考資本支出：延後或取消計畫時，先思考它的價值，畢竟風暴只是暫時的，不要省小失大。
3. 簡化產品線：50%的庫存通常只能帶來5%的收入，所以你需要更少、但更好的生產線，與銷售和供應商保持密切聯繫，設法降低庫存。
4. 盡可能委外：專注核心業務，簡化生產線，把非核心的部分外包。
5. 管理庫存：這是當下最關鍵的議題，因為庫存會占掉大量現金。設法把「及時零庫存管理」（Just-in-Time）或「隨需製造」（Produce-on-Demand）融進你的生產系統。

### 研發主管的5個注意事項

1. 重新思考研發預算：調整研究領域的人力和地區分配，確保對公司未來有關鍵影響的研發案，能繼續進行。
2. 重新調整研發優先順序：有助於提升現有產品規格和產生破壞式創新的研究，都不要偏廢。前者可維持營收，後者可迅速提升產業地位。
3. 資源配置最佳化：對現在和未來都很重要的研發，不能放棄。

4. 處置不適任的人員和技術：讓跟不上技術發展的人員離開；與學校合作，以取得最新研究進展。

5. 讓業務行銷參與研發：利用業務與行銷人員對於外部環境的觀察，幫助你評估哪些研發案該繼續投入。

### IT主管的2個注意事項

1. 說服管理高層，與公司法規及日常營運相關的專案預算，不能被刪減。
2. 能創造價值的專案（例如，有助於蒐集和傳遞銷售及生產數字的專案）要繼續發展。



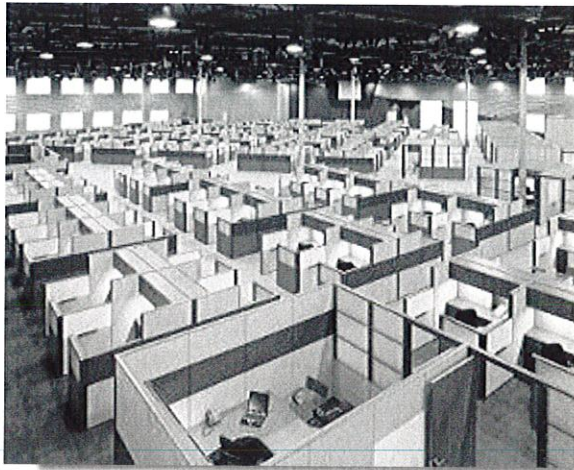
# 企業基本策略

本刊編輯部

「策略」泛指企業的經營方針。其指導原則雖然五花八門，各家說法不一，但大抵而言關係到產品的價格定位；決定在競爭中走高價路線區隔市場，或是低價大量銷售路線。

企業要獲得相對的競爭優勢，須就3種基本的策略中做出抉擇，分別是「成本領導」、「差異化」、「目標集中」，如果未能明確地選定執行策略，企業就會處於左右為難的窘境。選定策略時，不但要評估策略帶來的效益，對於相應的風險，亦不可忽視。

策略1：成本領導 Cost Leadership 即人有我強



教戰守則：「根據在業界所累積的最大經驗值，控制成本低於對手的策略」。獲致成本領導地位，通常是靠規模化經營來實現；至於規模化則以「人有我強」的形式表現。此「強」所追求的不是高品質，而是低價格。所以，在激烈的市場競爭中，處於低成本地位的公司，將可獲得高於所處產業平均水準的收益。

換句話說，企業在實施成本領導策略時，不是要開發性能領先的高端產品，而是要開發簡易廉價的大眾產品。正是這種思路，促使工業化前期的企業往往選擇這一戰略，透過提高效率，降低成本，使得過去僅有上流社會、甚至達官貴人才能享用的奢侈品，走進了一般大眾的生活。成本領導策略不能僅著重於擴大規模，必須連同降低單位產品的成本才有意義；否則所謂的規模，就無異於埃及法老造金字塔、秦始皇築長城，不具備經濟學上的分析意義。

福特汽車在20世紀初期，透過流水作業線，把T型車價格從最初的850美元降到兩百多美元；鋼鐵大王卡內基把每噸鋼材價格從50美元左右，降到十幾美元的舉措，才算是規模化經營。日本卡西歐（Casio）電子計算機自1972年推出6位數的低價口袋型電子計算機後，產品從廉價到最高級一應俱全、席捲市場，究其原因就來自於該公司的生產效果（當累積產量達兩倍後，生產成本平均降低20%~30%）凌駕其他廠商。

## 策略2：差異化 *Differentiation* 人無我有

教戰守則：「利用價格以外的因素，讓顧客感覺有所不同」。企業將做出差異所需的成本（改變設計、追加功能所需的費用）轉嫁到定價上，所以售價變貴，但多數顧客都願意為該項「差異」支付比對手企業高的代價。差異化的表現形式是「人無我有」；換言之，就是與眾不同。凡是走差異化策略的企業，都是把成本和價格放在第二位考慮，首要考量則是能否設法做到標新立異。這種「標新立異」可能是獨特的設計和品牌形象，也可能是技術上的獨家創新，或者是客戶高度依賴的售後服務，甚至包括別具一格的產品外觀。

以產品特色獲得超常收益，實現消費者滿意的最大化，將可形塑消費者對於企業品牌產生忠誠度。而這種忠誠一旦形成，消費者對於價格的敏感程度就會下降，因為人們都有便宜沒好貨的刻板印象；同時也會對競爭對手造成排他性，抬高進入壁壘。

舉例來說，不同於一般烤箱是利用「加熱器」燒烤食物，夏普（Sharp）的高溫蒸氣烤箱是利用「煮沸水產生的水蒸氣」蒸烤食品，加熱過程有去除多餘油脂、鹽分、保留維他命C等效果，雖然上市較晚、售價較高，卻在講求健康的路線上獲得好評。

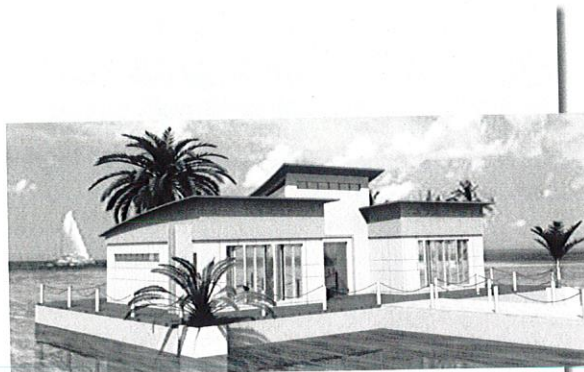
只是，追求產品及服務的獨特性，通常意味著和市場占有率相衝突，二者不可兼顧。換言之，隨著市場占有率的擴大，產品的特殊性一般而言將隨之下降。

## 策略3：目標集中 Focus ——顧客導向

教戰守則：「將資源集中在特定買家、市場或產品種類；一般說法就是市場定位」。把競爭對象設定在特定的顧客群、某個產品鏈的一個特定區段或某個地區市場上，專門滿足特定對象或特定細分市場的需要，就是目標集中。目標集中的表現形式是顧客導向，為特定客戶提供更有效和更滿意的服務。所以，實施目標集中策略的企業，或許在整個市場上並不占優勢，但卻能在某一較為狹窄的範圍內獨占鰲頭。

這類型公司所採取的做法，可能是在為特定客戶服務時，實現了低成本的成效；或是針對顧客的需求做到了差異化；也有可能是在此一特定客戶範圍內，同時做到了低成本和差異化。

在某種程度上，目標集中策略類似於差異化，只不過是調換了位置（目標集中是顧客角度，差異化則是站在企業角度）的差異化而已。不過，採用目標集中策略的公司，因為把自己的生產資源和精力放在特定的目標市場，所以在整體市場占有率上，有其先天上的限制



### 3種策略，各有風險

任何策略都有風險，在選定策略時，不但要看到相應的策略能帶來什麼效益，同時還要看會造成什麼風險。在一定意義上，對風險的認識要比對效益的掌握更重要。

一、成本領先策略的主要風險：規模化經營會妨礙產品的更新，而技術上的重大變化，將會把過去的投資和經驗積累一筆勾銷。加上產品易於製造，新進入者和追隨者易於模仿產品；況且當企業集中精力於成本時，很可能會忽視消費者的心理需求和市場的變化。

另外，成本領先者還必須和競爭對手保持足夠的價格差；一旦這個價格差不足以抵禦競爭對手的品牌和特色影響，此一策略就會失敗。舉例來說，隨顧客所得的增加，福特價廉的T型車已漸漸不能滿足消費者的需求。當競爭對手通用（GE）在舒適化、個性化和多樣化等方面下工夫，以產品的特色為賣點，推出了新款式的雪佛蘭（Chevrolet）汽車，造成一上市就轟動的亮麗銷量。此是成本領先策略失敗的典型案列。

二、差異化策略的主要風險：維持差異化特色的高成本，能否被買方所接受？如果價格差距過大，買主的差異化需求很可能會下降，不再願意為保持特色而支付較高或過高的價格，因而放棄對品牌的忠誠度，轉而採購更便宜的產品以節省費用；此外，差異化形成的高額利潤，常會吸引投資者進入並模仿；而大量模仿或後繼者的出現，將導致產品的差異縮小，利潤逐漸降低。隨著產業的成熟，往往會發生這種情況。

三、目標集中策略的主要風險：鎖定分眾市場的公司與大範圍提供服務的公司，兩者之間的成本差距如果過大，將使得目標集中公司失去成本優勢，或失去特色優勢。而且，隨著時間的流逝，當原本確定的目標顧客與其他客戶逐漸趨同、或針對特定目標提供特色服務的需求不再時，細分客戶市場就會失去其意義。

### 兩鳥在林，不如一鳥在手

策略選擇恰當，可在競爭環境中為企業建立起不同的防禦體系，帶來巨大收益。但是在多數情況下，策略選擇不能腳踏兩隻船。至於該如何選定策略？則要根據3種基本策略基礎與條件，再運用五力分析（現有競爭者、潛在進入者、替代品、客戶、供應商）來進行決策。「切勿在不同策略之間舉棋不定，避免夾在中間的困境」。在此所指的「夾在中間」，主要是針對成本領導策略和差異化策略的衝突而言。在市場占有率較小，但差異化程度較高的情況下，公司的獲利最高；但在市場占有率大、而成本較低的情況下，公司亦能獲利（當然，沒有特色的小公司和無法控制成本的大公司不在這一範圍）。而夾在中間的公司，不僅獲利能力最低，生存也最艱辛。

總而言之，兩鳥在林不如一鳥在手，策略選擇的真正意義，就是解決權衡取捨的難題。一旦夾在中間，公司就很可能因為模糊不清的企業文化、相互衝突的組織安排與相互抵消的激勵系統，而導致落入失敗的下場。

## 有降必會昇

What's come down will goes up



汪俊宇  
金龍旅館實業公司董事長，  
本會會務顧問。

**歷**史常扮演著一個有趣的角色，常會不斷的重覆發生，7月1990至3月1991年8個月的經濟衰退而導致從2月1990年至3月1991年的旅館業的衰退，此種衰退部份起源於儲貸銀行的營運脫軌，而起因亦來自於借貸於不良的資產及信用有問題的借貸人，如同前FDI及RTE的總裁 William Seidman所言八十及九十年代的儲貸銀行問題主要來自房地產之不良貸款，美國國會在1981年通過一個法令允許儲貸銀行將其借貸的貸款出售以便尋求其他投資，此法案之通過更是鼓勵銀行出售其貸款。而華爾街看準了儲貸銀行在此方面欠缺經驗，於是向儲貸銀行以折扣價購買其貸款且建議其購買政府債券，而華爾街在其中賺取豐盛的費用，而此亦導致1990-1991年的經濟衰退。

而同樣的模式在此波不景氣中發生，地產業在1997年至2006年之間上漲124%，由於華爾街參上一腳，而使得貸款變的容易，此亦刺激一般美國百姓向銀行用其住家借貸第二貸款，而當貸款利率低時較無任何問題，銀亦樂於借出貸款尋求利率收入。

The funny thing is the history do repeat itself sometime. United States experienced an 8 months recession during July 1990 to March 1991 and our Lodging Cycles of recession during that period of time is 13 months during February, 1990 to March, 1991. The cause of the recession of our Lodging Industry and real estate market may be arise from the slowdown in the Saving and Loans failures. And the Saving and Loans failures may be caused by lending to the unqualified assets and borrower. L. William Seidman, former Chairman of both the Federal Deposit Insurance Corporation (FDIC) and the Resolution Trust Corporation, stated, "The banking problems of the 80's and 90's came primarily, but not exclusively, from unsound real estate lending."

In September 1981 the Congress passing a bill allowing the S & L to sell their mortgage and use the cash generated from the sell to seek for better returns. That it made the S & L eager to sell their loans. The major Wall Street firms were quickly take the advantage that the S & L is lack the experience by buying from S & L at 60% - 90% of the value of the loan and then package them into a government-backed bonds (like Ginnie Mae, Freddie Mac etc.) S & L were buying those bonds and holding \$150 billion by 1986, in the meantime they were charged substantial fee for such transaction. The federal reserved also trying to wring the inflation out of the economy.

銀行一般以銀行存款借貸給借款，但由於華爾街亦想分享此地產榮景。華爾街利用投資人的錢經由股票集資的型式借貸給房產，不止如此，更進一步的開放貸款給一些高風險的借貸人此亦為借貸危機的來源，此種貸款從1994年的3百50億，成長到2006年的6兆美元。

問題更嚴重的是為了賺取更多的利潤，一種高風險的貸款工具資產產生，次貸提供一種無收入、無工作、無資產的貸款，並同時提供變動貸款，此種貸款提供初期低利率，甚至初期的付款低於此低率，而將其應付而未付的利息，加在本金上。

據估計在2004年至2006年之間約有三分之一的這種貸款利息低於4%但是此種利息在過了最初的低息期會大幅增加，有時甚至付款為原來月付款的一倍，而由於此種借貸給信用差貸款人的貸款，本身具有高風險，使得很多此種貸款發生問題，此外，此種投資股票型態的貸款，在股票評估師的高評估上得以容易的賣給投資者，高評估此種股票的情況下，很多投資者認為此為高品質的股票產品，以至於2004-2007年間，很多銀行，投資銀行、保險公司等均以為此種投資安全可靠，且利潤佳，在此情況下，紛紛下來投資，此亦刺激房價的上昇，但問題是一旦壞帳增加的情況下，房價開始下滑，此亦影響此種貸款股票的價格，所以在2007年當貸款壞帳增加時，此種股票價格下降，而使得股投資者產生巨額損失。

1980年至1990年代的儲貸銀行危機與今天的次貸危機是如此的相似，歷史總是不斷的重覆，毫無疑問我們再次對一個不順的經濟環境，類似於1990至1991年的儲貸危機。此次新的Obama政府10點6兆美元的刺激經濟方案將有以下的幾點結果。

1. 減低銀行之存款。
2. 持續美元的貶值壓力。
3. 進口貨品的成本增加。
4. 刺激利息上昇。
5. 通膨壓力增加。

The price of the typical American house increased by 124% between 1997 and 2006. That encourage the USA household to take a second mortgage secured by the appreciation of their prime resident at lower interest rate. While the interest is low there would be no problem. And the lender is enjoy their return by providing the loan to their customer.

The original mortgage model is for a bank to originating a loan to the borrower. With the advent of securitization that is created by the Wall Street, the traditional model has given away and transferred to investors through the MBS(Mortgage Backed Security) and CDOs(Collateralized Debt Obligations). With this kind of new model of lending. Lenders began to offer loans to higher risk borrowers. The amount of subprime mortgage raised from \$35 billion in 1994 to \$600 billion in 2006. The problem is the subprime mortgage is offered "no income, no job and no assets" loans. The lender also offer the adjustable-rate mortgage (ARM), of which allow the homeowner to pay the interest or pay a variable amount that could be less then the interest with any unpaid interest add to the principal during the initial period. An estimated on-third of ARMs originated between 2004 and 2006, the interest rate is below 4%. But the problem is the interest is increased significantly after some initial period, even sometime doubling the original monthly payment. People with poor credit the amount of default loan is beginning to raise while he loan payment beginning to increase. The other problem is the rating agency granted a high ratings to the MBSs means that mortgage with high risk of default rate can be sold easily to "warehouse" that actually shifted the risk from the mortgage originator to investors. High ratings encouraged investors to purchase securities backed by subprime mortgages of which helping finance the housing boom. The problem is the reliance on agency ratings were led many investor to believe that the subprime mortgage as high quality securities to invest. Many institutional investor, investment bankers in particular issued a large amount of MBSs mortgage during 2004-2007, essentially betting that the housing

我們將繼續面對經濟衰退的困境，使我們必須面對不同的挑戰，然而我們亦曾面對同樣的困境與機會，我深信從上次的經濟危機中，我們所面對的困境及機會。而此次將是另一次千載難逢的機會，當然亦看我們的眼光及冒險精神。

我深信，機會時至，但我們需非常有耐心的等待及做好準備工作，這次與上次不同之處在於銀行比上次更有耐心而願意給借貸者延期貸款，而與貸款者配合。

事實上由於旅館收入及租房率的減少而減少其每房間所產生的淨收入（Revpar），而由於股票型貸款的欠缺靈活性將有一些問題貸款。

而此波中旅館經營能力及財力雄厚的個人或集團，且有冒險的精神，將是此波後的贏家，尤其以善於與銀行談判及建構買賣方式的投資者，更亦求取佳的機會。無論如何，機會將來，在不久的將來我們會知洗牌的結果。

prices will continue to rise and the borrower will continue to make the mortgage payment. The investment strategy is profitable during the housing boom, but it resulted a large losses when the mortgage began to default and the house price began to decline. Beginning in 2007, the individual investor and the institutional lender holding the MBS begin to suffer significant loss resulting from the high default rate of mortgage and the decline of the value of MBS loan.

The Saving and loan crisis of the 1980s and 1990s is so similar to the subprime mortgage crisis that is occurred right now of year 2008-2009. Looks like the history do repeat itself. There is no doubts that we all face the midst of an unprecedented economic crisis that creates challenges for us. However, we have persevered through hard time before.

Looking back of the US recessions during July 1990 to March 1991 that is lasting around 8 months of which impact our lodging industry around 13 months from Feb 1990 to March 1991. And under the government actions of emergency economic stabilization act of 2008 and creating (“printing”) \$1,3 trillion of currency (so far)-total outstanding currency=\$10.6 trillion. The implications could be result to the following:

1. Slow on the US bank deposit.
2. Lower US dollar
3. Increased costs for imported goods and service.
4. Higher interest rates.
5. Possible high inflation, more U.S. dollars relative to the value of goods and services.

We all face the midst of an unprecedented economic crisis that creates a challenges for us.

However , we have persevered through the same hard times and opportunity before. I do believe from last crisis and opportunities. This is the time of opportunities that occurred once in our life time. It just the matter of risk taking that anyone willing to take that will reward in a big time.

I believe the opportunity will knock and we need a lot of patient. The different this time compare of the downturn last time is the lender also has been patient giving the owner of extension instead of take back the property. The realities of the RevPAR declines come in the level of defaults especially in the CMBS realm. I also believe the winner going to be those who really know the operation and financial sound group that willing to take the risk. And for those who know how to structure and negotiate with the lender or owner also will take the advantage of this once in the life time opportunities. But one thing for sure there will be an opportunity and we will know who is going to be the winner at the end of this turmoil in the years to come.

## 客房為客人設計「經歷」

本刊編輯部

酒店設計中的客房設計，往往被認為是最容易的，甚至有很多酒店業內的朋友也這麼認為，相對大堂、餐廳、夜總會而言，他們覺得客房都是一個樣子，「就那麼幾件東西！」，實在不複雜。糟糕的是，在這種想法的影響中，有些酒店業主在客房設計中對設計師完全沒有更高的要求。客房，於是千篇一律、平俗而沒落。我走訪的絕大多數酒店、客房的形式、客房中傢俱的式樣，布藝、地毯的顏色，甚至衣櫃和小酒吧的位置和做法，都驚人的一致。

這種「雷同」和「模式化」扼殺著一個個酒店，特別大量中等星級酒店的生命。

實際上，客房是酒店客人的真正歸宿。世界上98%以上的酒店客房是客人駐留時間最長的地方(有些賭場酒店除外)，酒店也以銷售客房的收入為其主要的經濟收益來源。無論從客人的角度還是從酒店方的角度、客房都是最重要的地方。



有人為經濟型酒店的投資戰略總結了一個順口溜：「五星的床、四星的房，三星的堂，二星的牆」，我覺得很準確。所謂「五星的床」，是指這件與客人身體接觸時間最長的東西，其舒適度、美觀程度都應該是一流的，儘管酒店可能只是三星，或者是二星，床和床上用品都萬萬不可怠慢。其次，「四星的房」，還是說客房。客房的格局，空間、氛圍以及客房衛生間裡的設備設施等等的確也不能含糊。客房，關上門以後就如同客人自己的「家」。如果這個家索然無味，何談「賓至如歸」呢？

在各地的酒店建設項目中，客房的長方形模式很早就被建築設計部門固定在建築設計中了。簡單易行的、無風險也無創意的常見模式一次又一次被克隆。直到今天，依然繼續著。被建築設計鎖定的客房格局使客房空間缺少變化，也使室內設計的發揮受到局限，最終使投資人打造「特色酒店」的初衷在客房中難以體現。「先天不足」，由此開始。



我們發現，客人對自己入住的酒店會有一種「期待」，這種期待對於客房更表現得十分具體和敏感。經常有人在推開自己要住的客房門的一剎那，會產生短時間的興奮，這是「心理期待」的作用。如果進得房來，看見似曾相識平庸無奇的一堆東西，他們會立刻大失所望；而如果發現房間內很多顏色、形式、陳設品、傢俱都是未曾見過的，新奇的，而且很美，很高雅，他們會感到一種極大的滿足和愉悅。住酒店的人，無論度假還是公差，還是商務旅行，都渴望「經歷」。儘管這種渴望常常只是潛意識的。

「經歷」，通過室內環境和客房內每一個物品注入到客人的印象裡和體驗中：一個意想不到的簡潔而實用的電視櫃，一個奇特的玻璃球制的照明開關，一組精美鬆軟的大枕頭，一個嵌在床頭的、用樹脂成型的小鳥雕塑，一個坐在座便器上還可以看到臥室裡電視節目而且還能就近拿到遙控器的「隔而不閉」的衛生間，一把極富現代感的椅子，一個方便精巧的小書架……只要是客人沒有見過的，就會變成他的「經歷」。客人有了這種經歷，就會為酒店樹起口碑。

我以為，讓客人感到新奇的，比較遙遠的，富於異國情調的或是某種悠久文化歷史的創意，以及那些細微的，使用新材料、新工藝、新技術成果的設計，無論是空間方面、色彩方面，還是傢俱、陳設品、照明、五金製品等方面，只要想到了，並這麼去做了，客房就不會再是陳舊的、使客人失望的地方。客房的魅力和價值就會極大顯示出來。



## 飯店管理慣用五法？

本刊編輯部

如果你想做「老總」要熟悉以下慣用五法；如果你就是「老總」能否提出六法、七法、八法……當然，同行們最想知道你的「獨特」奏做法！

在一定條件下，飯店管理決定著經營的成效。飯店要想生財有道，就必須有一套科學的管理方法。管理的基本方法可以概括為以下幾種：

### ● 表單管理法

表單管理法，就是通過表單的設計製作和傳遞處理，來控制飯店業務經營活動的一種方法。表單管理法的關鍵是設計一套科學完善的表單體系。飯店的表單一般可分為三大類：第一類是上級部門向下級部門發佈的各種業務指令；第二類是各部門之間傳遞信息的業務表單；第三類是下級向上級部門呈遞的各種報表。表單管理必須遵循實用性、準確性、經濟性、時效性的原則，並在以下五個方面做出具體規定：一是表單的種類和數量，既要全面反映飯店的業務經營活動，又要簡單明瞭，易於填報分析、二是表單的性質，既屬於業務指令，又是工作報表、三是傳遞的程序，即向哪些部門傳遞，怎樣傳遞。四是時間要求，即規定什麼時候傳遞，傳遞所需的時間，五是表單資料的處理方法。



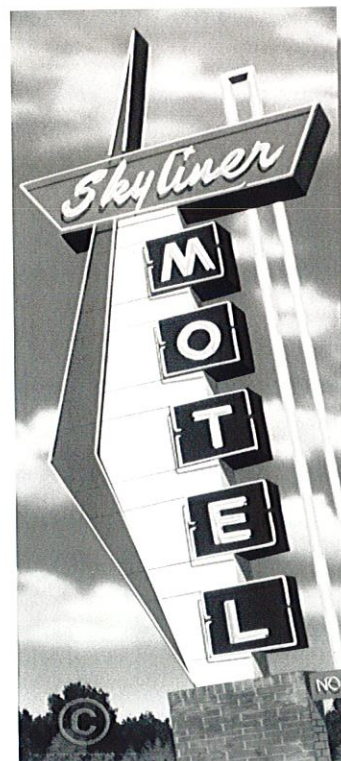
飯店的管理者，必須學會利用表單來控制飯店的業務活動，如通過檢查、閱讀各種工作報表來掌握並督促下屬的工作，通過閱讀、分析營業報表來瞭解並控制飯店的經營活動等，

### ● 定量管理法

定量管理法，就是通過對管理對象數量關係的研究，遵循其量的規定性，利用數量關係進行管理的方法。飯店的經營活動，要使盡可能少的投入，取得盡可能多的有效成果，不僅要有定性的要求而且必須要有定量分析，無論是質量標準，還是資金運用、物資管理以及人員組織，均應有數量標準。應該說，運用定量方法管理經營活動，一般具有準確可靠、經濟實用、能夠反映本質等優點。’

● 制度管理法

制度管理法，就是通過制度的制定和實施來控制飯店業務經營活動的方法。要使制度管理真正切實可行，要注意以下三個問題：一是制度的科學性，即飯店的制度必須符合飯店經營管理的客觀規律，必須根據飯店經營管理的需要和全體員工的共同利益來制定。同時要注意制度條文的明確、具體、易於操作。二是制度的嚴肅性，即維護制度的權威性和強制性。在制訂制度時，必須要有科學嚴謹的態度，訂什麼制度，訂到什麼程度，均應認真研究，仔細推敲。在執行制度時，要做到有制度必遵，違反制度必究，制度面前人人平等，不搞功過相抵，下不為例。在處理違章時，要有嚴格的程序，要以事實為依據，以制度為準繩，注意處罰的準確性。此外，還必須注意修訂制度的嚴肅性，既要在實踐過程中不斷完善制度，又要保持制度的連續性。三是制度管理的藝術性，俗話說，制度無情人有情，一方面我們要嚴格按制度辦事，另一方面要把執行制度和思想工作結合起來，注意批評和處罰的藝術，同時還要把執行制度和解決員工的實際問題結合起來



● 「走動管理」法

「走動管理」法也叫現場管理法，要求管理者深入現場，加強巡視檢查，調節飯店業務經營活動中各方面關係的方法。飯店業務經營的特點之一，就是提供服務和消費服務的同—性，要有效控制飯店的業務經營活動，提高服務質量，就必須深入服務第一線，以便瞭解情況，及時發現和處理各種疑難問題，糾正偏差，協調各方面關係。同時也可以及時和下屬溝通思想，聯絡感情，實施現場激勵，並發現人才。）

● 「感情管理」法

「感情管理」法，實際上就是對人的需要、動機和行為進行控制的方法。它是通過對員工的思想、情緒、愛好、慾望、需求、和社會關係的研究並加以引導，給予必要的滿足，以實現預期目標的方法。

# 市場趨勢及行銷： 旅館業主應注意的十件事

本刊編輯部

## 一、 政府最新法案

數起新法案正在行進中，如員工自組工會法案 EFCA 宣稱扭轉員工被剝奪的組織工會權益現象；可導致工會在雇主在毫不知情下一夜成立。ADA 殘障法規迫使業主面臨違規受罰，或是投入大筆建築修繕費用的兩難局面。前總統布希簽署的電子查核案，亦對員工的僱聘造成相當影響。

## 二、 消費市場情報

改善服務本質，增價場價值，在助企業通過市場重重考驗，賺取利潤。STR Global 及 PKF 等專職于旅館業的市場分析、報告有助於業者對市場的掌握。

## 三、 科技新產品

現今電子產品汰舊換新之速，常使消費者困惑。企業主在採購儀器設備時，應注意產品穩定性及保固服務，避免明日黃花的夕陽設計。

## 四、 危機管理演練

加強員工危機意識，使其熟悉緊急疏散路線及受難者急救技術。教育管理階層及時處理危機，減少人員傷亡、降低財物損失，並適時從容的面對媒體關注。

## 五、 供應品採買成本

伸長貨品採購計畫，針對其必要性及迫切性，並考慮還本時期，審視各供應商的服務品質，以便取得最少的成本支出。

## 六、 顧客滿意程度

成功的生意，來自舊雨新知的顧客支持。有效的訓練員工成為稱職的多方位客服員，將使老顧客稱心，新客人滿意。

## 七、 綠色產品

消費者的環保理念日漸增高，帶動業者使用低污染高回收再製產品。此舉不單降低成本更受消費者認同。

## 八、 減少人員流動

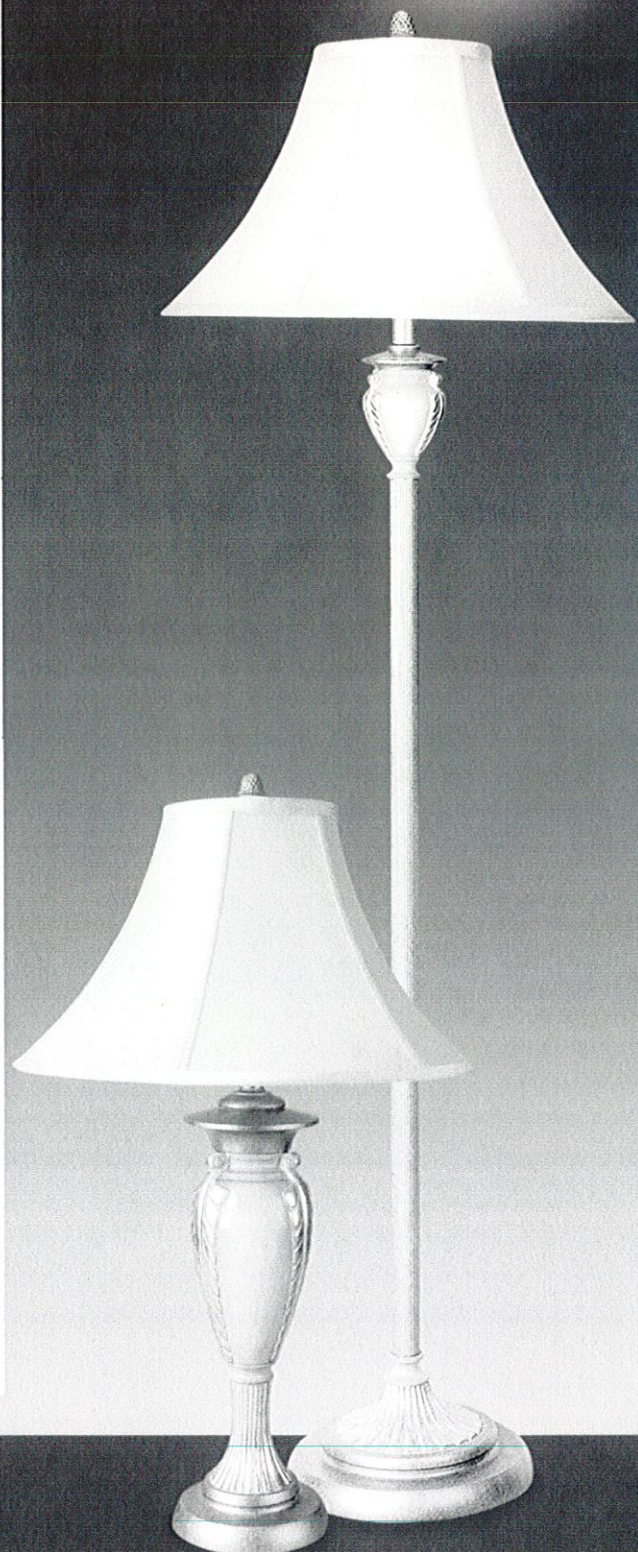
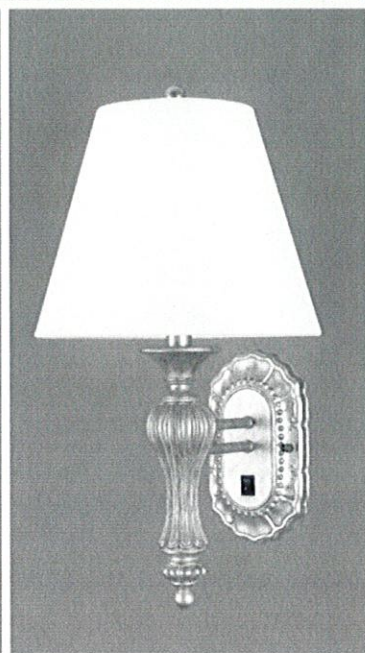
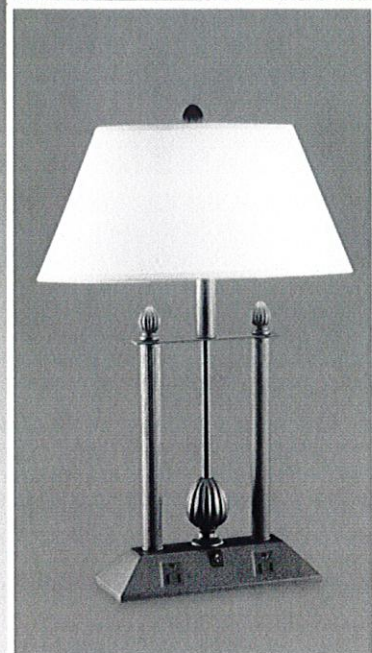
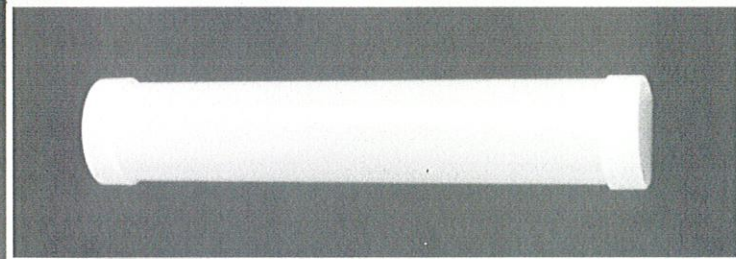
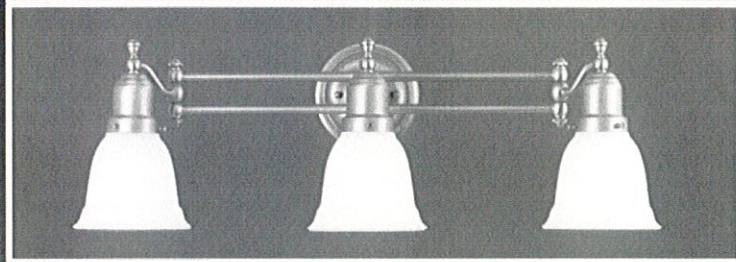
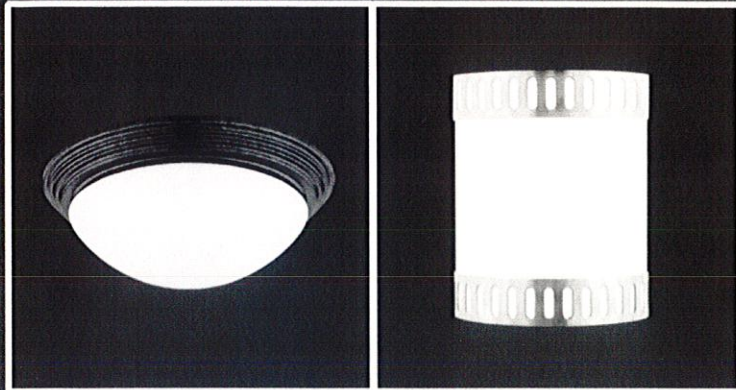
獎勵高績效從業員，增加他們的榮譽感及向心力。尊重不同族裔文化，打造和諧工作氛圍，使員工流動量降至最低，進而節省人事成本。

## 九、 時事脈動

關心時事，回饋社區。支持公益既可圓滿社會公益責任更能提高企業形象。若有專任職工對外發布新聞稿及部落格文章，將更接近並了解消費族群。

## 十、 增廣見聞

益者三友，多聞是其一。參知企業聚會、講演常可目睹企業領袖風采，耳聞其專業見解，裨益於開拓視野。



# CAL LIGHTING

3625 E. Philadelphia St. Ontario, CA. 91761  
Tel: (909) 947-5200 Fax: (909) 947-5673  
E-mail: [edward@calighting.com](mailto:edward@calighting.com)  
Website: [www.calighting.com](http://www.calighting.com)

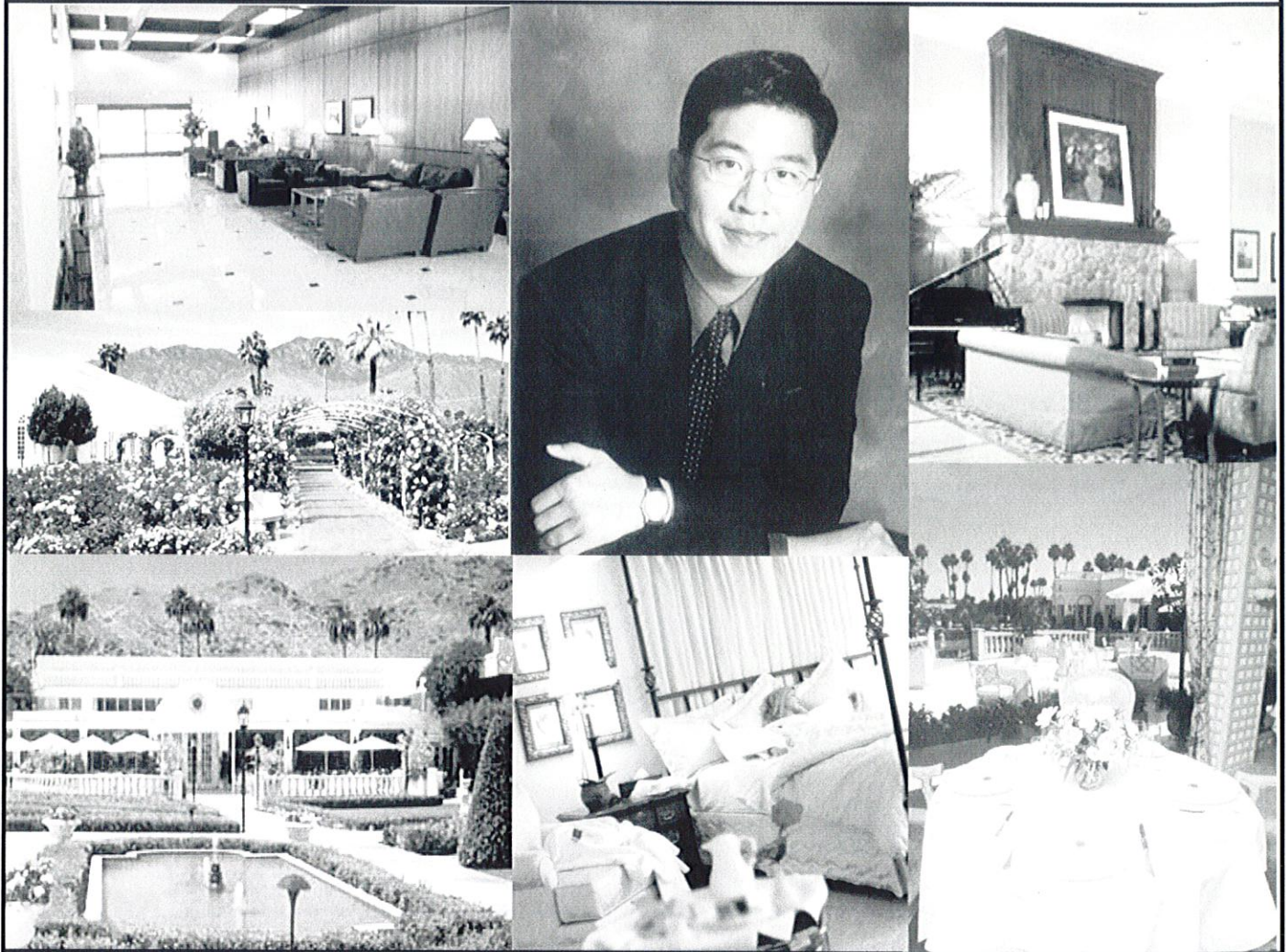
本公司專營商業, 旅館等燈飾進口, 歡迎指教

# ATLAS HOSPITALITY GROUP

*The Market Leader in California Hotel Sales*

## 加州專業旅館地產公司

領導加州市場交易 開拓旅館投資商機



多年來我們以專業的知識與誠摯的服務，成為加州旅館銷售同業之最。

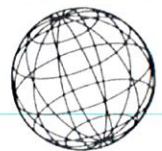
我們將秉持著一貫的作風，竭誠為加州華人業主服務。

詳情請洽華裔經理/南加州旅館業同業公會理事 Wilson Wang 汪蔚興

2500 Michelson Drive, Suite 110, Irvine, CA 92612

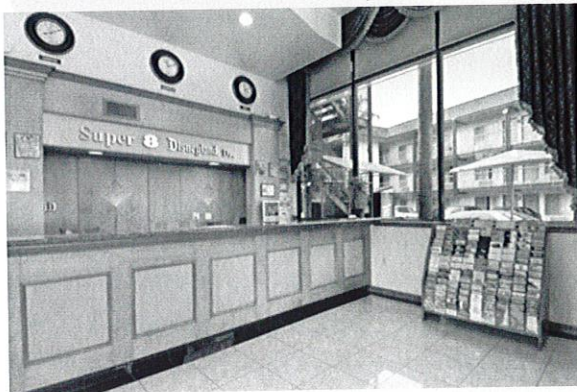
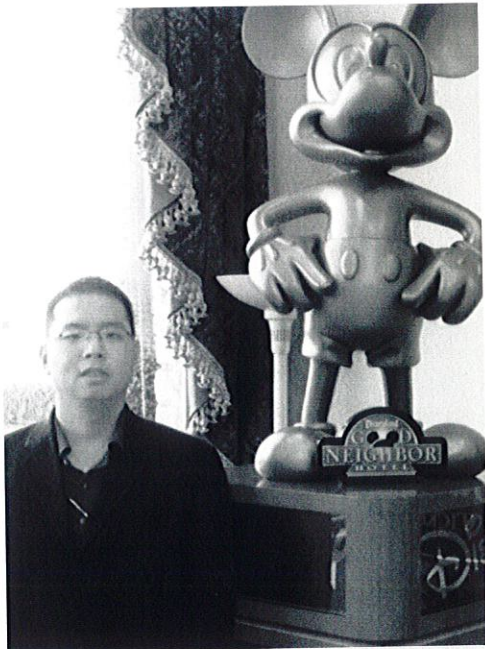
Telephone: (949) 622 - 3402 Fax: (949) 622 - 3410

Web: [www.atlashospitality.com](http://www.atlashospitality.com) Email: [wilson@atlashospitality.com](mailto:wilson@atlashospitality.com)



**Atlas**  
HOSPITALITY GROUP

# SUPER 8 - Anaheim



Super 8 Motel - Anaheim/Near Disneyland  
915 S. Disneyland Dr. Anaheim, CA, 92801  
Tel: 714-778-0350, Fax: 714-778-3878



A SINGLE SOURCE OF COMPLETE LODGING SERVICES

## 旅館投資管理專業

Creating Room of Opportunity **VIC INN-TERNATIONAL CO.** serving the California Lodging Industry Since 1976. We have built a tradition of creating solid opportunity for our clients and their capital resource.

### HOTEL BROKERAGE

買賣

\$10 + Million

Any Size Motel/Hotel

Can take special Assignment

### HOTEL FINANCE FIRST MORTGAGES

第一順位貸款

%5 + Million

Up to 65% LTV

Fixed/Floating

Economy - Luxury

Motel/Hotel Properties

### HOTEL MANAGEMENT

經營

Limited to Full Service

Motel/Hotel

Any Size Motel/Hotel

### 2nd MORTGAGES

第二順位貸款

Please call for detail

### HOTEL ASSET MANAGEMENT

資產管理

Limited to Full Service

Motel/Hotel

Any Size Motel/Hotel

### MEZZANINE CAPITAL

高額貸款

\$2 + Million

Up to 90% LTV

Fixed/Floating

Economy - Luxury

Motel/Hotel Properties



**VIC INN-TERNATIOAL CO.**  
Hospitality Investment group

金龍旅館實業公司

1455 Monterey Pass Rd., Suite 201  
Monterey Park, CA 91754

Tel: 323-268-8886

Fax: 323-268-6188

Visit [www.vicinn7.com](http://www.vicinn7.com)

or contact: Gerald Wang 汪俊宇 (President) 323-268-8886 [gwang@vicinn7.com](mailto:gwang@vicinn7.com)

二十二年經驗



# 保險

**商業** 進出口、批發商、海空運、商業大卡車倉儲、產品責任險、公寓、大小商場、辦公樓、零售業、餐館、電腦公司、醫療診所、購物中心、汽車維修廠、印務公司債券、旅行遊覽車、各種Bond及勞工保險

**汽車** 好學生、優良駕駛、房屋同保折扣、律師、醫生、牙醫、獸醫、藥劑師、會計師、教師、化學、數學、生物、電腦等專業人士、工程師享有15%特別折扣建築師、救火員、法官、警察、護士享有10%特別折扣承認外國外州記錄

**房屋** 火險、水災、地震、責任險、房屋保養保費低廉、即日出單

**人壽** 5、10、20、30年定期儲蓄險、意外險、教育基金、共同基金、退休年金

**勞工** 商業、工廠勞工險、代理十多家名牌、廉價

**醫療** 代理    HEALTHNET PacifiCare AIM  
個人、家庭、公司、團體保健計劃



茱莉陳 Julie Chen

Tel: 626-839-9387

1-800-965-5052

17800 CASTLETON ST., #628, CITY OF INDUSTRY, CA 91748



 **First General Bank**  
**大通銀行**

助您  
大展鴻圖  
財運亨通

 **First General Bank**  
**大通銀行**

*Arcadia Branch:*  
1127 South Baldwin Avenue  
Arcadia, CA 91007  
Tel: (626) 461-0288  
Fax: (626) 461-0299

*Corporate Office:*  
1744 South Nogales Street  
Rowland Heights, CA 91748  
Tel: (626) 820-1234  
Fax: (626) 820-1299

*San Gabriel Branch:*  
801 E. Valley Blvd., Unit 103  
San Gabriel, CA 91776  
Tel: (626) 288-9288  
Fax: (626) 280-1300

[www.fgbusa.com](http://www.fgbusa.com)





紐約人壽及其附屬機構為您提供  
各種保險及財務產品

紐約人壽 傳家之保

- 人壽保險
- 長期護理保險
- 各類年金  
(Annuities)
- 浮動靈活壽險\*  
(Variable Universal Life\*)
- 共同基金\*  
(Mutual Funds\*)
- 退休基金儲存
- 房屋貸款保障
- 子女教育基金儲存
- 企業經營需要
- 遺產規劃

\*offered through NYLIFE Securitities LLC. (Member NASD/SIPC)  
SMRU#00343814 PA

## Tiffany Luo

保險顧問  
Agent

CA INS LIC #OE71711

New York Life Insurance Company

紐約人壽保險公司

901 Corporate Center Dr., #101

Monterey Park, CA 91754

818-625-2630

註冊業務代表

Registered Representative for

紐約人壽證券公司

NYLIFE Securitites LLC.

(Member NASD/SIPC)

The offering documents (policies, contracts, etc) for all products from New York Life Insurance Company and its subsidiaries are available only in English. In the event of any dispute, the provisions in the English language of the policies and contracts will prevail.

對於保單、合約等相關文件，紐約人壽及其子公司僅提供英文版本，如有任何爭議，一律以英文保單和合約中的條款為準。



# 紐約人壽

紐約人壽名列美國『財富』企業百強(Fortune 100)之列，是全美最大的互惠保險與財務公司。該公司目前正在招聘業務經理和業務代表。公司向合格者提供全面持續的培訓，優厚的薪資福利和強有力的支持，求職者需具有合法的工作身份。

### General Office

3201 Temple Ave. #200  
Pomona, CA 91768

### Sales Office

901 Corp. Center Dr. #101  
Monterey Park, CA 91754

分公司經理：

馮聖明 Sherman Fong

626-215-4584



擁有完備生產、運輸、安裝、服務一條龍系統

# 打造精華尊貴不貴

本公司專精高檔酒店材料  
配有精銳管理和施工隊伍

CA License: 909544



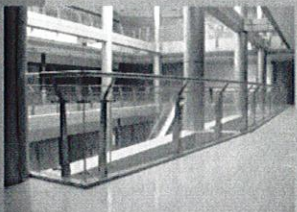
會議室



台階



浴室



長廊



配餐區



壁爐

**Hotel Department of HomeGo Group**

**WMG CONTRACTOR WAREHOUSE**

616 S Marengo Ave Alhambra CA 91803

Tel: 626-636-5766 Fax: 626-737-8567

# 提供高科技硬體與軟體，完善的服務是您最佳選擇

## MAGICTEK 股份有限公司

自 1989 年以來提供最俱  
競爭力的價格與優質的服務

### 客製化的飯店管理軟體

專為飯店設計客製化管理軟體，配合您  
獨特的市場環境，以獲得最大的成功

高性能主儲存器 (HPMS) 根據您特定的需求，不但容易使用，並能  
快速精準的將資料傳送至您的飯店系統，  
或單一的數據庫。

安裝簡易，遠端存取，微軟 (Windows) 的友善  
介面，讓您輕鬆操作

低維修費，成本效益高，您可隨時查看  
每日、每週、每月的營業額圖表

### 客製化的網頁設計

為您吸引更多的顧客並提高住房率！

MAGICTEK 提供網頁設計、網站登錄、  
飯店網站 SEO、網站維護及線上訂房系統

### 您的顧客會抱怨您的網路連結過慢嗎？

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



Central Station



PDA



Portable

PC 用數位遠端監控系統



E-Mail

列印

警報

### 數位遠端監控系統

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

#### MAGICTEK 的滿意顧客群

Ramada Plaza Hotel,  
(華美達大酒店)  
Anaheim, CA

Line-X,  
Anaheim CA

EC Motel,  
Los Angeles, CA

Hometown Inn,  
(福華飯店)  
Buena Park, CA

Quality Inn  
(東聖谷高級套房旅館)  
Barstow, CA

El Cortez Hotel,  
Santa Ana, CA

Holiday Inn Express  
(快捷假日酒店)  
Anaheim, CA

Hunter Food  
(宏達食品公司)  
Anaheim, CA

Huffman Engineering,  
Fullerton, CA

Game Quest, Buena  
Park, CA

Dermacia,  
Newport Beach, CA

Amini Innovation Corp.  
(艾克股份有限公司)  
Pico Rivera, CA

### MAGICTEK 股份有限公司

570 S. State College Blvd Fullerton, Ca 92831

電話：(714) 738-8258 傳真：(714) 738-8358

Website: [www.magictek.com](http://www.magictek.com)

欲了解更多訊息，請聯繫技術支持 William Chang

E-Mail: [william@magictek.com](mailto:william@magictek.com)

手機：(714)321-8899

營業時間：週一至週五：8:30 ~ 18:00 | 週六：10:00 ~ 15:00

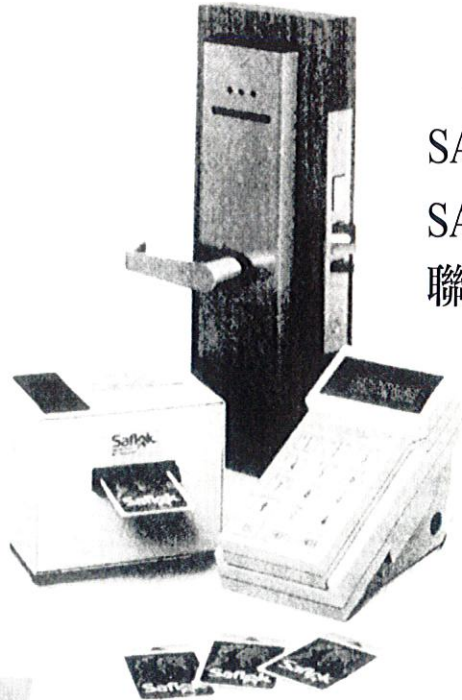
# 華美電子鎖公司

**Royal Electronic Lock & Supply, Inc**

1538 E. Lincoln Ave. Anaheim, CA 92805

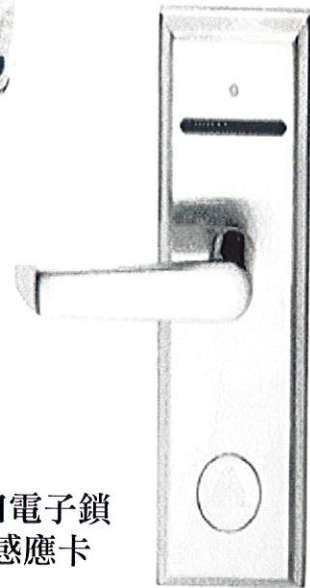
電腦鎖安裝  
新鎖批發  
旅館客房專用保險櫃

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



9" H x 17-3/4" W x 15-3/4" D  
按鍵及刷卡兩用

優惠價 \$75+稅

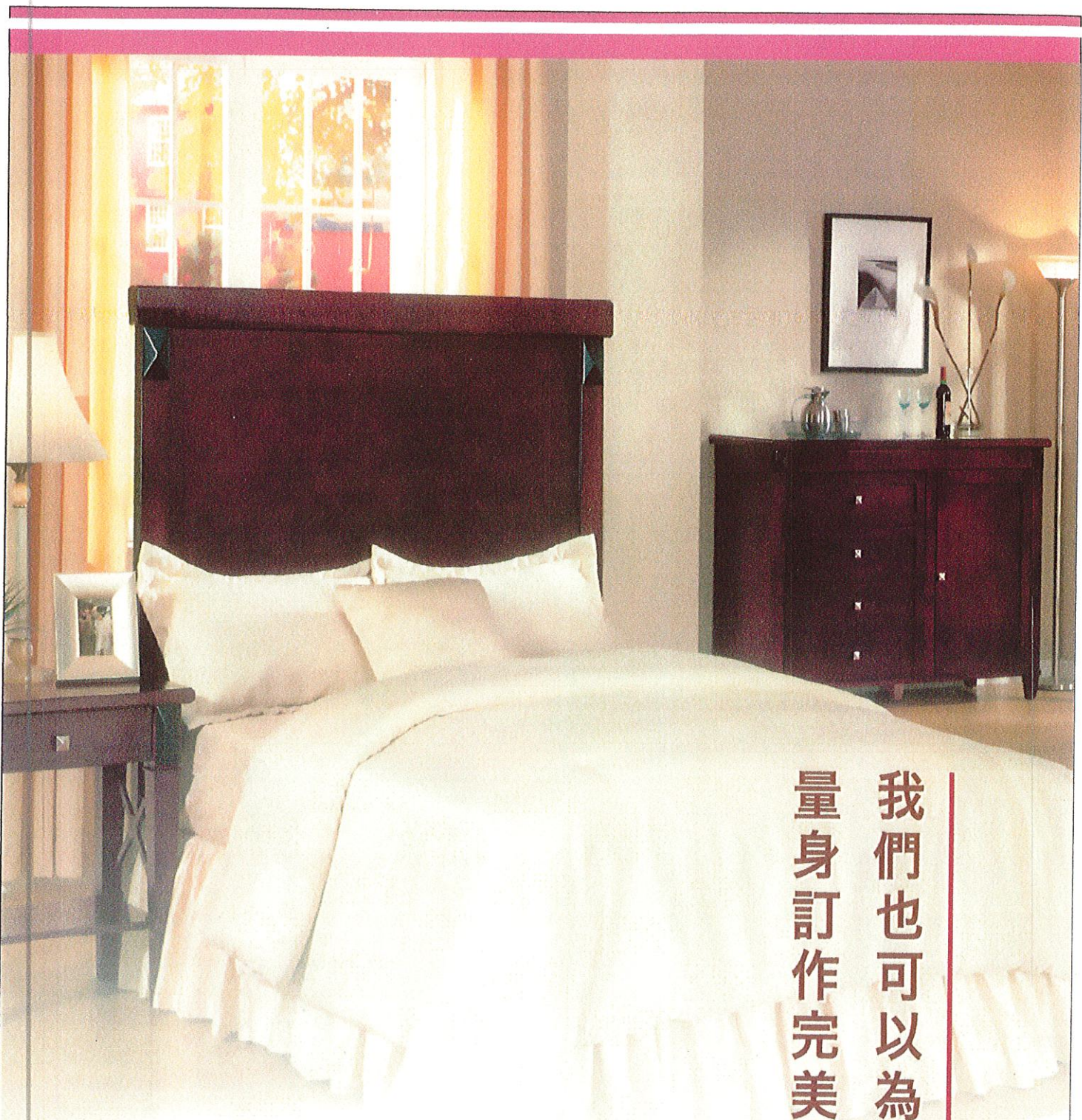


進口電子鎖  
GII感應卡

會員價 \$99+稅  
連安裝

提供安裝、維修、售後服務及鎖、零件供應！

1-714-883-8000 華美電子鎖 鄭春暉



我們也可以為您的飯店  
量身訂作完美的傢俱！



# Acme FURNITURE

*The Best Source of Fine Home Furnishings*

18895 E. Arenth Avenue, City of Industry, CA 91748

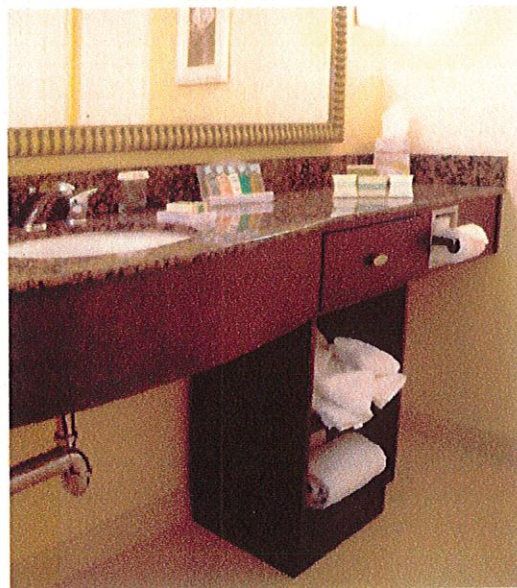
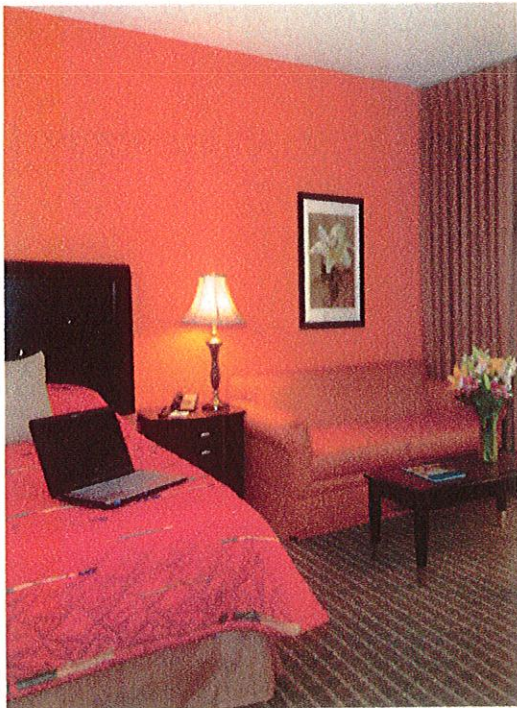
Tel: (626) 964-3456 (800) 392-8168 (contact Frank)

Fax: (626) 964-3940 (626) 964-3946

[www.AcmeFurnitures.com](http://www.AcmeFurnitures.com)      [www.AcmeCorp.com](http://www.AcmeCorp.com)



## 美國肯特酒店家具專業製造廠



868 SERIES

- ★ C F KENT公司是美國希爾頓集團(HILTON)，萬豪(MARRIOTT)等五星級酒店的合約供應商，過去五年已完成希爾頓300多家，萬豪200多家的家具工程。
- ★ 我們也完成了HOLIDAY INN EXPRESS, RAMADA以及BEST WESTERN等130多家集團酒店的家具工程。
- ★ 我們是南加州台灣旅館同業公會的特約供應廠。
- ★ 我們接受室內設計師任何指定規格要求產品。
- ★ 歡迎來CITY OF COMMERCE工廠的SHOW ROOM參觀洽談。