



南加州台灣旅館業同業公會

# 年會特刊

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**JUNE  
2010**

**35th ANNUAL CONVENTION**

Issue Number **134**



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	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-三十六屆	鄧永征 / Nicolas Teng.....	范約瑟..... 邱垂煌、許清松....35th...2009	
		..... 林宣昭、盧景林	
		..... 汪俊宇	

## A message from President

35

會長 鄧永征 **Nicolas Teng** President of THMASC

Dear Thmasc friends, members, board directors and chairman,

One year of my THMASC presidency is almost over; it has been an eventful year and quite a learning experience. I am very grateful for the opportunity to serve our association, and I want to recognize the support from our board and especially our precedent presidents without it our association would not be as strong as we are today.

First, I want to recap many of the events from the last three month; we have our 2nd hotel seminar in the March 17, sponsor by Tecola. On April 21st we have our successful Golf Tournament in Black Gold Yorba Linda. On May 4th, some of our board directors participated in Choice convention in Las Vegas. And on May 19th at our annual board election, we are sad to see two of our board of directors graduated and excited to have three new directors join the board.

Overall, three main goals were pursued according to our mandate. First, we want continue our support our Taiwanese elected government. Second, we want to educate our members in the hospitality industry, and third, we want to growth our Taiwanese compatriot to own and expand in this industry.

For the first goal, this year I have been very fortunate to partake in some of best events of our association with Taiwanese government. For instance, we have welcomed many of Taiwanese governmental delegate visits in LA; notably twice Mr. president's Ma visits, also ambassador Yen's Century City speech, and lastly to our to receiving of our Taiwanese Compatriot Chairman Wu and vice chairman Shie 's visit to our association.

At each of this occasion about 10 of our lucky board members take part in welcoming dinner party with President Ma and Lady Ma, and we all individually have picture taken with the president. Also when ambassador Yen came to LA to lecture in Century city, we were called to attend his presentation on the subject of Taiwan's policies and governmental plan on the world political scenes. We were also fortunate to be included in the visit of Chairman and Vice Chairman of the Compatriot office of Taiwan. Each time the closed ties and the friendship between our association and Compatriot office are clear. We are privileged in this association to have the honor of having more than 8 representatives in of the Compatriot bureau in Southern California. Our founding president Mr. Wang, Mr. Chris Chiu, Tom Liaw, Tom Wu, Yen Shiu-yang, Robert Lu, Stephen Hsu. We are enormously proud and thankful of our presidents in presenting our association.



The second goal of our association is focused on education and our knowledge up to date information in this industry. Thanks to the efforts of our board directors and their efforts to get the best speakers and industry leaders, we were able to put out two up-to-date seminars in the issues related to the recent economy environment, latest industry trends and ways to acquire properties and operate hotels/motels. Also through annual golf tournament, new year party and visit to members properties, we think we have also fulfilled part of our duties to promote the exchange of friendship among members and establish continuation of 36 years of community and industry services.

The third goal has been more difficult to gauge the impacts and I think we have a lot more to persevere in order to have better results. There are few obvious reasons why the Taiwanese hotels ownership is slowing and maybe decreasing. One reason is after 30 years, the first generation of Taiwanese hotels owners are ready to retire. Due to the fact that most of first generation group are of more mom and pop motels, and the 2nd generation usually are steered away from this type of motel because of hard work and seemingly better choices of professional career. We are losing more properties to other ethnic groups.

With the recessionary cycle, a new opportunity had come with better valuation and better entry points; we at the association will continue to work for our goals and in ready for the challenge of tomorrow.

Wish everyone a prosperity and good health.

Nicolas Teng

CONTENT

- |    |            |    |  |
|----|------------|----|--|
| 3  | 歷任會長芳名錄    | 44 | 美國喜達屋集團  |
| 4  | 會長的話       | 47 | 萬豪國際酒店集團公司   |
| 7  | 第三十五屆理事名單  | 49 | 現代酒店的需求管理方法  |
| 8  | 總統及長官賀詞    | 56 | 如何培育酒店文化   |
| 14 | 三十五屆第二次座談會 | 58 | 兩家旅館的電費和電話費一年能省  |
| 16 | 年度回顧       | 60 | 不花錢的激勵法  |
| 20 | 會員動態       | 61 | Do Warm Cookies, USA Today and Lobby Coffee Really Make a Difference   |
| 34 | 簡介旅館投資市場近況 | 64 | General Manager Job Description  |
| 41 | 洲際酒店集團     | 66 | Healthcare Reform 10 Changes for Employers                             |
|    |            | 68 | Take Steps to Reduce Liability   |
|    |            | 70 | Using Social Media Networks to Screen Applicants and Monitor Employees |

第134期 2010年6月出刊

## Our Team

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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  
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<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>
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南加州臺灣旅館業同業公會  
第三十五屆年會紀念

顯績揚聲  
邦國流譽

馬英九




中華民國九十九年四月

英九

用箋

南加州台灣旅館業同業公會第三十五屆年會誌慶

# 駿業崇隆

中華民國  
外交部部長 楊進添  敬題

利僑富國  
睦誼揚聲

南加州台灣旅館業同業公會  
第35屆年會紀念

僑務委員會  
委員長 吳英毅



敬題

南加州台灣旅館業同業公會  
第三十五屆年會誌慶

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開 創 新 猷

交通部  
觀光局  
局長

賴瑟珍



敬賀



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*Tel: (213) 383-1215 • Fax: (213) 383-3245*

南加州台灣旅館業同業公會

卅五週年慶誌念

卅五吉慶駿業鴻發  
近悅遠來興旺南加

駐洛杉磯台北經濟文化辦事處

處長

龔中誠

敬賀

中華民國九十九年六月六日

姐妹會—南加州台灣旅館業同業公會  
第三十五屆年會誌慶

# 僑界翹楚

美南台灣旅館商業同業公會  
會長 陳清亮暨全體理事 敬賀

姐妹會—南加州台灣旅館業同業公會  
第三十五屆年會誌慶

# 駿業日新 共振旅譽

高雄市旅館商業同業公會  
理事長 劉坤福暨全體理監事



敬賀

姐妹會—南加州台灣旅館業同業公會創業三十五週年

# 和諧團結 造福同業

臺北市旅館商業同業公會

理事長 徐銀樹



敬賀

# 會務活動

## 南加州台灣旅館業同業公會三十五屆第二次座談會報導

Location of Meeting: Culture Center of TECOLA in El Monte  
9443 Telstar Avenue, El Monte, CA 91731  
Meeting Facilitator: Michael C. Wang, Vice President  
John Wang



經文處 龔處長與參與座談會幹部合影

- 主題:
- 01) 如何創造最大多元化銷售與機會
  - 02) 在今日市場上酒店性能評估待定
  - 03) 旅館貸款: 如何指導更改酒店貸款
  - 04) Short Sales 和查封的說明以及債權交易抵押品贖回權概論



經文處 龔處長與會長暨許前理事長合影

洛杉磯僑務中心副主任邱昌生與座談會幹部合影



# 會務活動



許清松前理事長致詞



范約瑟理事長回答學員問題



洛杉磯僑務中心副主任邱昌生致詞



洛杉磯僑務中心主任簡許邦參與記者會



王政煥副會長主講



# 會務活動

## 年度回顧

歡迎僑務委員會 許副委員長 振榮蒞臨本會



歡迎僑務委員會 薛副委員長 盛華來訪



歡迎洛杉磯經濟文化辦事處 劉副處長 克裕蒞臨本會

# 會務活動

## 年度回顧

### 南加州台灣旅館業同業公會三十五屆第一次座談會



### Young Adult Group



### 青商部活動

# 會務活動

## 年度回顧

### 福虎生豐



南加州台灣旅館業同業公會2010新春晚會

### 參加洛僑經文處

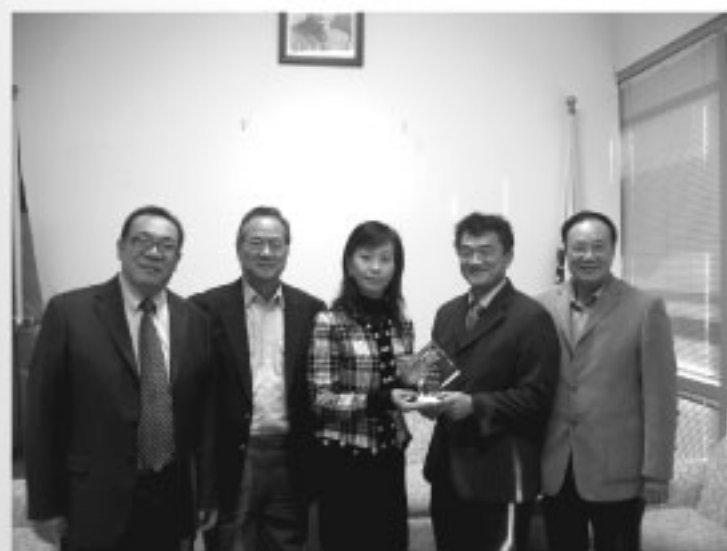
#### 2010新春團拜



### 歡送洛杉磯僑二中心 陳淑靜主任回台履新



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



# 會務活動

## 年度回顧

台灣旅館公會打高球慶35週年

日期：二〇一〇年四月二十八日(星期三)

時間：Check in: 11:30AM

Tee-off: 1:00PM (Shut-Gun Start)

地點：Black Gold Golf Course

One Black Gold Drive (17681 Lakeview Avenue)

Yorba Linda, CA 92886 Tel: 714-961-0060



2010 會員大會



參加僑委會網路研習班

## WHY EXTENDED STAY

Herman Lin

Since the advent of Residence Inn by Marriott in the 1980s, the variety of extended stay properties has expanded to include options for every different market segment from economy to upscale.

When developing a new project, the first decision needs to be what type of property will be built, i.e. limited service, full service, mid or upscale, transient or extended stay. Obviously location and market mix will play a part in this decision however I have come to realize that with the right location the best choice is upscale extended stay.

More and more companies are looking to house employees for extended periods of time. The features of a traditional hotel room are not conducive to more than a few nights, especially if there is no restaurant. Obviously, the benefit of providing a free breakfast goes without saying. The light dinner and beverages at an evening reception provide a welcoming atmosphere where guests and management can interact with each other and forge new friendships. Should any guest not wish to partake of these dining options, having access to a full kitchen in the comfort of your own room gives each guest the flexibility to prepare his own meals. This is particularly attractive to the ever expanding contingent of Asian travelers, or just someone who wants to be "home" after a long day at the office watching one of the latest DVDs they checked out from your library. And providing the store for them to purchase frozen meals and snacks is a great opportunity to generate additional revenue. Throw in free high speed internet and all of these amenities, while costing little, allows the upscale extended stay properties to command a higher rate than a limited service property might.

### STAYBRIDGE SUITES, LAKE FOREST



Speaking of costs, let's look at labor. The average length of stay is 6 nights in an extended stay hotel. Guests staying for extended amounts of time do not require or expect daily full service cleaning of their room. Housekeeping labor costs are about 25% - 30% lower than those of a traditional full service property. There can also be a significant savings in Front Desk labor as well. Arrival and departure patterns are not the same for an extended stay property. Where a full service property would normally have additional people scheduled to accommodate heavy check-in/check-out activity on a daily basis, with extended stay you are able to easily take care of the lesser quantities each day with only one person per shift working the front desk. Labor savings alone help to keep the net operating income percentage of an upscale extended stay property in the 47% - 50% range versus 32% - 37% for a traditional full service hotel.

So if you want to provide a better value proposition for the guests, get them to pay a little more, all while keeping your costs down, I say the way to go is upscale extended stay.

  
**RAMADA**  
PLAZA  
Anaheim Hotel

Stacey Imoto



**Ramada Plaza Anaheim Hotel**  
515 W. Katella Ave.  
Anaheim CA, 92802  
Phone: 714) 991 – 6868

The Ramada name has been a part of the American hotel industry for more than 50 years. With an abundant number of locations across the globe, guest can be assured a quality experience no matter where they are staying. In 2002 the Ramada Plaza Anaheim Hotel opened its doors, inviting guests to experience the signature service and quality associated with the Ramada brand name.

Each of our 105 non-smoking rooms is very spacious and comfortable. We also offer connecting rooms by request. Should there be a need to book more than 10 rooms at a time; potential guests may contact our sales department for group rates. One may choose from a Standard Single King Room, Double Queen Room, or our Family Deluxe Room that includes two queens and a pull-out sofa bed. All of the rooms include the following amenities to make sure our patrons have a comfortable stay: 25" remote satellite TV, large writing desk, iron and ironing board, data ports, voicemail, clock radio, refrigerator, microwave, coffee maker, hair dryer and security boxes. Located within walking distance from Disneyland, our hotel can book guests in one of our rooms with a park view. These rooms tend to sell out quickly so be sure to request in advance!

Outside of the comfort of the guest rooms, we also offer other services such as a coin-operated laundry room, valet dry cleaning service, and an on-site Indian Cuisine restaurant that provides room services for breakfast, lunch, and dinner. Our front desk is a licensed vendor of boarding passes for the Anaheim Resort Transit Shuttle, and Disneyland Park Hopper



passes, providing our guests with the convenience of purchasing tickets quickly, without having to wait in long

lines. In addition to these services, we offer complimentary hotel parking, fiber optical wireless internet, exercise room, heated pool and Jacuzzi, and dry sauna. Furthermore, as of March 1, 2010,





we began serving a complimentary all-you-can-eat Full American Breakfast Buffet for our occupants to celebrate our anniversary.

Aside our guest rooms, we also features over 3,900 square feet of space provided exclusively for meetings and banquets. We provide an array of choices for various gatherings including the elegant California Ballroom - for large receptions to our Executive Boardroom for small business meetings. When reserving your event, our Sales Department can help arrange caterings services, providing you with a variety of menu items ranging from Continental to more exotic fares.

Our on-site restaurant, Gandhi Palace, serves Indian cuisine for lunch and dinner, in addition to the complimentary all-you-can-eat Full American breakfast in the morning. With over 22 years of fine dining experience, this family owned restaurant takes great pride in quality products and services. In that time, Gandhi Palace has been recognized for culinary achievement from several different Southern California reviewers. Whether it is the piping hot Tandoori chicken, the super cool Mango Lassi, or the unique 'For Two' selections, diners will find quality in all the little things

that they do. Should you choose to dine-in at our fabulous Gandhi Palace restaurant, walk to one of the nearby Anaheim Garden Walk restaurants, or head a little further to Downtown Disney eateries, guests staying at the Ramada Plaza Anaheim Hotel will enjoy a wide selection of dining possibilities.

The Ramada Staff with be delighted to help create an unforgettable experience with Southern California destinations.

Booking at our location puts visitors close to many popular points of interest. Whether it is locating shopping centers, researching Orange County attractions, helping to guide the way to California's golden beaches, or booking a dinner reservations, our staff is here to exceed all guest expectations.

- Anaheim Garden Walk - 0.1 mi
- Anaheim Convention Center - 0.3 mi
- Disneyland® Resort Tickets
- Angel Stadium / Honda Center - 2 mi
- Crystal Cathedral - 2mi
- Amtrak Station - 2 mi
- Closest Shopping Mall - 3 mi
- Chapman University - 4 mi
- Knott's Berry Farm - 6 mi
- Universal Studios / Hollywood - 38 mi
- Medieval Times Dinner Show - 6 mi
- Local Cruises - 17 mi
- Variety of Beaches - 15-24 mi
- Queen Mary - 29 mi
- L.A. Convention Center - 29 mi
- Beverly Hills -38 mi



## 會員動態

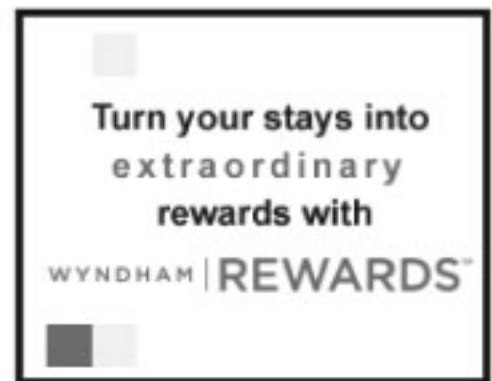


Our Ramada employees are skillfully trained, dedicated to providing excellent customer service, and creatively maintaining a friendly atmosphere. Though proud to uphold and exceed Ramada standards, our franchise location has been humbled on multiple occasions to accept the prestigious President's Award and Pinnacle Award. Both honors, awarded by Ramada Worldwide Staff, recognize an elite representative class among the Ramada family. Franchises may not be awarded this acclaim without first meeting strict performance

evaluation criteria testing the consistency and quality of Ramada product, service, and standard. These modest achievements notwithstanding, our satisfaction and comfort derive from that of our guests. In this undertaking, we are continuously striving for cultivation and perfection of true Southern California hospitality.

Our loyal guests are also provided with the opportunity to be rewarded if they become a part of Wyndham Rewards Program. As the world's largest hotel rewards program, Wyndham Rewards turns your hotel stays into valuable points, airline miles, or rail points that can be used towards future travel and further rewards from other member. Non-traveling members that participate in the Wyndham Rewards Program include Best Buy, JC Penney, Red Lobster and Olive Garden, just to name a few.

Whether the visit is for business or pleasure, please do not hesitate to contact us. Our hotel is proud to serve Anaheim's tourism efforts and we look forward to serving visitors and locals of Southern California. We look forward to your next visit, and hope that we can become your home away from home.



515 West Katella Anaheim, California 92802 • Phone 714) 991 - 6868 • Fax 714) 991 - 6565

## Successful Motel Turnaround: Case Study of Presidio Motel in Santa Barbara, CA

Nicoles Teng

Motel Name: Presidio Motel ( website: [www.thepresidiomotel.com](http://www.thepresidiomotel.com))

Room: 17 individually painted rooms ( created by UCSB art students)

Before: Non descript motel that is managed by owner, then owner relative, then owner daughter, then leased out to the now successful young couple ( in their 20's) who are into art, travel, hip life- style. 65% Occupancy, \$75ADR.

Present: Artsy, trendy, modern decor motel, that have been dubbed " Presidio is to lodging what H&M is to shopping: a cheap, trendy alternative. ", it is now probably occupancy of +95%, \$95 ADR. Free publicity articles published around Southern California and national magazines and generate more than 50 free advertising and highly praised reviews. On Tripadvisor.com started at around ranking # 45 to now # 6 ranking in Santa Barbara hotel listing.

How they do it: The new operator use their contact from their student day of art school to get art students to create art in their room ( for free, the student can use their room as their art gallery), they use their love of travel to learn from other boutique hotel to create their hip and trendy exterior decor. And due to their proximity to the downtown Santa Barbara, added many amenities that benefited guests for their stays in Santa Barbara, like free bicycle for the guest to use, suggested art gallery party to participate... etc. Their new website is artistic and creative where blog communicate events and party happening and pop art discussed. The couple promote also many major events in their little parking lot around the year( like artist rummage market). Their blog section is very informative and personal given their website content that website visitor will stay in a longer time to peruse thus ranking their site much higher in google search.



Cost: Estimated total renovated cost \$80,000, since it is a leased property, they did not want to spend the money to redo the bathroom, but the whole motel has great curb appeal and make you want to stay there.

Qualification of the operator: Good sense of art, observation, imitation. Find and match artistic website designer that enhances the communication of the product. Hand-on management that pays attention to details on internet ( they have facebook, twitter, social marketing site) and through words of mouth and free advertising make their business a sought after destination.

Conclusion: With little planning and advice and hard work, a motel that is doing OK can become from a not so good business to a great business.

## Management Companies

盧景林

In today's economic environment management companies cannot elude two very common words: distressed properties or distressed assets. There are many management companies out there looking to stay afloat or take on distressed properties to make a quick sale. Let's face it; we don't have to look too far down the line to see there are many struggling hotels. Distinguishing between management companies that can leverage their expertise and execute efficiently versus the ones that cannot is a daunting task.

When it comes to rescuing a distressed property management companies need to bring skill sets that utilize effective strategies. Every distressed property is different therefore the emphasis is tailoring a plan specifically fit for that property. Obviously there are so many approaches to an effective turnaround but the key focuses should be on revenue management, cost containment, and making sure the hotel has the right personnel.

One strategy a management company can employ is revenue management focusing on revenue generation, market share and growth, and the usual sales and marketing efforts. The strength of a management company will be its ability to tailor the distressed property to its market.

There are also factors outside an operator's control such as economic downturn or demand that force management companies to focus on cost containment. Whether or not a distressed property's revenue potential is fully realized is always up for debate but cost containment is something an operator can control.

With today's economic environment capital improvements and expenditures are hard to swallow which makes it even more important that service be a key factor to ensure hotels are retaining market share. A management company's key influence will be making sure the hotel has the right people working there. In the past it was always about location, location, location. While this classic saying is still true, service is paramount in making sure guests keep coming back.



# 8 Sure-Fire Ways To Increase The Value of Your Hospitality Asset

by Larry Broughton, Founder & CEO, Broughton Hospitality



It was more than thirty years ago that my high school wrestling coach growled at me, "Pain Builds Character!" God bless him, this was meant to be an inspiring command during those difficult days leading up to a wrestling tournament, as I was suffering through several muscle cramps and on the verge of passing out due to missed meals, weight loss, dehydration, and marathon practices.

A few years later, at two-o'clock in the morning, I found myself face down in a cold and muddy hand-to-hand combat training pit, in a mock-P.O.W. camp in the rural hills of North Carolina. I was going through Special Forces training to become one of the U.S. Army's elite Green Berets. Sleep deprivation and very little food was commonplace during this first phase of the program. My fellow trainees and I were being pushed well beyond our physical and mental limits. We'd blown so far past those limits, in fact, that many of us were vomiting over the side of the hand-to-hand pit (because it was forbidden to do so inside the pit). Over our croaking, and moans of pain, I can still hear our combatives instructor yelling, "Pain is weakness leaving your body!"

If my wrestling coach and Special Forces instructors were correct, given the pain that hotel owners and operators have gone through in recent years, we're ALL going to be freaking super heroes by the time our industry is back on track!

We can all agree that the primary goal of every hotel/motel owner is to increase the value of our hospitality assets—even during the most difficult of economic times. To do this, of course, we need to grow profits. It's no secret that there are two ways to do this: increasing revenue and reducing expenses. The challenge, however, for many hotel owners, is knowing exactly how to do that.

You may ask, "Why is this so important?" And you may say, "I've purchased my property already. I can't change the location of the hotel. The value of my hotel is at the whims of the market conditions." If this is your thinking, then please read on. Hotels are unlike any other business or real estate asset. Approximately two-thirds of the asset value is derived from the business that operates within the walls of the hotel. The biggest mistake hotel/motel owners make is treating the asset like a passive business.

No matter the financial condition of your hotel, or the relative strength of the lodging market, there are always ways to increase the value of your hospitality asset. The following 8 recommendations will absolutely increase hotel values in the good times, bad times, and the times in between.

1. Hire for Motivation, Integrity and Capacity. The most valuable resource we should be investing in is that of our managers and team members. Our teams, more than any other single factor, have the most significant effect in the value of our hotel assets—because they are the ones actually operating the business (remember my earlier comment that two-thirds of the value of your hotel comes from the business operating within the walls?). One of the biggest mistakes we make when hiring job candidates is to hire solely on the experience they possess. Dee Hock, the founder and former CEO of VISA International (the leading player in the credit card industry) taught me several years ago to place less emphasis on experience, and more emphasis on integrity and motivation. Hire and promote first on the basis of integrity, then motivation, and then capacity. Motivation without integrity is dangerous

and is bound to fail. Without motivation to get things done and to learn, the capacity or ability for people to grow as the business grows is useless. Experience is easy to provide and quickly put to good use by people with the other qualities. Investing in proper hiring, training, and team member development will yield tremendous savings by having productive teams, minimal turnover, and loyal and dedicated individuals.

2. Embrace the new Internet based (Cloud) computing technology. Similar to the shift from mainframe to client-server technology in the early 1980s, cloud computing allows users to abandon the need of, expertise in, and control over the technology infrastructure "in the cloud" that supports them. Cloud computing describes a new delivery model for IT services based on the Internet, and typically involves the provision of scalable, and often virtual resources as a service over the Internet. Some great examples include Google Apps (a replacement for Microsoft Office and the need for a server), M3 Hotel Accounting, Salesforce.com, and HotelSalesPro.com. There are even cost-effective cloud-based hotel property management systems available today. Upfront capital costs, on-going operational costs, and upgrade costs (software and hardware) are significantly reduced; and the risk of data loss is eliminated. In the long run, the savings from moving all applications to cloud-based solutions will be significant, and you may find you no longer need an MIS department/vendor or any on-going hardware capital upgrades.

3. Reconsider insurance pricing and options. Consider moving your workers comp coverage into an insurance captive, and shop for a new insurance broker who has YOUR best interest in mind. Captive insurance is essentially an "in-house" insurance company, often formed by a collection of like-minded businesses who share best practices in operations and safety. It's an alternative form of risk management that is becoming a more

practical and popular means through which companies can protect themselves financially while having more control over how they are insured. Our company recognized a 20% reduction in workers comp costs last year as part of a captive. Additionally, do not blindly accept the status quo from your Insurance Broker any longer. The most recent recession has changed the playing field for these folks. It is perfectly appropriate to ask our broker to disclose their commission and fee structure; and let the broker know you'll be confirming the structure with the actual carriers to confirm. Fees and commissions are, indeed, negotiable.

4. Consider shopping for a new bank and payroll service. Shop around. Look at the smaller regional banks as they tend not to charge any fees, while larger banks seem set in their old-school ways. Certainly, in some cases you'll be forced to stay with a specific bank due to mortgage requirements. Another area to reduce fees is found in payroll processing. There are a lot of low cost payroll organizations now that offer the same services the big boys do at one-third the cost. We moved our payroll service to a smaller, out-of-state firm at a fraction of our former expense, while realizing a dramatic increase in responsiveness and proactive customer service.

5. Maximize market share by acting on accurate data: From Smith Travel Research Reports to Hotelligence and RateView reports; from Financial Statements using the Uniform System of Accounts to Cash Flow Projections; and from Daily Flash Reports to updating Guest Profiles; savvy hospitality professionals are improving market share and increasing profitability by aggressively mining data and taking corrective action. Yes, some of these reports are costly, but I encourage you to look at these tools as investments not expenses. If you and your team take decisive action on the information they

provide, the reports pay for themselves in very short order. Some data companies, like Smith Travel Research and PKF offer free limited information reports, so do some research and expand your knowledge base. You may have heard the common adage that "knowledge is power." My apologies, but I disagree. If you gather tons of great information from these tools and reports, yet take no action, then the information is just useless trivia. In reviewing the operations of hotels our firm is about to acquire, we're often amazed at how many hotels subscribe to information services like STR or Hotelligence, but never actually open and review the reports, let alone take action on the information. No wonder the property is distressed. My mantra is "Action is Power."

6. Experienced Management Company with a proven track record. It's crucial to have a professional operator running your hotel who has a proven track record of success and provides measurable results. Your property is a multi-million dollar asset—this is not an area to take short cuts. Nor is it a do-it-yourself project. If you don't have the experience or resources to provide the full range of services of a management company, hire one. Superior management companies will offer their member hotels discount pricing programs (at rates well below what single operators or small companies can negotiate) on products, supplies, amenities, and services that will go a long way in off-setting their fees. A good management company will run your hotel, but a great management company will increase the value of your hotel.

7. Never underestimate the power of the internet: A well designed website with relevant content, metatags and the right mix of flash and html will increase your bookings, and keep guests on your site longer. The longer they look, the more likely they are to buy. Even if you own or

operate a branded or franchised hotel, develop a proprietary website specifically for your property. You can sell the property's features and benefits better than anyone else (but be sure to use the brand's booking engine to take reservations). Online review forums like Trip Advisor, Yelp, and social networking platforms (Facebook, YouTube, Twitter, etc.) are the new standard in word-of-mouth advertising. Both good and bad news travels at the click of a mouse in today's high-tech age. Be militant about reading reviews on your property—even if it's painful. If you don't know what your guests are saying about you, then you're out of touch. Since news travels so fast and so far today, be certain that the guest experience is at its highest level, guest complaints are taken care of expeditiously, and that online reviews and blogs are monitored on a consistent basis and addressed accordingly. Tools like Google Alerts can assist you in this effort.

8. Preventative Maintenance Program. A good Preventative Maintenance Program will extend the life of the physical plant and all of the mechanical equipment within the Hotel to prevent unexpected repair expenditures and premature replacement of major equipment requiring additional capital investment. A well-maintained physical plant is a key indicator in determining the value of a hotel and is on the top of the list during due diligence and appraisals, as this is where huge looming expenses tend to hide.

As owners and operators, we have more control over the value of our properties than most people think. So, go back and review the list above and identify the one idea that you can begin implementing today. Of course, there are dozens of additional ways to expand the profits and increase the value of your asset, so contact me for an expanded list of tips and techniques. Now, go take action!

## Super 8 Anaheim Disneyland Drive – Anaheim, CA

by Kevin Chen

It is my pleasure to introduce our property, Super 8 Anaheim Disneyland Drive located at 915 S. Disneyland Drive, Anaheim. We have 111 spacious rooms with standard amenities such as hairdryer, fridge, microwave and daily complimentary breakfast. Every year we have accommodated thousands of guests from all around the world along with business convention guests who are in town to attend meetings at the Anaheim Convention Center. We have also accommodated groups of all sizes ranging from high school students who might be participating in Disney activities or church groups who might be in town for their annual retreat. Anaheim has so much to offer that no matter where you're from or what you plan to do on your vacation, you can definitely find it right here in Anaheim.

We have own and operated this property since 1999 and time certainly flies in the hotel business. Over the past 10 years our business, like many others in our industry, has had its ups and downs. During the current economic downturn we're constantly reminded the importance of efficient daily operation which, over a period of time, could significantly increase or decrease a hotel's competitive edge from its peers. Being at the heart of Disneyland Resort area, the competition is always fierce but that also drives us to improve on a daily basis. Fortunately thanks to Mickey and his star power, Disneyland is always busy and continues to draw guests of all ages from all over the world.

If you are ever in the Disneyland area, please feel free to stop by and say Hi or even better, stay a night or two and enjoy all that Anaheim has to offer!



### The telephone is your storefront window



By Doug Kennedy

Hotel and Motel Management ([www.hotelworldnetwork.com](http://www.hotelworldnetwork.com))

As anyone who has worked in the retail profession knows, having an appealing and enticing “storefront window” is crucial for getting those passing by to come inside to shop. Having grown up working in my family’s small business, The Kennedy Craft Shop, I can still hear my mom Barbara’s voice echoing in my mind with one of her favorite customer service mantras “Son, if the customers don’t like what they see from the storefront when they pass by, then they are not going to want to come inside to shop.”

Because of this, we spent hours each month redecorating and updating the display. We also took great care to make sure everything immediately visible from that window—such as the check-out counter—looked orderly and inviting.



Although much of the same can be said about a hotel’s curb appeal, especially for hotels that receive walk-in inquiries, if a hotel does not present a positive impression over the telephone for inquiry callers, many guests will decide to just call elsewhere.

Here are some other reasons why a hotel should focus on zero-defect telephone hospitality:

- Hotels typically have many important customers who never visit—their only personal experience is over the telephone. This includes travel agents, meeting planners and administrative assistants from local corporate accounts.
- Family, friends and colleagues of your in-house guests who call during their stay will form first impressions from how their calls were handled.
- Even guests who booked online and later call with a question or special request form first impressions from their telephone experiences. If the impression is not good, they may very well decide to cancel.

Therefore, it is important that your switchboard operator or front-desk associate who answers calls recognizes each ringing line as an opportunity to represent your hotel in a positive way. For full-service hotels, this concept also applies to those answering the calls within each department, such as reservations, group sales, catering sales and the executive office.

Unfortunately, too many other hotel associates still seem to view the incoming calls as an interruption. Their attitude comes across as, "if it wasn't for all of you callers interrupting us, we could get so much more done here in the hospitality industry."

If you haven't already done so recently, maybe it is time to schedule an in-house training session to review best practices such as these for creating hospitality excellence over the phone lines.

- Answer the "knock at the door" of a ringing phone line with a proper greeting to include the following:

- Greeting of the day, such as "good afternoon," or a similar inviting phrase such as "Welcome to the [hotel name]."

- Next, we want to identify the hotel or department name. With today's potential guests looking at so many choices online in a single click, it is entirely possible they might even forget where they called. Either way, stating your hotel name will only help to reinforce the brand name. If answering calls that were forwarded from the switchboard, it is equally important to state your department name to reassure them they have reached the department they were targeting.

- Offer your name. Using one's name when answering not only builds rapport, but also helps us to gain credibility from the caller's perspective.

- Alternatively, if no name is given the caller will seem less confident with the information about to be provided.

- Many telephone hospitality experts advocate that we should complete a proper greeting by offering a name. They say that anything said afterward is going to "erase" the name. Others

argue that offering assistance by adding, "How may I assist you?" shows a willingness to help. Either approach is fine; the most important part is that it is spoken sincerely.

- Also, make sure your GM or marketing director who writes the script for answering calls tests the new script by saying it themselves about 10 times in a row. Be careful not to give the staff too long of a greeting. Here's an anonymous version of a too-wordy script I have heard used many times:

"Happy holidays, welcome to the Brand X Hotel, number one Brand X hotel in our region, this is Doug, how may I direct your call?"

If the designated script for answering is too long, the associate will likely rush saying the script, and some callers might even interrupt them.

- Speak slowly and clearly. Many people think the rate of speech at which we speak is dictated by the geographic location where we live. For example, those living in the Northeast are reputed to be fast talkers, while those in the south speak much more slowly. The truth is the biggest factor on rate of speech is stress! Most of us speak much more quickly when under pressure. Remind the team that speaking too fast makes the callers feel rushed and pressured, not to mention that it might cause them to ask, "What did you say?"

- Pay attention to inflection. We can change the entire meaning of a sentence just by changing the inflection. Typically, this means ending the sentence on a higher octave.

- Convey energy and enthusiasm. If we sound bored or indifferent when speaking, it conveys a negative impression of our willingness to help and accommodate. Enthusiasm shows pride and excitement about the hotel.

- Ask for the caller's name, if not provided. According to my observations, approximately one-third of all typical hotel callers provide their name. Train your staff to take note of the name and to use it conversationally throughout the call.

Just be sure not to ask for the name in the opening greeting. It seems many hotels have gone to this procedure, perhaps to ensure they will hit some AAA or Mobile standard. "Good afternoon, front desk, this is Doug, may I have your name please?" This will sometimes put the caller on the defensive, and they will respond with comments such as "Oh, I'm not ready to book yet, I just needed some rates."



Instead, use something similar to the recommended opening greeting above and then let the caller speak. If they do not provide their name, this is the time to politely say "Certainly, I would be delighted to assist you with that. May I have your name please?"

- When it is necessary to place callers on hold, use proper procedures for a positive impression.

—Ask permission to place the call on hold, politely explaining why it is necessary. For example:

"Certainly, let me check on that for you. May I place you on hold momentarily?"

—Wait for a response. If asked politely, most will respond with approval. However, if a caller states they cannot hold, but it is absolutely necessary to place them on hold, offer to phone them back as an option. In this event, most callers will then agree to hold.

—Thank callers for holding and apologize for the delay, especially if the time was significant.

- Use the transfer button judiciously. Do your best to "own" the request or question if possible. When it is necessary to transfer, here are some reminders.—Indicate why you need to transfer the call without making excuses for not being able to help them yourself. For example:

"Certainly Mr. Perez. We are delighted to assist you in finding 12 rooms for the meeting. We have a sales manager dedicated to assisting groups such as yours. Her name is Jane, and I will transfer you right now."

—Supervise the transfer. Introduce the caller to the co-worker receiving the transfer. Continuing the above example, we would stay on the line

until Jane answers and then say, "Hi Jane, this is Doug at the front desk. I have Mr. Perez on the line and he is looking for 12 rooms for a meeting."

The person receiving the call can then say, "Hello Mr. Perez. This is Jane in the sales department. We're excited to hear you are considering us for your meeting. I understand you need 12 rooms. How may I assist you?"

—If there is no answer at the department or staff member's line, notify the caller and give them options.

"Hi again Mr. Perez. It seems Jane has stepped away. Do you want to leave her a voicemail or would you like me to take a paper message and deliver it to her?" Most callers these days will opt for the voicemail, but it is a very nice gesture to have to choice.

- When fielding incoming calls for others, such as managers and hotel sales staff, use "call announcing" and avoid ever using "call screening." Call screening usually goes like this:

Caller: "Hello, I am calling for Ms. Chen, your General Manager."

Screener: "May I ask who's calling?"

To the caller this says that Ms. Chen may or may not be there, depending on how important you are. Instead, by using call announcing, we can create a positive first impression from the storefront window:

Caller: "Hello I am calling for Ms. Chen, your General Manager."

Screener: "Certainly. I am happy to transfer you. May I tell her who is calling?"

Caller: Anton Wells

Then Ms. Chen can answer "Hello Mr. Wells. This is Naomi Chen, how may I assist you?"

- End the call correctly. Just as a positive first impression starts the call off on a good note, ending the call correctly will leave a memorable lasting impression as well.

—Offer additional assistance. "Is there anything else I can assist you with today Mr. Wells?"

—Express interest in their call back or in hosting their stay. For example:

"We hope to hear you again soon," or "We look forward to hosting your meeting."

—Thank the caller. "Thanks again for calling and have a delightful day."

Even if your staff has received this training in the past, it is always a good idea to review these techniques to reinforce this vital function. Remember: the reputation of your hotel is only as good as the impression of the last caller who dialed your main number.

## 簡介旅館投資市場近況

### What's up now for the Hotel Transaction?



汪俊宇  
金龍旅館實業公司董事長，  
本會會務顧問。

像其他地產行業一樣，旅館亦受到這一波不景氣之衝擊，房租及租房率下降均影響到旅館業，此亦由於降低償還貸款的能力以致影響到過多負債的旅館，此亦衝擊到貸款給旅館的銀行，結果造成不少銀行關門，此波對旅館業的打擊不少，但同時亦為我們一生中難得一遇的商機。

接下來的問題為何時及如何去抓住此一難得的機會？而何時為最佳的進場時機？如何能確保此機會而成交？事實上此波與1990年之大蕭條有以下不同點，可供您參考及尋求答案。

#### A. 政策及策略之改變

##### 1. 政府的政策：

此波政府經過FDIC，來對銀行的經營加強檢測，看各個銀行是否營運正常，其貸款及資產是否健全，若一發現有任何問題，將立刻要求改進，若無法辦到，則立刻接管，其同時將其資產包括銀行業務，優良貸款，回收之地產，予以分解以成批或分批的方式賣出（此中有有商機），此已經為一種現在進行式了。

Hotel Industry like any other business in United States has been impacted by the Recession. Both the decline of ADR and occupancy rates hurting the hotel industry.

It also impact the ability of paying the debts service of the over-leveraged hotels.

All of that will reduced the value of the portfolio that the Bank owned in their balance sheet. That's why the number of failing Bank is piling up. In one hand it is terrible for the hotel owner. But in other hand it is a once in the life time for those who has the cash on hand to grab the opportunity? Now the question is when and how? When will be the best time to get in? How is the way to get the deal done? The funny thing is this time the game plan is changed due to the following factors:

#### A. Policy and Strategy's Chang

##### 1. Government Policy.

The Government through FDIC start to take a close look of the performance of all the Banks to make sure they are running smoothly and without any problem loan and the balance sheet is looks healthy otherwise they will step in very fast take over the bank sell the deposit and bank business to other healthy banks and sell other assets such as performing, non-performing notes and REO to a third party or parties.

## 2. 銀行之策略

銀行了解他的危機，首先他不懂旅館的經營，如果他對不良貸款採取拍賣及收回的動作，他會立刻面對旅館的營運的問題，同時經過拍賣而回收的旅館，將面對被內行投資者殺價的命運，此對其銀行的帳面均有不良的影響，所以此波當銀行面對不良債權時，均先予與借貸者間以各種不同的修正貸款條款，來幫助借貸者共渡難關，若借貸者在調整方案期中或過渡期後，仍無法償還，才予以拍賣債權或業物。

### B. 此波供應鏈的轉變

#### 1. RTC對 FDIC

在上一波不景氣中，由於問題出來儲貸銀行（Saving & Loan）國會在1989年8月通過財務結構改革，復甦及執行法案（FIRREA），成立了一個解決方案信託公司（RTC），一個在聯邦存款保險公司（FDIC）之下的新的機構，RTC將儲貸銀行及其不良資產，如銀行存款帳戶、貸款及其銀行資產賣改其他銀行，或將其不同的資產賣給不同的投資者，最初RTC還試著去遵守著賣價不能低於資產價值95%的原則，但由於市場太弱，RTC最後不得不以較低價格出售其所控制的資產，RTC後來解散了，而儲貸銀行亦成歷史名稱，而此波則FDIC直接介入，控制全局，而其力道均強於上一波RTC的力道。

#### 2. Bank's strategy.

Bank understand once they took the hotel back since they are not in the business of running hotel. They will facing the daily operation that they do not like to face along with the investor is looking for a deal that for sure will drive down the value of the hotel REO. The strategy for certain bank will tend to modify or restructure the terms of the existing loan to help the borrow to make the payment and go through the hard time instead like last time when the owner late on their payment will start the foreclosure procedure right away.

### B. Change of the Player on the Supplies side:

#### 1. RTC vs. FDIC

Unlike August of 1989 the US Congress established the Resolution Trust Corporation to assume the management of insolvent Saving and Loan Institutions. The RTC disposes of the loans and asset of the failing institution of which is passed and set forth by the (FIRREA) Financial Institution Reform, Recovery and Enforcement Act.

While the Saving and Loan is being managed by RTC. It is under the conservatorship by RTC. RTC will then sell the deposits, loan and other assets to other institution. And sell some of the asset to different investor. And the RTC is no longer existed after the last Saving and Loan crisis. Original the RTC is controlled by the FDIC under the 95% rule that RTC has to sell properties for minimum of 95% of the appraised value. Due to the market is so soft that RTC can not make that happened the rules had been changed later on.

This time there is no RTC involved. FDIC step in and take a close look of the performance of the bank and acting accordingly fast and tougher then before.

## 2. 儲貸銀行及商業股份貸款公司 (CMBS)

儲貸銀行在1990年的不景氣中消失，而此波則以CMBS (Commercial Mortgage Backed Security) 的型態出現。CMBS完全改變了商業貸款的市場，無論在法律層面、貸款機構組成分子，及其遊戲規則均大為不同，在2000年時已有百分之19的商業貸款是向CMBS借貸，因其利率較低及借貸比率較高，而其借貸金額以每年至少50億美金而不斷增加，其金額之龐大極為驚人。

### C. 此波投資者的變化

#### 1. 私籌基金 (Private Equity Investor)

此中我覺得不少的成員，亦與造成此波不景氣的成員有關，他們看準時機，大量的集資及聯合不同的投資者以幾十至幾百億的資金，大規模的進場來吞食此次千載難逢的機會。

#### 2. 海外資金 (Oversea Investor)

海外資金亦來進場來搶食一些當稱美味而移募基金不要的較小的資產。

#### 3. 個別的投資金者 (Wealthy Individual)

此種投資者，較無完整投資企劃，但亦能撿到一些剩下的殘餘美食。

### D. 投資環境的改變

#### 1. 市場上無貸款的來源

銀行在此種環節中不敢貸款 (雖然此時貸款最安全) 但現實中無貸款之來源。

## 2. Saving and Loans vs. CMBS loans

Saving and Loan is disappeared since the last turmoil. The CMBS (Commercial Mortgage Backed Security) market has change the landscape of the commercial real estate as to the legal structure, ownership, and the rule of game. Since 2000, the Federal Reserve Board estimated the almost 19% of all outstanding commercial mortgage debt in United States was securitized. And the amount has been growing more then \$50 billion per year and is continued.

### C. Change of Player from the Demand side:

#### 1. Private Equity Investor.

I feel a lot of same player that put us into the today's mess start to wear different hat and raising private equity fund on a billions dollars and start to take the wave of the advantage this time.

#### 2. Oversea Investor

Oversea investor also seeing the opportunities start to coming in to grab this once in the life time opportunities.

#### 3. Wealthy Individual Investor.

### D. Change of the Investment Environment:

#### 1. Lack of Finance

All the bank is so scare to make a loan right now. (Although right now to make a loan for a hotel is much safer then before). But there just no finance available.

#### 2. New game plan.

Unlike last time during the Saving and Loan crisis. This time the government is not forming a RTC (Resolution Trust Corporation) to take over the Bank,

## 2. 新的遊戲規則

和上波儲貸危機不同的是沒有政府特別成立之RTC去接管銀行，拍賣資產及予以出售，此波直接由FDIC接管不健全的銀行，出售銀行業務給其他銀行，並將其他的優良及不良貸款及銀行回收的資產予以出售。

同時不少銀行不願被FDIC接管，不同以往的是銀行不在借貸堵無法付款時，立刻拍賣及收回借權物，而願意幫助借貸者以不同的優惠方案與借貸者共渡難關，此亦減少市場上的拍賣的旅館，但問題是銀行能等多久，我的感覺是不會太久，而事實上已有銀行等不下去而開始行動了。

而CMBS的市場是產生在1990上一波的不景氣以後，當RTC手上有大量由破產的儲貸銀行手中的債權，資產而尋求資金來源，而華爾街看準此商機而建立了新的方案來吸收資金而組成了CMBS的貸款模式。

目前美國的CMBS貸款中，由於旅館在房租及租房率雙方飽受衝擊使得旅館貸款的壞帳上佔有了很大的比率，此外2011年及2012年亦有大批的CMBS貸款到期，除非景氣迅速回復，將有好戲可看。

在此同時，一些極有經驗的投資者看準時機，早已在大量集資，做其採購準備或已進場一、二年了，現在的玩家均是一些手上財力雄厚或有集資能力，且有經驗的投機者，而遊戲已在兩年前開始，但如果您不是大玩家，您還有機會嘗到一些剩下的，但還不錯的餐點。

foreclosed on the assets and sell to the public. Instead the FDIC step in took over the Bank and selling the Bank deposit to other healthy Bank and sell the other assets such as the performing notes, non-performing notes and REO through the public auction.

In the meantime, the Bank does not want to be taken over by FDIC. Instead of foreclose on the hotel loans lender have been willing to restructure or modified the loans instead to take back the distress assets. For all that it is delaying the flows of hotel transactions.

The CMBS market evolved out of last recession of 90's, when RTC looking for a method to dispose of the various commercial mortgage loans that the government inherited from the distressed saving and loan companies. This resulted in investment banks started and originate a new program by pooling funds together and distribute through a vehicle of CMBS loans.

Within the US CMBS loans, hotels currently has the highest default rate compare with all other commercial real estate due to the decline of both the occupancy and ADR. There will be an increased hotel asset sales, due to a large portion of the hotel asset matured at 2011 and 2012.

In the same time, there are sharks that raised abundance of capital either already do their shopping or waiting for the right time to start attack. It take the cash and money talk ( a lot of money for a huge discount and super deal or not as much money for the secondary deal) But in any events, the timing is for the big shark already started about 2 years ago. And if you are not a big shark. Please wait for some not as attractive still it is a very good deal. You have to eat the left over but still pretty delicious meal.

您可以自問，您打算成為此波的贏家嗎？您知道如何成為此波的贏家嗎？您準備好了嗎？以下幾點應對您有所幫助。

1. 您必須對旅館的市場及談判有深入的了解，不然的話您可經過對旅館的買賣有深入了解及經驗的旅館經紀為您的顧問來談判。

2. 您必須對各個不同的有關機構或人員如銀行、業主、信託者的關係有深入的了解。

3. 您必須有自己的計劃或通過旅館投資顧問的建議，在不同的階段進場購買，在此大約分析以下幾種階段。

- a. 購買債權。
- b. 在拍賣前購買。
- c. 在拍賣場購買。
- d. 從銀行購買。

a. 如果您購買旅館的不良債權：由於其面對許多的未知數，同時需要較強的財力及您必須算出您應以多少折扣價格來買，因為如果負責者償還債務則您將無法購買（此種情況通常較為少見）但若負債者申請破產或重組則您將可能面對長期之法律訴訟，您入須有極強的財務實力及法律的經驗，尤算一切順利，經過法拍而買到旅館，可能您們將面對其他優先債務，及各種稅務，您必須在折扣上算準，此亦為何銀行願以折扣價賣給您，因其亦不希望面對未知數而冒險。

Now can you ask yourself, do you want to be the winner of this game and how can you be the winner for this game plan. I believe you need to prepare yourself.

1. You need to know the in and out of the hotel market or you have an experience hotel

broker that have the extensive experience as to the market.

2. You need to know all the player that involve with every deal such as the lender, the owner, the trustee etc.

3. You need to have a game plan to decide which stage that you need to get in and make

a deal happen. During the following stages:

- a. Buying the Notes:
- b. Buying Pr-Foreclosures
- c. Buying Foreclosures
- d. Buying Foreclosure Directly From the Bank (REO)

a. If you are buying the non-performing hotel Notes. Since it involve so much unknown factors. You need to figure out the amount of discount you need to negotiate with the lender. Cause if the owner is cured the default then you won't be able to get the hotel or if the owner filing a chapter 7 or 11. You will end up with long and lasting litigation that you do not want to get involved in the first place. And there might be any senior lien or tax issues that you might going to face. But in the meantime this is the best time you can get the heavy discount cause the lender is not willing to risk their position to do so.

b. 如果您在拍賣前購買：此時您須懂得如何與銀行及業主來交涉，此時您的利潤可能沒有比購買不良債權來的高，但您必須知道如何去和他們談判。您必須能說服業主拿回愈少其原來投資的金額，同時能說服銀行及與銀行談判。說服銀行不需經過極長的時間及開銷去拍賣旅館，而您亦能通過談判，買到折扣價錢之旅館而無法經過與其他入競標及經過拍買的程多來購買。

c. 若您準備在拍賣時購買，您必須有足夠的資金來購買，通常此種購買將會以現狀為準，亦即不管旅館是否有任何的建築及產權的問題，您將變成目前業的情況，您亦可能買到次位產權的情況，則您將面對其他的優先債權，各種未付的欠稅，您將面對不同的困境。所以事實的調查及研究極為重要。

d. 若您購買的是銀行經過拍買而拿回的銀行旅館，此為最常見而最安全的購買方式。但此時由於所有的冒險指數幾乎沒有，您將無法以百分之十至百分之四十的折扣價格來購買，而銀行此時將要拿回其所有之損失，且此時您有更多的競爭者，則價格將會變高。

4. 您必須自己或經過有經驗的旅館經紀，架構一場精彩的買賣此種遊戲需要有長足的經驗及計劃，而此種計劃及談判必須隨時靈活調整，他將決定誰將是未來最後之贏家，他將是一個即有趣又極富挑戰的遊戲。

5. 在此波危機中，您必須是一個極有耐心的獵者，可能要很有耐心的長期等待。當時機來臨時，您必須快速出擊，一擊而中。

b. If you buying the pre-foreclosure, then you need to deal with both the owner and the lender. Although the profit may not as good as buying from the foreclosure auction. You may not need a lot of cash but you need to know how to deal both of the parties. You must be able to convince the hotel owner take as little as possible of any equity they have in their hotel and work out with something instead of losing the whole thing. In the meantime, you need to work with the lender by convincing them not to go through painful foreclosure procedure and end up with losing more money.

c. In order to buying foreclosure, you have to make sure you have plenty of money and capital to bid in the auction. Most likely that would be "as is" situation. If you purchase at the auction you replace the current owner of the hotel. You could be bought the 2nd mortgage holder foreclosure and it could be appear to be a good deal but the problem is you step into the shoe of the original owner. It is the beginning of your headache or you could purchase at the auction with hidden danger in the hotel such as the liens, judgment as well as various tax issues.

d. If you buying the REO. It is the most popular and safest way to purchase the foreclosure properties. But you won't be able to get 10% 20% or even 40% off of the loan balance of the lender. The lender most likely want to get their money back and you got more competition then any other foreclosure investment.

4. You need to know how to structure the deal. It is the game plan that need extensive experience and that game plan need to be constant adjust as the situation changed. It is also the key component to decide who is going to be the winner at the end. It is fun and challenge



在此波危機及機會中，我認為此波機會中的贏家必須具備以下的特質：

1. 必須對旅館的市場有完整的了解。
2. 必須要有充沛的資金，不管是自備或有籌資的能力。
3. 必須有談判及建構買賣型態的能力。
4. 對任何的商機，有立刻與以決斷的魄力。此有將基於其對旅館市場的了解及有種
5. 能看出什麼是機會（識貨）。

我希望您能在此一生中僅有的一次☑佳機會中不被出局，我認為此次的問題在於機會的選擇，而我們必須能靈活的運用不同的策略，至於最好的進場時機我認為已經開始，有大約3到5年的時間，其順序為先大後小，而折扣價則從多到少，但均為不錯的進場時機，當然其中運用之妙，則以不同的情況而定，祝大家好運。

5. You need to be a good hunter with a lot of patient it can be a very long wait and when the right moment is come. You need to be response quickly and get to the point and key issues right away.

By the end of the day. The winner of this turmoil would be those who with the following characters:

1. Have the complete knowledge of the hotel market.
2. Have the abundance of capital either have the access of capital or be able to raise the amount of capital.
3. Have the knowledge to structure the deal .
4. Be able to response quickly whenever the opportunity knocks the door.
5. Have the ability to realize the opportunities.

I wish all of you do not be left out with this once in the life opportunities. The only problem right now is too much opportunities but we need to pick it and get thing going.

The timing to get in is now and it will last for 3 to 5 years. And the better deal will be the now for the larger deal with heavy discount and the discount will getting less when the time is goes by. Wish everyone good luck.



## 洲際酒店集團： 體驗舒適完美的尊榮旅程

本刊編輯部

洲際酒店集團是一個全球化的酒店集團，在全球100多個國家和地區共有4200間不同類型的酒店，超過610000間客房。“洲際”旗下的酒店品牌有洲際酒店（InterContinental Hotels & Resorts）、假日酒店（Holiday Inn）、皇冠假日酒店（Crowne Plaza Hotels & Resorts）、假日快捷（Holiday Inn Express）、Hotel Indigo 品牌酒店、Candlewood品牌酒店、Staybridge公寓式酒店等品牌。

### 成立歷史

洲際集團成立於1777年，是目前全球最大及網路分佈最廣的專業酒店管理集團，擁有洲際、皇冠假日、假日酒店等多個國際知名酒店品牌和超過60年國際酒店管理經驗。同時洲際酒店集團也是世界上客房擁有量最大（高達610000間）、跨國經營範圍最廣（分佈將近100個國家），並且在中國接管酒店最多的超級酒店集團（包括中國大陸25個省、區、市）。

### 歷史背景

1777年，英國巴斯（BASS）集團成立，成為英國第一家獨立註冊商標的集團。成立之初，巴斯集團主要以飲料和啤酒的生產和銷售為主，至20世紀80年代末，轉入酒店行業。



美國企業家凱蒙斯·威爾遜（Kemmons Wilson）在一次舉家出外度假時，有感於所入住的飯店缺乏賓至如歸的服務及收費過高，遂於1952年在美國田納西州孟斐斯開設了第一間假日飯店。該飯店設有泳池、空調設備與餐廳，還提供電話、冰塊及免費停車場等基本設施，而孩童則可免費入住父母的客房。這些現在看來只能算是很普通的設施，在當時來說，卻在飯店業掀起了一場革命，並由此而形成了一套飯店業的標準，這套標準不僅為每間假日飯店所採用，也引領著全球飯店業的發展進程。

Wilson先生其後還成為連鎖經營的先驅。他利用當時美國的州際高速公路系統向全國伸展的時機，沿途開設飯店，迅速擴展了假日飯店的網路。假日飯店在美國取得成功後，很快引起了歐洲及亞洲投資者的興趣，進而發展成全球最具規模的單一飯店品牌。如今假日飯店的品牌在全球已隨處可見。

## 發展歷程

1946年，泛美航空公司創立洲際飯店集團；1952年，美國人凱蒙斯·威爾遜（Kemmons Wilson）創設假日飯店集團。20世紀90年代英國啤酒製造商巴斯（Bass）全盤接收假日飯店，1998年巴斯以29億美元從日本Saison集團手中收購了洲際飯店集團及其187間單店；2000年斥資1.28億英鎊，獲得Hale國際有限公司屬下59間飯店經營管理權，並花費8.1億英鎊吞併英國波斯特豪斯（Post house）集團的79家飯店。2001年7月，巴斯飯店集團更名為六洲飯店集團（Six Continents）。

2001年，六洲飯店集團在全球的利潤額近8億英鎊。在全世界100多個國家管理著3200多家飯店，旗下有洲際、皇冠、假日、快捷假日、stay bridge等5個品牌。其中假日（Holiday Inn）是當時全球最大的單一中檔飯店品牌。

2003年4月，六洲酒店集團正式更名為洲際飯店集團。“洲際飯店集團”是一個商標名，代表洲際飯店集團 PLC 在全球從事飯店業的子公司。

洲際飯店集團旗下有七個品牌，分別是假日（Holiday Inn）、快捷假日（Holiday Inn Express）、皇冠假日（Crown Plaza）、洲際飯店及度假村（Intercontinental Hotels and Resorts）、Staybridge Suites公寓品牌、Candlewood Suites公寓品牌和Indigo品牌。

## （一）洲際酒店及度假村

1998年3月，巴斯集團以29億美元從日本Saison集團手上收購了洲際飯店及度假飯店，這項交易使得巴斯集團的飯店數目一下子增添了187間。

在滿足國際商務旅客及消閒旅客的獨特需求方面，洲際飯店已建立了一定的聲譽，它亦善於將全球性的服務標準巧妙地與當地的傳統相結合。多年來，洲際飯店遠近馳名，一直是各國商界所喜愛入住的飯店。此外，洲際飯店具有的獨特文化特色及其在頂級飯店市場的地位，使集團的飯店品牌日趨多元化。

## （二）皇冠假日酒店及度假村

皇冠假日品牌的前身是由假日飯店於1983年衍生出來的飯店品牌，1994年發展成為獨立的飯店品牌，以突出其高品位高消費的市場形象及以商務旅客為主的特色。

皇冠飯店及度假飯店以合理的價格提供高檔的飯店住宿設施。它專為滿足今日精明的旅客的需求而設，並以提供更優質的服務及設施來迎合那些追求物有所值的商務旅客。目前，超過140家皇冠飯店分佈於全球40多個國家，每家皇冠飯店均提供先進的會議設施、專職負責會議的專業員工及完善的商業服務；同時，還配備有設備齊全的健美中心、餐飲設施和多樣化的休閒活動。

### （三）假日酒店及度假村

假日飯店以超值的價格為今日的商務及休閒旅客提供可靠友善的服務以及現代化的設施。無論在大小城鎮、寂靜的公路沿線，還是在熙來攘往的機場附近，均可看到假日飯店的蹤影，因為提供全面服務的假日飯店都是位於交通方便的地區。目前，假日飯店在全球已開設了1600多間飯店，其不僅保持著全球最具規模的單一飯店品牌的地位，同時也是世界上最廣為人知的飯店品牌之一。

### （四）快捷假日

洲際飯店集團的前身六洲飯店集團於1991年推出快捷假日飯店，這一舉動成為飯店業史上最成功的事件之一。該集團通過創造這一品牌，迅速地劃分出一類中檔飯店市場，這類飯店只提供有限的飯店服務而不包含餐飲設施。在不到十年的時間裡，快捷假日飯店品牌在世界各地的飯店數目已增至1000多家。

清新、簡潔是快捷假日飯店的特色，它為商務及休閒旅客提供的收費價格也極具競爭力。至於快捷假日飯店推出的 Guest Stay SmartSM優惠計畫，除可讓賓客免費享用包括新鮮水果、麥片及糕點在內的早餐外，還可免費使用當地電話服務（只限美國）。此外，賓客還可在美國及加拿大的各間快捷假日飯店閱讀一本曾獲獎的飯店專有雜誌《Navigator》。快捷假日飯店目前以幾乎每三天便開設一間新飯店的驚人速度繼續擴展。

### （五）Staybridge Suites

1997年底，假日飯店屬下的Staybridge Suites飯店正式面世，這是巴斯集團為打入新興的延長住宿飯店市場而創立的品牌。首間 Staybridge Suites於1998年12月在美國喬治亞州Alpharetta開業。洲際飯店集團目前仍積極拓展這一品牌。

Staybridge Suites品牌是一個別具一格的飯店概念，專為滿足那些來自世界各地需連續入住飯店5晚或以上的旅客的需求。Staybridge Suites設有無間隔、一間或兩間睡房的套房，套房設施包括雙人床或特大單人床、沙發床、互動電視、面積寬敞及光線充足的工作室、備有煮食用具及家用電冰箱、微波爐的廚房、以及其他具有家居特色的設備。

### （六）CandleWood Suites

這一品牌創建於1995年，向客戶提供賓至如歸的超值體驗。

### （七）Hotel Indigo

這一品牌創建於2004年，通過全新的理念向客人提供高檔的入住體驗。



## 美國喜達屋集團

本刊編輯部

### 美國喜達屋集團簡介

喜達屋飯店及度假村國際集團原名為喜達屋住宿設施投資公司/喜達屋膳宿公司 (Starwood Lodging Trust/ Starwood Lodging Corp.)。更名前，在1996年，它擁有100家飯店、26483間客房，年收入為3.853億美元。1998年，喜達屋完成了更名、對ITT集團和 Westin飯店的併購三件大事，這在其發展歷程中具有相當大的影響。

喜達屋以其飯店的高檔豪華著稱。集團的品牌包括聖·瑞吉斯、至尊金選、寰鼎 (Westin)、喜來登、福朋以及W飯店。

喜達屋集團旗下品牌飯店的簡要介紹：

聖·瑞吉斯飯店 (St.Regis) 是世界上最最高檔飯店的標誌，代表著絕對私人的高水準服務。它的歷史久遠，第一家聖·瑞吉斯飯店是1904年阿斯托上校在紐約開辦的，阿斯托上校採用了全歐洲化的服務來款待自己的朋友和商務夥伴。這種服務在業內獨樹一幟，使聖·瑞吉斯飯店成為全球飯店業的經典。2000年3月1日，坐落於北京建國門外大街的北京國際俱樂部飯店正式將其英文名改為St.Regis Beijing (聖·瑞吉斯北京，原中文名不變)，這標誌著該飯店將完全按照聖·瑞吉斯飯店的模式和標準動作，成為它在亞太地區的第一家飯店。



Westin Book Cadillac Hotel

福朋飯店(Four Points)是提供全方位服務的中檔飯店，客源市場定位在商務客人和消遣旅遊者。此連鎖品牌的經營理念與眾不同，它是提供全方位服務的中檔飯店，在在現今時興有限性服務 (Limited-service) 的時代是很特別的。福朋飯店主要分佈於機場、大都市的商務中心、中小城市 and 度假勝地。

寰鼎飯店 (Westin) 在飯店行業中一直位於領先者和創新者行列。寰鼎飯店分佈於重要的商業區，每一家飯店的建築風格和內部陳設都別具特色。

至尊精選 (The Luxury Collection) 是集團中為最上層客人提供獨出心裁服務的飯店和度假村的獨特組合。全球最好的飯店所具有的特點——華麗的裝飾、壯觀的擺設、無可挑剔的服務、現代最先進的便利用具的設施——都可以在至尊精選中找到。

W飯店 (W Hotels) 是喜達屋集團對商務客人的住店經歷進行重新定義，針對商務客人的特點對服務設施和服務方式、內容上有全新的設計。在每家W飯店的大堂裡都設有精緻的餐廳、休閒室和咖啡廳，另外飯店裡還都設有健身房。W飯店是喜達屋在購並了喜來登和寰鼎飯店後新創的一個四星級飯店品牌，將專門為商務客人而設的設施和服務與獨立精品飯店的特點相結合，把市場定位在一個由70%~75%的個體商務旅遊者和15%~20%的商務小團隊客人的目標市場。

喜來登 (Sheraton) 是集團旗下最大的一個品牌，在全球70多個國家擁有400多家酒店。喜來登酒店是進入中國的第一家國際飯店管理集團，於1985年開始管理北京的長城飯店。五星級“瑞吉”品牌被定義為頂級奢華品牌，五星級“艾美”品牌講究歐式文化、福朋則定位為簡約商務型。

#### 喜達屋的用人文化

喜達屋關愛：企業文化創造內在凝聚

喜達屋酒店與度假村集團正加速在中國高消費酒店市場的投資規模，預計在2008年以前新建11家五星級酒店，從而使其麾下幾大品牌酒店在

中國擴張到29家。“喜達屋關愛”的力量讓全國的喜達屋酒店凝聚在一起，並自始至終的保持強盛的競爭力。

提到企業文化，每一個喜達屋人都會脫口而出：喜達屋關愛。這是集團2001年推出的服務理念，概括起來就是關愛生意、關愛客人、關愛同事。三者的關係看起來如同食物鏈一樣簡明：沒有滿意的員工就沒有滿意的客人，沒有滿意的客人就沒有令人滿意的酒店收入；回到起點，豐厚的收入又是培養優秀員工的物質保證。

三個關愛中，員工關愛是顧客滿意、生意興隆的起點。關愛強調真誠，喜達屋酒店為員工提供的獨樹一幟的周詳考慮和安排，這也是喜達屋企業文化的核心。



WestinTimes Square

### 關愛課程：喜達屋培訓的重點

為喜達屋員工進行培訓的，有部門經理，有培訓總監，甚至還有跨酒店的經理。“我們還為每個員工配備導師計畫，一個普通員工的導師，有可能就是他的總經理。”喜達屋的員工培訓主要有三大塊：“第一是核心企業文化課程，即關愛課程；第二塊是不同崗位員工的技能培訓，第三塊關注個人成長計畫，主要針對企業的儲備領導人選進行特別培訓。”而關愛課程是培訓關注的重點。一個實例可以充分證明，喜達屋最迫切希望員工提高的是什麼：

“喜達屋關愛”對客服服務計畫，即喜達屋明星服務四大標準：微笑與問候（Smile&Greet）；交談與傾聽（Talk&Listen）；回答與預計（Answer&Anticipate）；圓滿地解決客人問題（Resolve）。這四條標準的第一個英文字母連起來剛好就是STAR，即“明星”的意思，它言簡意賅地涵蓋了酒店行業服務的精髓。

喜達屋集團下屬六個品牌酒店的每一名員工都必須參加這一服務標準的培訓。喜達屋總部為實施這四條服務標準的培訓準備了豐富的教材，每一堂培訓課都安排有豐富的遊戲活動、錄影片斷、角色扮演、集體討論，讓參加培訓的員工在輕鬆的氣氛當中通過個人的體驗來掌握卓越服務的標準。

而類似“培訓者培訓”這樣的課程則是企業文化得以傳播的中繼站。在這個課堂裡喜達屋文化培訓者們的素質也在不斷提高，他們的成長帶動了“喜達屋關愛”乃至整個集團的長盛不衰。

### 關愛員工的成長空間

關注員工的職業成長是“喜達屋關愛”的另一個重要組成部分。俞羿芳表示，每個喜達屋人都同時擁有橫向、縱向的廣闊發展空間。

6大品牌遍地開花的經營模式使得喜達屋集團可以採取內部交叉培訓的方式，讓員工有機會到全國各地甚至國外的姐妹酒店去學習。喜達屋尤其重視為具備潛力的員工提供異地管理培訓，例如每年都有大學畢業生作為儲備人選，以管理培訓生的身份赴海外深造。同時集團對預開酒店內部人力支援的方式，讓能力適當的員工更擁有大量機會去選擇最適合自己的崗位和工作地點。

喜達屋關愛每個員工的職業生涯成長。俞羿芳把每個員工的成長分為四個階段：普通員工--主管，主管--部門經理，經理--進入行政委員會，乃至最後升為總經理。對處於不同階段的員工，喜達屋會有不同的關愛計畫，以幫助員工順利成長。對於跨國公司常見的玻璃天花板問題，喜達屋堅持本土化的原則，培養本土員工、培養本土領導，這一點我們的聲譽很好。

# 萬豪國際酒店集團公司

本刊編輯部

**萬豪國際酒店集團公司** (Marriott International, Inc. Hotels)

旗下主要品牌：

萬豪 (Marriott Hotels & Resorts), J.W萬豪 (JW Marriott Hotels & Resorts), 萬麗 (Renaissance Hotels & Resorts), 萬怡 (Courtyard), 萬豪居家 (Residence Inn), 萬豪費爾菲得 (Fairfield Inn), 萬豪唐普雷斯 (TownePlace Suites), 萬豪春丘 (SpringHill Suites), 萬豪度假俱樂部 (Marriott Vacation Club), 華美達 (Ramada Plaza), 麗思卡爾頓 (Ritz-Carlton) 等等

酒店簡介：

萬豪國際集團 (紐約證券交易所代號：MAR) 是全球首屈一指的國際酒店管理公司，萬豪在美國和其它69個國家及地區擁有2,800多個業務單位。萬豪國際集團的總部設於美國首都華盛頓，雇用約128,000名員工。其2003財年的營業額達到90億美元。

在全球有61家麗嘉酒店。麗嘉將於3年內在華增加約6家麗嘉豪華酒店，其中包括北京地區2家、廣州1家、深圳1家、香港1家、三亞1家，南寧1家 (2009年10月開業)。計畫2006年夏天在香港設立該集團亞太區總部，然後在滬設立國際銷售辦公室。在上海浦東陸家嘴地區中心地帶世紀大道旁建造上海第二家麗嘉酒店的意向書已簽署，預計2010年開業，業主是新鴻基地產有限公司。



萬豪國際酒店管理集團及度假酒店

萬豪酒店及度假酒店乃享譽全球的萬豪國際旗下之旗艦品牌，擁有逾70年歷史，酒店數目超過450家，遍佈全球多個旅遊熱點，為各地旅客帶來極盡難忘的住宿體驗。殷勤親切的服務和完備周全的設施，贏得每位旅客掌聲。

JW萬豪酒店及度假酒店

甫踏進JW萬豪酒店，自可體會更上一層的旅遊住宿感受。優越地段、上乘佳餚、親切服務...令每位元住客目眩神迷。酒店當中的悠閒氣息，甯謐，純樸，滲透著豪華瑰麗的況味，令您從此對尊貴享受有了新的定義。

萬麗酒店及度假酒店

獨一無二的風格，有著難以言喻的吸引力。就好像萬麗酒店及度假酒店，坐落於世界各大名市的中心位置，毗連旅遊景點，加上各式各樣美食相伴，為您帶來一次畢生難忘的旅遊體驗。

## 萬怡酒店

萬怡酒店深切瞭解商務人士的需要，度身定設稱心服務。酒店內的每項設施均經過細心的挑選，務求能迎合您的要求。部分酒店更設有免費寬頻上網服務，隨時化身成為您的流動辦公室。酒店更提供豐富自助早餐，讓您以最佳狀態迎接新的一天。

## 萬豪行政公寓

每逢外出公幹一個月或以上，必須選擇一家合適的酒店，才能迎合您日常需要。為了給住客營造家的感覺，位處世界各大名市的13家萬豪行政公寓，著力於每個細微地方，例如擺設時尚傢俱、設置獨立廚房和提供先進的娛樂配套，另外專設工作間，讓您仿如在家一樣，既可盡情享樂，亦可專心工作。

## Residence Inn® by Marriott

每當您來到Residence Inn®的時候，無論是入住一個月、一星期甚或者一晚，都可以領略到萬豪國際享譽全球的專業服務。當中愜意舒懷的住宿環境，令您猶如置身家中，忘卻一切工作壓力。酒店內的每間客房亦早已增設寬頻上網服務，同時備有獨立廚房，想親自烹調家鄉美食，一樣方便簡易。酒店設有住客歡聚時間，每星期更提供燒烤晚會，如此豐富的節目安排，讓您在家以外，亦可找到家的暖意。

## Fairfield Inn® & Suites by Marriott

每間Fairfield Inn®，均代表著潔淨環境加上光線充足的客房，而親切友善的服務態度，屢獲海內外多項殊榮，加上相宜房價，更贏盡住客的讚賞。

## Marriott® Conference Centres

要把商務會議辦得有聲有色，酒店的選址非常重要。Marriott Conference Centers毗鄰各大城市的機場，盡得交通優勢。配合萬豪國際一貫的親切服務和專業經驗，加上先進設施與器材，必定能夠滿足每位商務旅客的要求。

## TownePlace Suites® by Marriott

經常長時間外出工作的人士，揀選酒店的條件特別多，而且要求亦會特別高，正因如此，TownePlace Suites by Marriott®便能迎合大家的需要。歡愉的氛圍，親切的服務，齊全的設施，讓每位住客於工作過後，亦可投進家的懷抱。

## SpringHill Suites® by Marriott

想遠離煩囂都市，投進寧靜假期，SpringHill Suites® 是您的完美之選。偌大的套房較其它傳統客房面積多出百分之二十五，無論是休息、工作或享樂的空間亦更為寬裕，讓您享受更佳。無論何時何地，同樣令您的旅程怡然自得。

## Marriott® Vacation Club International

Marriott Vacation Club® International在世界各旅遊熱點提供分時度假酒店，無論您在全球多個地區旅遊的時候，也可以入住周全完善的Marriott Vacation Club® International，任何時候，享受畢生難忘的旅遊體驗，實現寫意人生的夢想。

## 現代酒店的需求管理方法

本刊編輯部

**現**代酒店的需求管理包括三大方面。第一是對酒店客源資料進行搜集與分析，第二是不斷把握世界需求的新潮流，第三是對酒店客源不同需求狀態進行針對性管理。

### 酒店客源資料的搜集與分析方法

喜來登旅館公司的創始人歐內斯特·亨德森先生的著名格言是：「在旅館經營方面，客人比經理更高明。」瞭解賓客的需要，不僅能更好地為賓客服務，而且也能從經常在世界各地旅行的商務客人處掌握國際飯店業發展的最新動態，幫助自己改進服務。因此，現代飯店很注意對客源資料的搜集與分析。那麼，飯店應如何來搜集與分析客源的各種資料呢？



### 描繪出你顧客的特點

我們可以把客房預訂單、住宿登記卡、結帳單，同時也可以把早餐預訂單、宴會預訂單、餐飲付款單、洗衣付款單和微型酒吧付款單等作為客源的信息來源，對飯店顧客的需求特點進行系統描繪。這些特點主要包括下列九個方面。

- (1) 顧客的姓名、地址和郵政編碼。這可用作聯繫手段。
  - (2) 預訂的日期和方式。這可幫助選擇銷售渠道和確定提前進行推銷活動的時間。
  - (3) 到達日期、離開日期和停留時間長度。這可瞭解客源的季節性和停留長度。
  - (4) 每次一起來的人數。這可知道目標客源人數規模。
  - (5) 所支付的客房價格。這可瞭解每一類顧客對飯店這一主要經營收入來源的貢獻大小。
  - (6) 顧客類型，如會議代表團、觀光旅遊包價團、商務客等。這可用來瞭解顧客的需求類型。
  - (7) 總的帳面支付額和支付方式。這可用來瞭解顧客總的花費額、消費結構和支付方式。
  - (8) 支付給旅行代理商的佣金類型。這可用來瞭解支付不同旅行代理商的銷售成本。
- 以上這些信息既可以用手工記錄，也可以輸入計算機。從便於進行銷售角度考慮，應按客源業源來對這類信息資料進行分類。這將能判斷客源市場的地理分佈。我們可以在地圖上標出客源的來源地、類型和相應的數量。

考慮到改善淡季的銷售量，我們也可以對顧客信息資料按時間分類。這樣，我們可以瞭解到某一時間某一地區來多少客人。如我們可以發現，美國客人在11月份的感恩節和在12月份的聖誕節一般在家裡團圓度過，中國人卻不是這樣。如港澳台同胞一般是在1和2月份的春節在家裡團圓度過。既然運用以上信息，在不同季節我們就可以對不同客源進行推銷。然而，如果我們能根據客人地理分佈、類型和時間對客人信息進行分類，那就更好了。這樣做也能幫助我們發現，是否有可銷售的客源地區，客源類型和季節需求被忽略了。

## 掌握目標客源需求要點與變動趨勢

我們通過分析比較以上記錄的有關顧客的連續幾年的信息，就可以發現客源的變動趨勢。可能某一細分市場的客源正在下降，而另一細分市場的客源正在猛增，它的發展潛力必須受到關注。如我國1989年和1990年外國旅遊者市場下降，可是台灣旅遊者的市場猛增，就是一例。

我們可以將經常來飯店居住的顧客，數量和消費額都很大的顧客，或者對飯店聲譽影響很大的顧客作為目標客源。對這些賓客我們可以製作一份賓客歷史卡，來發現這些顧客的需求的詳細特點，以便飯店能更好地對他們進行推銷和服務。

一份賓館歷史卡，是在對每一位顧客日常記錄的基礎上，綜合了幾次記錄的信息製成的。它的內容欄目可以是很廣泛的，只要對飯店的推銷與服務有用就可以設立。一般有客房類型，所支

付的價格，每一次居住的時間長度、信用情況、預定方式，愛好各種活動、特殊要求、生日、結婚週年紀念日、投訴等等。

賓客歷史卡上的信息大部分是由總服務台服務員匯總處理的。但是，我們可以鼓勵各個經營服務部門的員工，如客房部、餐飲部、商場部、康樂部的員工提供他們目標客源的重要信息，或建立各部門的賓客歷史卡。當然，賓客歷史卡也需要不斷更新。當原來的老顧客已經不再光臨飯店了，他們的賓客歷史卡就可移放在一邊。

## 深入瞭解賓客意見

如果我人還需要深入瞭解賓客的需求問題的話，我們還可以運用《賓客意見徵詢表》和直接與賓客面談的方式。

按照國際旅館業的經驗，《賓館意見徵詢表》的設計和使用要注意下列幾個問題。第一，要有保密性。防止有關部門的服務員和人員看到後，認為對自己不利面藏匿不報。因此，《賓客意見徵詢表》可以設計成折疊式信封樣，收信人姓名是總經理。顧客感到需要，填好後可直接寄給總經理。第二，突出個人負責感覺。賓客在花時間填表之前，往往會考慮誰會認真處理這張徵詢表。現代旅館管理強調要有具體的人負責。如維也納馬裡奧特賓館的《賓客意見徵詢表》上有馬裡奧特公司總裁比爾·馬裡奧特先生的肖像，下面有這樣一行字：「你是能告訴我們已經成功了還是尚未成功的人。我們重視你的評論，想要知道哪些事情我們做好了，哪些事情我們還需要改

進。你能讓我們知道嗎？我們必須確信我們的服務是做得好的。畢竟，我的名字寫在大門上。」

第三，內容要全面。不但要包括我國飯店星級評定標準中《賓客意見調查表》上的內容，而且也要包括從客房預訂渠道、各種投放狀況、各種服務人員的表現和以後是否再願住這家旅館的所有信息。第四，要對《賓客意見徵詢表》進行正確分析，由於賓客一般只有在服務質量特別差和特別好的情況下才願意提意見，因此如果賓客沒有提意見，說明服務質量也不是很高。為了主動瞭解服務質量，總經理可以直接與賓客交談，這通常也是總經理助理的任務之一。如需要，在談完之後也可再請這位賓客填一下《賓客意見徵詢表》。這裡要注意，與賓客交談的飯店管理人員必須具有較高的級別，使客人感到受尊重，而不是要有一種被騷擾的麻煩感。同時，也可給被訪問交談賓客以特殊的優惠待遇。

#### 進行專項調查研究

對於主要目標客源的基本需求情況，還可以通過定期的專項調查研究來瞭解。我們舉一個向旅行商進行間接瞭解的例子。美國舊金山市旅館市場營銷協會副主席組織了一個代表團，調查了美國本土，又訪問了日本、澳大利亞和香港的75位主要旅行行業專業工作者，研究日本出國旅行者的需求特點，他們發現日本海外旅行者的餐飲需求方面有下列特點：他們發現日本海外旅行者在餐飲需求方面有下列特點。他們不太喜歡：（1）零點菜。（2）每份菜份量太多。（3）油，太香，辣。（4）不講究烹飪技術。（5）小羊肉、羊肉、雞肉和鴨肉。（6）乾燥的米飯。（7）

主菜前送色拉。（8）黑麵包，醃或熏的豬肉。（9）大米布丁。（10）烈性威士忌，杜松憶酒和伏特加。（11）用現金單獨付小費。他們更喜歡：（1）客飯或公司菜。（2）每客菜份量適中。（3）味道輕淡。（4）烹飪精製。（5）牛肉（腰部嫩肉）。（6）有粘性的米飯。（7）色拉伴主菜（甚至早餐也這樣）。（8）意大利細條實地。（9）白麵包、火腿、香腸。（10）牛奶蛋糊布丁。（11）蘇格蘭威士忌。（12）白蘭地。（13）價格固定，小費包括在帳單裡。（14）肉飯。（15）辣醬油、醬油和泡菜。

#### 不斷把握世界需求的新潮流

現代飯店經營的任務可用三句話來概括：一是要發現和創造顧客；二是顧客是為了飯店的承諾所吸引的；三是顧客是由於滿意而忠誠的。顯然，要完成好飯店的經營任務，關鍵是要把握好賓客的新需求。有家飯店餐廳調查發現，青年戀人中的女方往往喜歡男方帶她到具有特色的高級餐廳用餐，而男方既想避免「小家子氣」的壞名聲，又想適當少付錢。針對這一需求特點，該餐廳就取名「情侶餐廳」，並設計了兩種菜單，一種是供女方用的，菜單上的品種價格非常貴；另一種是供男方用的，品種價格則比較低。這樣當男方點了許多菜後，女方自然會感到男方很有氣派，產生好感，男方很樂意經常帶他的女友光臨該餐廳，這家餐廳的生意也興隆起來。

那麼，營銷人員一般應把握賓客哪些新需求呢？我以為至少應把握以下兩方面：（1）世界需求新潮流；（2）飯店主要客源市場的需求特點。在這裡著重說明世界需求新潮流及飯店營銷的新對策。

### 1、青春化潮流

每個旅遊者都希望自己像想像的那樣年輕，特別是中老年旅遊者更是如此。針對這種需求，飯店可以商場裡設立「使您青春化專櫃」，出售章光毛髮精、假髮、美容產品及時裝等。

### 2、健身化潮流

西方旅遊者，很怕因環境污染而損害健康。針對這種需求，飯店可以採取以下四項措施：

(1) 在飯店裡推銷中醫中藥。這是因為，現在越來越多的歐美人認識到中醫中藥是一種沒有副作用的自然醫學，他們越來越喜歡中醫中藥。

(2) 改變菜單設計，增加蔬菜和豆製品。以前美國人很強調品嚐各種以肉類為主的主菜，現在卻越來越偏好品嚐蔬菜，特別鍾情於食用大豆製品。美國一項研究表明，大豆裡的蛋白質含量高，可防止許多疾病。因此，美國衛生機構公司開始號召美國人最好每天食用50克大豆製品。

(3) 推銷天然飲料和健身菜。美國人發現，可口可樂這種碳酸飲料沒有什麼營養價值，它含有咖啡因，其金屬罐還會損害人的牙齒，所以越來越多的人喜歡品嚐番茄汁，果汁等各種天然飲料。另外，據美國醫學衛生部門的調查統計，美國人患肥胖症（體重超過標準體重20%以上）的比例在80年代急劇增長，1976—1980年患肥胖症者占總人口的20%，1988—1991年則猛增到33%。肥胖與心血管病、糖尿病等密切相關，因此減肥在美國正成潮流，人們在飲食方面講究低脂肪、低糖、低熱量。此外，近年來科學家發現飲茶有助於防止癌症等疾病，常食水果蔬菜有益健康。在這種情況下，冰茶、果汁等新型飲料盛行。我們在推銷中菜時可以強調其防止癌症與減肥的功能。

(4) 推銷健身用品、健身器材與健身俱樂部。美國最暢銷的是健身用品和健身器材，幾乎每一個美國人都運動衣和運動鞋。由於下雨天，熱天和冷天都不能在戶外鍛煉。因此，健身俱樂部也流行起來。我們可以向飯店公司的長住客人大力推銷健身用品、健身器材和健身俱樂部。

### 3、發達國家的愛國熱潮和發展中國家向發達國家看齊的熱潮



如法國抵制美國好萊塢電影的文化侵入，美國公司經常用美國國旗圖案來做產品包裝和廣告，這些都是發達國家愛國熱潮的一種反映。針對這種需求，飯店在為外國旅遊者服務時，要特別尊重他們的民族自豪感。如維也納馬裡奧薩爾茨堡喜來登賓館，在門廳上懸掛主要客源國的國旗。發展中國家則掀起了向發達國家看齊的熱潮。針對這種需求，我們可以適當宣傳，我們中外合資飯店，我們的產品是中外合資產品，我們的飯店是由國外著名飯店管理公司管理的。

#### 4、非正式、非正規化潮流

如時裝的休閒化、隨意化、自由化，幾乎想得出的、穿得出的都是時裝。一個最典型的例子是牛仔褲的褲可以一截二，褲上可以有破洞，褲邊上可以有須線。這啟發我們在飯店商場裡銷售各色時裝。又如據統計，到2000年美國的單親家庭將占家庭總數的47%，這啟發我們在以家庭旅遊者為銷售對象的客房、傢俱、食品設計上規模要小一些，因此家庭人口減少了。非正規化潮流對飯店的裝潢設計有很大影響。如以前人們欣賞具象畫，畫面上出現的山水、人物都很逼真，具有平衡對稱感。現在人們欣賞抽象畫，一種意念的畫面與色彩，可以不對稱，不平衡。飯店在選擇風聲和展示各種畫品時就要注意這一點。

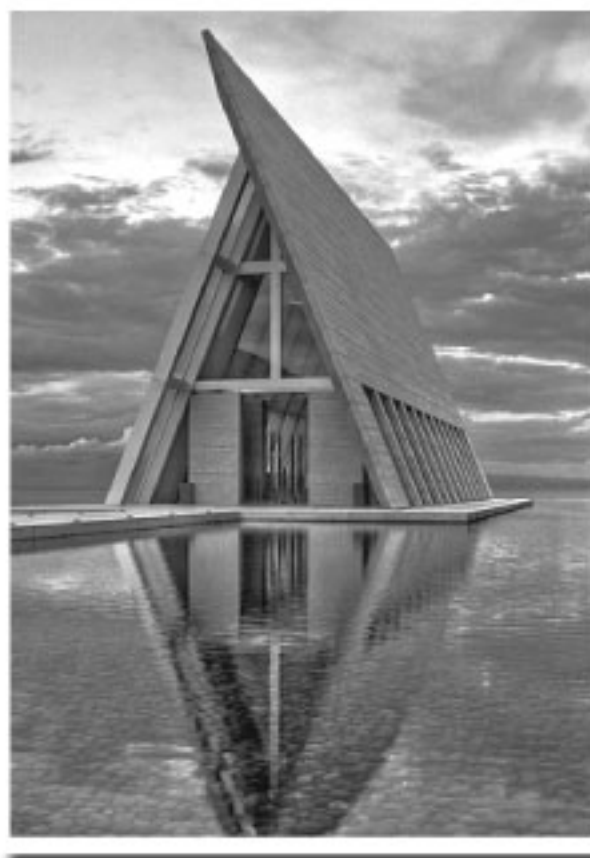
#### 5、回歸自然

旅遊者越來越追求陽光、海水、海灘、綠色植被、清新的空氣和純淨的大自然。針對這種需求，飯店大堂以配有自然采光的透明屋頂，設置由綠樹環抱的花園咖啡廳，再加上瀑布或噴泉。

飯店也可以提供散步的綠茵草坪與遊船、釣魚、戶外燒烤等各種旅遊活動。另外，在游泳池旁裝飾棕櫚樹；在做飯店廣告時，以飯店的自然景區為背景，讓人們感受到回歸大自然的情趣。

#### 6、追求奇觀

旅遊者越來越追求新奇、新鮮的經歷，他們渴望暫時擺脫或改變一下自己已經習慣和厭倦的生活與工作環境。這樣，就要求我們盡可能提供具有民族特點、地方特色的東西，創造奇觀。佈置幽默漫畫式的小雕塑、飯店的觀光電梯和頂層旋轉餐廳往往大受旅客歡迎。如上海新錦江大酒店頂層藍天旋轉餐廳，與雲天門渾然一體，申城景色一覽無餘，已成為上海美食一景。





## 7、個性化服務

賓客到飯店來追求的是高氣氛與高服務的產品，一般具有很強烈的自尊感，同時往往也具有各自獨特的需要，我們要精心予以滿足。在這方面，光按照作業規程來做還不能達到完美的程度。如上海新錦江大酒店門廳服務規定，「客人乘坐的車輛到達飯店時，要主動為客車開啟車門，在手擋住車輛門框上沿，以免客人下車時碰痛頭部，並主動向客人招呼問好」。但是，如遇到老年客人，下車時還需要攜扶一下，因此，光按照門廳服務規程來提供服務還不夠，需要個性化。在飯店的日常營銷管理中要注意處理好「大眾情人與個性化服務」這一對矛盾。飯店是大眾情人，因為飯店的一間客房一年可以有365位客人來住，飯店的銷售人員要向無數位客房時行推銷。這種情況往往使飯店的銷售、服務人員對某一位客人的獨特要求處於麻木狀態。飯店產品是高消費、高氣氛、高情感與高服務的產品，一定要避免出現這一麻木狀態。要注意選用一批專業化的、富有同情心的、能提供個性化服務的員工來從事營銷、服務工作、從根本上杜絕此類現象的出現。

## 對酒不同需求狀態的管理方法

飯店經營管理中的第一個問題就是飯店的需求管理問題。飯店需求，就是指在一定時期、一定價格下，顧客願意購買各種飯店產品的數量。飯店管理者在完成經營目標時，可能會遇到下列八種不同的需求狀態。

### 1、對負需求狀態的管理

這種需求狀態是：一部分賓客不喜歡或厭惡你飯店的產品，故意避免去購買它們。如上海××飯店曾有一位日本賓客被一謀財的暴徒傷害了，顯然，賓客很害怕住這間客房。在這種情況下，飯店管理就要分析賓客不喜歡這家飯店的原因。如加強飯店的安全措施；如果產品過時，就要對產品進行重新設計；如果產品質量不好，就要提高質量；如果賓客對這產品有誤解，就要用更積極的促銷手段來改變賓客的態度。這種需求管理可叫扭轉性營銷管理。

### 2、對無需求狀態的管理

這種需求狀態是：賓客對你飯店的產品不感興趣，沒有人來購買你飯店的產品。如某城市旅遊涉外飯店已過剩，而又有一家新的旅遊涉外飯店開業，這家飯店的位置又遠離城市中心，賓客對這種飯店的興趣就會很低。在這種情況下，飯店管理就必須發現一些能把自己飯店產品的利益與賓客的需要與興趣聯繫起來的方法。如上海某外貿飯店就採用在開業時打50—75%折扣的方法，也可宣傳它環境高雅、寧靜寧靜可供獨用的氣氛，來吸引賓客光臨。這種需求管理可叫刺激性營銷管理。