



南加州台灣旅館業同業公會

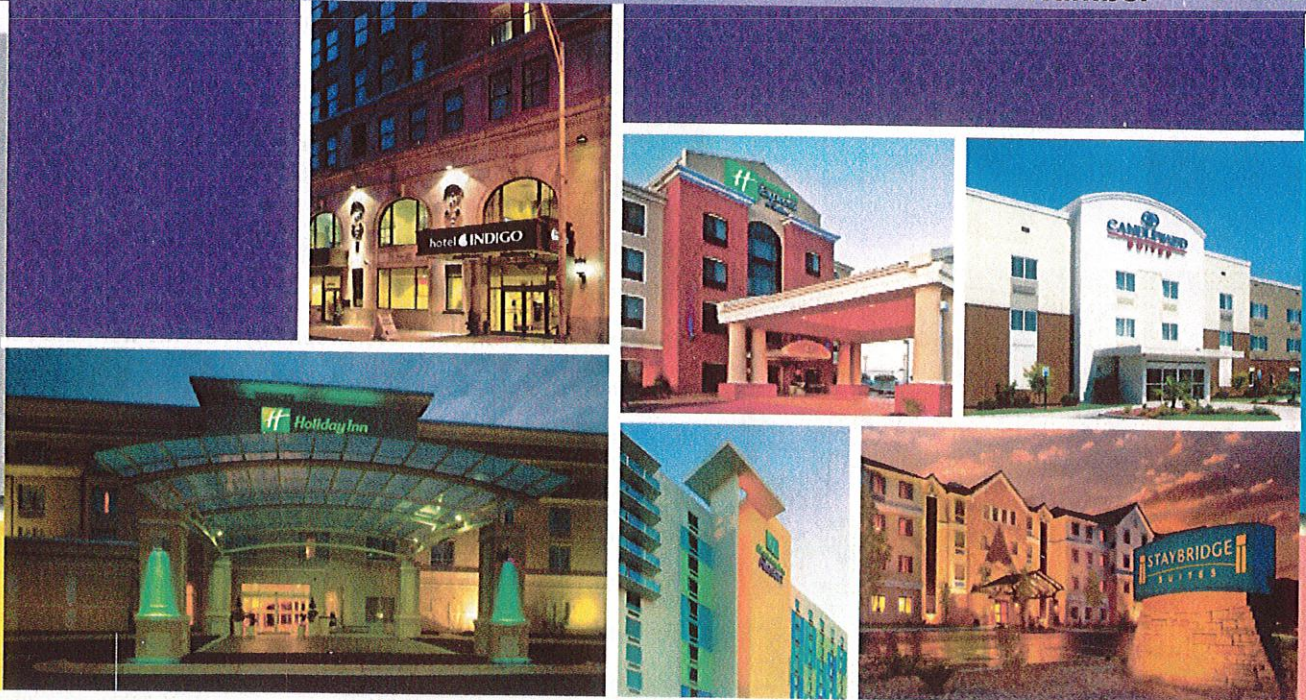
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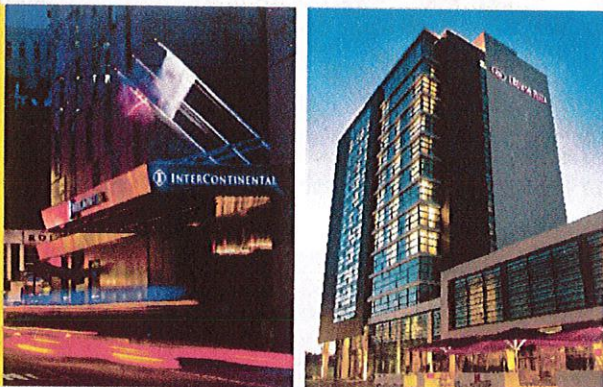
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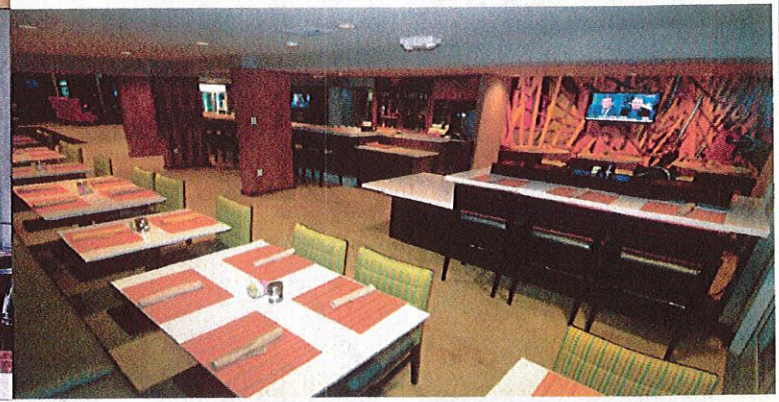
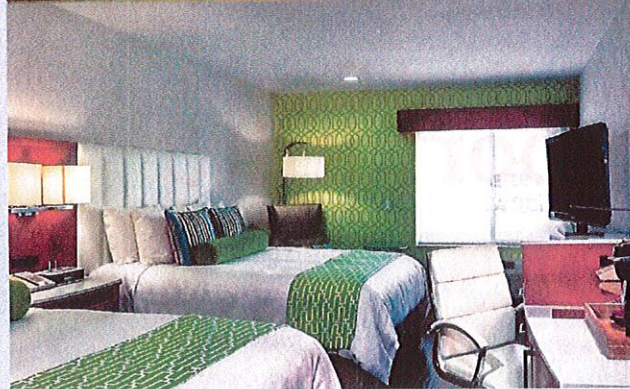


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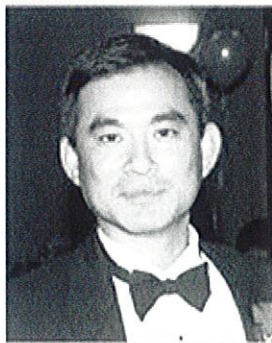
龍虎風雲榜

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A message from President

會長 王政煌

Michael Wang
President of THMASC



承蒙大家支持，我很榮幸能夠擔任第四十屆南加州台灣旅館業同業公會的會長。許多人都知曉，先父王桂榮先生與業界前輩蔡金裕先生於1975年草創了公會。他們對公會的願景是將旅美的台灣遊子團結起來，共同開創旅館新事業。現今公會蓬勃發展，會員們也都從單打獨鬥的家庭式經營發展成企業化的連鎖加盟旅館。

謹此向公會所有草創艱辛的前輩們，以及多年來努力耕耘、繼往開來的同業先進們致意，沒有您們就沒有今天的公會。另外也要感謝多年來不吝分享資訊，以及慷慨解囊的會員及廠商們，使得公會對大家的服務精彩多元。特別要感謝的，就是我們的理事團隊，多年來無私地在精神上、時間上、財務上全力協助公會的運作。正因有大家同心協力地開創了公會的光榮歷史，這一切不斷地提醒我要將這個傳統延續下去。

I am honored to serve as the fortieth president of the Taiwan Hotel & Motel Association of Southern California. As many of you know, my father, Kenjohn Wang, and fellow hotelier, King Tsai, founded THMASC forty years ago. Their vision was to unite and assist new immigrants from Taiwan to invest in and operate hotels. Today, many of our association members are experiencing tremendous success, owning and operating multiple hotels with well-known franchise brands, as well as independent hotels with creative concepts.

I wish to thank all our past presidents and board members for their commitment to my father's vision. Without their passion and dedication, our association would not have existed today. I wish, especially, to thank our members, vendors, and friends of THMASC for their support and participation. Having served on the board now for fourteen years, I am grateful for the strong relationships developed and the trust I have in our current board members. It is my responsibility to carry on the legacy of our association, and do my best to serve our members and the Taiwanese community-at-large.

HAPPY HOLIDAYS

我認為公會首要的工作，便是提升第二代的向心力。我很高興能看到第二代中佼佼者的崛起，如林殷隆 Ted Lin 及張端心 Annie Chang，能夠躍升為領導者，招募及帶領業界中第二代的菁英。其次就是關懷鄉土，將我們經營旅館的架構，利用暑期在職訓練的機制，培訓台灣旅館科系的學子們，提升台籍子弟在同業間的競爭力，與全球業界平行。

初啣重任，千頭萬緒，除了再次感謝大家對我的支持與愛護，僅有對所有會務全力以赴，與大家一起替公會開創出一個新的里程碑，謹此期待大家的全力協助與不吝指教。

What is my FOCUS for this term? Firstly, I am passionate about supporting our second generation hoteliers. I am very proud to have both Teddy Lin, 2G President, and Annie Chang, our newest board member, lead future generations of hospitality leaders. Next in order is to initiate a hotel internship program here in the U.S. for students in Taiwan. Furthermore, as we transition into a new era of innovative hospitality concepts, it is important for our association to connect and collaborate with other mainstream hotel associations.

Many thanks to fellow members of THMASC for the opportunity to serve as your president. I take this honor to heart so sincerely, and I will do my best to provide an environment where we can all experience even greater success in the future.

With highest gratitude,



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謹賀新年

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2015

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恭賀

本會前理事長、現任會務顧問 許清松先生

榮任
2015
加州橙縣 中華民國僑務委員



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會長 王政煌 暨 全體理事 敬賀

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恭賀

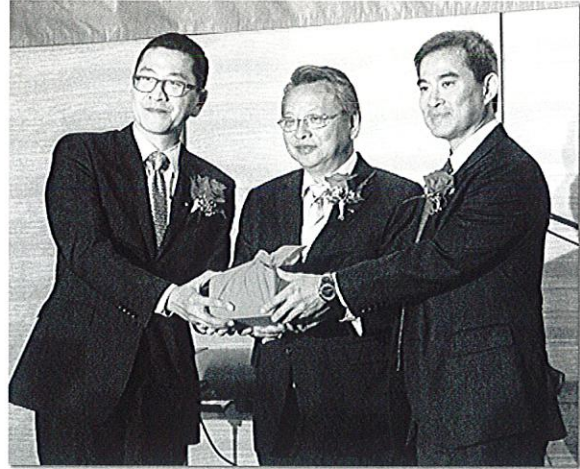
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2015
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會務活動

南加州台灣旅館業同業公會 第三十九屆年會

6/08/2014



會長交接暨來賓致詞



會務活動

南加州台灣旅館業同業公會 第三十九屆年會

6/08/2014



帶著感恩的心



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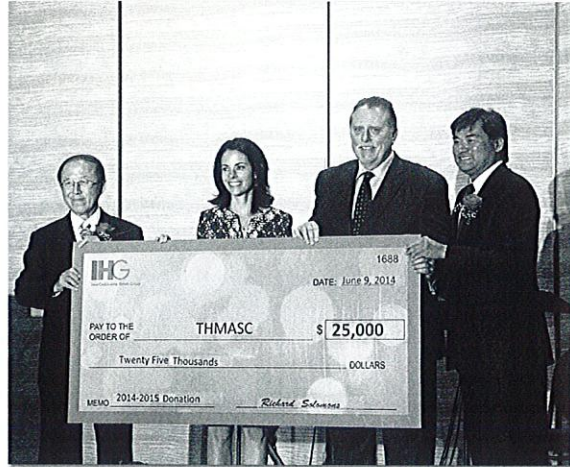


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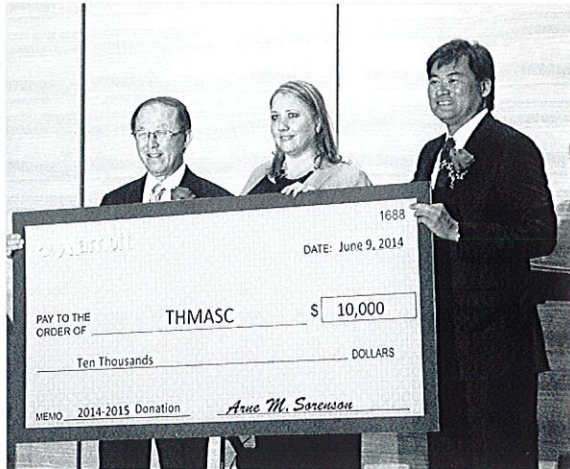
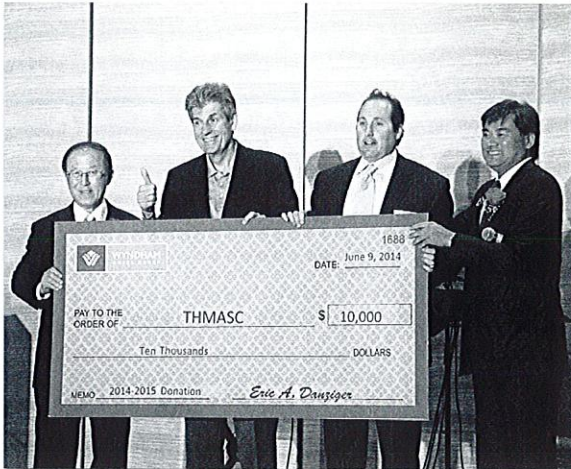
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緬懷故前會長 盧景林先生



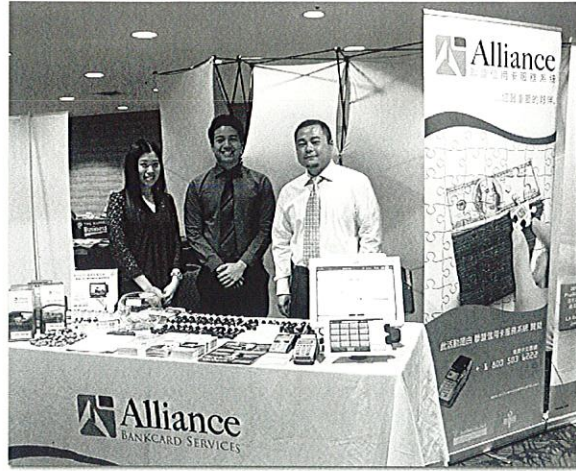
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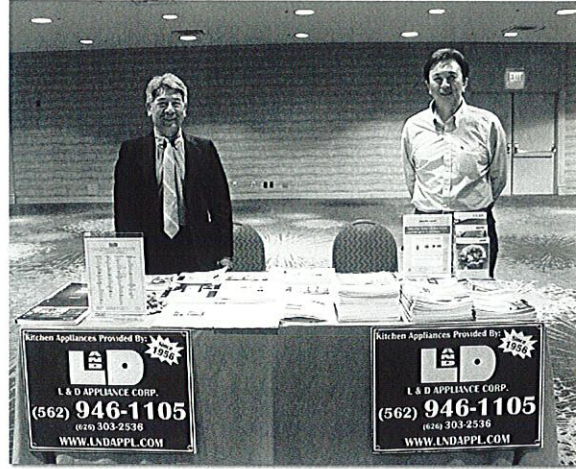
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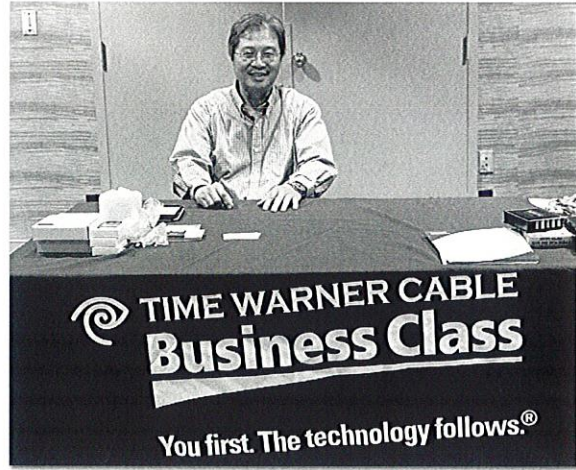
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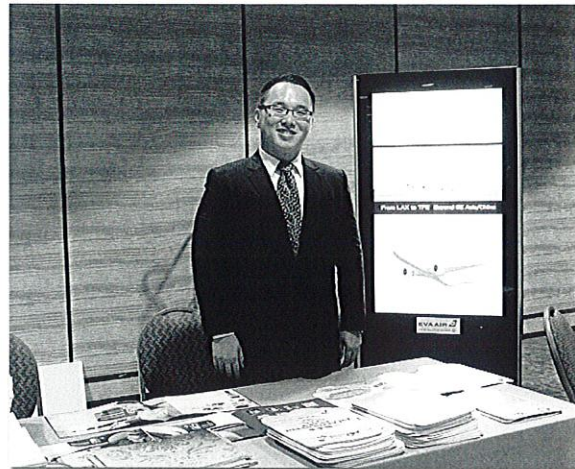
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南加州台灣旅館業同業公會 第三十九屆年會

6/08/2014



Welcome party



會務活動

南加州台灣旅館業同業公會 第三十九屆年會

6/08/2014



Entertainment



會務活動

嚴長壽蒞臨演講

7/27/2014



會務活動

南加州台灣旅館業同業公會 座談會

11/12/2014

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南加州台灣旅館業同業公會座談會



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南加州台灣旅館業同業公會 座談會

11/12/2014



會務活動

歡迎 夏處長季昌蒞臨

08/09/2014



會務活動

拜會洛杉磯經濟文化辦事處

10/21/2014



會員福利

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)

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 2. 沒有最高上限 Lifetime Maxums。
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 6. 專科醫生門診費\$35。
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 8. 開刀、麻醉、X光及驗血沒有費用。
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 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%。
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 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)

會員福利

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。

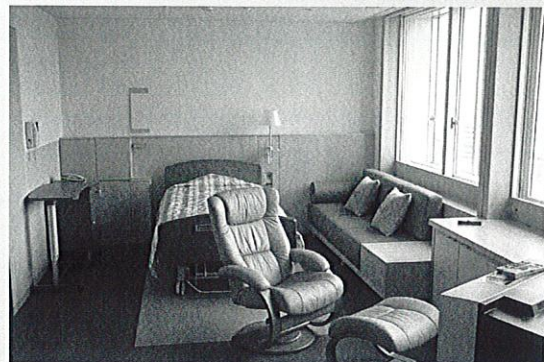
3. 65歲以上是否要退保？

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

San Gabriel, CA 91776

Tel:626-280-2207

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

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酒店管理新理念，你Out了嗎？



本刊編輯部

管理者要確立好酒店的經營核心：1.做好客源來而不失，員工動而不走，資金散而不失；2.利潤的獲得從開源節流和製成成本開始；3.客房的出租率，平均房價，營業額增長等，終歸是要利潤增長。

很多酒店從業者越來越覺得，酒店在機遇與潮流中所面臨的挑戰，把握機遇，逆潮流而動，創造出自己的一套營銷操作系統，才能讓酒店保持先進位置，將流動性和利潤、增長作為酒店的核心。近年來，星級酒店隨著旅遊業的大潮如雨後春筍般湧現，面對著如此激烈的市場競爭，酒店管理者怎樣保持從容姿態，通過強化市場洞察力，把握時代脈搏，來製定酒店的營銷策略，成為了一個重要的課題。任何的一種營銷策略，不管是分銷還是直銷都不能做到涵蓋整個市場。因此要管理者要確立好酒店的經營核心：1.做好客源來而不失，員工動而不走，資金散而不失；2.利潤的獲得從開源節流和製成成本開始；3.客房的出租率，平均房價，營業額增長等，終歸是要利潤增長。

作為酒店的管理者，在決策上做的重大決定影響著酒店的生死存亡，就像一支軍隊的戰鬥力取決於最高統帥的決策一樣。酒店的主要產品是客房，銷售客房就是管理者最重要的事情，今天賣不掉客房，明天可能就要挨餓。所以管理者做決策要果斷，執行決策要堅決，更要著眼現實，從現在著手，才能夠將機遇牢牢握住。一旦執行某決策，就要堅決執行到底。同時要謹慎不做一成不變的決策。酒店管理也像一門語言一樣，每天要說，要運用，要吸收新詞，才會不生疏和過時的。

生存本能

不記得誰說過“偏執狂才能求生存。”現代酒店的經營管理在以往的不成文的規則中慢慢地發生著變化。而這些變化，往往不會有明顯的跡象為你敲響警鐘。所以，在能夠識別出風向轉變的時候，要及時採取行動，主動出擊，避免沉船。因此，酒店的經營者在充滿信心和具備能力的前提下固執已見，在某些特定的情況下就是取勝的關鍵。若酒店經營者只是一位隨波逐流，固步自封，只求防禦，就會導致酒店經營走向沒落。

總結與展望

在總結經驗的同時，學會展望未來。規劃出酒店的新路子，不再重複老路子。善於從走過的軌跡中摸索出別出心裁的思路，從而預測下一個決策，要怎樣執行。雖說我們不能如孔子一般前知五百年後知五百年，至少也要前知十年後知十年，否則就不是合格的酒店管理者。

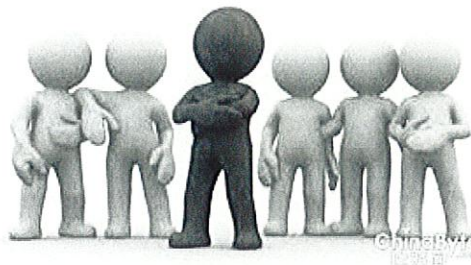
無論是工作或者生活，離不開的革新與創造才能給酒店帶來新的生機，環境和時代的不斷變化，使得去年賺錢的法子在今年已經行不通了，崇尚時速，追求變化，才能夠使酒店的經營永葆青春。從服務到管理，從流程到模式，都有著革新和變化，改變酒店的基礎框架，學習經營方法，讓員工適應新環境，鼓勵他們敢於冒險和創新。

重視大策略的市場效應和小策略的對手反應

作為酒店的經營者，必須重視策略。大策略要靠領導人的洞察，從多年的讀書、觀察、談話、思考和實踐中來。上級擬定策略，下級則思考和執行策略，對抗強大的對手，靠判斷力和洞察力形成策略，建立起能夠克敵制勝的團隊。因此，酒店中每一件事的當務之急是讓員工明白，升遷不是一個人的里程碑，一個最大的快樂是做成一件事情，不是名利。在這個瞬息萬變的時代，酒店經營者要能夠堅持策略，將誘惑拒之門外，唯一必須做的就是將決策貫徹到製度裡面，形成規範與標準。

企業文化

說了很久的企業文化，優秀的領導者能夠意識到沒有文化的企業就是沒有靈魂的軀殼。企業文化如同民族文化，要有堅強的靈魂才能夠立足世界。戰後的德國與日本能夠快速從困難中迅速復興起來，靠的就是堅強的民族文化。經營起有文化的企業，酒店管理者就能夠節省出更多的時間和管理成本。企業文化紮根，依賴的就是日常的執行。同時在未來的經濟競爭中，管理改善組織重整固然重要，而更重要的是要有與同行策略相異、產品服務相迥的企業文化，才能夠保持競爭的優勢。一個企業的商業模式可以復制，但企業文化卻是抄襲不了的。



將賺錢圈定在可控範圍內

酒店作為一個成本高耗的行業，特別在餐飲和娛樂方面，營業額如果不斷提升而成本卻失去控制的話，雖賺猶賠。往往，酒店的經營管理者不能夠抓住控制成本，因此失去了控制賺錢的力度。在酒店的管理中，部門經理的主動權是不能控制的，而善於讓部門經理和員工一起發揮聰明才智才能夠賺錢。相反的，企業的效益若是提高了，總經理不如放手放權，做一個“失去控制”的太上皇。老子的《道德經》是值得酒店的經營者學習的，懂得無為而治的學問，明白實現失去控制而賺錢的道理。

總競爭與規則

有人說過，商業競爭就像是一場流血的體育比賽。競爭很嚴酷，不管是酒店還是公司，都要確立好具有挑戰性的目標。闖入市場，打亂原來的規則，採取有效的經營方式。在市場競爭中的最佳方案是雙贏，但是，物競天擇，適者生存的自然法則警醒酒店經營者必須要戰勝對手。甚至在某個特殊的時期，採取不擇手段的競爭方式，想方設法擊敗競爭對手，即使冷酷無情也是必須的。只有打破現有的規則，才能建立起適合自己的市場新規則，這就是競爭。

客人至上，效益為先

酒店業遵從的“賓客至上”是有一定的道理的，酒店要獲得效益，脫離了賓客是不行的。只有賓客對酒店的服務滿意了，才會更加樂意接受你的服務，你的效益越高，利潤才會越高。相反，若是得罪了賓客，就會面臨著失去市場競爭力的局面。不要簡單將酒店和賓客的關係定位為服務與被服務的關係，也不要定位在主人和客人的關係，應該確定為相互信任理解關愛的親人關係或者朋友關係。“賓至如歸”講的就是要把賓客當成自家人，如果做到這一點，酒店客戶才不會流失。其中酒店的核心競爭力就是創造服務，形成自己新的服務標準。在對待員工上，將工作流程盡量簡潔化，工作指令簡單明了，意見反饋也要做到簡明扼要。在對待賓客的需求上，從客人進酒店到離開酒店都能夠感受到酒店所提供的便利。

員工是酒店創造利潤的基礎

“21世紀什麼最貴？人才最貴。”經典的電影台詞已經能夠闡明一個酒店的經營離不開人才，在面對現實、注重質量、追求傑出和發揮人才優勢的時代，市場的競爭終歸是人才的競爭。酒店經營者在引進現代科學的用人制度的同時，在吸引人才，招聘人才，使用人才，重視人才，培養人才等執行上，認真貫徹“能者上，平者讓，庸者下”的用人原則，建立好賞罰分明以及獎優罰懶的考核制度。了解和善於使用才人，永遠是酒店經營者的任務，不僅在對待員工上，也體現在招待賓客上，開拓市場和酒店管理，在應用以人為本的人性化管理上，引領員工一致向酒店的目標行進。同時在動態中製定和實現目標，讓目標有著可塑的動態，迎合不斷變化的市場，這樣才能立於不敗之地。關注員工在工作中的成長，鼓勵員工為酒店的利益忘我的工作，讓員工做得更好。打造一個員工至上的工作團隊，每一個酒店管理層幹部都要明白：員工永遠是第一的。員工服務是創造利潤的基礎。



細節決定成敗

本刊編輯部

“態度決定高度, 細節決定成敗”

— 諾曼·文森特·皮爾

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



100-1=0

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

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

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

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

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

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酒店的品牌行銷策略

By: Jessica Jiang

當今酒店行業中，對於酒店品牌的討論紛紛不絕。但是大家一致圍繞的問題是如何利用酒店品牌來創造客戶的忠誠度和如何利用酒店品牌來創造酒店的價值。在過去的25-30年裡，旗艦品牌已經變成了一種用於發展酒店的主要工具，特別是對於酒店品牌開發擴展方面有極為突出的影響。

這項策略開始於1981年的Quality International。大多數酒店已經開發了多種等級的品牌連鎖來爭取不同的客戶群體。品牌的價值建立在此酒店的潛在客戶群對於酒店品牌形象的認知，對於酒店品質的認可和客戶的滿意程度。從酒店行銷的出發點來看，一般經營良好的酒店品牌會佔有更多的市場份額，即使不同的酒店品牌母公司開發了多種不同酒店品牌子公司，並且獨立經營這些子公司，也會取得不錯的收益。這些不同酒店的獨立的品牌完全有他們各自完全不同的客戶出發點，很多這些獨立經營的酒店子品牌甚至都不包含他們母公司的名字。就像是賦予的這些無形的酒店品牌一種生命一樣，他與客戶的個人情感是緊緊相連在一起的，這才是酒店品牌最主要的作用。每當客人提起這個品牌的酒店，或者這個品牌旗下的酒店，這就意味著這些酒店帶給客人的

承諾。外出的客人會通過選擇他們熟知的酒店品牌來規避他們選擇入住一個不知名的酒店所帶來的風險，同一品牌的酒店有事也會喚起客人在某地遊覽的愉快經歷。總而言之，一個酒店品牌代表了一種與客人的關係。這種關係建立在客人逐漸瞭解到熟知到認可這個品牌的酒店的房間，設施，和入住經歷。最終建立了客人對於這個品牌酒店的忠誠度。

正如我們日常所見，一些酒店品牌很持續的保持著很高的淨利潤，而另外一些酒店品牌很持續的保持著很強進的ADR（每日酒店平均房價）。而ADR（每日酒店平均房價）恰恰是一種很好的預測一個酒店市場價值的工具。很多的研究表明客人願意為了表現突出的酒店品牌付更高的房價，有時這種酒店的收益竟會達到酒店總收益的20%-25%左右。

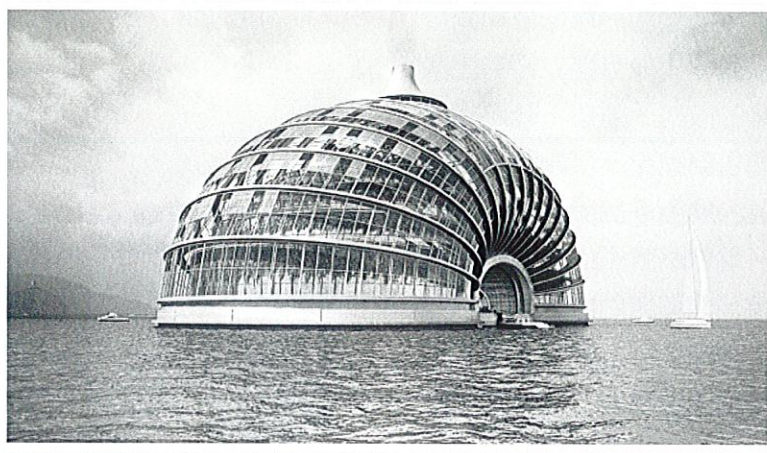


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Limited New Supply, Record Occupancy Keep Hotels Hot Investments

本刊編輯部

With hotel occupancy rates high and still rising, investors are continuing to book huge investment deals in the segment.

Take today for example. NorthStar Realty Finance Corp. announced that it has entered into a definitive agreement to acquire a \$1.1 billion hotel portfolio from Inland American Real Estate Trust.

The portfolio is comprised of 52 upscale extended stay and select service hotels with approximately 7,000 rooms.

Inclusive of this portfolio and an additional approximately \$700 million hotel portfolio that NorthStar Realty expects to close this month, NorthStar Realty will have an approximately \$3.2 billion hotel portfolio consisting of 159 hotels and over 20,000 rooms.

A significant portion of the hotel portfolio will be affiliated with Marriott and Hilton.

NorthStar Realty is acquiring the Inland portfolio in a joint venture with Chatham Lodging Trust where NorthStar Realty will have an approximate 90% ownership interest and Chatham the remainder.

Chesapeake Lodging Trust also pulled in \$126 million from a public stock offering this month. It is under contract to acquire the 337-room JW Marriott San Francisco Union Square for a purchase price of \$147.2 million, or approximately \$437,000 per guest room.

DiamondRock Hospitality Co. acquired the fee-simple condominium interest in the 282-room Hilton Garden Inn/Times Square Central in New York City for a purchase price of \$127.2 million (or \$451,000 per guest room). It also acquired the fee simple interest in a 106-room boutique hotel, the Inn at Key West in Key West, Florida, for \$47.5 million (or \$448,000 per guest room).

Increasing tourism across the country is helping to drive hotel occupancy rates, which remained high or rose in the Boston, New York, Philadelphia, Cleveland, Atlanta and San Francisco, according to the Federal Reserve. Most of the Fed's reporting districts indicated optimism about future activity levels, with Boston, Richmond and San Francisco reporting strong advance hotel bookings through the fall.

That report is backed by PKF-Hospitality Research's latest forecast, which calls for record hotel occupancy continuing in 2015.

PKF expects the U.S. lodging industry to achieve 65% occupancy in 2015, the highest national occupancy rate since the hotel analysis firm began reporting data in 1987. By year-end 2015, PKF-HR projects that the demand for lodging accommodations will have increased 25.8% since the depths of the recession in 2009, while the supply of hotel rooms will have grown by just 5.6%.

"An ever-improving economy, and the favorable relationship between supply and demand, have led to significant growth in both revenues and profits from 2009 to the current year. We expect this trend to continue through 2017," said R. Mark Woodworth, president of PKF-HR. "The 1990s were the only other time we observed such a sustained confluence of positive economic and market conditions."

With U.S. hotels achieving all-time high occupancy levels, PKF-HR believes that hoteliers will be able to increase their average daily rates (ADR) at an average annual pace of 5.7% from 2015 through 2017. Concurrently, Moody's Analytics, PKF-HR's source for economic projections, is forecasting the annual pace of inflation to average just 2.5%.

"The best news for U.S. hotel owners and investors is that the combination of high occupancy levels and significant real ADR growth will perpetuate strong bottom-line gains. PKF-HR is projecting the current three year streak of double-digit gains in net operating income (NOI) to continue through 2016," Woodworth noted. "We have not seen six years of such strong and sustained profit growth in the 78 years PKF has been tracking the U.S. lodging industry."

Harry C. Curtis, lead gaming and lodging research analyst for Nomura Securities, sees the same for public companies in the hotel sector.

"Our message is the same: the lodging group has strong earnings growth and visibility. Lodging companies continue to return capital to shareholders in amounts we have not seen during the previous two cycles."

But with occupancy levels nearing their records, some analysts believe the window of opportunity may be closing for lodging companies to make attractive hotel acquisitions during this upcycle.

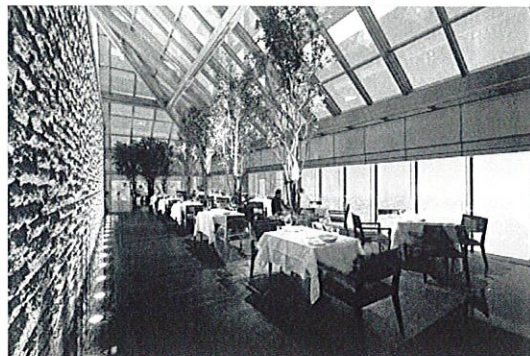
"We are closely monitoring companies' external growth strategies given the risks that acquisition missteps can pose to balance sheet strength," noted Fitch Ratings. "Conversely, sector credit profiles could benefit if companies use this opportunity to sell noncore assets."

However, Fitch said the acquisition window has not completely shut, noting that purchasing assets below replacement cost remains possible in many markets and that lodging REITs are expected to continue to selectively pursue acquisition opportunities.

Meanwhile, increasing land and hard construction costs still tip the scale in favor of acquisitions over new development, particularly in markets such as New York, San Francisco and Miami.

Gregory A. LaBerge, vice president and national director of Marcus & Millichap's National Hospitality Group noted that there was 112 hospitality transactions closed at midyear, totaling more than \$460 million in sales. This represented an 87% increase in transaction volume and a 110% increase in sales value over the same period in 2013.

"There is substantial equity in the hotel investment market and investors continue to see optimism in this asset class, particularly when paired with attractive debt solutions," LaBerge said. "An important leading indicator is the number of investors bidding for each of our exclusively listed assets, and that number continues to increase."



Porn Out, Hotels In as Sunset Strip Reborn:

Real Estate



本刊編輯部

It was rocked by the Doors in the 1960s, Van Halen in the '70s and Guns N' Roses in the '80s. Now California's Sunset Strip is getting a new sound: the booms of buildings being demolished and new ones developed.

Known for its giant billboards, celebrity hot spots and rock clubs including the Whisky a Go Go and the Viper Room, Sunset Boulevard is getting a 21st century makeover. Some aging landmarks, like the House of Blues and Larry Flynt's Hustler Hollywood erotica store, are on their way out, to be replaced by luxury lodging by hoteliers including Ian Schragar.

Investors AECOM Capital, CIM Group and Schragar all have buildings with hotels planned for the Sunset Strip. The projects are part of a record number of developments along the 1.6-mile (2.6-kilometer) stretch of Sunset Boulevard running through the city of West Hollywood, where hotel occupancies were among the highest in Los Angeles County last year.

"We like turnaround neighborhoods," said Warren Wachsberger, vice president of Los Angeles-based AECOM Capital, the investment arm of AECOM Technology Corp. "If you look at the evolution of Sunset Boulevard, 10, 15 years ago, you couldn't move because of all the traffic. It was dirty and dangerous. Today, Sunset is a dramatically different place."

At Sunset near San Vicente Boulevard, Hustler Hollywood, which opened in 1998, is being sold to an undisclosed buyer, said Arthur Sando, vice president of communications for Flynt Management Group LLC. The store, which is relocating, may be torn down and replaced with a hotel, said John Keho, assistant director at West Hollywood's Community Development Department.

Luxury Hotel

A half block over, a Saudi Arabian company is "close to breaking ground" on a luxury hotel with about 190 rooms on a lot purchased for about \$30 million in 2012, said Tony Azzi, a Los Angeles-based broker with Marcus & Millichap. He wouldn't identify the company because of confidentiality agreements with his client.

On the eastern end of the Strip, as the West Hollywood portion of Sunset Boulevard is known, plans call for the House of Blues, which opened in 1994, to be torn down and replaced with a hotel-and-condominium project.

Hotel occupancies in West Hollywood last year climbed 6.5 percentage points to 82 percent. That compares with total occupancies of 77 percent last year in the Los Angeles and Long Beach area, and 71 percent statewide, according to STR Inc., a Hendersonville, Tennessee-based research firm.

Nightclub Site

AECOM and developer Combined Properties Inc. are planning 149 hotel rooms, 40 condos, five rental units and an entertainment venue at the House of Blues site. They are scheduled to start building toward the end of 2015, with construction taking about two and a half years, said Marianne Lowenthal, executive vice president of development for Washington-based Combined Properties. She wouldn't say how much the project will cost.

At Sunset and La Cienega Boulevard, CIM Group last year started to raze buildings including the Tiffany Theater, almost 50 years old at the time and once a filming location for the television series "77 Sunset Strip." Replacing them will be a four-building complex that will include the high-end James Los Angeles hotel as well as apartments, shops and restaurants. The hotel will open in 2016, the company said in March.

Schrager and Bethesda, Maryland-based Marriott International Inc. are seeking to build a 148-room luxury Edition hotel, along with condos and stores, on the southeast corner of Sunset and Doheny Drive. The group is planning to submit final architectural plans for the site, once home to the upscale restaurant Scandia, in the next few months, according to Keho of West Hollywood's development department.

Area Record

The Sunset Strip developments planned or already being built "easily amount to \$600 million or more," said Patrick Amos, a senior associate in Beverly Hills at brokerage CBRE Group Inc. That's a record for the area, he said.

"This is the most construction activity we've seen on the Strip since 1984," Keho said. "We have several multistory buildings in the works, and we haven't seen that for decades."

In the early 20th century, avocado groves covered what is now known as the Sunset Strip, before shops, restaurants and bars started to populate the boulevard beginning in the 1920s, according to the Sunset Strip Business Association, a not-for-profit group run by local business owners.

Oversight by the Los Angeles County Sheriff's Department -- a more relaxed law-enforcement agency at the time than the L.A. Police Department -- helped the Strip become one of the hottest entertainment spots in the country. Home to nightclubs including Ciro's and Mocambo, the Strip was frequented by such celebrities as Frank Sinatra, Marilyn Monroe and Humphrey Bogart, as well as mobsters Bugsy Siegel and Mickey Cohen.

Doors, Depp

The rock club Whisky A Go Go opened in the 1960s, and the Doors, fronted by Jim Morrison, spent time as the house band in 1966. Other late-night draws along the Strip include the Roxy Theatre, Rainbow Bar & Grill, Skybar at the Mondrian Los Angeles hotel, and the Viper Room, opened by actor Johnny Depp in 1993. Actor River Phoenix collapsed and died outside the club later that year.

"The clubs have gone up and down in interest, and with it the interest in the Strip," Keho said. "The Strip has always been an entertainment area. Today, all the new hotels will help attract a higher-profile entertainment crowd and people from around the world. And that in turn will spawn more destination venues like restaurants and bars." The Strip will host its own annual street music festival on Sept. 20 and 21, featuring such artists as Jane's Addiction. Past performers have included Linkin Park, Marilyn Manson and the Smashing Pumpkins.

'One Sunset'

A.J. Khair Development & Construction and its partners are exploring project ideas for their lot at Sunset and North Harper Avenue that may include a hotel, said Demitri Samaha, president of the Los Angeles-based company. The site was home to the Beach on Sunset, a now-closed nightclub.

"There is only one Sunset Boulevard," Samaha said in a telephone interview. "It is centrally located, between Beverly Hills and Hollywood. Sunset is like a landmark. As time goes by, it is a brand name that's here to stay."

The sudden influx of multistory projects is being met with some neighborhood resistance. Already plagued by bumper-to-bumper traffic most hours of the day, residents are concerned about additional congestion in the neighborhood and the demolition of historic buildings.

Groups such as Save Sunset Boulevard fear the "Manhattanization of the Sunset Strip" will cause "a terrible traffic situation, making local residents virtual prisoners in their own homes and seriously disrupting the lives of thousands of Sunset Boulevard commuters," Alex Rose, a member of the group, said in an e-mail.

'Unique Atmosphere'

"It is very important to keep the culture of Sunset alive," said Schragger, who before creating boutique hotel chains was the co-founder of Manhattan's Studio 54 nightclub.

"Sunset shouldn't be dominated by steel buildings," Schragger said in a telephone interview. "There shouldn't be a whitewashing of what I continue to think is a unique atmosphere. It doesn't mean that you can't build, but you have to be respectful of what Sunset means to me, to everybody."

Urban Design

"The goal is to use forward-thinking urban design planning principles combined with timeless, modern architecture," Tyler Siegel, principal at Townscape, said in an e-mailed statement. The project, at 8150 Sunset Blvd., "is designed to be a modern gateway to Hollywood and the Sunset Strip."

Added revenue from large-scale outdoor advertising may help motivate developers to overcome obstacles. The city is reviewing its billboard policies to streamline the approval process and allow for more creative billboards, Keho said. AECOM and A.J. Khair plan to incorporate outdoor advertising at their projects.

The city of West Hollywood has tried to make Sunset Boulevard more attractive for both residents and developers in the past two years by adding trees, restricting the number of bank branches on the Strip because "they don't really enliven a street" and widening sidewalks at Sunset Plaza, an area with stores and outdoor cafes, Keho said.

However difficult developing on the Strip may be, an increasing number of Sunset Boulevard landmarks probably will go the way of the Tiffany Theater and House of Blues, making way for glitzy hotels.

"Once you use up all the land on the Strip, the next step is to find all the under-utilized places that can be torn down and rebuilt," Amos said. "It's setting up the Strip to be a true hot spot of high-end international lodging."

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Chinese Catch: Shenzhen Hazens Real Estate Group Buys L.A. Luxe City Center Hotel

By Bethany Firnhaber

Shenzhen Hazens Real Estate Group Co., one of the largest development companies in China, has purchased the Luxe City Center Hotel and two adjacent parcels for \$105 million.

The hotel property, at 1020 S. Figueroa St., was sold by Beverly Hills developer Emerik Properties Corp.

The 178-room hotel, which sits on about eight-tenths of an acre across the street from the Staples Center and L.A. Live, is the second the Chinese firm has purchased in Los Angeles in the last year. Shenzhen Hazens bought the 802-room Sheraton Gateway Los Angeles Hotel near Los Angeles International Airport for \$96 million in December.

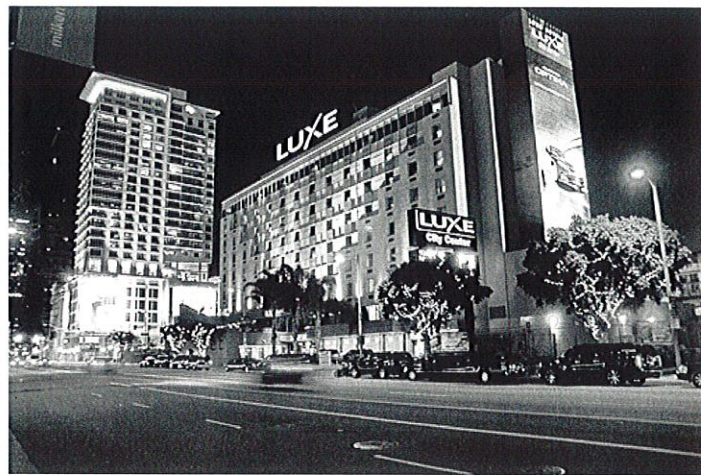
Once a Holiday Inn, the Luxe hotel opened with the West L.A. boutique hotel flag four years ago after a \$10 million renovation. Shenzhen Hazens might tear down the hotel to build a larger, fancier hotel, but not for several years, according to the Wall Street Journal, which first reported the transaction.

Efrem Harkham, chief executive of Luxe Hotels, said the new ownership signed a contract with the hotel brand last month to keep the Luxe flag flying for at least five more years.

“There are no immediate plans for Luxe to be torn down, so we look forward to continuing to be there,” he said.

The buyer also plans to spend at least \$250 million to develop condos and an office tower on the adjacent vacant land.

Shenzhen Hazens’ entry into the downtown development market is the latest in a recent flood of investment by Chinese investors. Beijing developer Oceanwide Real Estate Group purchased the 4.6-acre site known as Fig Central, across from Staples Center, for \$175 million in December. The next month, Shanghai developer Greenland Group purchased the 6.3-acre Metropolis site at the northwest corner of Eighth and Francisco streets.



Hyatt Place Coming to Pasadena Paseo Colorado

By Bethany Firnhaber

A developer with plans to build a hotel on the site of what used to be a Macy's department store at the Paseo Colorado retail center in Pasadena has signed a major hospitality tenant in advance of construction.

Chicago's Hyatt Hotels Corp. signed a long-term lease last month to operate what is expected to be a 179-room select-service hotel. The company will brand the hotel a Hyatt Place, its midsize concept designed to cater to families and business travelers near airports and in suburban areas. With frontage on Green Street, the hotel is expected to primarily service those who travel to Pasadena for events at its convention center across the street. Terms of the lease deal were not disclosed.

Hyatt Place is one of at least seven hotels planned to open in the area in the next several years, which together could add as many as 1,100 guestrooms to the market and buoy the city's convention business. The other hotels include an boutique hotel called dusitD2 Constance Pasadena, a Hampton Inn & Suites, a Residence Inn by Marriott, a Kimpton hotel as well as two others at Colorado Boulevard and Hill Street that have yet to be branded.

But before work can begin to build the Hyatt Place hotel, Michael De Leon, who manages the Paseo property for Beachwood, Ohio, landlord DDR Corp., said the developer and the city still need to hammer out some details.

"We still need to do the demolition of the old Macy's building, which will probably take the next 12 months or so," he said.

The project, which in addition to the hotel includes plans for a six-story mixed-use building with about 71 condominiums and 25,000 square feet of ground-floor retail space, still needs entitlements and City Council

approval. Pasadena's Planning Commission will consider at a meeting next week the developer's request for entitlements to build the hotel.

David Reyes, deputy director of planning and community development for Pasadena, said he expects the meeting to be productive.

the city's standpoint, that Macy's building was just a big blank wall that didn't create a very nice pedestrian environment, so we're excited and supportive of this project," he said.



Mammoth Mountain owner buys Bear Mountain and Snow Summit



By Hugo Martin

"In the next few months, expect announcements on developments and expansion plans for all four of our resorts," Gregory said, referring to Mammoth Mountain; its smaller sister resort in the Sierra, June Mountain; plus Bear Mountain and Snow Summit in Southern California.

Such construction plans should come as no surprise.

Since Mammoth Mountain's founder Dave McCoy sold his controlling interest in his resort in the Eastern Sierra to Connecticut-based Starwood Capital Group in 2005, the company has invested heavily to add upscale hotels, condominiums, shops and eateries around Mammoth Lakes, the rustic town at the base of the mountain.

Locals at Mammoth Lakes have grouched that the development has changed the homey feel of the resort town. But Gregory said any development around Bear Mountain and Snow Summit will keep the local "vibe and culture."

"We have a very good understanding of the Bear Mountain and Snow Summit market," he said.

Snow Summit began as the dream of snow enthusiast Tommi Tyndall and his family in the early 1950s. Over the next few decades, the family expanded the resort from a single, mile-long chair lift to the most popular ski resort in Southern California. Tyndall's wife, Jo, and his stepson Richard Kun eventually took over the operation after Tyndall's death in 1964.

The operators of the Mammoth Mountain ski resort, one of the nation's most popular snow destinations, have signed a \$38-million deal to acquire the Bear Mountain and Snow Summit resorts near Big Bear Lake in the San Bernardino Mountains.

The move, which comes in the midst of a historic drought, puts Mammoth Mountain in control of more than 4,000 acres of skiable land in California, visited by about 2 million skiers and snowboarders a year.

"My father used to say in business you want to do the opposite of what everyone else is doing," said Rusty Gregory, chief executive of Mammoth Mountain. "This does look like a questionable time to buy a ski resort operation."

Still, the slopes may not be the main focus of the deal. Mammoth Mountain's biggest investors are resort developers who already have plans to build on the land around the newly acquired Southern California ski resorts. Bear Mountain and Snow Summit, about 100 miles east of Los Angeles, are operated by the Snow Summit Ski Corp.

The deal to buy Snow Summit Ski Corp. includes a golf course, a driving range and several parking lots — totaling 136 acres of private land — as well as rights to 438 acres of skiable land owned by the U.S. Forest Service.

In 2002, Snow Summit bought out its neighbor and biggest competitor, Big Bear Resorts. The two resorts are two miles apart, overlooking Big Bear Lake.

Snow Summit announced in June 2013 that it had hired international banking firm Houlihan Lokey to look for buyers because several shareholders wanted to liquidate their interests, Kun told a local newspaper.

The purchase by Mammoth Mountain follows a consolidation trend in the ski industry that has put some of the nation's most popular mountains in the control of a handful of large resort developers.

The trend has been evident around Lake Tahoe, where Vail Resorts Inc., operator of Heavenly Mountain Resort, acquired the Northstar-at-Tahoe resort near the lake's North Shore in 2010.

The following year, Squaw Valley USA and Alpine Meadows, two of the largest ski resorts at Lake Tahoe, combined operations.

Bob Roberts, executive director of the California Ski Industry Assn., said the consolidation trend reflects the industry's efforts to make profits at a the time of unreliable snowfall.

"The law of life has changed," he said. "We are dealing with a climate-change market."

Last winter, snowpack levels dropped to about 15% of the season average and reduced skier visitation numbers statewide as much as 45% compared with the previous season.

One way ski resorts hope to generate profits when snow is scarce is to develop year-round recreation activities, such as mountain bike trails, zip lines and concerts on the slopes.

"Consolidation is allowing larger resorts to rethink the mountain recreation business," Roberts said.

Alan Reay, an expert on the hotel industry and president of the Atlas Hospitality Group, said the deal could bring Big Bear Lake the infusion of capital it needs to draw overnight visitors from throughout the region.

"Anything that they can do to have more development in the area ... that's going to be positive," he said.

The deal should also be good news for skiers and snowboarders, Gregory said.

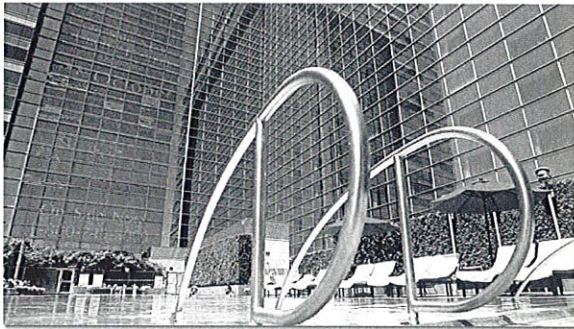
Mammoth Mountain plans to begin this weekend to sell an annual pass that gives snow enthusiasts access to Mammoth Mountain and June Mountain, plus Bear Mountain and Snow Summit, for \$689, he said. That's the same price that Mammoth Mountain charged for its annual pass last year.

Skiers and snowboarders who have already bought the Mammoth Mountain pass for this coming season will be allowed to use the pass at Bear Mountain and Snow Summit, Gregory said.



Highest hotel occupancy in 20 years expected, but rates going up too

By Hugo Martin



U.S. hotels are on pace to report the highest occupancy level in 20 years, an industry study says, as the economy rebounds and travel demand strengthens.

The downside -- higher room rates.

Hotel occupancy levels will rise to 64.1% in 2014 and 64.8% next year, the highest level since 1995, according to a lodging forecast from PwC, formerly known as Price Waterhouse Coopers.

Daily room rates are also expected to rise, by 4.4% in 2014 and 5.7% next year, the study said.

Demand continues to grow among leisure travelers and groups attending conferences and meetings, the PwC report found.

"The strengthening of the group segment thus far in 2014 and a strong summer travel season across all price points is encouraging for future occupancy levels and continued industry growth," said Scott D. Berman, an industry leader for hospitality and leisure at PwC.

The forecast signals just how strong the rebound has been for the hotel industry, which was brought to its knees by the recession. Hotel occupancy rates dropped to about 55% in 2009, forcing some hotel managers to turn to unusual promotions to draw in guests.

During the recession, hotels in Southern California offered discounts on tattoos, free rentals of Harley Davidson motorcycles and a BMW convertible.

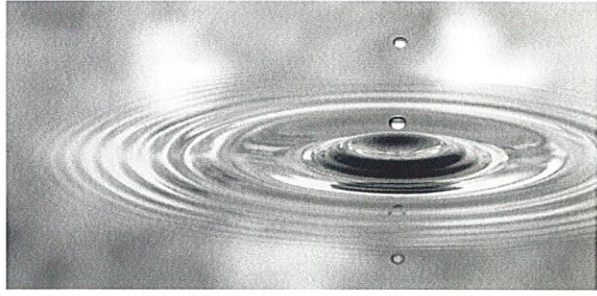
At the Wilshire Grand Los Angeles, summer room rates were tied to the high temperature in downtown Los Angeles. (If the downtown temperature reached 87 degrees, the overnight rate was \$87.)

To read more about travel, tourism and the airline industry, follow me on Twitter at [@hugomartin](#).



why should hotels be green?

本刊編輯部



Haven't you heard? Being green goes directly to your bottom line. Being green goes directly to a higher long-term value of your property. Being green goes directly to your front doors which open wide to bring guests back again and again. Being green goes directly to keeping staff long-term because management clearly cares for their health and well-being.

How does being green translate to your bottom line? When energy-saving measures are introduced, such as energy management systems, fluorescent bulbs, ceiling fans, linen cards, lights out cards, motion sensors for public rest rooms, meeting rooms, exercise rooms, etc., energy bills are much reduced.

When water-saving equipment and techniques are introduced, such as low-flow showerheads, 1.5 gpm aerators, serving water on request only in restaurants, 1.6 gpm dishwashing valves, low-flow toilets, waterless urinals, toilet tank fill diverters in older toilets and linen cards, water bills are reduced dramatically. A California GM received an award for reducing water usage at his property by two million gallons in one year. How? He fired the chef! The chef was well known for having water running in 4 or 5 sinks at a time defrosting food.

Waste hauling is a huge expense for a hotel which can be lowered drastically through recycling and avoiding wastefully-packaged products. Hoteliers can ask vendors to deliver products in minimal wrapping. Vendors can be asked to deliver products one day, and pick up the packaging materials the next day. The New Orleans Intercontinental started a recycling program and hired staff to separate the materials. Management was absolutely astonished to find that these employees were pulling \$1,000 a MONTH of hotel property out of the waste stream—napkins, towels, spoons, etc.—all of which had clearly been discarded prior to recycling. A Chicago Hyatt reduced their waste hauling by 80%! They had the same experience as the New Orleans hotel, except their staff was pulling \$3,000 to \$10,000 a month of hotel property out of the waste stream.

Being green means guests, staff and management are healthier. There's just no doubt that when odors, fumes, soot, droplets and residues of toxic, poisonous chemicals are not in the air, on our food or on anything we touch, we are not absorbing or breathing them. Sooner or later all properties will be sold, and any green property will demand a higher price because it's value is much enhanced by lower utility bills per square foot, its healthier aspects and owner care.

None of us can be really green without the smart, innovative vendors who provide green products and services. Being green means supporting green vendors, listening to their sales staff, purchasing their products and services and cheering them on.

Get help with greening by calling city, county, state and Federal entities that will be helpful to you. Seek out rebates, subsidies and tax credits. **BECOME A PROUD MEMBER OF OUR ELITE CORPS OF GREEN HOTELIERS TODAY!**

See www.greenhotels.com/memship.php to learn more.

What Are "Green" Hotels?

"Green" Hotels are environmentally-friendly properties whose managers are eager to institute programs that save water, save energy and reduce solid waste—while saving money—to help PROTECT OUR ONE AND ONLY EARTH!

WHO WE ARE: "Green" Hotels Association's® purpose is to bring together hotels interested in environmental issues.

From adding "Drinking water served on request only" to the menu to installing new HVAC systems, and with every measure in between, "Green" Hotels Association® encourages, promotes and supports the "greening" of the lodging industry.

HOW WE HELP: General managers, chief engineers and executive housekeepers do not have the time to search out all the environmentally-friendly water saving, energy saving and solid waste reducing ideas that apply to the hospitality industry. So, "Green" Hotels Association® has dedicated itself to that purpose. On joining, members receive the very comprehensive 154+ page Guidelines and Ideas packed with great ideas options and techniques revealing how to reduce bills as well as the hotel's impact on your beautiful destination.

For over sixteen years "Green" Hotels Association® has been offering TOWEL RACK HANGERS and SHEET CHANGING CARDS which ask guests to consider using their linens more than once. These gentle reminders, now found in thousands of hotel guest bathrooms, can save 5% on utilities* alone. At least 70% of guests can be expected to participate*.



From B&Bs to Submarines: Chains from Adam's Mark to Wyndham are purchasing. B&Bs, inns, motels, hotels, city parks, state parks, military locations, elegant hotels, resorts, business hotels, condos, apartments and even a submarine company have all purchased. Some hotel companies choose to make the cards mandatory. The linen cards get guests involved in your environmental program, and guests love helping protect the beautiful destinations we all love to visit.

The "GREEN" CATALOG: "Green" Hotels Association® researched environmentally-friendly energy and water-saving products, and chose the best of the choices for hotels for our CATALOG OF ENVIRONMENTAL PRODUCTS FOR THE LODGING INDUSTRY. The catalog contains such water-saving devices as a toilet-tank fill diverter, which saves about 3/4 gallon of water per flush, is invisible to the guest, does not affect the flush in any way, and costs little more than \$1! Hair and skin care dispensers save money and offer guests shampoo and soap at the push of a button. The guestroom recycler basket is a beautiful, sturdy open-diamond pattern, and is designed for long service.

MEMBERSHIP: We urge all hoteliers interested in our environment to take advantage of "GREEN" HOTELS ASSOCIATION® MEMBERSHIP immediately. Members receive the very comprehensive 154+-page Guidelines and Ideas packed with great ideas, options and techniques revealing how to reduce bills as well as reduce the hotel's impact on your destination. Other benefits include our bi-monthly Greening Newsletter packed with smart, practical ideas, heavy media attention, an Internet listing and public identification as a "Green" Hotel via pole and front desk flags. Hotels can join for as little as \$150 + \$1 for each guestroom! The fee includes your logo or photo posted with your web listing. We welcome worldwide membership. For further information contact us TODAY!

YOU can MAKE A DIFFERENCE!

GHA's Goals

"Green" Hotels Association's first goal is to give our members all the information we can gather on ways to conserve and save. We feel sure that by using the ideas, techniques and information we provide, all properties can easily save more than the membership costs. The information is provided in our cornucopia of ideas, GHA's 153+-page Membership Conservation Guidelines & Ideas, and six issues a year of our smart, information-filled 8-page Greening Newsletter. Our second goal is to bring new business to your doors. We do that through press releases we send out which attract media attention. We also accomplish that through our website which is very steady at 40,000 to 100,000 hits a day everyday with spikes as high as 280,000 hits in a day! GHA's website had 138,684 unique visitors and 18,532,413 hits in 2009—and will certainly bring new guests, clients and business to your "green" doors!

Media attention has always been almost ecstatic, which brings special attention to all of our members. Each property must market their greenness, first with an environmental webpage touting your green activities and plans while letting guests and clients know what is offered greenwise at your property. Further environmental web pages addressing separate client segments (weddings, reunions, business meetings, conventions, etc.) are suggested. These special webpages will inform clients of what you offer their particular group regarding greening as well as suggestions on green activities pre- and post-event which guests and clients can implement to further green their event. At least one press release should be distributed each year by every member to all media contacts within 300 miles of the property regarding the member's green achievements and plans.

Certification??



GHA does not certify, nor do we recommend certification. Certification is very expensive and very time consuming. The certifying entity will want you to recertify every year or at least every other year—again spending thousands of dollars and many long hours.

We believe a much better choice is to use the money you would spend on certification to improve the quality of the stay with amenities such as organic cotton bed and bath linens, all natural amenities, etc. Instead of hanging an expensive piece of paper on the wall that is quickly outdated, encourage your guests' and clients' wonderful memories by enhancing their stay.

If you were certifying paint that you would be selling for 15 or 30 years, certification would make sense. However, a hotel is a living, breathing entity that is changing daily, and may have high staff turnover. Rather than have someone come in and tell you what to do (and you still have to do it), a much better choice is to work with and educate management and staff so they learn to recognize what needs to be done greenwise. Changes and/or corrections can occur immediately to move your organization more quickly toward green improvements and lower costs. Certification is also something like having someone come into your kitchen once a year and tell you what to do, when management and staff should be informed and be made aware of other green choices all year long.

Often, there are government or utility entities that will provide free surveys, audits and certifications. GHA certainly suggests that hoteliers take advantage of all city, county, state, Federal and other free offerings to enhance and market your green property.

How Would Your Customers Rate Your Service?

本刊編輯部

Rendering exceptional customer service is both a responsibility and a smart business decision; unfortunately, far too many salespeople view customer service as an administrative burden that takes them away from making a sale.

The truth is, providing quality customer service presents tremendous opportunities for cross-selling, up selling and generating additional referrals. Dick Cavett once said, "It's a rare person who wants to hear what he doesn't want to hear." If your clients were given a customer satisfaction survey, how would they rate the level of service they are receiving from you?

Customer feedback consistently points to the fact that the little things make a big difference. Quality customer service is typically defined in terms of attention to detail and responsiveness. Not surprisingly, the top two customer complaints with regards to customer expectations are unreturned phone calls and a failure to keep promises and commitments.

Successful salespeople place great value on developing lifetime relationships with their customers and always "go the extra mile" when providing service. In today's competitive marketplace, they are aware that their customers are aggressively prospected and their loyalty cannot be taken for granted.

Could you use a few more referrals? "Go the extra mile" when providing service and turn the customers you serve into advocates to help you promote your business. Your referrals and follow on business are in direct proportion to the quality and quantity of service you render on a daily basis.

When a customer begins a relationship with you, he or she brings to the table specific expectations. These expectations are primarily based on their past

experiences as well as their perceptions of you, your product, and your company. It's critically important to take the time to ask open-ended questions and clarify what your customer expects. If they have false or unrealistic expectations, be clear with them upfront on the process and work with them to manage outcomes and set reasonable timelines.

How can you be sure that you customers are satisfied with your service? Just ask them. When it comes to customer service, perception is reality. Service is not defined by what you think it is, but rather how your customers perceive its value. Knowing more about your customer's needs and expectations will allow you to customize the service you provide. If you don't already have a customer service feedback system in place, establish one to monitor how your customers perceive the service you provide.

When it comes to impressing your customers, it's the personal touch that really makes the difference. Stay in contact and keep good records. Take the time to jot down notes from meetings and phone calls making certain to record all relevant information. Maintain a written record of service.

This is especially helpful when clients are reassigned. It's a good idea to setup a suspense system to track important contact dates such as client review calls and birthdays. Consider sending a personal note or an article of interest every six months.

Relationship building and follow on service are critical components for promoting both customer retention and revenue growth. Salespeople that fail to implement an effective customer service program actually do a disservice to their customers and unknowingly, leave the back door open to their competitors.

If you do it right, sales and service blend seamlessly and you will exceed your customers' expectations!

Human Resources 101 – Turnover Costs and Performance Management

By Teddy Lin, Win Time Hotels



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

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

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

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

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

1. The termination may result in potential unemployment cases and cause subsequent liability. (If you ever ask our esteemed board member, Chris Chiu, he will be quick to tell you how important it is to avoid unnecessary terminations to outweigh the adverse effect on your unemployment insurance premiums)
2. Also, consider the time and resources required to hire a new employee (print or internet "help wanted" advertisements, the time spent using a manager to interview candidates, etc.)
3. As well as the resources required to train and onboard a new employee (who may not be any better than the former employee!)

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

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

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

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

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

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

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

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

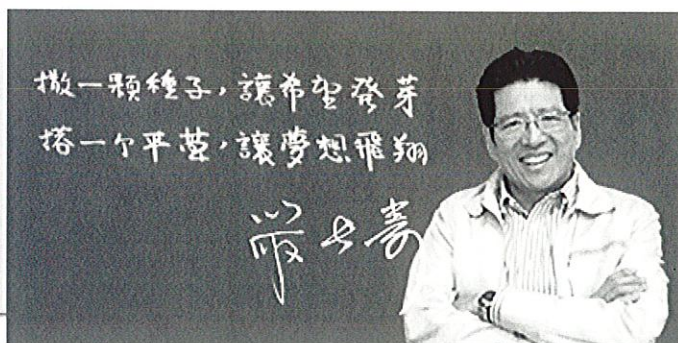
In an Equal Employment Opportunity Commission (EEOC) litigation case, performance management documentation will always be “Exhibit A”. Therefore, the more detailed the documentation can be, the easier it will be for an employer to defend itself in court. Good documentation makes you more credible.

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



《總裁獅子心作者》——

嚴長壽的心路歷程



本刊編輯部

嚴長壽於NCU演講全文

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

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

認清自己的侷限

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

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

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

軍旅生涯的衝擊

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

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

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

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

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

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

第一份工作：送貨小弟

這是個充滿愛的社會！

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

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

別讓自己看不起自己



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

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

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

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

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

懂得判斷每次「機會」

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

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

提防生命中的陷阱

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

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

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

「英雄造時勢」的時代

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

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

預測十三個月

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

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

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

爭取明天的客戶

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

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



讓旅館不像旅館

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

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

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

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

提前滿足顧客的期待

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

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

「認識自己」最重要

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

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

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

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



嚴長壽

● 生平：

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

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

● 作品：

1997年出版《總裁獅子心》
2002年出版《御風而上---嚴長壽談視野與溝通》
2008年出版《做自己與別人生命中的天使》
《我所看見的未來》
2010年出版《你可以不一樣-嚴長壽與亞都的故事》
2011年出版《教育應該不一樣》

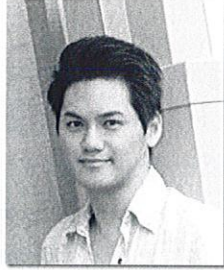
● 經歷：

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

淺談 雇傭責任險

EPLI(Employment practice Liability Insurance)

By 誠品商業保險 張永祥 Sean Chang, Vice President



在旅館業中，目前我們已經聽到許多性騷擾和歧視相關的案件發生，在美國現今社會，對於旅館雇主來說EPLI的訴訟事件已經不再奇怪了，雇員可以因為任何的理由向雇主提出訴訟。一旦有訴訟事件的成立，結果不論是輸贏，雇主不但要花上心力與精神來為自己辯護，更需要花上深不見底的律師費。也因為有著這樣的風險存在，現今幾乎所有的旅館雇主已經購買雇傭行為責任保險EPLI來保護自己了。

在過去的幾年裡，雇主越來越意識到他們對於雇員的行為在法律上是有責任的。1990年至1998年，就業歧視的索賠金額在聯邦法院提出數字是之前的將近兩倍~ 根據統計數字從，單一訴訟平均的賠償金額從\$8,413增加到\$23,735。這幾年中經濟的起起落落，另外再加上加州勞工保險的改革之後，與工作有關的傷害必須要到MPN裡面去看醫生，假的工作傷害再也沒有辦法從那保險公司拿到巨額的賠償。至此 此後，律師與假的訴訟事件轉向與工作有關的責任EPLI訴訟大幅增加。在旅館業裡，我們也常聽到員工與員工間性騷擾的事件，或者是在解雇員工後，員工向雇主提出了不當解雇或者是歧視之類的種種訴訟。

What EPLI Covers? EPLI 涵蓋哪些?

實體，前任和現任僱員，另外還有包含董事和管理者。包蓋了各種在職場上相關的合法責任行為，包括：

- Discrimination歧視
- Sexual harassment性騷擾
- Wrongful termination非法解雇
- Breach of employment contract違反僱傭合約
- Negligent evaluation過失評價
- Failure to employ or promote未聘用或擢升
- Wrongful discipline不當管教
- Deprivation of career opportunity剝奪工作機會
- Wrongful infliction of emotional distress不當造成精神痛苦
- Mismanagement of employee-benefits plans管理不善的員工福利計劃

EPLI保單是建立在一個叫做claims-made索賠機制的基礎上。這表示著任何的索賠必須要在事件被告知時 (Claim-Made)的保單規範時間內必須要回報給保險公司，如此一來理賠才會被保險公司所接受。除此此外，該事件導致的理賠必須發生在某一特定日期或之後 - 通常應當是在EPLI最原始保單的日期開始時 (Retro Date* 關於這一點，務必要注意您的agent是否有幫您把好關)。有些保險公司提供延長回溯的日期，充分保護雇主在較早之前的索賠事件，身為雇主的你對於保單的內容應該要有正確的認識與了解，如此才能保護自己的身家財產。

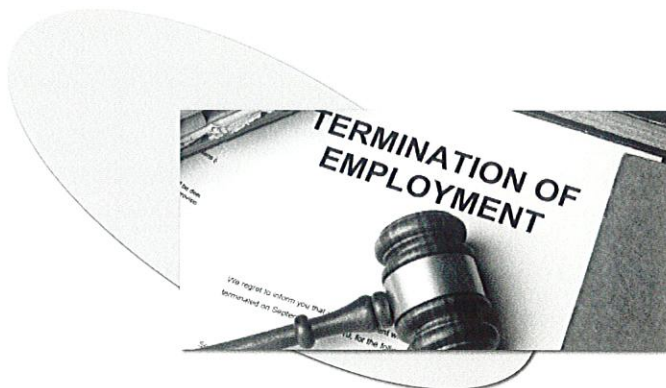
EPLI 保費? 額度? 自付額?

- EPLI的保費會因為公司不同的類型，大小，員工人數和業務上的風險而有所不同。保險公司同時也會進一步了解雇主公司的人事管理政策，以及潛在風險來決定EPLI的保費高低
- 您通常可以購買 EPLI覆蓋範圍與限度從 \$100萬到\$2,500萬美元。一般的旅館所購買EPLI的保額是\$100萬。
- 大多數員工行為責任保險會有自付額從 \$2,500到幾萬塊不等，雇主可以自行決定，但有時保險公司有最低自付額要求。

案件分享- 性騷擾和濫用權力

大型連鎖旅館 (Wyndham Hotel Chain Same-Sex Teen Harassment Case)支付37萬美元，來解決這一起性騷擾訴訟案件。這件訴訟當事人聲稱該旅館雇主未能阻止旅館經理騷擾年輕的男性員工。根據公平就業機會委員會EEOC的調查，旅館一名40多歲的男性經理，多次騷擾17歲之間至25歲的男性僱員，該名經理時常碰觸這些年輕僱員的身體，多次評論他們的外表，開黃腔，並問取性交易的價錢。

其中一名前僱員表示他在這樣的工作場所受到了嚴重性騷擾的羞辱。他聲稱每個在這裡工作的人都知道有這樣的情形，但是每個人都以為意，只是覺得好笑。性騷擾時有所見但是很多時候的界線是很模糊的（如所聲稱受到性騷擾的僱員），當訴訟案件成立，被告的行為被調查單位開始進行審查，這時後對於責任的判定往往是在於是否能確定了被告濫用了他或她的在工作環境中被授與權力。年輕的員工是新來的員工，其經驗不足也不熟悉職場上的相關法律。騷擾者是飯店經理，是有經驗的管理者，有熟悉的人脈與強勢的領導作風。在訴訟事件發生的同時他的行為，不僅讓一般人有著違反職業風範的道德觀感，多數陪審團也站在保護弱勢新進僱員的這一方。



這一案例還突顯出一個事實，在工作場所中被性騷擾的男性或女性，其騷擾者有可能是男性或女性，並沒有性別上的特殊性。2007年，在EEOC平等就業機會委員會的紀錄中，性騷擾訴訟事件從2000年到2006年一共上升了7%。此外，男性提起訴訟案件在90年代初在的9%，現在已經跳昇到12%。不受歡迎的性騷擾行為，以及其他口頭或身體行為與性有關的構成員工困擾時，這種行為或明或暗地影響了個人的就業，不合理地干擾個人的工作表現，或者造成一種恐嚇，有敵意不友善的工作環境，這些對於旅館雇主是相當大的管理風險。關於性騷擾，我們要有的正確觀念應該要有以下所列

- 受害人以及騷擾者可能是女人還是男人。受害人不一定是異性。
- 騷擾者可以是受害者的主管，代理人，雇主，主管在另一個領域，一個同事，還是非僱員。
- 受害人沒有被騷擾的人，但可能是任何人受到攻擊行為。
- 騷擾者的行為是不受歡迎的。身為雇主的我們必須提供一個“無”性騷擾的工作空間，給員工及職場上相關的所有人。

既是淺談，就談到這裡，說真的EPLI的故事與案例說一天都說不完，若您有任何問題或意見分享，請與我們聯絡。

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ACCOMMODATIONS – The Best Western Plus Heritage Inn is 100% Smoke Free. We are centrally located right on Route 66 in the heart of Rancho Cucamonga, an ideal place to stay! In-room amenities include fully-equipped room accommodations with triple sheets, microwave, refrigerator, HDTV, coffee maker, iron and ironing board, and wireless Internet. Wake up each morning to our complimentary full hot breakfast served with Seattle's Best Coffee® and take time to unwind in our outdoor pool and heated spa.

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**8179 Spruce Avenue
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909-466-3876; 800-682-7829
book.bestwestern.com**



HOTEL MEETING SPACE AND CAPACITY

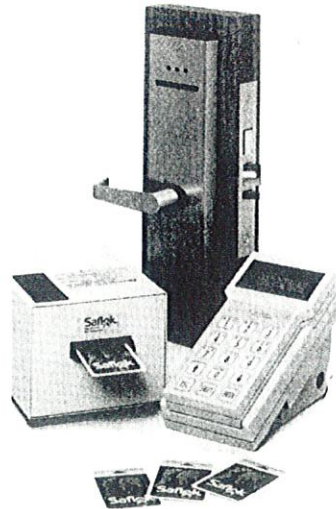
NAME OF ROOM	DIMENSIONS	CEILING	SQ FT	BANQUET	RECEPTION	THEATER	CLASSROOM	CONFERENCE
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HALF OF VIRGINIA DARE	15' X 26'	12'	650	46	46	75	45	24
HAVEN	32' X 26'	12'	830	50	50	72	24	35
HERITAGE	15' X 26'	12'	240	–	–	30	18	12

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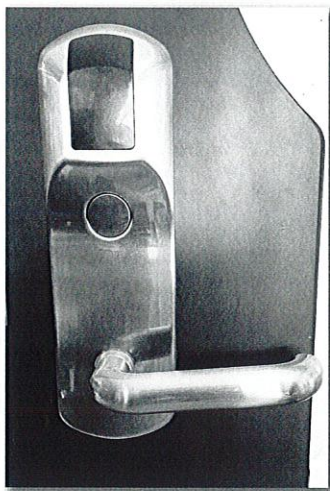
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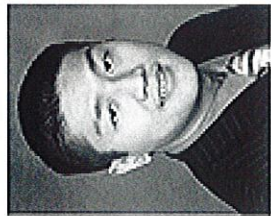
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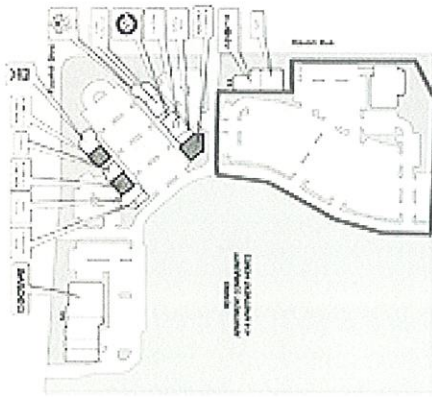
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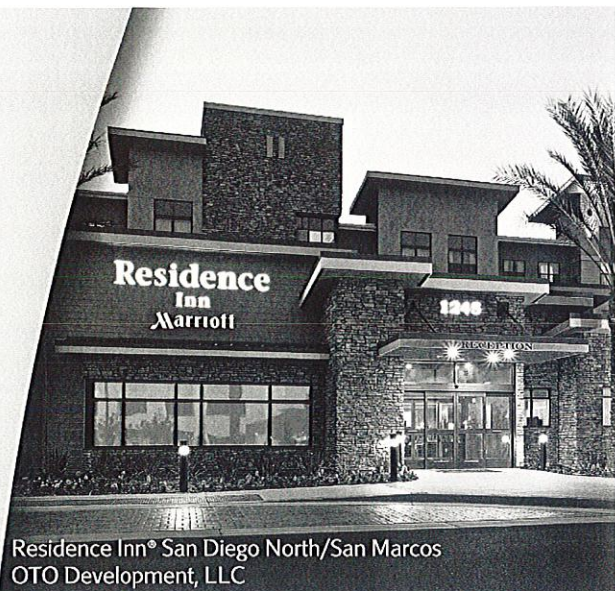
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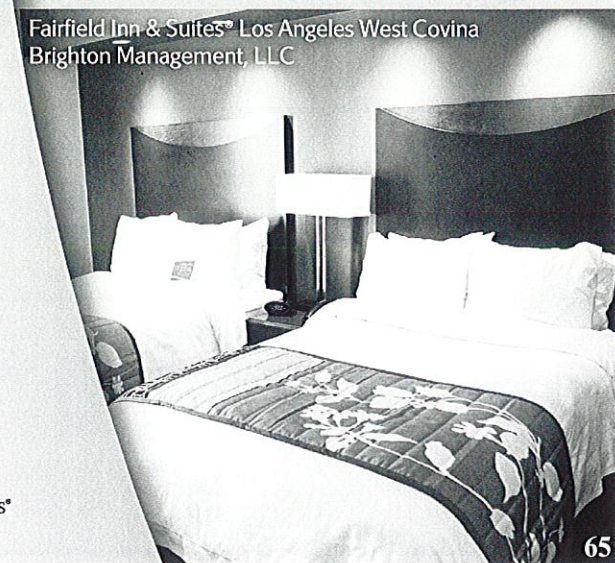
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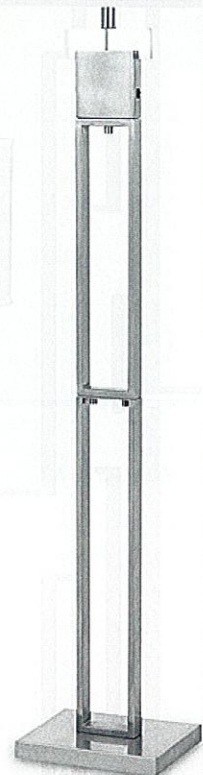
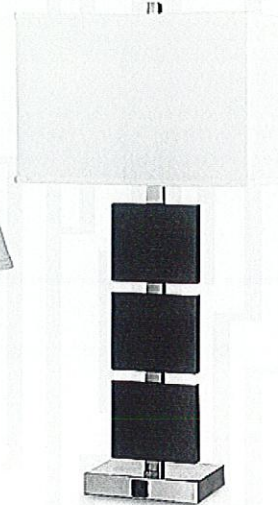
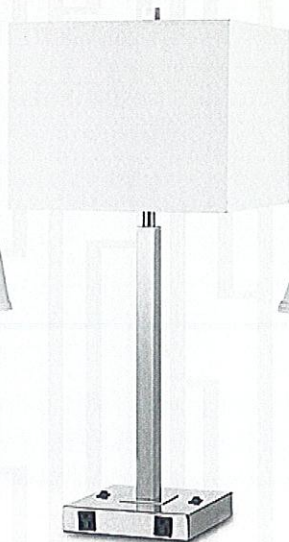
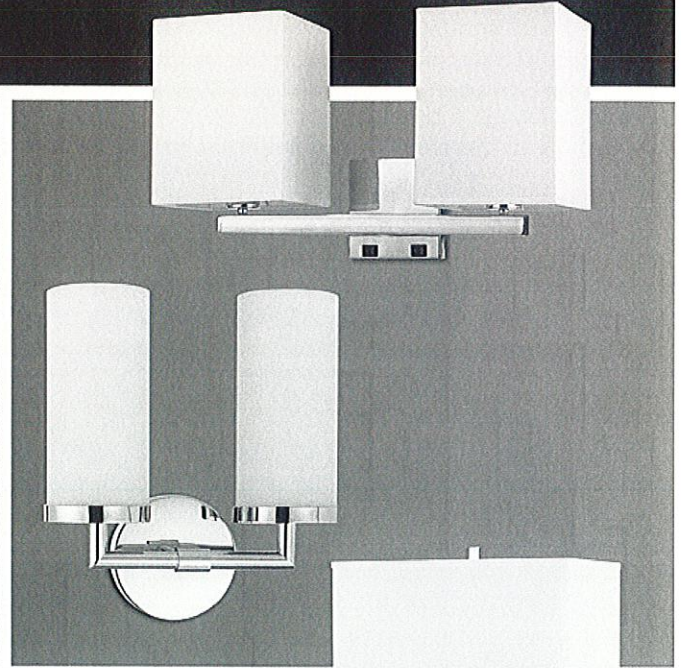
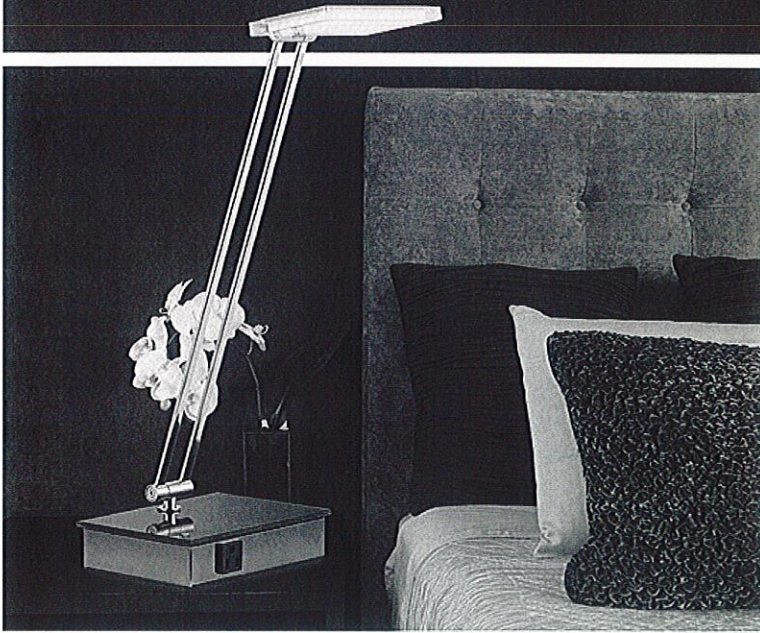
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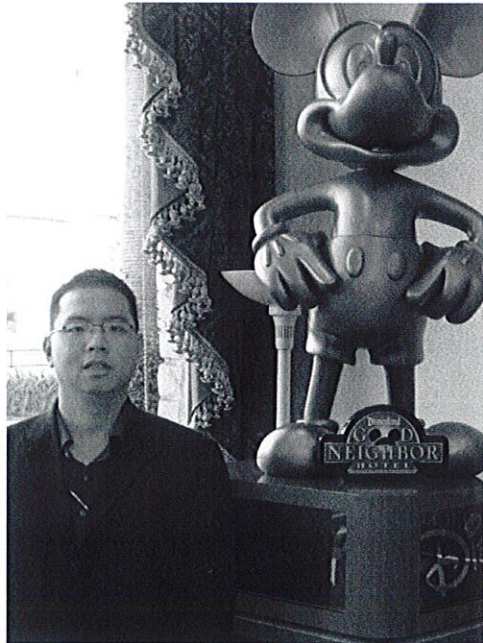


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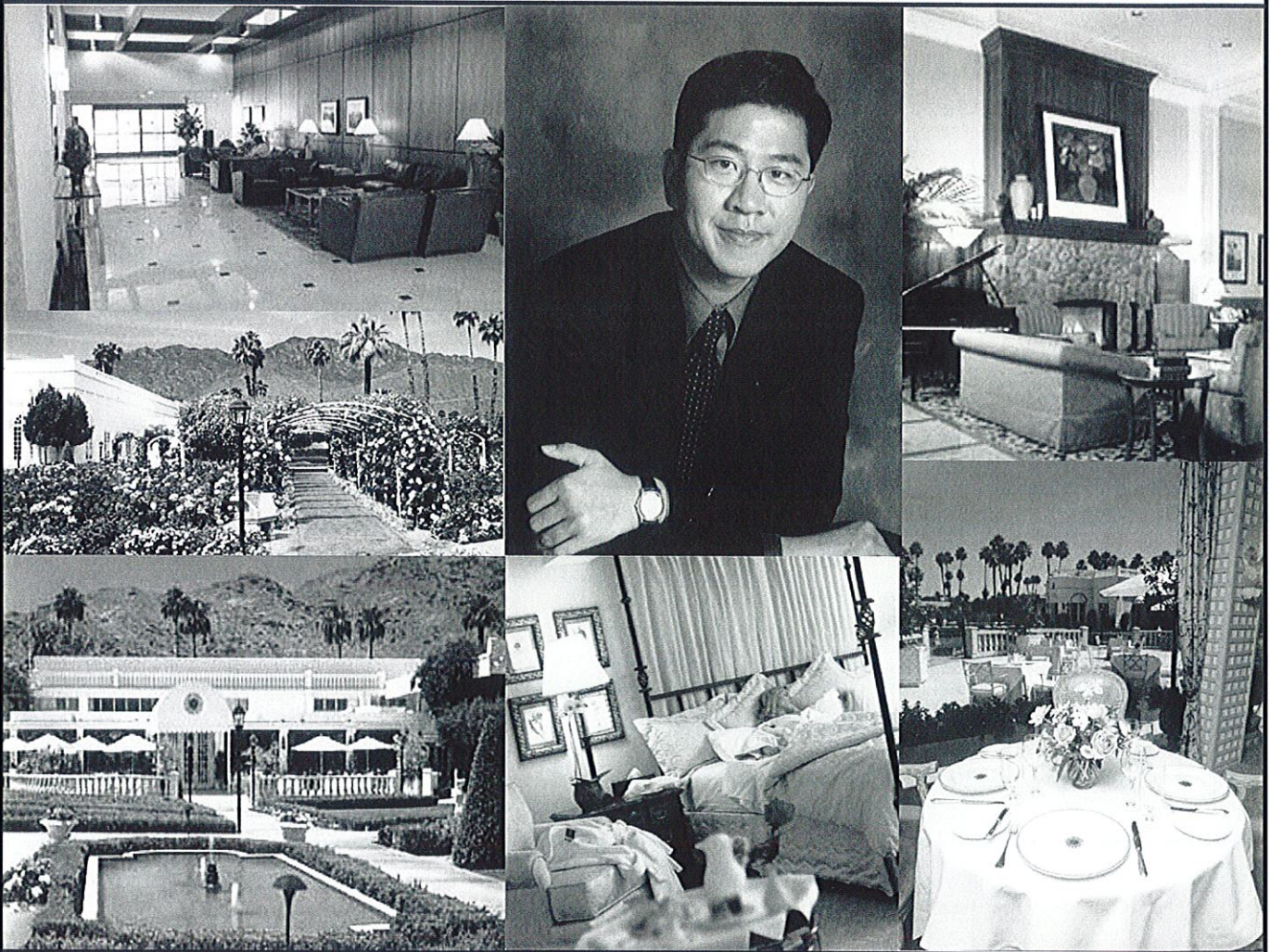
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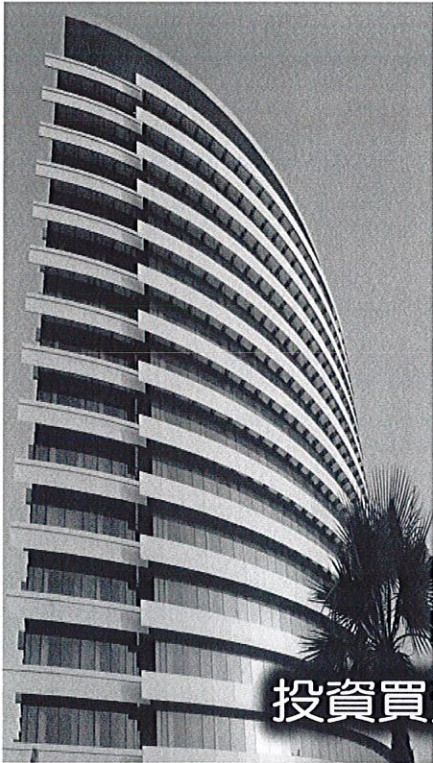
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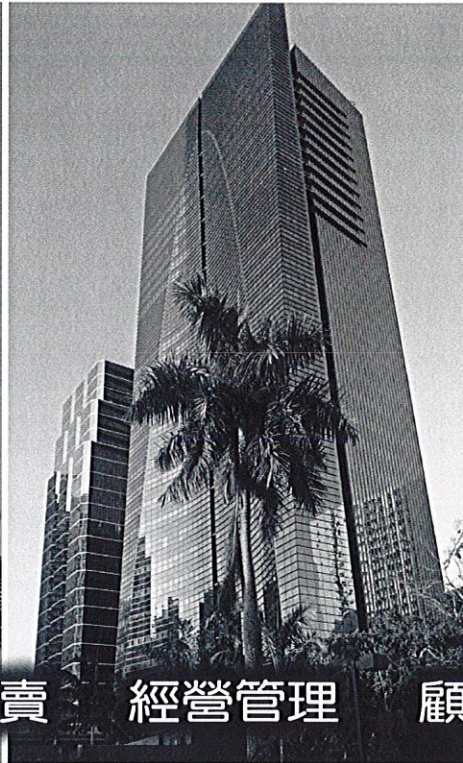
Email: wilson@atlashospitality.com



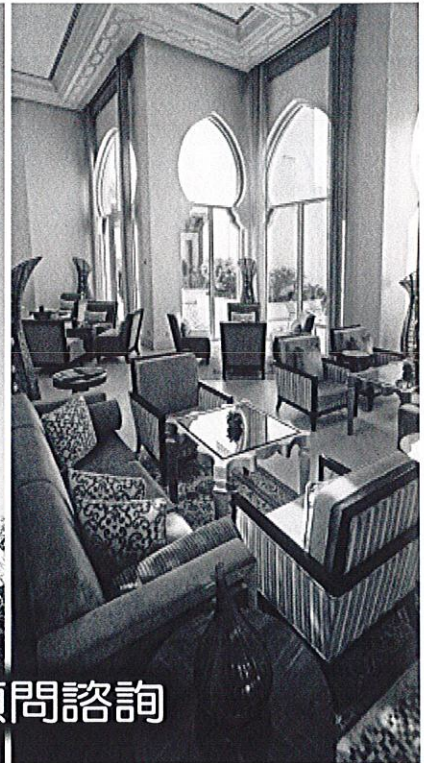
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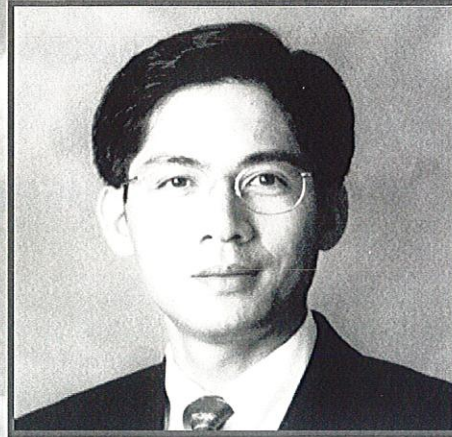
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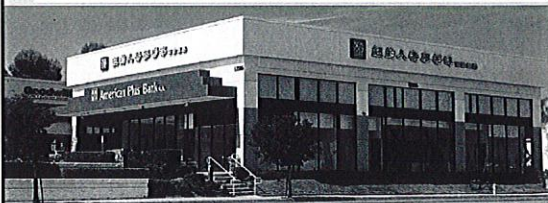
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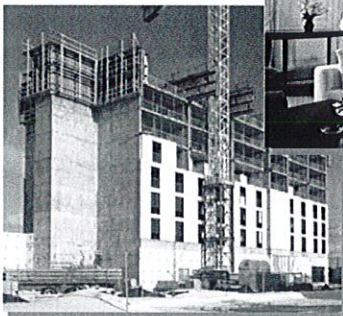
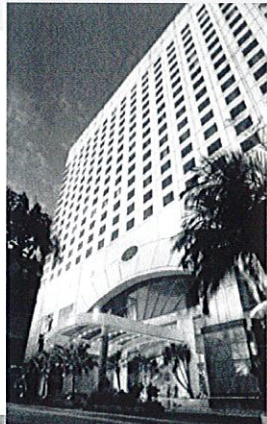
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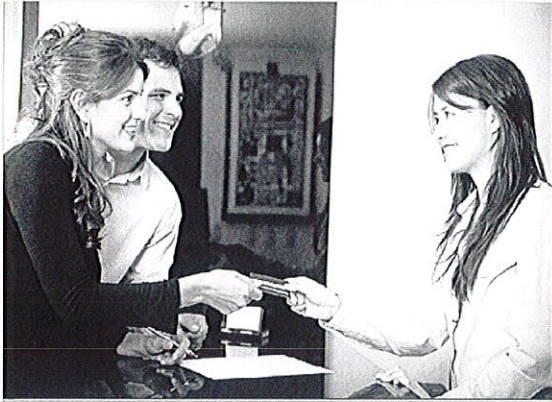
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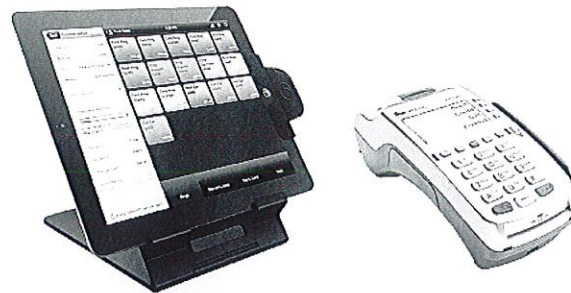
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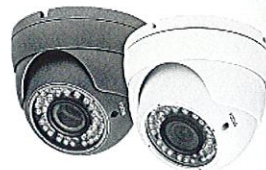
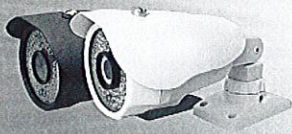
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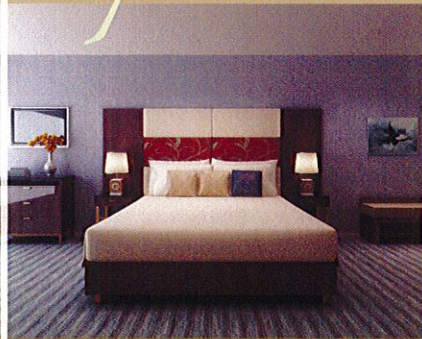
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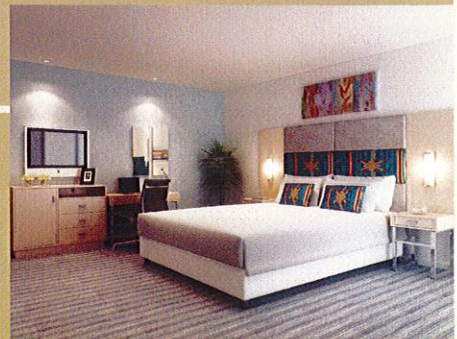
我們是南加州台灣旅館同業公司會的特約供應商。

我們接受室內設計師任何指定規格要求產品。

歡迎至City of Commerce的工廠及 Show Room參觀洽談。



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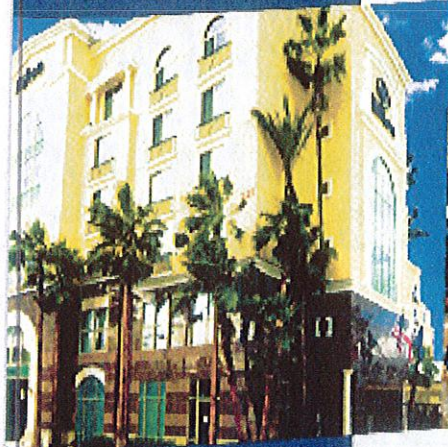
LITTLE PARIS



ASHTON



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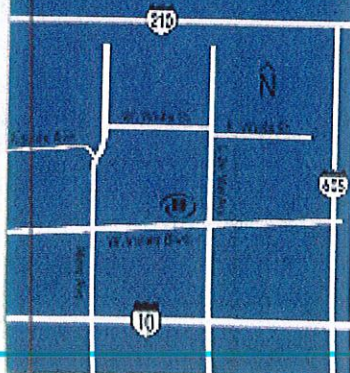
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www.hilton.com

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Facilities/Services

- 30,025 sq. ft. of meeting space to accommodate functions of 10 to 1,500 people
- San Gabriel Ballroom can accommodate diners up to 600 people
- Roof Garden Terrace with spectacular views of the San Gabriel Mountains; perfect for day and evening receptions and dinners
- Eight breakout rooms, divisible into twelve sections, for private functions of 10 to 200 people
- Complete conference service staff and audiovisual team
- Creative catering and themed events
- High-speed, wireless Internet access
- 222 guest rooms, including 27 suites
- Smoking and accessible rooms available
- Multilingual staff
- International restaurant featuring Mandarin and Western kitchens and chefs
- Cocktail lounge
- Heated pool and whirlpool
- Fitness center and complete Spa
- Adjacent to shopping center with 50 shops
- Parking for 650 vehicles

Guest Rooms & Suites Feature

- High-speed Internet access
- Two-line speaker phone with voicemail
- "Smart Desk" in all guest rooms and suites
- Coffee maker with complimentary coffee
- Refrigerator and refreshment center
- Iron and ironing board
- Hairdryer
- Whirlpool tubs in all suites
- Electronic door locks
- Complimentary USA TODAY delivered each weekday morning
- Cable TV with on-demand video and pay-per-view movies

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- Hilton HHonors is the only guest reward program that lets you earn both hotel points and airline miles for the same stay at more than 2,500 hotels worldwide
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