



南加州台灣旅館業同業公會

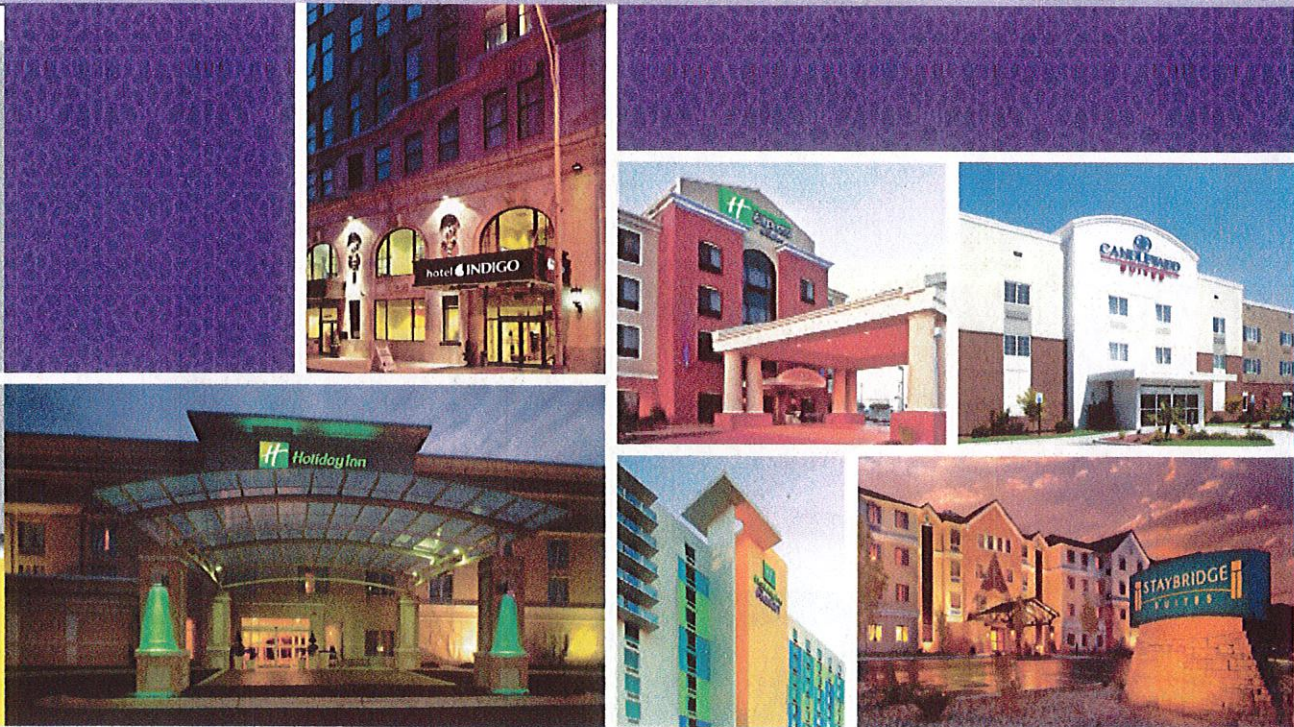
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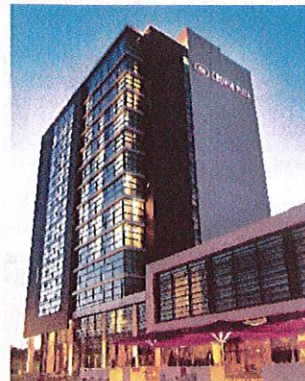
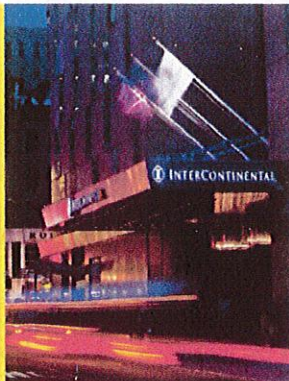
HOTEL & MOTEL JOURNAL

Issue
Number **150**



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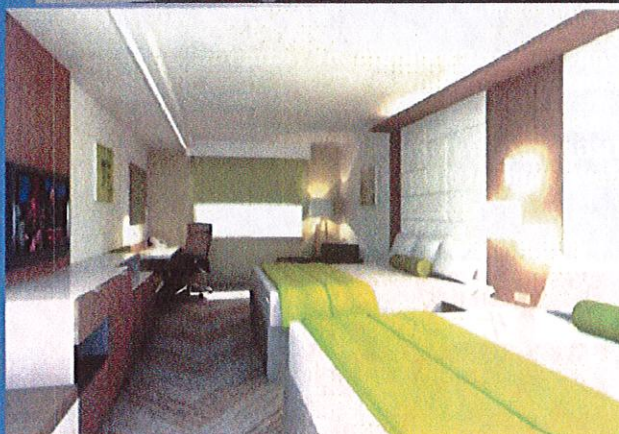
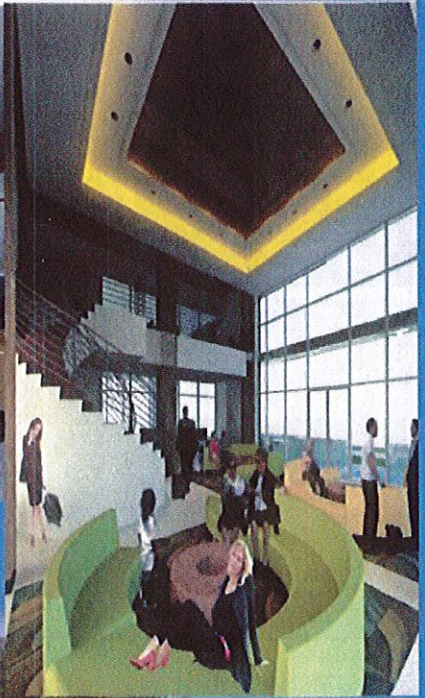
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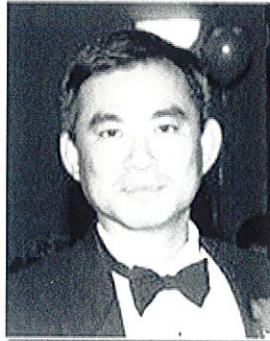
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A message from President

會長 王政煌

Michael Wang
President of THMASC



南加州臺灣旅館業同業公會為積極培育新世代旅館經營菁英，今年舉行首屆為期八週的臺灣餐旅系學員美國暑期在職訓練營，14日學員們分享學習成果和生活體驗。

來自臺灣的陳郁心、陳蓮君、范家華、閻盈瑜、黃振豪、李振倫，分別在 Holiday Inn Diamond Bar、Westin Bonaventure Hotel、AtriumHotelIrvin 接受培訓課程，南加州臺灣旅館業同業公會並特別安排他們前往亞特蘭大市的洲際旅館集團總部訓練。

會長王政煌、專案主席徐明豐鼓勵他們的學習精神，王政煌表示，公會為提升臺美旅館同業經營及文化交流、積極培育新世代旅館經營菁英，繼年度「2015年旅美旅館業青年訪問團」後，獨立執行了首次的「臺灣餐旅系學員美國暑期在職訓練營」專案，希望他們在兩個月

中可以學到美國旅館業在經營、投資、服務文化的不同之處，而能在未來學以致用。

徐明豐表示，美國暑期在職訓練班今年是第一次舉辦，主旨是希望臺灣新世代旅館從業的菁英能藉由這次在南加州為期八週的在職培訓的機會中，增進旅館業管理的資訊，加強服務從業的理念，以及擴展國際視野及專業舞臺的延伸。希望以後可以做更多的類似活動，來回饋臺灣、藉由培訓將美國的旅館經營理念灌輸給學員，尤其安排到世界最大旅館系統洲際旅館集團總部，這種機會非常不易，又難得，希望他們能得到啟發，同時，體會美國本土、華僑的生活狀態，吸收不同的思想及理念，將這些訊息帶回臺灣，更能瞭解臺美之間的關係與發展，公會成員皆認為這是非常有意義，明年會繼續舉辦。

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第150期 2015年12月出刊

Our Team

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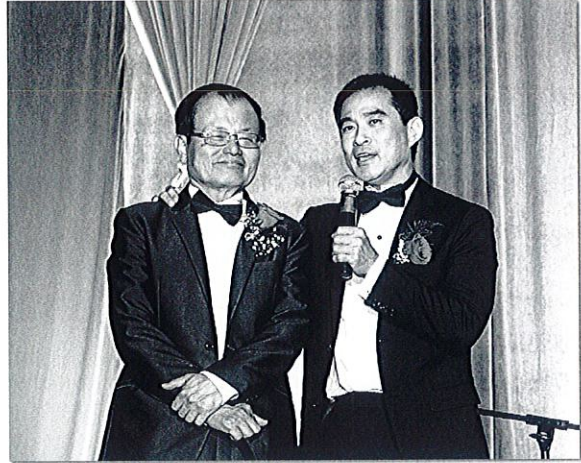
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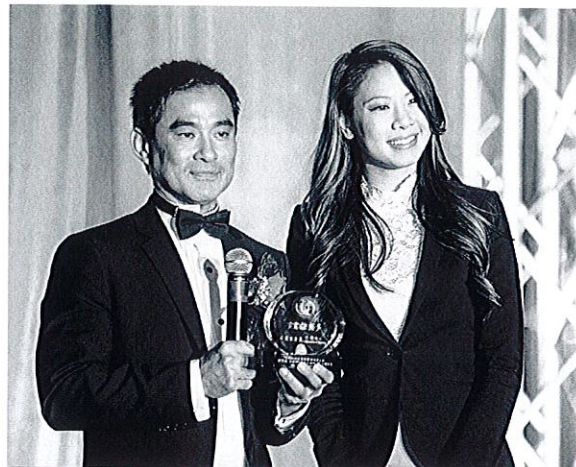
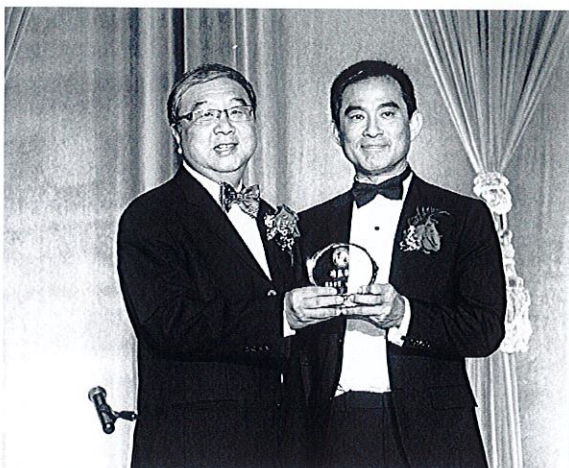
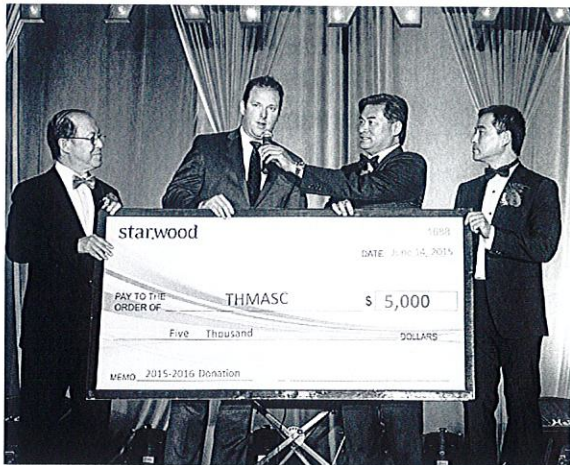
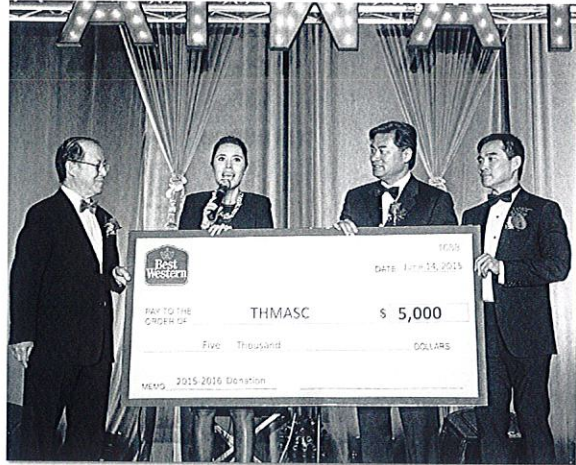
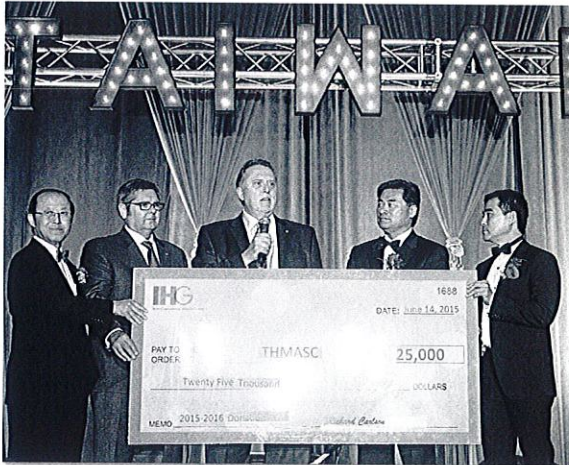
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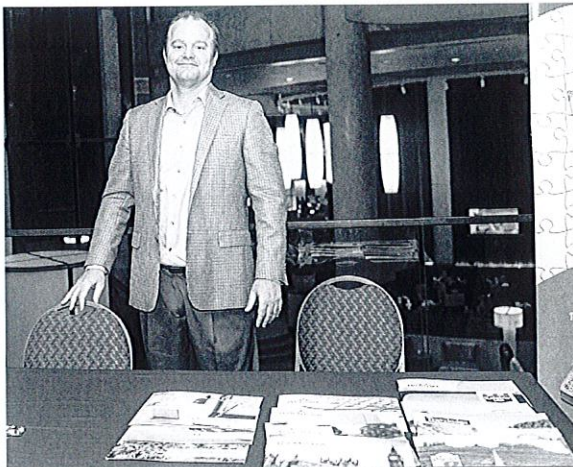
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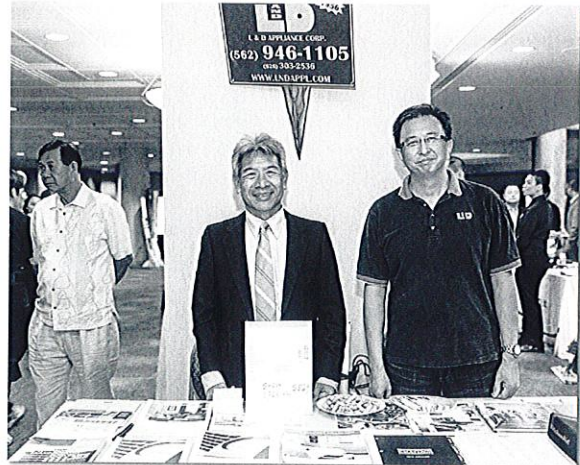
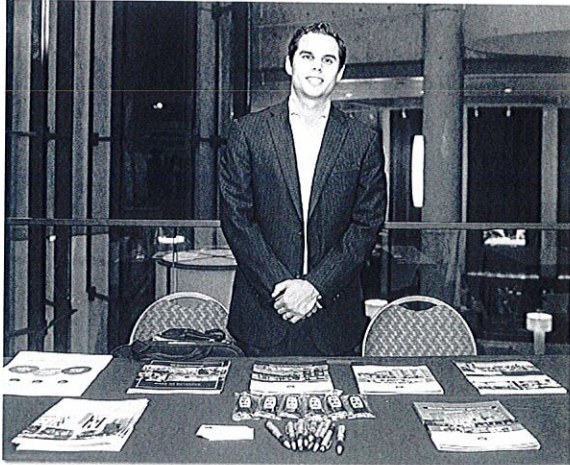
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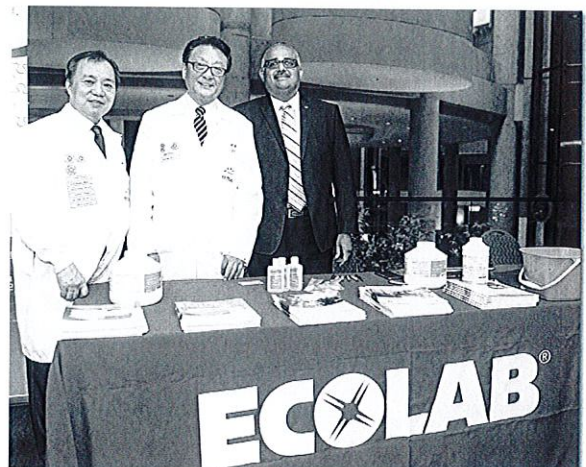
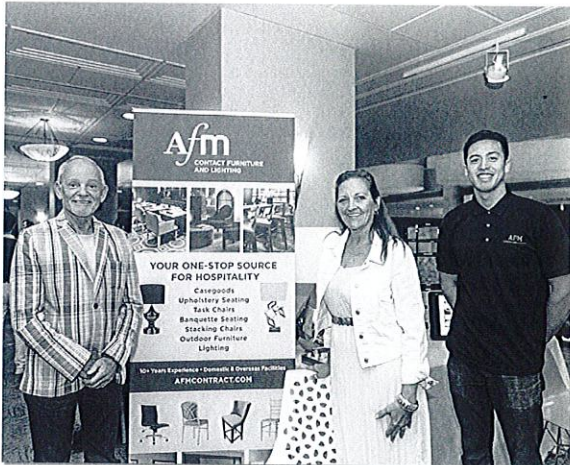
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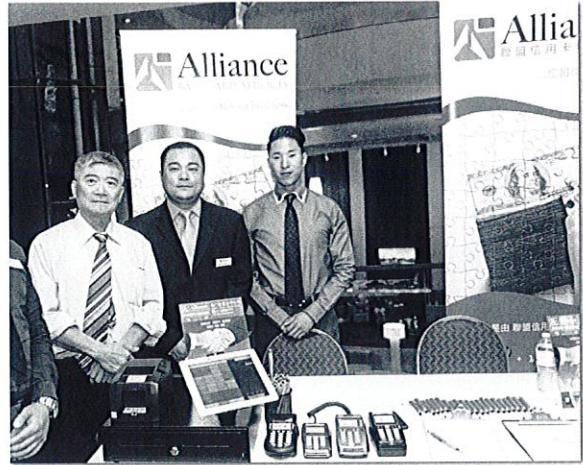
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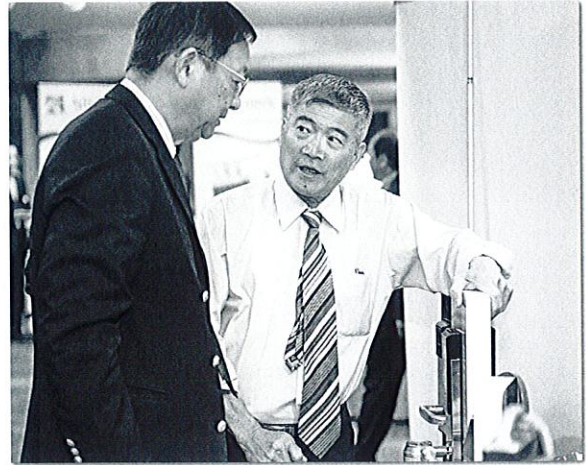
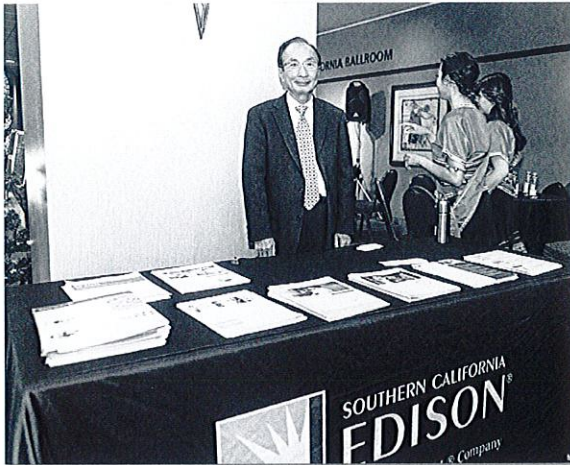
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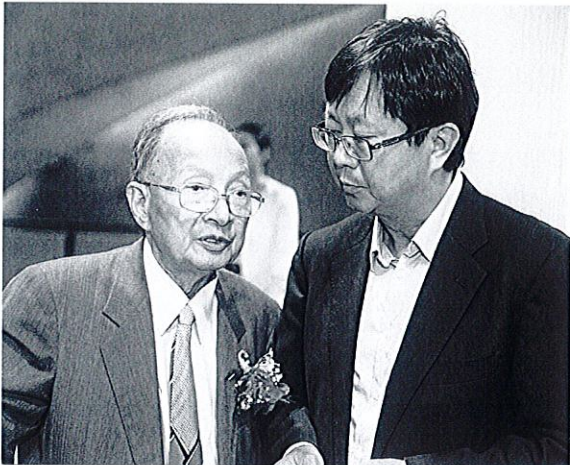


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Entertainment



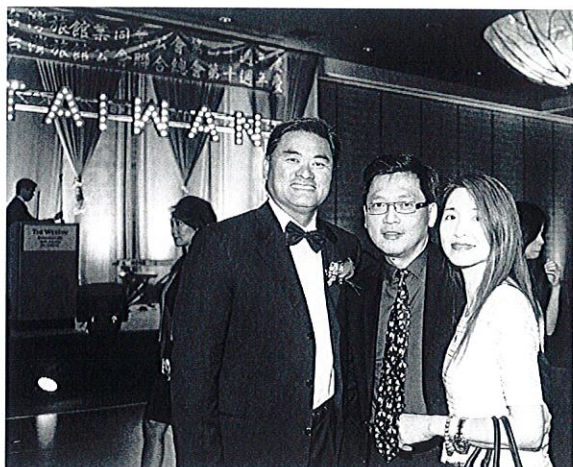
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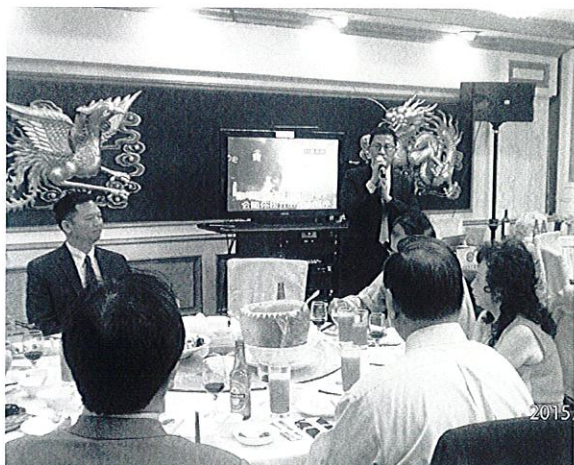
南加州台灣旅館業同業公會 第四十屆會員大會 05/28/2015



會務活動

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05/28/2015



會務活動

南加州台灣旅館業同業公會 座談會

座談會日期 & 時間：11-18-2015 星期三

座談會地點(Location):

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Culture Center of Taipei Economic and Cultural Office in Los Angeles

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主題: 2016 年加州房地產的投資及探討/ 2016 Hospitality Real Estate Investment Strategy

學習研討會/ EDUCATIONAL TRACK

- 09:30 AM – Check in & Social
- 10:15 AM (In English 英語) 旅館業法案的挑戰與變數
- 11:00AM (In English 英語) 新法案的配合及執行/ Legal Updates and Lawsuits Alerts

投資論壇/INVESTMENT TRACK

- 1:15PM 信用卡最新條例的簡介 / The latest on Credit Card Regulations
聯盟信用卡- Alliance Bankcard Services
- 1:30PM (In English and Chinese 中英文) 2016 年旅館房地產展望

2016 Hospitality Real Estate Forecast

- 2:30pm (In Chinese 中文)

Uncovering the upside potential of your next hotel investment

2016 旅館房地產的長期策略 (Part 1 & 2) 坐擁金山後知後覺，還是點石成金先知先覺？



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南加州台灣旅館業同業公會 座談會



會務活動

南加州台灣旅館業同業公會 座談會



加州台灣旅館業



會務活動

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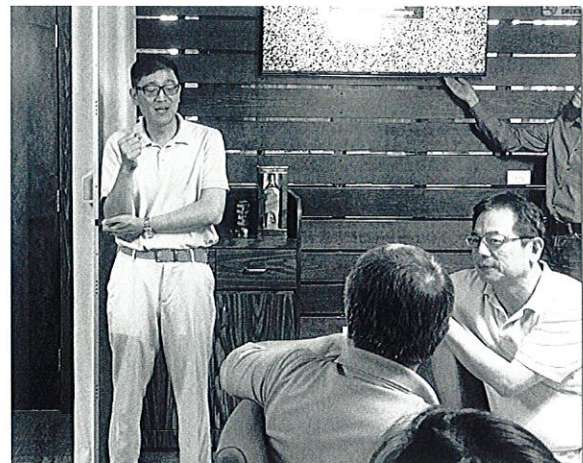


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歡迎 馬英九總統過境



歡送經文處觀光組 林信任主任



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本公會主辦 2015臺灣學子來美實習活動



07/28/2015 Bonaventure Tour & Orientation



會務活動

本公會主辦 2015臺灣學子來美實習活動



08/03/2015 IHG Atlanta Training



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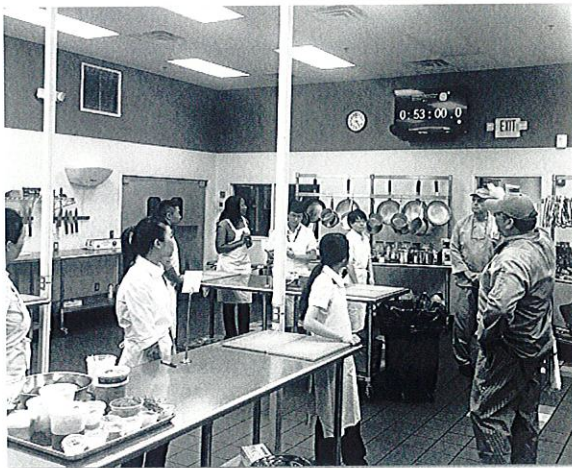
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會務活動

本公會主辦 2015臺灣學子來美實習活動

08/05/2015 IHG Atlanta Training



IHG Atlanta Work Scens



會員動態



安那罕英迪格酒店 榮獲 IHG® 2015 年度新酒店獎 及 IHG Rewards Club 優悅會卓越獎

根據調查在入住期間提供 IHG Rewards Club 會員們的出眾服務，安那罕英迪格酒店，以作為去年新加入 IHG®集團下的最佳酒店之一，榮獲 IHG®（洲際酒店集團）2015 年度新酒店獎以及 2015 年度 IHG Club Rewards 優悅會卓越獎。IHG Club Rewards 優悅會是世界上第一個並且最具全球化的酒店忠實獎勵計劃，現已在全球超過 8400 萬會員。作為被入選的極少數酒店之一，安那罕英迪格酒店達到了服務與品質的最高標準。

“基於我們最忠實的顧客們的反饋，安那罕英迪格酒店以提供出眾服務，維持 IHG 品牌入住體驗，及獲取優悅會會員們的一致認可被入選此獎項。” -the Americas, IHG 執行長 Elie W. Maalouf 說。

此外，就職於安那罕英迪格酒店的 Cleofe Saruca 榮獲 IHG® 2015 年度最佳客服經理獎。在美洲地區超過 350,000 員工們之間，此獎項僅包含 67 位精英經理。獲獎者們基於秉持卓越的工作職責，為酒店，為顧客，為社區提供杰出的服務，從而獲得此獎項。

The Hotel Indigo Anaheim received the IHG® (InterContinental Hotels Group) 2015 Newcomer Award as one of the best properties to join the IHG system within the last year as a conversion property and the IHG® (InterContinental Hotels Group) 2015 IHG Club Rewards Excellence Award based on overall guest satisfaction obtained from guest surveys and by providing outstanding experiences for IHG Rewards Club members during stays at its hotel. As one of the only few hotels selected for these awards, the Hotel Indigo Anaheim had to meet the highest standards of quality and customer service.

“Based in large part on feedback directly from our most loyal guests, the Hotel Indigo Anaheim was selected as an outstanding example of the service our hotels put forth to ensure IHG maintains strong brands and outstanding guest experiences, and IHG Reward Club members are consistently valued and recognized,” said Elie W. Maalouf, Chief Executive Officer - the Americas, IHG.

In addition, Cleofe Saruca from the Hotel Indigo Anaheim has received the IHG® (InterContinental Hotels Group) 2015 Best of the Best Front Desk/Guest Service Manager Award. Of more than 350,000 employees, the Best of the Best designations are comprised of an elite group of only 67 winners from the Americas. Winners were selected based on performance that goes above and beyond normal job responsibilities, by providing outstanding and unique service to the property, to the guests and to the community.

Brighton Management recently won two very important and significant awards

oliday Inn Oceanside and Geoffrey won two very very important awards this year, it was announced st week during 2015 IHG Americas Owners Conference in San Francisco:

1. The Kemmons Wilson Spirit of Family Award (aka “The Kimmie Award!) This is the highest honor in IHG. Kemmons Wilson Spirit of Family Award (“Kemmie”), a cherished award among Holiday Inn brand family hotels. The award, named for the brand’s founder, is awarded annually to one Holiday Inn property and one Holiday Inn Express property in the Americas considered to best exemplify the brand values as demonstrated toward guests, employees and their community. In order to be considered for the Kemmie award, a property must first be selected to receive the Torchbearer Award – IHG’s most prestigious award. The Kemmons Wilson Spirit of Family Award is a bronze likeness of the brand’s founder embracing the original Great Sign, the symbol he created to be a beacon of true hospitality. His pose reflects the comfortable, familial pride he felt for each hotel, employee, guest and community he so gladly served. The Kemmie will be on permanent display at the resort.
2. IHG Torchbearer Award, the highest honored bestowed by the InterContinental Hotels Group for service and performance excellence. The Torchbearer Award is given to hotels that have achieved the highest level of excellence in all aspects of operation – from quality to customer satisfaction. Created to honor the best of the best, as measured by our guests, this award is presented to hotels that raise the bar even further. These outstanding hotels ‘carry our torch’ and represent the highest achievement in quality and service.



恭賀

本會前理事長、現任會務顧問 汪俊宇先生



榮任
2016 洛杉磯台美商會會長

賀



會長 王政煌 暨 全體理事 敬賀

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）

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

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。

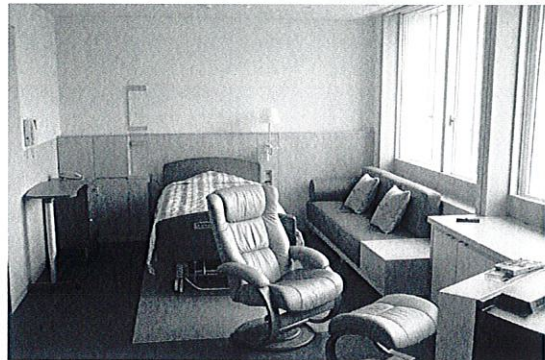
3. 65歲以上是否要退保？

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

Tel:626-280-2207

San Gabriel, CA 91776

Fax:626-280-2243

本欄由公會填寫

金額:

支票號碼:

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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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以上優惠價均需一次付款。

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M&A

Marriott's deal for Starwood a sign of things to come

Leverage with OTAs and a counter against alternative lodging are both plausible outcomes of this mega deal

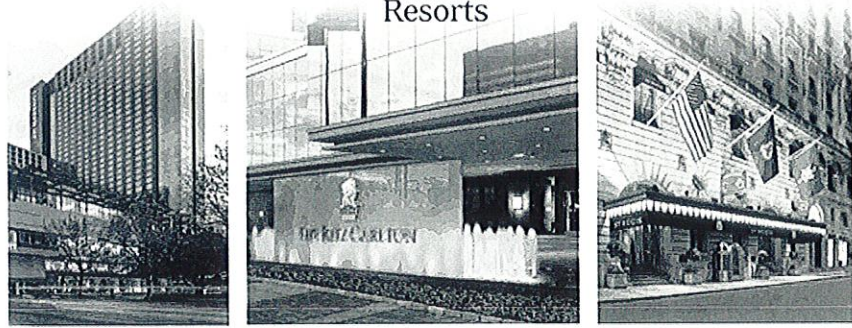
By David Eisen

 **Marriott**

BUYS

starwood

*
Hotels and
Resorts



National Report – In the end, it was Marriott International holding the prize. The Bethesda, Md.-based hotel operator, owner of 19 brands, had prevailed in what amounted to a two-horse race with Hyatt Hotels Corp. to acquire Starwood Hotels & Resorts Worldwide, its 11 brands, management contracts and real estate holdings for \$12.2 billion. The deal is expected to close next year.

When consummated, the combination will create the world's largest hotel company, with more than 1 million rooms and powerful product across all chain segments, from luxury (St. Regis, Ritz-Carlton) to select service (Aloft, Courtyard).

One thing is certain in this case: bigger is, in fact, better. Arne Sorenson, Marriott CEO, said as much after the deal was officially announced. “We thought, strategically, we could drive better value and compete better by being bigger.”

It also puts online travel agencies and home-sharing sites on notice. “This is a transformative deal for Marriott and the industry,” said Michael Bellisario, VP at financial services firm Robert W. Baird & Co. “It better positions Marriott to compete against the other major global brands as well as the new alternative lodging companies, such as Airbnb, that are impacting the competitive landscape of the hotel industry today.”

A Shot across the bow

Scale has its benefits. Larger hotel companies are able to negotiate better fees with OTAs, such as behemoths Expedia and Priceline. Meanwhile, as the Airbnbs of the world eat into market share, hotel companies are compelled to enlarge their global footprints as a defense.

In order to do this, and in lieu of growing organically, which takes time, hotel companies are considering M&A as a growth vehicle. Why build when you can buy?

“Marriott made a very smart acquisition,” said Leland Pillsbury, former Marriott executive, now chairman of Thayer Lodging Group, a Brookfield Company. “This gives them much more leverage dealing with the OTAs and other travel intermediaries, enhances their rewards program with travelers and gives them new growth platforms.”

According to Phocuswright, OTAs last year were responsible for about 17 percent of all hotel bookings, and their commission structures range anywhere from 10 percent to 25 percent—the larger hotel brands establishing more equitable rates.

Specific to OTAs, Sorenson said implicitly that the deal allows Marriott more leverage. “It gives us more relevance in negotiations. It’s useful in getting good terms,” he said.

The deal also gives Marriott added global stretch. “We have been in the business for a long time, but Starwood is more global than Marriott is,” Sorenson, who will lead the combined company, told CNBC. “It’s a good thing that we will have more sources [of growth] from around the world.

“[Starwood] has done a nice job in China. They are a bit bigger in number of hotels and percentage. But the deal is not principally China focused. It’s also about the power of putting Marriott Rewards and Starwood Preferred Guest together—about cheaper costs in reservations and other systems.”

Consolidation Continuance

Will contraction within the hotel industry continue? For its part, Marriott, even before the Starwood deal, had pursued this path, putting together a band of smaller deals.

In 2012, Marriott acquired the Gaylord Hotels brand for \$210 million. At the time of the deal, Adam McGaughy, managing director at Jones Lang LaSalle Hotels, had this to say: “Consolidation has not happened in a while; however, if revenue per available room continues to grow, this trend will increase in the future.”

In January of this year, Marriott struck again, acquiring Canada’s Delta Hotels & Resorts for \$130 million. And last year it finalized the deal for Africa’s Protea Hospitality Group.

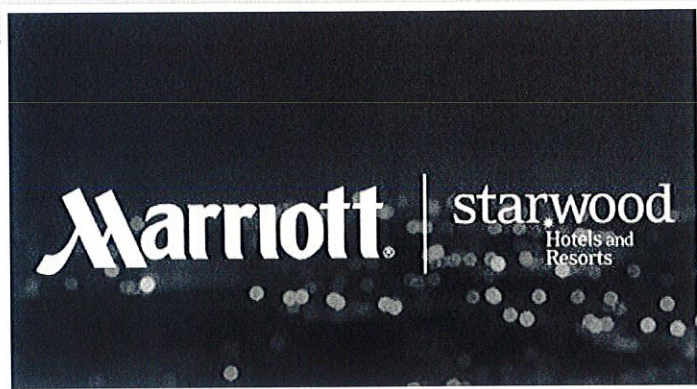
Meanwhile, other hotel companies followed suit. Also this year, IHG acquired Kimpton for \$430 million. And France’s AccorHotels is reportedly in talks to acquire Canada’s FRHI, whose brands include Fairmont, Raffles and Swisshotel.

In the meantime, Marriott is putting more space between itself and competitors. “Marriott is distancing itself from Hilton and InterContinental and all the other major global brands,” Baird’s Bellisario said. “One has to think if Marriott didn’t buy Starwood, maybe one of the other big players would have, and that would have put Marriott at a disadvantage.”

Tale of the tape: Marriott/Starwood merger

COMBINED	MARRIOTT	STARWOOD
Sale price: \$12.2 billion	19 brands	11 brands
Total brands: 30	4,364 properties	1,271 hotels
Total hotels: 5,635	749,990 rooms	362,623 rooms
Total rooms: More than 1.1 million	Pipeline: 1,591 hotels, 260,000 rooms	Pipeline: 510 hotels, 113,000 rooms
	Marriott Rewards members: 54 million	SPG members: 21 million

萬豪收購喜達屋事件各方看法，附官方申明！



本刊編輯部

萬豪國際集團將支付122億美元收購喜達屋，打造全球最大的酒店運營商。萬豪國際集團、喜達屋董事會一致通過收購提議。文中有各方的看法，包括萬豪CEO Arne Sorenson，萬豪董事局主席J.W. Marriott, Jr.，喜達屋董事局主席Bruce Duncan，喜達屋CEO Adam Aron。

1. 酒店業大佬看法

“我覺得萬豪喜達屋聯姻，對國際酒店業有積極的意義。這兩家都堪稱國際酒店中的佼佼者，萬豪旗下Ritz-Carlton和喜達屋旗下St.Regis都是國際酒店頂級品牌，也是酒店業學習的楷模。

萬豪喜達屋合併後，能夠很好地延續豪華酒店尤其是貴族酒店的文化，也能夠進一步弘揚有品位的酒店服務、高品質的酒店管理，提升酒店行業的社會價值。

對我們酒店業來說，要繼續學習借鑒國際酒店管理的先進經驗，不要驕傲自滿，固步自封，因為還有很長的路要走。”

“萬豪並購喜達屋是喜達屋最好的歸宿，相同的國度，相同的文化背景，對於喜達屋的員工，對於股東，對於市場的平穩過度，對於SPG的會員等都是一個很好的結果，這是一個多贏的結果。

網友：

- 1，今日最贊的詞：“喜”入“豪”門！
- 2，取名：叫萬達？萬喜？萬達屋？萬屋？
- 3，萬豪收購喜達屋總比落在國內幾個公司好，保持了喜達屋高大上的血統！
- 4，隨夫姓：marriottwood

酒店業認為，對萬豪和喜達屋酒店的酒店員工基本上沒什麼大的影響，並且有好處，以後內部transfer和員工價更多選擇的機會。新公司將會占有110萬間客房，30個品牌，5千5百家酒店。總體來說，對萬豪和喜達屋都將是雙贏的局面，挑戰在於兩家旗下酒店品牌的整合以及集團高層的人事變動。

2.新聞來源

Marriott International will buy Starwood Hotels & Resorts Worldwide in a cash and stock deal valued at \$12.2 billion to create the world's largest hotel chain.

萬豪國際將通過現金和股份組合來收購喜達屋集團，收購總價為 122 億美元，收購完成之後將誕生世界上最大的酒店連鎖集團。

Starwood shareholders will receive 0.92 shares of Marriott Class A common stock and \$2 in cash for each Starwood share held, the companies said Monday.

喜達屋集團宣布，喜達屋股東手中每一股，將被置換成 0.92 股萬豪的 A 級普通股 (Class A common stock) 和 2 美元的現金。

The offer translates into \$72.08 per share for Starwood, a discount of about 4 percent to the stock's Friday close.

根據這種收購方案，喜達屋每股價值約為 72.08 美元，較其周五的收盤價有 4% 的折讓。不過喜達屋的股東還會收到每股 7.8 美元的額外收益，這部分收益來自于集團資產分時租賃的額外收益以及這部分業務與 Interval Leisure 集團的合並。

The deal is expected to close in mid-2016, the companies said.

喜達屋方面表示，這筆收購預計在 2016 年中完成。

這標志著我們喜達屋董事會從今年四月開始的戰略和財務調整的完結。對這次的結果，我們非常滿意。聯合喜達屋對創新的熱誠與萬豪酒店卓越的運營模式，我們確信這將會組成不單單是最大的酒店管理公司，並將會是最強而有力的酒店管理公司。

我們的新公司將會占有 110 萬間客房，30 個品牌，5 千 5 百家酒店，在全球六大洲布局超過 100 多個國家。我們相信此次的交易會在 2016 年中完成。直到那時，喜達屋與萬豪酒店會照舊為兩家獨立公司繼續營業。我們的總經理與酒店職員會繼續關注業務，注重與照顧客人，並為您提供卓越回報與收益。

3.官方申明

萬豪國際集團：

今天，萬豪國際集團收購了喜達屋酒店及度假村，成為全球最大的酒店集團。

喜達屋旗下擁有喜來登、威斯汀、瑞吉等酒店品牌，在全球擁有超過 1200 座房屋產權，以 122 億美元（約合 777.14 億元人民幣）嫁入“豪”門。

喜達屋酒店集團：

MARRIOTT INTERNATIONAL TO ACQUIRE STARWOOD HOTELS & RESORTS WORLDWIDE, CREATING THE WORLD'S LARGEST HOTEL COMPANY

Bethesda, MD, and Stamford, CT, November 16, 2015 – Marriott International, Inc. (NASDAQ: MAR) and Starwood Hotels & Resorts Worldwide, Inc. (NYSE: HOT) announced today that the boards of directors of both companies have unanimously approved a definitive merger agreement under which the companies will create the world's largest hotel company. The transaction combines Starwood's leading lifestyle brands and international footprint with Marriott's strong presence in the luxury and select-service tiers, as well as the convention and resort segment, creating a more

comprehensive portfolio. The merged company will offer broader choice for guests, greater opportunities for associates and should unlock additional value for Marriott and Starwood shareholders. Combined, the companies operate or franchise more than 5,500 hotels with 1.1 million rooms worldwide. The combined company's pro forma fee revenue for the 12 months ended September 30, 2015 totals over \$2.7 billion.

Transaction Highlights and Strategic Benefits

Summary of Transaction: Under the terms of the agreement, at closing, Starwoodshareholders will receive 0.92 shares of Marriott International, Inc. Class A common stock and \$2.00 in cash for each share of Starwood common stock. On a pro forma basis, Starwood shareholders would own approximately 37 percent of the combined company's common stock after completion of the merger using fully diluted share counts as of September 30, 2015. Total consideration to be paid by Marriott totals \$12.2 billion consisting of \$11.9 billion of Marriott International stock, based on the 20-day VWAP (volume weighted average price) of Marriott stock ending on November 13, 2015, and \$340 million of cash, based on approximately 170 million fully diluted Starwood shares outstanding at September 30, 2015. Based on Marriott's 20-day VWAP ending November 13, 2015, the merger transaction has a current value of \$72.08 per Starwood share, including the \$2 cash per share consideration. Starwood shareholders will separately receive consideration from the spin-off of the Starwood timeshare business and subsequent merger with Interval Leisure Group, which has an estimated value of approximately \$1.3 billion to Starwood shareholders or approximately \$7.80 per Starwood share, based on the 20-day VWAP of Interval Leisure Group stock ending November 13, 2015. The timeshare transaction should close prior to the Marriott-Starwood merger closing.

Total Estimated Value to Starwood Shareholders

Share Price of Marriott International, Inc.
\$70.08*

Cash Consideration Per Share
\$2.00

Value of Vistana Disposition
\$7.80**

Total Value
\$79.88

*Marriott 20-day VWAP ending November 13, 2015, calculated at 0.92 of \$76.17

**Based on ILG 20-day VWAP ending November 13, 2015. Excludes \$132M of cash consideration and reimbursement from ILG to Starwood

After adjusting for the value of consideration to be separately received by Starwoodshareholders in the Vistana transaction, the merger consideration represents a premium of approximately 6 percent over the Starwood stock price using the 20-day VWAP ending November 13, 2015 and a premium of approximately 19 percent using the 20-day VWAP ending October 26, 2015 (prior to recent acquisition rumors).

Arne Sorenson, President and Chief Executive Officer of Marriott International, said: "The driving force behind this transaction is growth. This is an opportunity to create value by combining the distribution and strengths of Marriott and Starwood, enhancing our competitiveness in a quickly evolving marketplace. This greater scale should offer a wider choice of brands to consumers, improve economics to owners and franchisees, increase unit growth and enhance long-term value to shareholders. Today is the start of an incredible journey for our two companies. We expect to benefit from the best talent from both companies as we position ourselves for the future. I know we'll do great things together as The World's Favorite Travel Company."

J.W. Marriott, Jr., Executive Chairman and Chairman of the Board of Marriott International, said: "We have competed with Starwood for decades and we have also admired them. I'm excited we will add great new hotels to our system and for the incredible opportunities for Starwood and Marriott associates. I'm delighted to welcome Starwood to the Marriott family."

Bruce Duncan, Chairman of the Board of Directors of Starwood Hotels & Resorts Worldwide, said: "During our comprehensive review of strategic and financial alternatives, it was clear that our talented people, world-class brands, global leadership and spirit of innovation were much admired and key drivers of our value. Our board concluded that a combination with Marriott provides the greatest long-term value for our shareholders and the strongest and most certain path forward for our company. Starwood shareholders will benefit from ownership in one of the world's most respected companies, with vast growth potential further enhanced by cost synergies. Starwood's shareholders will also receive the value of the previously announced sale of our vacation ownership business to Interval Leisure Group, which is not part of this transaction."

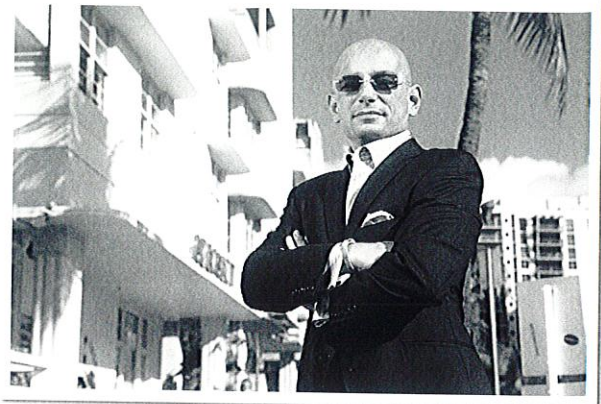
Adam Aron, Starwood Hotels & Resorts Worldwide Chief Executive Officer on an interim basis, said: "We are excited to play a vital role in the creation of the biggest and best hotel company in the world with tremendous upside potential. The combination of our two companies brings together the best in innovation, culture and execution. Our guests and customers will benefit from so many more options across 30 hotel brands, while our hotel owners and franchisees will derive value from our combined global platform and efficiencies. We are also delighted that our associates will have expanded opportunities as part of a larger organization that is consistently recognized as one of the best companies to work for in the world."

One-time transaction costs for the merger are expected to total approximately \$100 to \$150 million. Transition costs are expected to be incurred over the next two years. They cannot be estimated at this time, but are expected to be meaningful.

Marriott will assume Starwood's recourse debt at the closing of the transaction. Marriott remains committed to maintaining an investment grade credit rating and to continue managing the balance sheet prudently after the merger. Marriott expects to maintain our 3.0x to 3.25x adjusted debt to adjusted EBITDAR target.

Arne Sorenson will remain President and Chief Executive Officer of Marriott International following the merger and Marriott's headquarters will remain in Bethesda, Maryland. Marriott's Board of Directors following the closing will increase from 11 to 14 members with the expected addition of three members of the Starwood Board of Directors.

The transaction is subject to Marriott International and Starwood Hotels & Resorts Worldwide shareholder approvals, completion of Starwood's planned disposition of its timeshare business, regulatory approvals and the satisfaction of other customary closing conditions. Assuming receipt of the necessary approvals, the parties expect the transaction to close in mid-2016.



Investment conference

At NATHIC, FDI into hospitality put under the microscope

By David Eisen

MIAMI – Cross-border investment into North America was a central theme of the 2015 North America Tourism & Hospitality Investment Conference at the Fontainebleau Miami Beach, and one thing is certain: Investors and developers are at the ready.

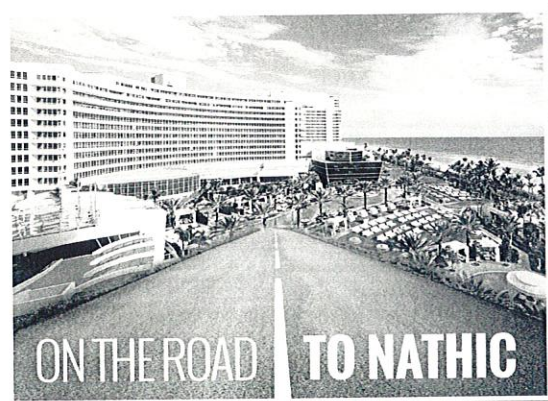
Foreign direct investment (FDI) into hotels, in the Americas, hit \$4.2 billion in the first half of 2015, and the trend toward more transactions and development is unceasing.

Barry Johnson, the founding executive of SelectUSA and now a principal of 32 Advisors, delivered NATHIC’s opening keynote address. In it, he referred to FDI as a “full-contact sport,” with cross-border investment acting as an accelerant to boosting a local market economy.

In regard to hospitality, Johnson noted that FDI is as much an investment as it is an export. “When a Japanese investor comes and invests in hotels, there is a line to tourism,” he said.

Johnson acted as a voice of FDI; a panel of global developers and brands discussed what’s going on from the inside. One of which, Derek Cheung, the CEO of New Century Asset Management, a China-based REIT, said he is actively searching for deals in North America, specifically via acquisition. “We want to extend our network in North America, where, unlike Europe, we aren’t as strong,” he said.

One of the larger FDI deals in recent times is Anbang Insurance’s nearly \$2-billion buy of the Waldorf Astoria from Hilton Worldwide. As Matt Sparks, SVP of luxury and corporate development at Hilton Worldwide, said, “It allowed us to reinvest proceeds from the sale toward other real estate.”



This is one example of how FDI is a pure benefit for both the buyer and seller. “The deal freed up capital for Hilton,” said Johnson. “The Waldorf is not being taken to China.”

Meanwhile, discussion turned to any drawbacks from FDI. Brian McGowan, EVP and COO of the Metro Atlanta Chamber of Commerce, had trouble finding fault in any portion of FDI. “It’s an injection of capital,” he said.

Representing one of the biggest forces in global FDI was Wanda Hotels & Resorts’ deputy general manager, Eddy Tiftik. China-based Wanda owns and operates hotels, and has a reputation for being able to consummate deals more easily due to its cash-rich position. “I won’t deny it,” Tiftik said, “but I may need to. Our reputation is all over investment around the world, buying what we can. But we are not walking around with bags full of money.”

Wanda, in recent times, has changed its strategy from being a pure owner to an operator and competing on the global stage with the likes of Marriott and Hilton, to name two. It has around 100 hotels open now and its own brand, Vista.

North America: In Their Sights

Hilton's Sparks parsed North America. "North America has had a good run over last few years," he said. "The change in government in Mexico has been a stimulus and given a reason for investors to look again. Meanwhile, Canada reflects a toned-down version of the U.S. Canada historically has been more stable, but doesn't see the big run ups and lows magnified.

"Our goal is to have product where customers want to go. Having product there is important to guests and to strategy. It is not as much about a return."

Cheung is concentrated on the U.S. as an investment vehicle, calling it more mature than Canada, for example.

In regard to Wanda, Tiftik said they can create the destination. "We are not scared about entering any market," he said. Wanda has recently done deals in Chicago and New York.

Specific to the U.S., McGowan said Atlanta is now working to become a true global city, whose true competitors aren't just neighboring cities and states, but global gateway cities in other countries. It's transformed itself by improving its airport and adding cultural attractions, such as museums. "It's meant to signal to the global community that Atlanta is a smart, safe place to invest," he said. "We don't necessarily see Charlotte as a competitor. We see global cities like Beijing and Shanghai as competitors. The global city is truly connected and welcoming to international visitors and investors."

In regard to how deals are getting done, Sparks said that buying an asset is a simpler equation than building new. "Clearly, buying is less risky," he said. "The minute you put a shovel in the ground, there could be problems. And during that [build] period, there's no income. If you buy, right away there is."

NA Investing: The How, where and why

In every cycle, there is the question of whether it's

the right time to buy, build sell or hold. Many times, these questions are answered as a result of where supply and demand sits.

A panel of brokers, developers and consultants looked to give more definitive answers.

Peter Nichols of brokerage firm Marcus & Millichap said now is the time to step back and evaluate assets in order to make a determination of where the market is going. "If there are legs," he said, "hold—or recapitalize to take advantage of the new cycle."

Ravi Patel of Hawkeye Hotels was more wary of restructuring the debt/equity mix. "If you decide to recapitalize by refinancing, you can get boxed in," he said. For him, and his Iowa-based hotel company, which owns and operates, "If there is a good opportunity to sell, that's the direction I'll go, but only if you know what you are going to do with the cash that comes in from it."

Gerry Chase of New Castle Hotels said it is a good time to do it all. Chase said he is more likely to part with mature assets in locations that aren't growing. "If this is the peak, you don't want to wait until the actual peak, because then it goes down. If close to it, time to sell."

Chase said his buy opportunities are in urban areas where there are underperforming assets.

HM | Meri Greene

An opening panel at NATHIC looked at FDI in North America. From left: 32 Advisors' Barry Johnson, New Century's Derek Cheung, Atlanta Chamber of Commerce's Brian McGowan, Wanda Hotels and Resorts' Eddy Tiftik and Hilton Worldwide's Matt Sparks.

HM | Meri Greene

A panel led by Mike Cahill of HREC (far left) discussed buy and sell opportunities in North America. He was joined on stage by Hawkeye Hotels' Ravi Patel, Marcus & Millichap's Peter Nichols, RCI's Ricardo Montaudon, New Castle's Gerry Chase and HVS' John Lancet.

萬豪國際酒店集團20個成功的管理理念！



本刊編輯部

萬豪國際集團是全球首屈一指的酒店管理公司，公司由 J. Willard 和 Alice Marriott 創辦並在 80 多年來由萬豪國際酒店家族領導人掌控大局，其總部位於美國馬里蘭州貝塞斯達。

萬豪19大品牌

萬豪酒店管理集團最基本的理念是“人服務于人”，這有兩方面的含義：公平對待每一位員工，同時重視員工的感受，讓他們體會到“家”的感覺。

1. 我們群策群力，互相尊重，對待同事如同對待自己的家人和貴賓一樣。我們堅守萬豪先生的信念：“同事之間互相關懷照顧，必定能為客人提供更周到體貼的服務。”

We practice teamwork and treat each other with the same respect we afford our family and best guests. We adhere to Mr. Marriott's belief that "If we take care of each other, we will be able to take better care of our guests."

2. 真誠待客，體貼關懷，以確保客人不斷再來光顧是我們最重要的宗旨。對客人表現出真誠熱情的態度，時刻全心全意的關注。

Genuine care and comfort of our guests to ensure their return is our highest mission. Display genuine and enthusiastic interest in the guest, and always pay complete attention.

3. 笑臉迎人，親切招呼每位客人。以熱情有禮，和藹可親的態度與客人交談。盡可能用客人的名字來稱呼對方。謹記用適當的言辭，避免使用俗語和酒店術語。

Smile and greet every guest. Speak to the guest in a warm, friendly and courteous manner. Use their name as often as possible. Always use appropriate vocabulary. Avoid slang and hotel jargon.

4. 感謝客人光臨，親切地向客人說再見，令他們臨離開之前對酒店留下溫馨難忘的好印象。

Thank the guest for their business and bid them a fond farewell. Make their last impression of the hotel warm and positive.

5. 預先估計客人的需要，靈活配合。貫徹"主動待客"的原則，留心客人的神態，察顏辨色，以提供體貼周到的服務，令客人喜出望外。

Anticipate guest needs and be flexible in responding to them. Practice "Proactive Hospitality". Pick up on non-verbal cues to initiate personalized service and delight all guests.

6. 對本身的工作崗位了如指掌。參加工作所需的所有培訓課程。

Be knowledgeable about your job. Attend all training courses required for your position.

7. 任何同事收到客人的投訴，都有責任盡力處理。運用L.E.A.R.N.程序，在自己權利範圍內盡力挽回客人的信心，按照跟進程序來處理客人的投訴，確保對方稱心如意。

Any associate who receives a guest complaint "Owns" the complaint. Use the L.E.A.R.N. process to do everything in your power to never lose a guest. Follow guest response procedures to ensure that the guest is delighted.

8. 每位同事都有責任認識和尊重客人的喜好，使客人在酒店期間得到體貼的服務。

It's everyone's responsibility to learn and honor our guests' preferences so we can personalize their stay.

9. 任何同事如看到設施的用品損毀或不足，都有責任向上級報告。

It is the responsibility of every associate to report defects in the hotel, including shortages of equipment and supplies.

10. 一絲不苟地執行清潔標準，是每位同事的責任。所到之處均予清潔，包括前堂和後堂。

Uncompromising standards of cleanliness are everyone's responsibility. Clean as you go. Both the Front of the House and the "Heart of the House".

11. 我們有一流的工作環境，所以請你不論是在公司內外，都擔當本酒店和公司的大使。請勿批評公司，切勿在顧客面前抱怨。以積極的態度表達你對工作環境的關注。

This is a great place to work, so please always be an ambassador of your hotel and company, both in and outside of work. Avoid negative comments. Never complain in front of a guest. Express workplace concerns in a constructive manner.

12. 總是能夠認出酒店的常客。

Always recognize repeat guests.

13. 對酒店的情況了如指掌，隨時能夠回答客人的問詢。總是首先推薦本酒店的餐飲服務。親自為客人引路，單是指出方向並不足夠。如果走不開，至少陪客人走幾步。

Be knowledgeable about hotel information to answer guest inquiries. Always recommend the hotel's food and beverage outlets first. Escort guests rather than pointing out directions. When this is not possible, take the guest the first three steps.

14. 遵守電話禮儀。自我介紹。盡快接聽，不要讓電話鈴聲聲響超過三聲。用適當的話語問候來電者。若要轉駁來電或要對方等候，必須先得到對方同意。盡量不要轉駁來電。

Follow telephone etiquette .Introduce yourself. Always answer within three rings. Use appropriate greetings . Always request the guest's permission to transfer their call or place them on hold. Eliminate transfers when possible.

15. 遵守制服及儀容標準，包括佩帶自己的名牌，穿著大方得體的鞋襪。隨身攜帶"基本須知"卡。保持個人衛生最為重要。

Follow uniform and appearance standards, including nametags, appropriate footwear and "The Basics" card. Personal hygiene is of the utmost importance.

16. 客人和同事的安全，是我們最關注的事項。了解在緊急情況時自己應負的責任，並時刻警覺消防和救生程序。

The safety and security of our guests and associates is a top priority. Know your roles during emergency situations and be aware of fire and life safety response processes.

17. 培養安全工作的習慣。遵守所有工作安全政策。一發現有事故，意外和危險，立即向上級報告。

Practice safe work habits. Abide by all job safety policies. Immediately report incidents, accidents and hazards to your supervisor.

18. 保護和照顧酒店的財產。資源要用得其所。減少浪費。確保妥善保養和維修酒店的物業和設施。

Protect and care for the assets of the hotel. Use our resources wisely. Eliminate waste . Ensure proper maintenance and repair of hotel property and equipment.

19. 了解本酒店和所屬部門的目標。你有責任與同事分享你的意見和建議，盡你所能不斷提高營業額、盈利、客人滿意程度和同事的士氣。

Know the goals of your department. It is your responsibility to share your ideas, Suggestions and energies to continuously improve sales, profit, guest satisfaction, and associate morale.

20. 你得到本酒店授權和信任，盡你所能處理客人的需要。必要時，應請同事幫忙。思考如何以創新的方法說"是"。

You are empowered and trusted to handle guest needs and problems to the best of your ability. Seek assistance , if needed. Think of creative ways to say "Yes".



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HOTELS & RESORTS

EDITION



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COLLECTION
HOTELS

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RESERVE GAMES
HOTELS



DELIA
HOTELS & RESORTS



COURTIVARD

Residence
INN

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SUITES

FAIRFIELD
INN&SUITES

TownePlace
SUITES

PROTEA HOTELS

moxy

台灣有絕佳條件成為

國際觀光島

Taiwan

為達到經濟成長率「保一」的目標，行政院推出短期提振消費方案，其中國民旅遊補助的實施期程從今年十一月二十日到明(2016)年二月底止，想要得到旅遊補助，民眾必須先上網申請「限期旅遊住宿」折價電子序號，再憑序號向有參與活動的旅宿業者訂房。

由於操作複雜還有諸多限制，根據調查，有八成二的上班族根本不埋單。同時有立委質疑，過去八百億的消費券政策只能提升0.28%的經濟成長，這次投入40.8億的第二預備金究竟能有多少幫助？

台灣應開發自己的即時通訊軟體

雖然台灣經濟成長看似疲弱不振，但是富驛酒店集團董事長侯尊中可不這麼認為，他在2002年於大陸創辦了富驛酒店集團，2012年回到台灣上櫃，因為看好台灣觀光市場，從三年前開始陸續在台灣投資了六家旅館。除了酒店集團以外，侯尊中在北京的創投公司也持續投資高科技產業，因為他認為數位化是未來的趨勢。

看到政府最近刺激經濟的手段，侯尊中有感而發，他認為台灣的數位化已經遠遠落後於大陸，對於台灣執政者說出「用LINE辦公」，他覺得特別諷刺，因為LINE是韓國人發明的軟體，為什麼以「科技島」自譽的台灣不能有自己的即時通訊軟體？他認為，如果政府能夠投入資金開發即時通訊軟體，不但可以吸引來自全球的資金，其放大的效益更可以提高GDP，同時可以解決很多問題。

By 侯尊中 / 富驛酒店集團董事長



大家看成功的台商都只看到他們風光的一面，對於台商在大陸奮鬥的辛苦卻鮮少人瞭解。在大陸經商二十年的侯尊中說，大陸人跟台灣人成長背景不同，思想觀念上也有很大的差異，大陸基本上鼓勵人要保持「狼性」，在商務上非常現實，不像台灣人有人情味。

大陸人口眾多，是一個競爭激烈的社會，這一點從《三國演義》或《資治通鑑》裡的爾虞我詐就可以看得出來，再加上大陸經歷過文化大革命的鬥爭，所以學會凡事都要務實。侯尊中說，千萬不要用台灣人「見面三分情」的態度跟大陸人談生意，不過他也強調，交朋友又是另外一回事，在大陸還是可以交到很多好朋友。



大陸講關係 還要考量「基本面」

在大陸凡事都要講關係，但大陸對「關係」的概念跟台灣不同。在台灣，關係通常可以維持一輩子，但在大陸商業上的關係通常很短暫，因為政府單位會利用輪調等方法來防弊。侯尊中說，在大陸有關係可以運用時通常要當機立斷，因為今天不用，可能明天就「沒關係」了！

侯尊中進一步說明，如果有一項投資是建立在關係上而沒有基本面的支持，這個生意不可以做。假設只是為了買一塊地，買完了以後就不需要這個關係那還可行，但如果後續還有三、五年的時間要靠關係變更項目，這個生意的風險就很大，只要經辦一換人，所有的事情都有可能被推翻，因為新上任的經辦有他自己的績效及關係要處理。

回想剛到大陸時，因為發現大陸的媒體很封閉，侯尊中認為這是一個機會，因此克服了許多困難，透過關係取得最高新聞出版總署核發的刊號進入媒體業，不過在跟其他對口單位接觸時，還是遇到種種難題。

他當時有70%的時間必須拿來應付關係，問題是每次建立的關係只能維持一年。因為他的事業建立在太多的關係上，以及整個大環境的影響，讓平面媒體愈來愈難做，再加上侯尊中當時是以提供科技訊息為主，於是很快的就被網路取代。

現在全中國大陸除了富驛之外，還有很多知名的快捷旅店，要如何應付當地旅店的競爭？侯尊中說，決定經營旅館時他就鎖定中端市場，刻意避開廉價旅館的競爭。大陸很多低價位的旅館是由老舊的酒店、招待所甚至工廠改建而來，多數沒有消防執照和消防系統，但是照樣敢營業，台商或外資就不可能不遵守法令，所以在發展的速度上，富驛沒辦法跟大陸本土酒店比。

但侯尊中認為堅持做熟悉的中端市場，以要求品質的人為目標客群，現在看起來是一個正確的決定，因為廉價旅店想要進入中端市場沒有這麼容易，要進入中端市場不可能沒有消防設備，而且現在大陸法規也比較完善，不像以前把工廠裝修成酒店就可以經營。

資源提升 看好台灣觀光旅館市場

談到富驛的擴展計畫，侯尊中說，以市場機會來看大陸是在衰退中，飯店有供過於求的現象，以至於大陸房價普遍都不高，在二、三線城市更是明顯。他認為未來幾年大陸會進入調整期，所以富驛未來會加大在台灣甚至是美國的投資。侯尊中提醒大家，現在進入中國市場要格外小心，因為很有可能會投資在高點，將來虧損的機率很高，建議等到市場成本價位回歸到平穩後，再考慮投資大陸。

雖然對大陸的投資趨於保守，但侯尊中三年前就看好台灣的觀光旅館市場，三年內富驛已分別在野柳、台北、台南、高雄、墾丁以及金門投資了六家旅館或度假村。侯尊中之所以看好台灣，是因為台灣是大陸人心所嚮往的寶島，若以大陸人口來算，就算每年有一千萬陸客來台觀光，最少也要一百多年才能消化完。



很多人認為來台灣觀光的都是陸客，但侯尊中以他業界的眼光來看，陸客帶動日、韓、香港及東南亞觀光客的增加，他認為這是因為台灣的觀光資源在提升，業者願意投資讓台灣的觀光主題愈來愈多，這是一個良性循環。

他希望政府和民間可以持續為改善台灣的旅遊環境而共同努力，如果政府能夠主導把這件事做好，不但可以提高台灣在國際間的能見度，也能吸引各方資金來台投資，幫我們建設台灣成為國際觀光島。

富驛在大陸是以商務旅館起家，所以剛回台發展時也是以商務旅館為主，從第一家台北店到第二家高雄店成績都不錯，雖然高雄店稍微受到氣爆影響，台南店也要等登革熱疫情過了之後才能開幕，但總體來講富驛還是很看好商務定位。

善用網路力量 宣揚台灣的美

同時，侯尊中還看到富驛在台灣的另一個機會。富驛在野柳也有一個據點，當初侯尊中要買下這個點時遭到家人一致反對，因為對小學旅行都去過野柳的台灣人來說，野柳真的沒有什麼。但是侯尊中聽到的是大陸人的聲音，所有大陸朋友都告訴他野柳很美，他們拍回來的照片也的確非常有意境，因此，一遇到有機會，他毫不猶豫的買下來改造，事實證明，這是一個正確的決定。

侯尊中因為長期來往兩岸，所以很能夠掌握大陸人對台灣的想法，現在除了野柳和墾丁之外，富驛還在金門投資開發度假村，因為廈門到金門搭快船只要二十分鐘，所以侯尊中很看好金門的發展。因為金門範圍小，有很多政策容易推動，侯尊中建議可以全面推動電動車及有機示範點，把金門打造成低碳養生觀光示範島，用這些特色吸引對岸的觀光客。

在侯尊中的眼裡，台灣不但風景美，氣候宜人，更重要的是台灣的人文素養高、政治穩定，治安又好，是最適合觀光旅遊的地方，他希望大家可以透過社群網站和即時通訊軟體把台灣的美傳播出去。就像我們從小就知道富士山很美、瑞士很美，我們也可以讓全世界知道日月潭很美、阿里山很美，吸引外國人來台觀光。侯尊中呼籲全台灣人民一起發揮力量，一起宣傳台灣，一起打造台灣成為一個國際觀光島！

Taiwan

顧客常見的五個重要錯誤區

1 2 3 4 5

By Wendy Doo

美國充滿商機，不少華人到美國都會選擇創業，由餐廳到貿易，各行各業都有華人的身影。不過也有顧客會因為中美工作環境文化差異，當顧客以為有遵守法律，是一位好顧客。當他們被顧員控訴違反勞工法時，就會感到非常驚訝。南加州台灣旅館業同業公會法律顧問杜惠莉律師就針對華裔顧客常遇到的五個錯誤，向大家解說。

1. 經理級豁免員工也有最低薪資

提拔員工升職到經理級，該員工除了成為豁免員工，除了一些附帶的工作條件外，最重要就是由時薪轉為月薪。但在計算豁免員工的月薪時，計算方法應該是時薪的約2倍。以加州2016年最低時薪10元來算，豁免員工的最低薪金應該為3467元。

由於全美各地都陸續通過調漲最低薪金，由2016年1月1日起，全加州的最低時薪將上調到10元。洛縣非城市地區(像羅蘭崗、哈仙達崗)到2016年7月，最低時薪更上調到10.50元，(洛縣內城市地區最低薪金將由地方政府決定)屆時豁免員工的月薪也將隨之調漲。聯邦政府也有新提案，要求提高豁免員工的年薪調至5萬元。雖然提案仍在諮詢，但這也是顧客需要特別注意的地方。

2. 月薪員工需更新合約

一些亞洲地區的顧客，習慣付月薪，認為高薪，就可以不用支付員工加班費，要求員工延長工作時間及周六工作。這其實是錯誤的做法。如果需要員工周六工作，需要書面註明新的上班時間，及每小時時薪。一般的算法是40個小時正常工作時間，加20個小時期望加班時間。期望加班時間是以正常時薪的1.5倍支付，最後支付薪金總額，由真實打卡時間計算。

3. 員工沒有吃飯時間？

曾經有顧客求助，顧員為了早下班帶小孩，自願縮短吃飯時間到15分鐘，減少休息時間。顧客也同意，認為這樣可以滿足顧員要求。但這位自以為有幫到員工的顧客，還是被告上法院。理由是沒有給員工休息、吃飯時間。

按照加州勞工法，顧客不可以讓員工連續工作超過5小時，而不提供至少30分鐘的用餐時間。但如果顧員的工作時間不超過6個小時，吃飯時間則可以在顧員書面要求下豁免。另外，一天工作8小時的員工，在4小時的工作時間內，需要有10分鐘的休息時間。在這段時間，是不能被工作騷擾。最好的解決方式就是打卡，吃飯時間需要打卡至少30分鐘。設立員工休息室。如果中午時間仍需要工作，就以分班的方式，讓員工得到充足的休息。另外，休息的10分鐘需要付薪，吃飯時間不需要付薪。

4. 聘請新員工一定要填 I-9

在聘請新員工時，一定要填I-9表格及雙方都需要簽名。I-9表格分為3部份，第一：決定聘請員工時，一定馬上要求員工填寫I-9表格。第二，顧主必要確認員具有適當的身份證明文件，可合法工作。第三：顧主不能聘請一些明知不能在美國工作的人。現時聯邦移民執法局會做突擊檢查，如果發現違法，初犯罰款110元到1100元不等。到第三次觸犯相關規定，每項違規最高可被罰款1萬6000元。

5. 聘請外判員工責任還是由公司負責

為了節省顧員成本，部份顧主不會自己聘請員工，直接找外判公司，由外判公司提供員工。但顧主需要注意，根據2015年的勞工法，只要這些由外判公司提供的員工在顧主的工作場所工作，由顧主制定工作時間，這會被當作是顧主的員工。如果外判公司沒有遵守勞工法，外判公司和顧員工作的公司都會被告。

為了解決以上這些問題，最好的方法是讓所有員工打卡，一定要按真實的時間打卡，太過時間表式的打卡，也會被告。制定員工手冊，讓顧主和員工都有依據。顧主如有勞資查詢，可預約自費時間，致電626-403-3332與杜律師查詢。

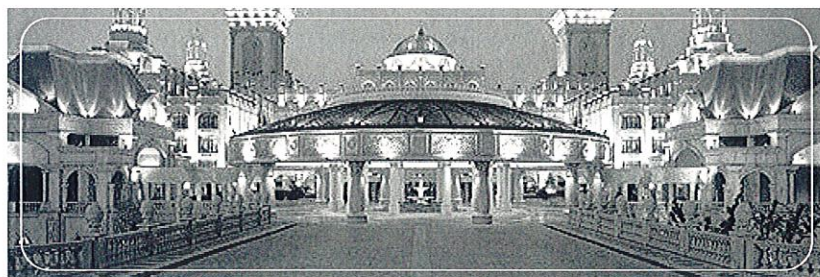
The image shows a Form I-9, Employment Eligibility Verification, from the U.S. Department of Homeland Security. The form is titled 'Form I-9 Employment Eligibility Verification' and includes instructions for employers and employees. It contains sections for 'Section 1: Employee Information and Attestation', 'Section 2: Employer Information and Attestation', and 'Section 3: Additional Information'. A large, semi-transparent watermark reading 'Form I-9' is overlaid diagonally across the center of the form.



全球五大級別五星酒店區分

本刊編輯部

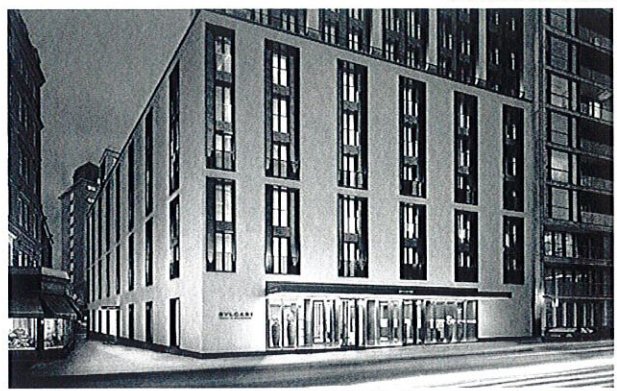
五星級酒店類別劃分是根據世界各大著名酒店集團的各個子品牌的分類，因為這些酒店集團旗下都有子品牌進入以下類別，而且被大眾熟悉。



類別排序：

- I. 奢華五星級酒店 (LUXURY 5 STAR HOTEL)
- II. 精品五星級酒店 (BOUTIQUE 5 STAR HOTEL)
- III. 豪華五星級酒店 (DELUXE 5 STAR HOTEL)
- IV. 普通五星級酒店 (5 STAR HOTEL)

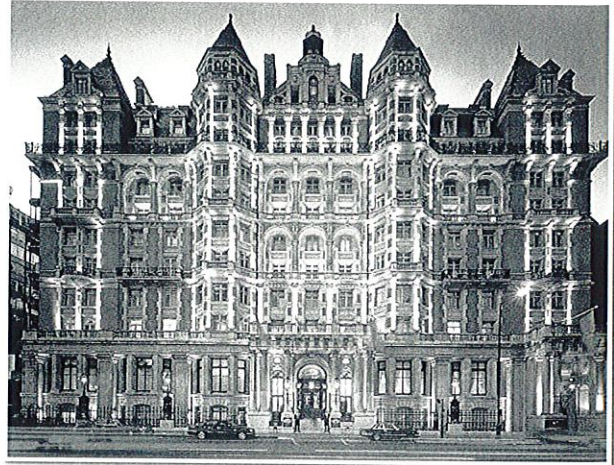
- I. 奢華五星級酒店(LUXURY 5 STAR HOTEL)
BVLGARI(寶格麗)，Ritz-Carlton (麗思卡爾頓/麗嘉)



Four Seasons (四季), Park Hyatt (柏悅)



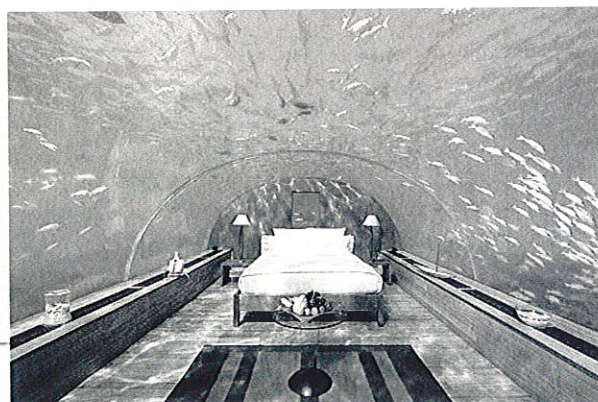
Peninsula (半島), Mandarin Oriental (文華東方)



Waldorf (華爾道夫), Luxury Collection (至尊精選)



Jumeirah (卓美亞/朱美拉/尊雅), Conrad (康萊德/港麗)



St. Regis (瑞吉), Fairmont (費爾蒙)

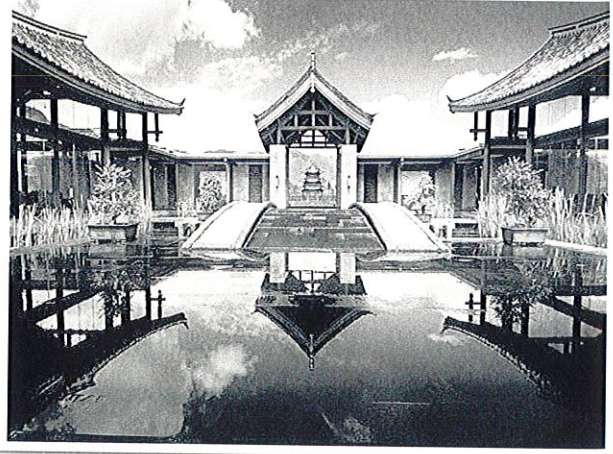
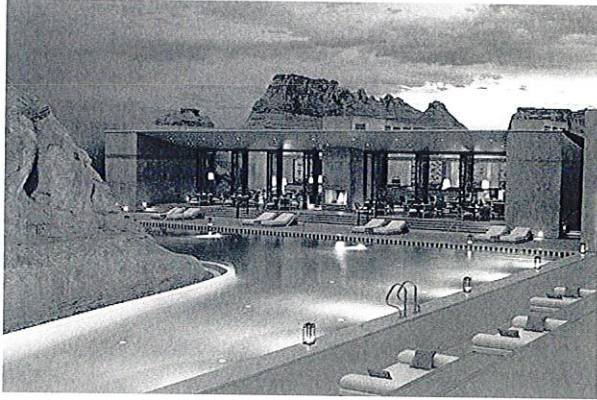


SOFITEL LEGEND(索菲特傳奇)

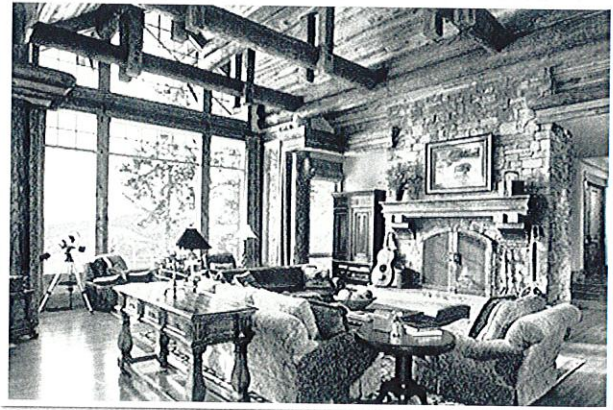
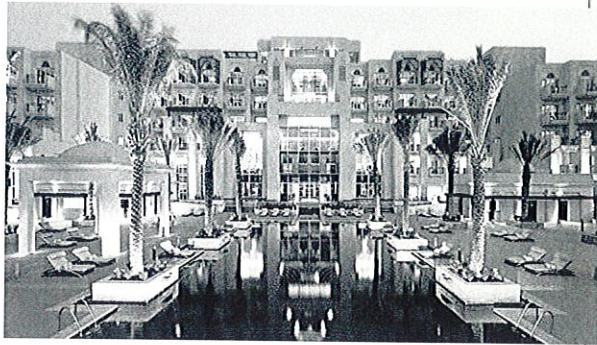


II. 精品五星級酒店 (BOUTIQUE 5 STAR HOTEL)

Aman (安縵), Banyan Tree (悅榕莊)



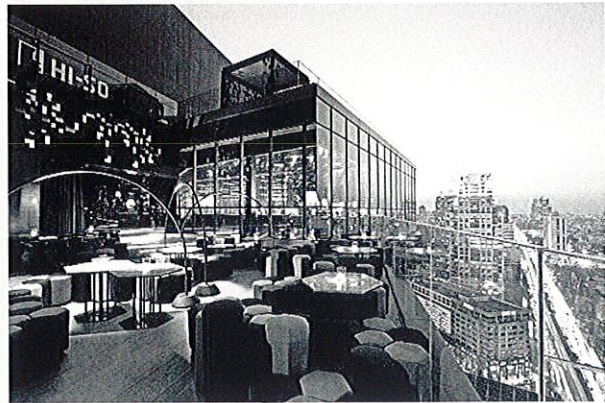
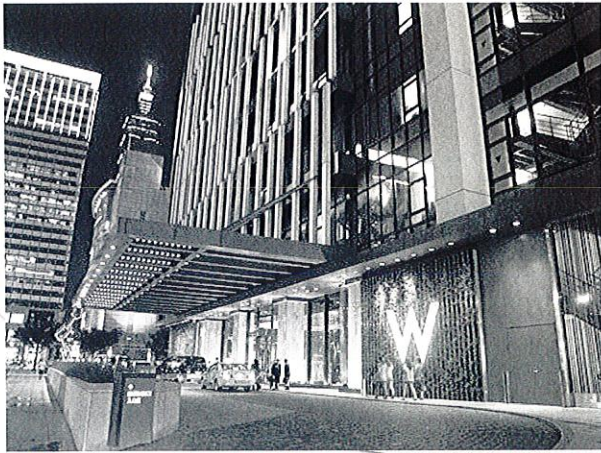
Anantara (安納塔), Rustic Luxury (野奢)



Indigo (英迪格), Andaz (安達仕)

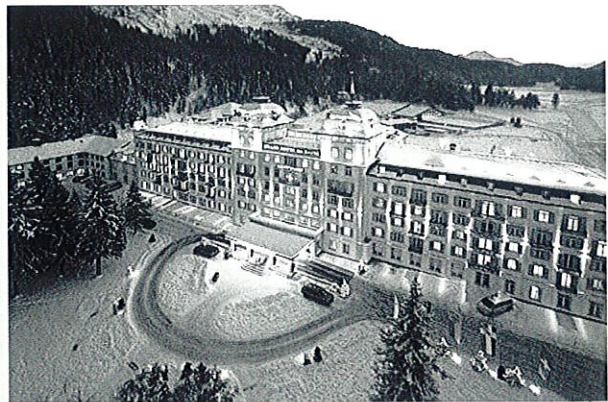


W Hotel · SOFITEL SO(索菲特索)



III. 豪華五星級酒店 (DELUXE 5 STAR HOTEL)

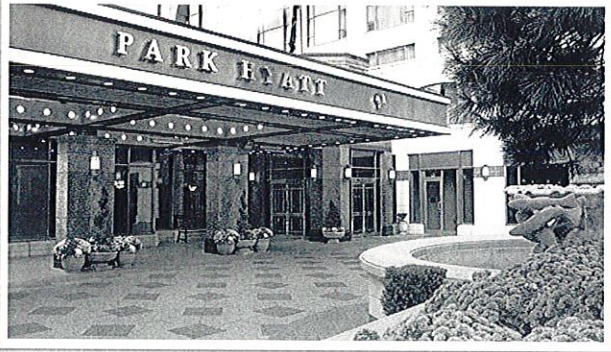
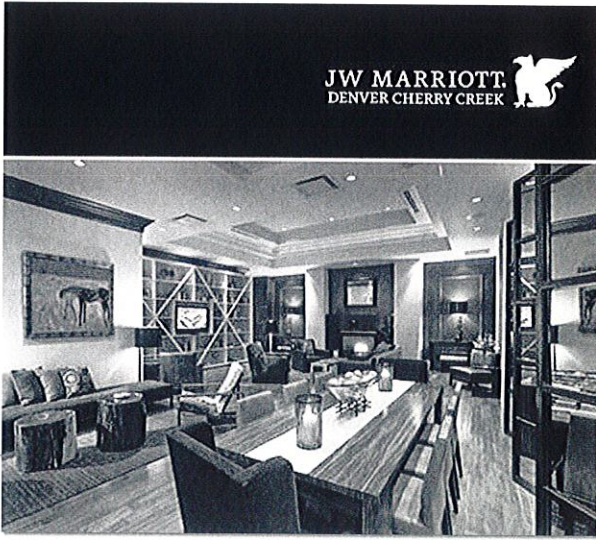
Raffles (萊弗士), Kempinski (凱賓斯基)



Langham (朗廷), InterContinental (洲際)



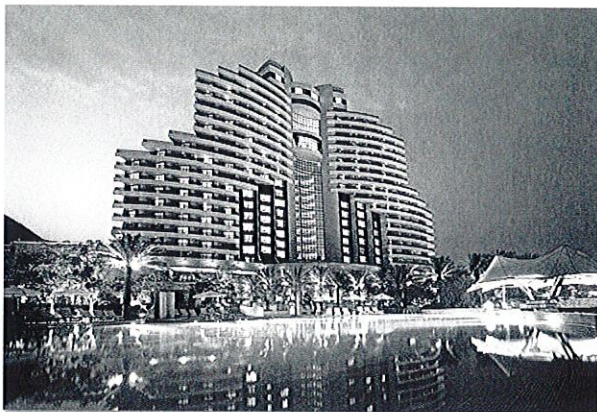
JW Marriott (JW萬豪), Grand Hyatt (君悅)



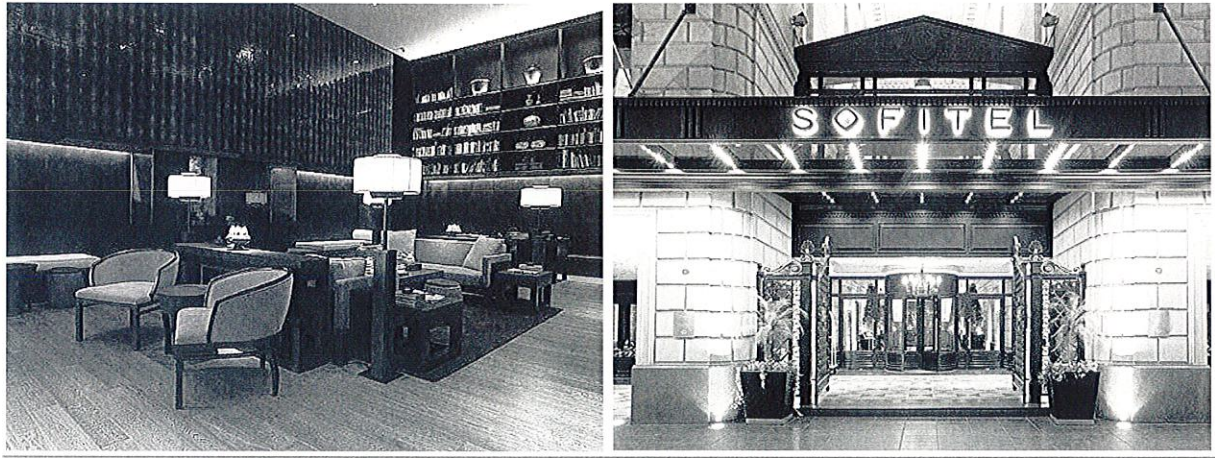
Regent (麗晶), Westin (威斯汀)



Le Meridien (艾美), Gran Meliá (哈瓦那)



Puli (璞麗), SOfITEL(索菲特)

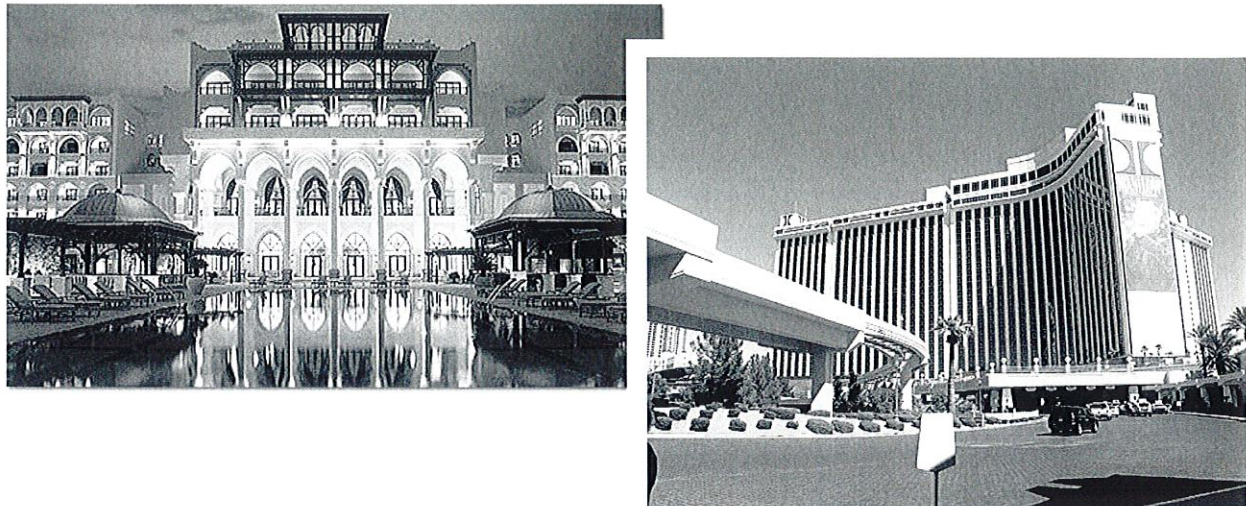


Wyndham Grand Plaza (溫德姆至尊豪廷)



IV. 普通五星級酒店 (5 STAR HOTEL)

Shangri-La(香格里拉), HILTON(希爾頓)



HYATT(海悅),CROWNE PLAZA(假日皇冠)



SHERATON(喜來登), MARRIOTT(萬豪)



Pullman(鉑爾曼), Ramada Plaza(華美達廣場)

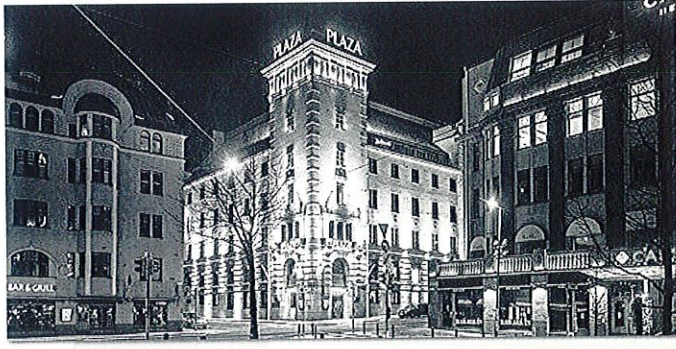


旅館會刊

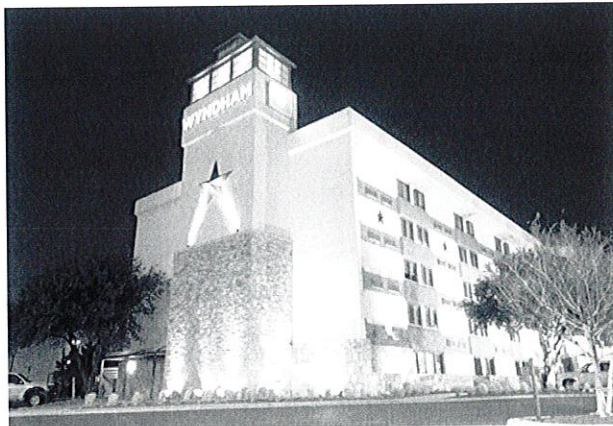
Howard Johnson(豪生) , Grand Mercure(美爵)



Radisson Blu Plaza(麗笙) , Nikko(日航)

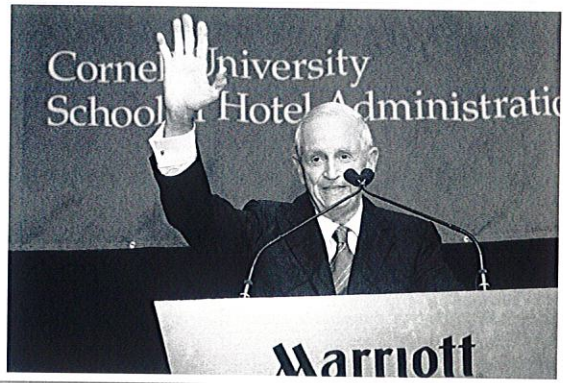


Renaissance(萬麗) , Wyndham(溫德姆)



好好的酒店家族生意，為何拱手給外來CEO？

Bill Marriott



對於接手了父親創立的酒店王國的比爾·馬裏奧特來說，培養自己的兒子成為第三代接班人是自然之選，不僅僅為了保證傳統的延續性，他也相信品牌與家族姓氏的掛鉤能夠為品牌增添人性化色彩。然而，當他意識到，自己的兒子不適合經營規模龐大的萬豪集團時，他不得不做出冒險的決定：將自家人掌舵85年的公司，交給一位外來CEO。他是如何做到的？

以下為萬豪國際集團（Marriott International）董事會執行主席比爾·馬裏奧特的自述：

1964年當我執掌萬豪時，很多人倍感驚訝。我當時只有32歲，僅在公司全職工作過8年。我們家族的事業由我父親一手創立，1927年創建之初，它只是一家在華盛頓售賣草根啤酒（Root Beer）的啤酒攤，其後我們又進軍了餐飲業和酒店業。我父親當時身邊有一位經驗豐富的執行副總裁，他被很多人視為可能的接班人選。他比我年長20歲，在財務方面頗有才華。

然而，他是一位微管理者（Micromanager），會花費大量時間審閱合同，有時甚至會親自上陣，把公司律師的工作推翻重做。他缺乏良好的人際交往能力，也不了解公司的運營情況。公司董事會當時有一位高級董事曾擔任過3家公司的董事長，我父親非常信賴他。這位董事漸漸認為，這位執行副總裁是錯誤的接班人選，他力勸我父親讓我擔任CEO。畢竟，在孩提時代，我就跟隨父親參觀我們的餐館，學習公司的業務，並且自14歲之後，我也在公司裏兼職幹過不同工種。可父親擔心我還太年輕，而萬豪彼時規模也還小，年收入只有約8500萬美元。我想，他那時已經做好了要長期輔佐我的打算，好在我遇到困難時隨時出手相助。

客觀分析“自己人”

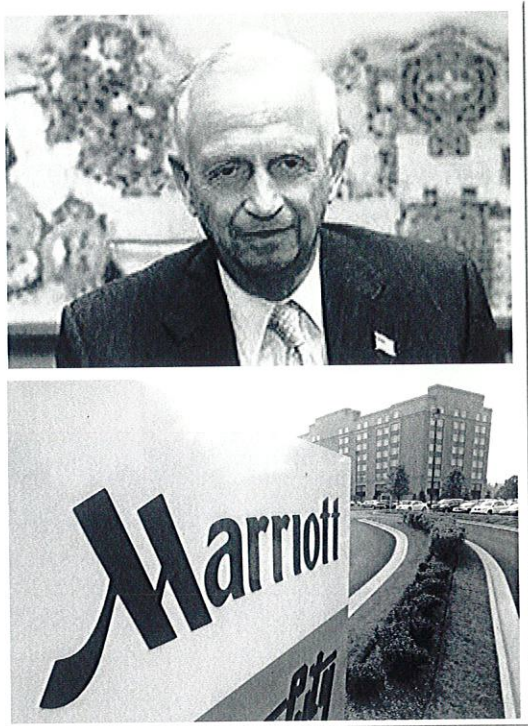
在我擔任主席和CEO的幾十年裏，萬豪得以蓬勃發展。截至2012年底，我們在全球73個國家和地區擁有3800處房產。去年，我們的收入達到118億美元。在領導萬豪的這段時間，我身邊聚攏了很多經驗豐富的非家族成員高管。如果我遭遇突發狀況，這些副手們都具備足夠資格接手我的工作。他們中的一些人被視為潛在的接班人，但我當時並不急於放棄工作。

1989年，我57歲，突發了一次心臟病，於是我開始比較認真地考慮接班問題。不過，我身體康復得非常快，從生病到重新開始工作只用了6周時間。我知道，我還想在這個職位上多工作一些年。

我有4個孩子，我曾一直希望由他們中的一人接任CEO，就像我從父親那接班一樣。

萬豪已經發展85年，截至2012年，它只有兩任CEO，我們家族成員的參與無疑可以保持這一延續性。此外，酒店以我們的姓氏命名，意味著某種程度上的個人責任。

當今社會，有太多企業在去個性化，這讓我很擔心。我們都去塔吉特公司（Target）購物，可有誰知道塔吉特先生（Mr. Target，類似於肯德基爺爺、麥當勞叔叔的角色，但無實體，塔吉特公司以擬人化的手法發布優惠信息等——譯者註）特別是在提供個人服務業務的領域，品牌就是某種特定體驗的保證。我相信，讓某個人的名字與品牌掛鉤，讓客戶知道誰在支撐著這個品牌並在乎他們，這大有裨益。



並非我所有的孩子都有接班資格。我女兒黛比（Debbie Marriott）是5個孩子的媽媽。儘管她十幾歲時就在萬豪工作，但她在家相夫教子長達30年。現在，她擔任萬豪的政府關係部門負責人，不過她擔任這一職務僅有幾年時間；我的長子斯蒂芬（Stephen Marriott）身患衰竭性疾病，雙目失明，雙耳基本失聰；我的小兒子戴維（David Marriott）只有39歲，他是一個出色的高管，目前負責打理美國東部地區的所有酒店——從緬因州到新奧爾良市。他展示出非凡的潛力，但直到目前，他仍處於學習階段。

那就只有52歲的約翰（John Marriott）了。像包括我在內的所有家族成員一樣，他也是從基層開始幹起，曾在廚房當過廚師。在其後的30年裏，他幾乎在萬豪的每個部門都工作過。成人後，他把大部分的時間花在準備接班做CEO上。為此，他費盡心血學習萬豪的業務。如果按照我的心意，我很可能會選約翰做接班人。

但隨著時間流逝，我意識到，這並不是個正確的決定，既不適合約翰，也不適合萬豪。為了不至於讓我們兩人都失望，我不得不為公司做出正確的決定。

唯才是舉得人心

我第一次見到阿恩·索倫森（Arne Sorenson，最終是他接了班）是1993年。萬豪當時卷入了一個很大的官司中，阿恩是我們的代表律師之一，時年35歲。他聰慧過人，說話極富條理。



我第一次真正與他打交道是他幫我準備供詞的那一天。由於官司涉及大量晦澀難懂的金銀細節，所以阿恩先幫我理解這些細節，然後再加以解釋，讓它們聽上去簡單易懂。他能夠深入淺出地解釋如此複雜的事情，讓我印象非常深刻。

官司結束後，我和阿恩一直保持著聯繫。大約3年後，他跳槽到萬豪工作。他想嘗試新事物，而不想繼續律師的老本行。我們讓他擔任並購團隊的負責人。在此期間，我與他並沒有太多直接接觸，但我的確得以更進一步了解他。

1998年，我們的首席財務官離職，儘管阿恩並非該職位的最佳人選，我們還是決定由他接任。新角色需要他在每次會議中向董事會匯報工作。董事們慢慢變得非常支持他，他的表現也很出色。

除了個人表現，阿恩在那些年裏做過的最重要的一件事是提升了人際交往能力。

萬豪的企業文化是專注於人，因為善待彼此至關重要，這有利於營造良好的工作氛圍。只有在這樣的工作氛圍下，每位員工才能善待我們的顧客，這是萬豪的基業之本。律師業的基本目標裏，並沒有“讓人感覺良好”這一條。當我想到律師這一職業時，也想不出有誰會一手搭著下屬的肩膀，為他們提供指導、咨詢、愛護、支持和提拔他們。所以，在這方面我對阿恩有顧慮。

即便多年從事律師工作，忙於打官司和交叉詢問，當我進一步了解阿恩時，發現他有更廣泛的個人背景：他父親是路德教派的傳教士。阿恩出生於日本，那時他的父母正在當地傳教。他在教會中長大，並且表現活躍。我相信與人打交道的技巧已經深入他的骨髓，即使它們並未立即顯現出來。在萬豪工作期間，我發現，他對人變得非常有耐心。他總能思慮周全，是很好的聆聽者，他將這些品質與自己堅定有力的領導風格結合到一起。

我意識到，阿恩有巨大潛力，但他沒有任何酒店業方面的運營經驗。於是，2003年，在董事會的支持下，我們任命他擔任負責運營歐洲業務（當時有150多家酒店）的總裁。他仍在位於馬裏蘭州貝塞斯達市的萬豪總部工作，不過他每個月會拿出一周前往歐洲查看分店情況，並真正開始自下而上地了解萬豪的業務。

2009年，阿恩被提拔為集團總裁兼首席運營官。這份工作讓他有更多機會離開總部，接觸上至總經理下至一線員工的各個層級。我時不時地與這些員工交談，了解到阿恩已經迅速獲得一線員工的尊敬和愛戴。

在那些年裏，阿恩對那些需要引入新領導者的企業而言頗具吸引力。我知道，我們酒店業的一些競爭對手想挖他擔任非常高的職務。關於家族企業，有一些傳統說法，即有才華的非家族成員高管缺乏工作穩定性，因為他們認為，自己幾乎沒有機會被提拔到只有家族成員才能擔任的最高職位。如果你相信這樣的說法，你可能認為他會被這些機會所吸引。

其實，就我的經驗來說，這些關於工作穩定性的擔憂有些誇大其詞了：如果你善待對方，他們會願意留下來。這一點在萬豪尤為突出。在我們集團，多數職位都源自內部提拔，這讓員工意識到自己有升遷的可能。就我所知，阿恩並未認真考慮過離開萬豪。他真的很喜歡在萬豪的文化氛圍下工作。並且，他想要呆在華盛頓附近，這是他上大學後一直生活的地方，也是他與妻子一起養育子女的地方。

超越零和思維

當阿恩在學習業務時，我兒子約翰也在繼續晉升。他總共為萬豪奉獻了30年的時光，經營過餐飲業，管理過酒店的餐飲項目，並曾是弗吉尼亞州克裏斯特爾城萬豪酒店的總經理。他擔任過財務和品牌管理方面的重要職務，並作為執行副總裁監管過所有的銷售業務。在那之後，他成為北美酒店業務的總裁，全權負責萬豪最大的業務。2002年，他進入董事會。

約翰在所有曾擔任過的職務中都表現出色。他工作極其努力，了解萬豪的方方面面。我曾打算指導他，為他提供通向成功所需的所有工具，但當他從運營酒店的具體工作中轉到總部工作後，他變得有些不太開心。他非常享受具體的經營工作，而總部的工作讓他承受極大壓力，不得不每天呆在辦公室裏，參加冗長、持續不斷的會議，並專注於行政工作。每家公司發展到一定階段會形成不同程度的官僚作風，對高管而言，駕馭這一官僚作風是工作中重要的一部分。看著約翰逐步適應這一角色的同時，我感覺到，他並沒有享受其中。

於是，我開始將阿恩當成潛在的CEO人選，這並不意味著，他們倆要進行一場“賽馬”。我並不喜歡賽馬式的接班人競選方式，這太具破壞性，輸的人將不可避免地要以辭職收場。我不想看到這種情況。阿恩和約翰並沒有像競爭對手那樣行事，我確信，如果約翰接班，阿恩會願意給他機會，繼續擔任高級職位。儘管接班人選最終由董事會決定，但我認為，如果我堅持，董事會將會給約翰機會嘗試。

但我越審視形勢，就越發感到，約翰是天生的創業者，但不具備經營今日之規模的萬豪（3800處房產、18個品牌）所需的品格。他不喜歡被“綁”在辦公桌前。



最終，我們倆達成共識。盡管對我來說，子承父業非常美妙，但他並非擔當CEO的正確人選。於是，2005年，他成為董事會的副董事長，離開了公司的管理崗位。後來，他成立了一家醫學檢測公司，我非常看好它的發展前景。此外，他還創立並擔任JW萬豪家族公司（JW Marriott Family Enterprises）的CEO，這一家族信托機構掌握了16家酒店的所有權和運營權。盡管我很懷念與他每日共事的時光，但因為拋開了接班問題，我們的關係如今變得更加融洽。

2011年，我已近耄耋之年。我不認為任何活到80歲的人還應該掌管一切。很多企業規定65歲為退休年齡，如今有許多CEO早在五十幾歲時就選擇退休。阿恩已經開始處理一些CEO該做的日常工作，我

也決定是時候正式宣布交班了。我並不覺得這有多難。盡管2011年12月正式對外公佈後，外界將此視為重大新聞，因為馬裏奧特家族已經執掌萬豪近85年，可對那些了解我們集團的人而言，這一消息並不讓人吃驚。阿恩顯然是正確的選擇，時機也剛剛好。

選擇阿恩擔任我們的CEO，我的確感到自信和興奮，不過我也一如既往地認為，由馬裏奧特家族成員擔任這一職務大有裨益，兩者並不矛盾。

而且，如果家族企業選擇了首位非家族成員擔任CEO，這並不一定意味著，家族成員未來將與CEO職務無緣。

我曾審視過福特汽車公司，自創立至1979年，該公司一直由福特家族掌舵。1979年後，該公司開始由一系列非家族成員擔任CEO一職，直至20世紀90年代末，比爾·福特（Bill Ford）擔任董事長，並從2001年至2006年期間出任CEO。卸任後，比爾·福特又任命艾倫·穆拉利（Alan Mulally）接替自己的職位。



最終，我們倆達成共識因此，當我展望未來時，也曾考慮過小兒子戴維將來擔任CEO的可能性。他了解萬豪，員工們也願意為他工作。阿恩非常尊重戴維，戴維也很敬重阿恩。但阿恩年僅54歲，現在談他的接班人問題有些言

自阿恩繼任CEO至今已過去一年多，我非常樂見其成。我太在乎萬豪，畢竟這是我為之奉獻一生的工作，我願意為它做一個冒險的決定。較之先前運營價值120億美元的萬豪集團，現在的工作更能讓約翰感到愉悅。

我和妻子不久前與約翰夫婦共進晚餐，席間，我提及曾開過一個長達10小時的管理層會議。約翰聽後只是搖頭和大笑，這並不是他想要的生活。

Why Is Upselling Important?

本刊編輯部

How Can Hotels Improve Revenue Directly from the Front Desk?

The importance of upselling at the front desk has increased over recent years due in large part to the changing methods of booking rooms. A well-managed upselling program can benefit all parties involved if done correctly.

The importance of upselling at the front desk has increased over recent years due in large part to the changing methods of booking rooms. The popularity of reserving rooms online from a third-party travel site, the property's website, or packaged with a flight and/or rental car means that the front desk agent's reception is often the first person-to-person interaction that guests experience. This trend gives the front desk agent the opportunity to become a member of the sales department by selling upgrades (upselling) to guests upon arrival. Upselling allows a property to maximize revenue from its occupancy and increase the ADR, or average daily rate.

The act of selling upgrades can benefit the property, the front desk agent, and the guest if there is a quality system in place. The benefits for the property include higher guest satisfaction and higher revenue/ADR. Proactively upselling can make a big impression on the bottom line, no matter the size of the property. For example, not



too long ago, a smaller, high-end, boutique property in the mid-Atlantic region, with less than 150 rooms implemented a new upselling program in 2007, and its upsell revenue jumped from \$20,000 in 2006 to \$120,000 in 2007. The following years' upselling revenue increased significantly as well: to \$145,000 in 2008, \$190,000 in 2009, and more than \$200,000 in 2010. The hotel paid for training and provided agents with upselling incentives; and even with such expenditures accounted for, the property increased profits by \$168,000 over the previous year.

The front desk agent has the opportunity to profit from an upselling program through a commission-based incentive program. For example, an effective incentive program that has been implemented at a number of properties (ranging from full-service luxury resorts to boutique and urban corporate properties) offers 5% of the upgrade amount; and thus the difference between the rate booked and the new (upsold) amount is added as a bonus to the agent's paycheck after the guest has checked out. For example, if a guest makes a three-night reservation at \$115/night, and the front desk agent sells an upgrade to the guest increasing the rate to \$145/night, the front desk agent's commission would be \$4.50 (5% of \$90) and the hotel would gain \$85.50 from the increase in rate.

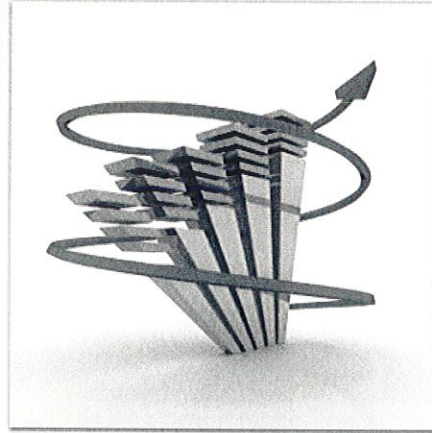
Team and individual selling goals are also opportunities for a property to motivate front desk agents to upsell proactively. If the team, for example, achieves its monthly goal for upsells, the incentive percentage can be increased to 10% and paid retroactively. In 2010, at the small mid-Atlantic hotel referenced above, an agent had an annual upsell total just short of \$45,000; because her team made the monthly goals each quarter and so achieved the 10% bonus bracket, the agent earned an additional \$4,500 for the year. This kind of financial reward can be extremely motivating for staff. In this instance, the hotel realized an additional \$40,000. It should also be noted that guest satisfaction surveys were higher that year than in previous years – an all-around win!

Recognition-based rewards are also great tools to incorporate into an upselling program. Honoring staff for the most upsells, highest dollar average of upsells, and highest monetary amount of upsells can be recognized with cash bonuses, plaques, prime parking spaces, gift cards, or even lunch with the General Manager.

An incentive for converting a “walk-in” reservation is also an opportunity to consider. This type of selling may warrant a slightly larger commission percentage because there is a different level of skill and effort needed from the front desk agent. In these situations, an 8% to 10% “commission” may very well be appropriate.

As you can see, upselling is a win/win/win scenario for the property, front desk agent, and guest -- if done correctly.

How Can Our Hotel Upsell Properly?



Best Practices for Implementing an Upselling Philosophy

One of the most common mistakes the front office staff can make when implementing an upsell program is to establish “higher revenues” as the ultimate goal. That’s when a guest’s experience is almost always diminished. Instead, the focus must be placed on the guest and his/her comfort. When the agent is trained and incentivized to enhance the guest’s experience, the upsell progresses naturally.



Again, as the front desk staff is quite often the guest's first contact with the hotel, it's critical that the front desk agent "consult" the guest about the hotel – topics such as comfortable accommodations, appropriate packages, or guest room types, etc. Most frequent travelers report that front desk agents rarely make an effort to recommend any accommodation other than the one booked. On the rare occasion that an agent does make a recommendation, quite often the effort is a transparent attempt to "get more money" from the guest. There is no connection to the recommendation and the guest's needs. This approach can be very off-putting. The first step to successful upselling is a shift in focus and presentation; a keen awareness of the guest and sincerity regarding what that guest may require for comfort and satisfaction need to be the primary concern.

Agents must learn to recognize and anticipate the needs of the guests as well as have the proper product knowledge to make an educated suggestion of a more comfortable room option. For example, if someone is traveling with children and has booked a standard room, the agent could point out that the guest may be more comfortable being in a room type with a separate area, so that the parents aren't required to have an 8:30 bed time. Or perhaps someone staying for an extended amount of time would find value in a room that has more space. Oftentimes, guests don't fully understand the full range of room-type options that are available, and the situation should be approached in an informative and helpful manner, and never with a disparaging tone or remark about the currently reserved room. Again, the goal is to maximize the guest's experience.

How Do We Measure Our Front Desk Upselling Success?

Once an upselling program is implemented, it is critical to also commit to a tracking system that measures the results and impact and provides an accurate incentive payout. The tracking systems will vary among properties due to the different PMS in place, but there are aspects that should be universal. The system should be smooth and easy to process by the front desk agent. Incentives should be paid out after the guest has checked out and his/her payment has been received. The number of upsells, the average amount of upsells, and the total amount of upsells should be tracked on an individual and team basis.

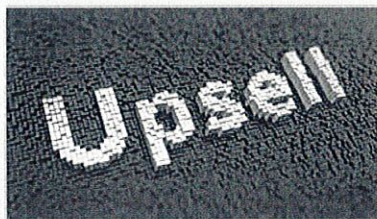
A full-service resort on the west coast of Florida tracks its upsells in this manner:

The agent leaves the original reservation room type on the reservation but adds an "upgrade" charge for the amount, let's say \$20;

The agent makes a screen print of the reservation and highlights the upgrade amount, number of days, date, and initials (ID);

The agent gives the printout to the Front Desk Manager, who verifies the information;

The Front Desk Manager gives the reports to the payroll department, which applies it to the paycheck of the agent after the guest has departed and paid his/her bill;



Accounting also creates the upselling statistics reports for individuals and teams.

How Can HVS Train Your Staff to Upsell?

Historically, front desk agents have been viewed as the “front line” at a property. They handle guest requests, complaints, maneuvering through oversold dates, delivering promises made by group sales managers, etc. Consequently, when staffing the desk, management has looked for individuals with qualities such as diplomacy, confidence, charisma, and, quite often, nerves of steel.

While these traits still serve an agent well, the changing landscape of reservation-making has created the need for a new skill set for the front desk agent – the ability to sell effectively. Agents need to be trained properly on how to qualify the guest, use appropriate verbiage, assess availability, identify appropriate packages or promotions, and quote pricing. Upselling can seem daunting, but the rewards are indisputable – happier guests (translating to a higher repeat ratio), higher revenues, and better compensation for the agent.

A well-managed upselling program can benefit all parties involved if done correctly. To stay competitive, it is necessary that a property be able to adapt to the changes in the hospitality industry. There is a delicate balance between good customer service and quality sales that, if done properly, could amount to great success for an upselling program. Proper training and an energized front desk team will create the right atmosphere for a

productive upselling program with a great return on investment. HVS's expert staff can help you create a customized program for your property, provide sales and customer service training for the frontline staff, and help you implement a tracking and rewards systems for the program. HVS Sales & Marketing Services can also help you instill a philosophy of upselling through personal training, webinars, tutorials, and more. For more information, please contact Leora Lanz at llanz@hvs.com.

HVS Sales & Marketing Services would also like to acknowledge Miss Lacey Hagen for her enthusiasm, attitude, and contributions to this article. Lacey is a Graduate Assistant at Temple University pursuing a Master's Degree in Tourism and Hospitality Management. She has a Bachelor's Degree in Sport Management from the University of Minnesota. Lacey has worked at the front desk of the Residence Inn Minneapolis City Center, as a Social Media Intern for the Minnesota Timberwolves, and as a Recreation and Front Desk Intern for the Tradewinds Island Resort on St. Pete Beach, Florida.

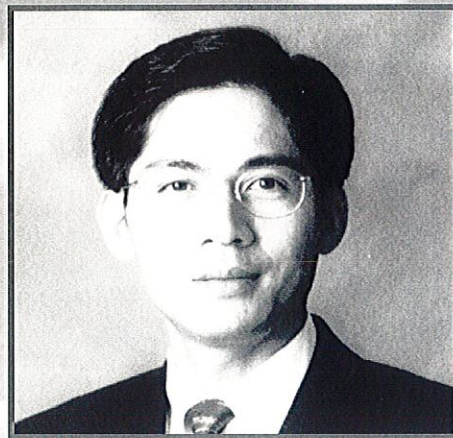


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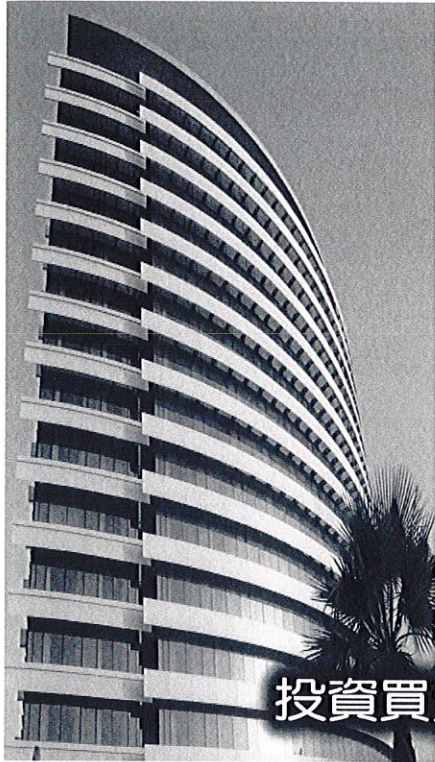
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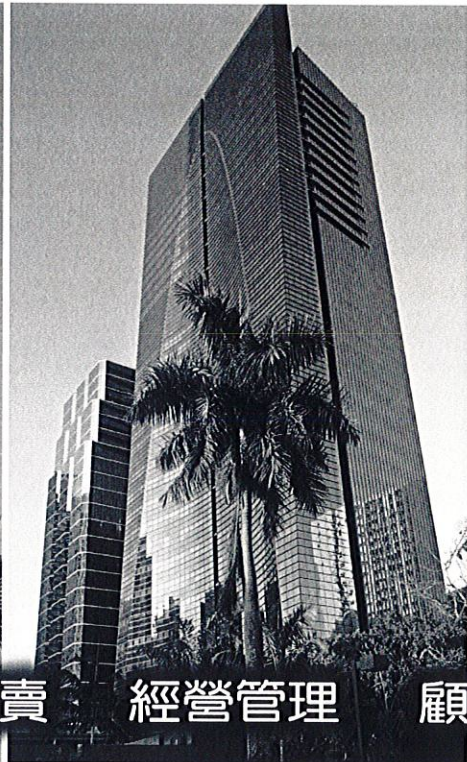
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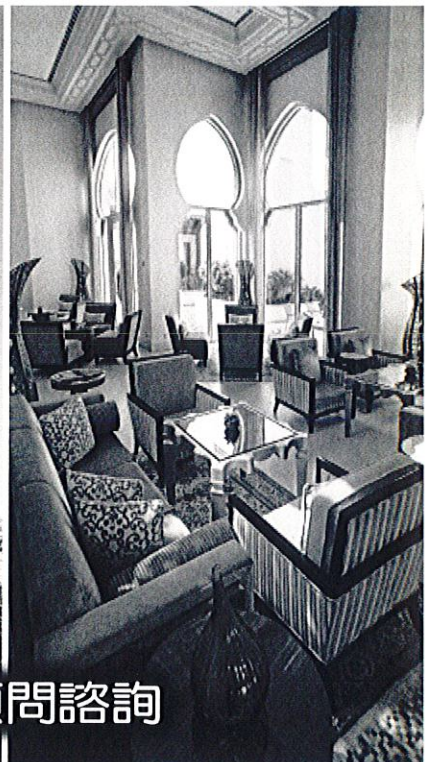
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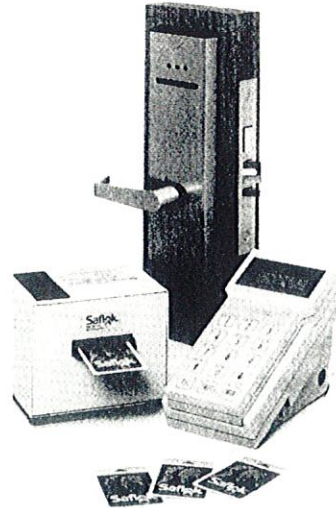
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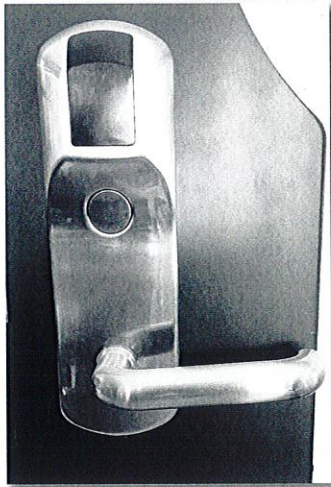
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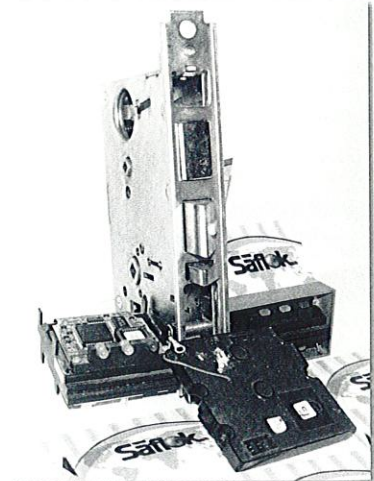
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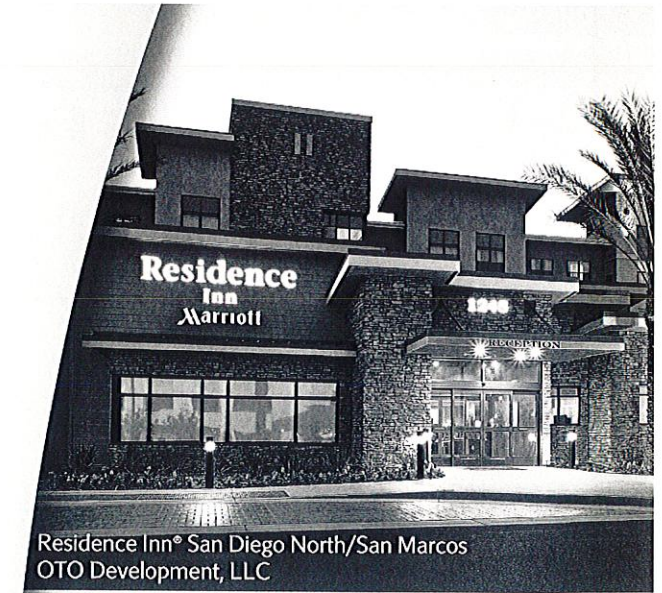


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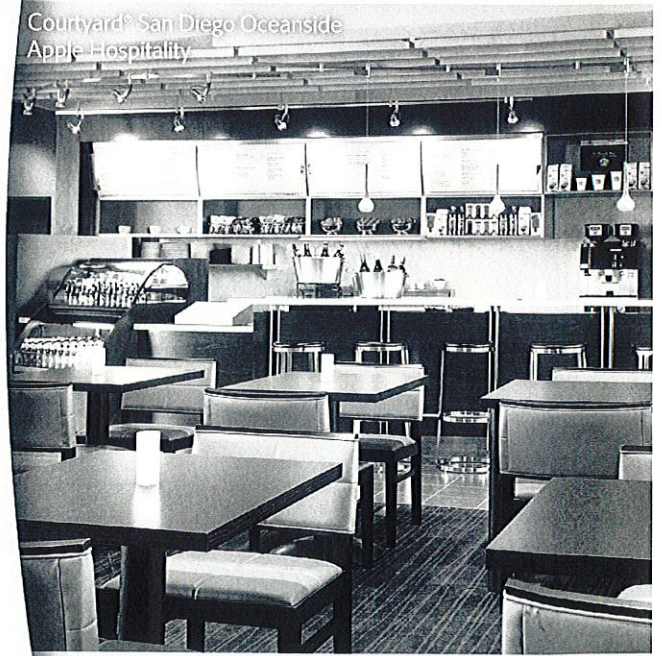
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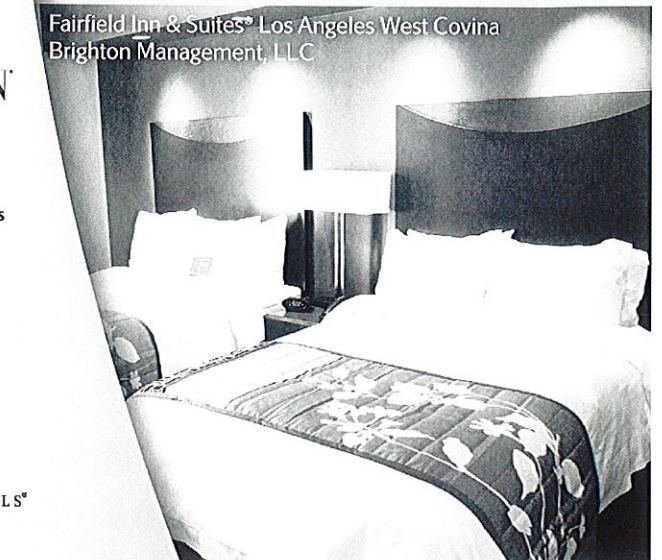
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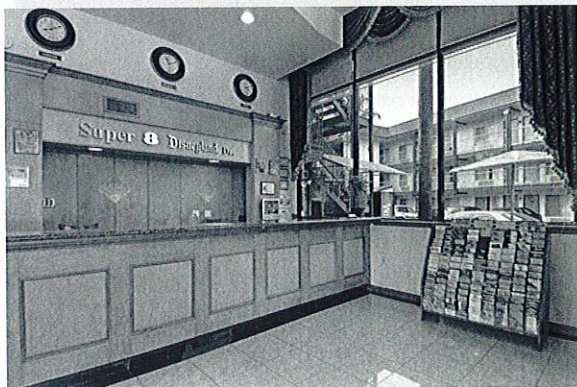
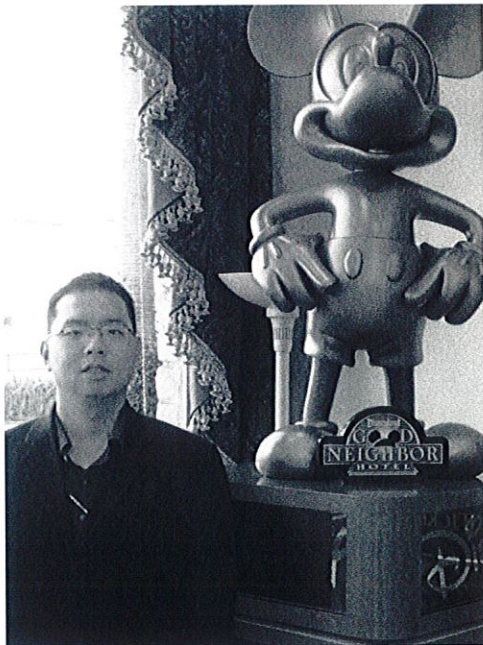
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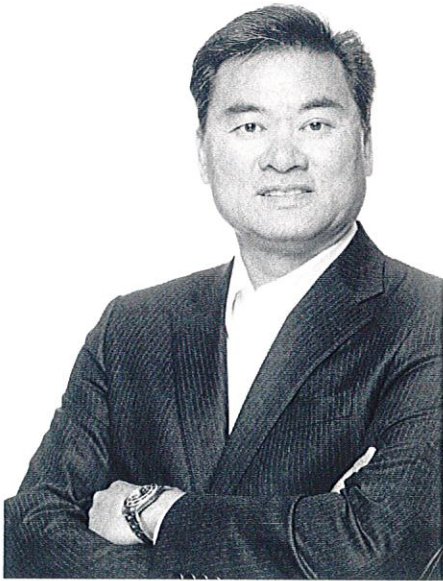
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I would like to thank the Taiwanese Hotel and Motel Association of Southern California on fostering growth and collaboration among the Taiwanese hotel community for the past 40 years.

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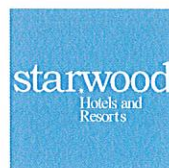


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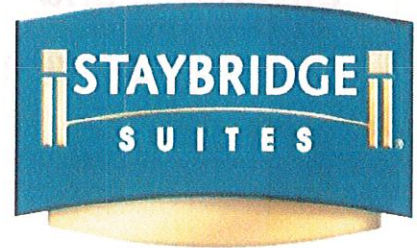
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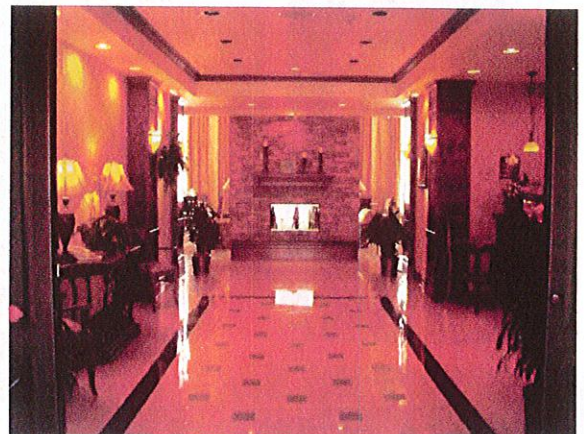
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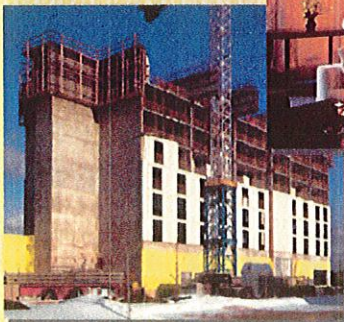
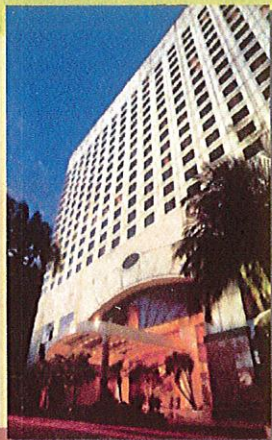
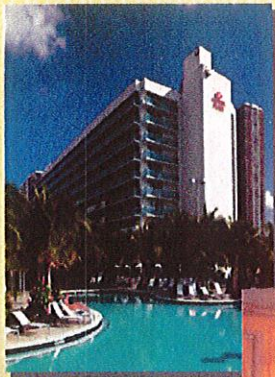
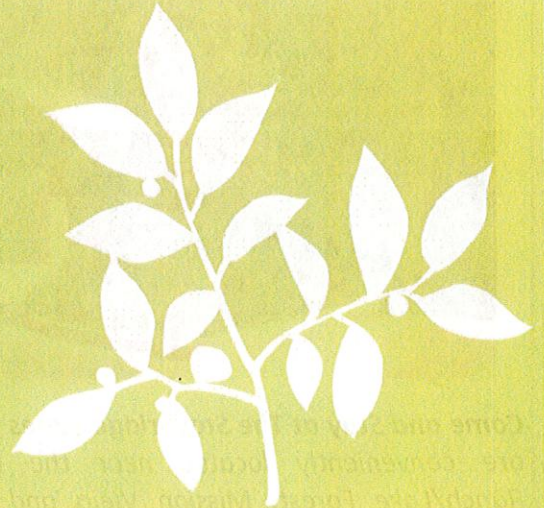
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