50th TAIWAN
HOTEL & MOTEL ASSOCIATION OF SOUTHERN CALIFORNIA
南加州台灣旅館業同業公會

2025

50TH ANNIVERSARY

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五十周年紀念特刊





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張郁芬 CHRIS CHANG DUMORTIER
南加州台灣旅館業同業公會 第五十屆會長
50TH PRESIDENT, TAIWAN HOTEL & MOTEL ASSOCIATION OF SOUTHERN CALIFORNIA



親愛的理事長、理事、會員，
及所有同心同行的朋友們：

此刻，我將卸下南加州台灣旅館業同業公會會長的重任，心中湧動著感恩、榮耀與期盼。這不是終點，而是一場傳承的交棒；這不是告別，是一個將歷史與未來交會的時刻，是將五十年輝煌化為未來百年勇氣的起點。

五十年前，一群台灣人在這片異鄉的土地上，以無比的堅韌與智慧，開啟了旅館業的傳奇。他們從汽車旅館起步，跨越語言、文化與制度的重重障礙，用汗水與夢想築起了屬於我們的產業基石。他們是創業者，更是開路者。他們的故事，不僅是公會的歷史，更是每一位旅館人心中不滅的火光。

我有幸擔任南加州台灣旅館業同業公會第五十屆的會長，這不是一個頭銜，而是一份來自歷史深處的榮耀與重量。站在這個承先啟後的時刻，三年的任期，我們走過後疫情時代的挑戰，見證產業的重整與新生。我們擁抱科技，探索永續，舉辦專業論壇，搭建與主流社區的橋樑。公會不再只是服務的平台，而是凝聚台灣力量、連結世界的重要橋樑。

Dear Chairman, Board Members, Association Members, and all our treasured friends along this journey,

At this moment, as I step down from my role as President of the Southern California Taiwanese Hotel and Motel Association, my heart is filled with gratitude, honor, and hope. This is not an ending but a passing of the torch. It is not a farewell but a moment where history meets the future, a time when fifty years of brilliance become the courage to build the next century.

Fifty years ago, a group of Taiwanese pioneers arrived on this foreign land and, with remarkable resilience and wisdom, began writing the first chapters of a hospitality legacy. Starting with humble motels, they overcame barriers of language, culture, and regulation. Through sweat and dreams, they laid the very foundation of our industry. They were not just entrepreneurs, they were trailblazers. Their stories are not only part of this Association's history, they are eternal flames in the hearts of every hotelier who followed.

I have had the immense honor of serving as the 50th President of this Association, not merely a title but a responsibility deeply rooted in history. During these three years, we have walked together through the aftermath of a global pandemic, witnessing the industry's restructuring and rebirth. We embraced technology, explored sustainability, hosted professional forums, and built meaningful bridges to the mainstream community. Our Association is no longer just a service platform, it has become a powerful connector of Taiwanese strength and global perspective.

In preparing for this milestone 50th anniversary, I spent countless hours reviewing decades of photos and records. Each image and line is more than a record; they are testimonies to how Taiwanese immigrants built their place

為了籌備這個象徵意義非凡的五十週年，我花了許多時間翻閱公會歷年的照片與紀錄，一張張影像、一篇篇文字，不只是記錄了五十年來的活動與人物，更是見證台灣人在美國這塊土地上如何從無到有，走出屬於我們自己的產業道路。我要向這些偉大的前輩們致敬，他們是創業者，更是開拓者。他們在異鄉，在艱辛的環境中憑著台灣人「愛拼才會贏」的精神，一磚一瓦為後輩地築起在美國旅館業的根基。他們用汗水與智慧換來資產的累積，也為下一代搭建了能夠立足、甚至超越的起點。他們值得我們深深致敬，也將永遠被銘記於公會的歷史之中。

我深信，公會存在的意義，從來不只是交換資訊、處理事務，而是在人與人之間創造信任與承諾。我們彼此扶持、互相照應，在這樣一個充滿變動的世界裡，仍能守住初心、不忘初心。每一次活動背後的默默付出、每一份義務工作的堅持，都是這個團體最動人的地方。 作為公會五十年來首位女性會長，我特別感受到多元視角與包容力量的重要。女性的參與，讓這個傳統產業有了新的溫度與思維，也讓我更堅信：領導不是權威的展現，而是傾聽的藝術、信任的建立與價值的實踐。也在一次次挑戰中看見女性所能帶來的堅韌與創造力。這份經歷是我畢生的榮幸，更是對所有女性在產業中角色的肯定與激勵。我非常感謝理事團隊這三年來對我的支持與同心，讓我得以在充滿挑戰的時代裡穩步前行；也感謝每一位會員對公會的信任與參與，讓我們這個組織始終充滿生命力與凝聚力。

展望未來，公會即將邁向下一個五十年，我滿懷信心。新一屆領導團隊將帶來新視野與活力，讓我們在專業上精進、在公益上深耕、在族群認同上更具溫度。我期盼更多年輕世代加入公會，讓前人開闢的道路，在新世代腳下綻放更耀眼的光芒。 願我們一起守護這段五十年的榮耀，把它化為未來的勇氣與信念，讓「旅館人」這個身分，持續在這塊土地上發光發熱，寫下更多讓人驕傲的故事。

「金耀五十，輝煌一百」

這是我們的願景，更是我們全體會員共同的承諾。

in America's hotel industry from the ground up. I pay heartfelt tribute to those early pioneers. With the spirit that defines Taiwan, Ai-piah e-tiah-ia, meaning through grit and perseverance we triumph, they laid the foundation that supports generations to come. Their legacy is more than success. It is the springboard for us to rise. Their sacrifices deserve our deepest respect and a lasting place in our Association's memory.

I believe the true meaning of our Association lies not just in exchanging information, but in building trust and commitment. We support and care for one another. In a world full of change, we have remained united. Behind every service and event lies quiet dedication. That is what makes this community truly special. As the first female president in our fifty-year history, I have come to value the strength of inclusive leadership. Women have brought warmth, creativity, and resilience to this industry. This journey has been one of the greatest honors of my life. I am grateful to our board and every member whose trust has kept this Association strong. Together, we have faced change with courage and grace.



Looking ahead, I am filled with confidence. Our new leadership will bring renewed energy, deepen community engagement, and strengthen our cultural identity. I hope more young people will join us, walking proudly on the path built by those before us. Let us carry forward the legacy of these fifty years and turn it into strength for the future. Let the identity of hotelier continue to shine, writing stories that fill us with pride.

Golden Legacy, A Century of Brilliance Ahead.

This is more than a slogan. It is our shared vision and a promise we carry together.



南加州台灣旅館業同業公會的歷史與成長

承先啟後、繼往開來

本會創始於1974年，由當初來自台灣學有專精的留學生與創業有成的企業家組成，均從事旅館行業，藉彼此的交流、互相砌磋、交換經營之心得，在異鄉異地打拼，單靠白己薄弱力量難能容於主流社會中，由這群有心人士披荊斬棘不畏艱難的努力奔走下，開創南加州台灣旅館業同業公會，結合同業力量踏入主流社會為華人爭取權益，經過歷屆會長與理事的奉獻，南加州台灣旅館業如今享譽於南加州社團中成為僑界主力之一。

本會成立宗旨是為會員謀福利，迄今，除來自台灣旅居本地的旅館業者之外，更廣結分佈全美各地之旅館公會，本會先後與台灣高雄市旅館商業同業公會、台北市旅館商業同業公會、美南台灣旅館業同業公會、美國旅館業協會及加州旅館業協會締結姐妹會，本會並結合各地旅館公會成立北美洲台灣旅館公會聯合總會，擴大同業力量，藉彼此資訊之交流，提供業者更佳之服務。

本會創會五十年來，承蒙歷屆會長、理事們的同心協力，奉獻無數的時間及金錢，以及同業們的熱心支持及愛護，奠定了今日的基礎。緬懷先進，披荊斬棘拓荒的精神，令人肅然起敬。

時代在變，社團不斷地轉型，本會為擴大視野與服務領域，每年定期籌劃座談會及訓練班課程，針對會員切身需要及市場趨勢邀請專家學者提供最新知識，每次由專人所籌劃的座談會、訓練班課程均獲得會員贊賞，邀集廠商贊助每次均辦得極為精彩。

每年出版年刊，舉辦年會、聖誕晚會及高爾夫球比賽等促進會員間的交流聯誼，並參與贊助僑界各項公益活動，回饋僑社。本會除定期發行會刊並即時更新公會網站以及臉書，將各樣最新資訊提供會員及社會大眾下載運用。

本會曾於一九九二年九月假洛杉磯狄斯耐樂園隔鄰希爾頓大飯店，承辦第十三屆世界華商觀光聯誼會議。來自國內及世界各地華商近五百 人參與盛會，舉世貴賓齊聚一堂，盛況空前，是本會一大殊榮。

在公會的歷程上，經過多次經濟的起伏，在經營危機中有多家旅館面臨銀行收回的景況，但在幾位熱心公益的前會長及理事結合同業力量，向有關單位提出貸款計畫，幫助旅館業者度過難關，向有關單位提出援助方案下，得以化險為夷，這些愛鄉愛民的熱忱，推動著每一次危機的發生，考驗著公會的

根基實力，那股團結犧牲自我的原動力，難關圍剿時沒有把各位的熱忱給冷卻，本會係非營利組織，具有健全的相織專司其責，而以服務會員，促進相關事業之連續與合作為宗旨。近年來旅館公會的會員旅館經營的層次不斷提高，以往家庭式的經營模式慢慢由加入連鎖旅館或請專業管理公司的模式取代，「青出於藍，甚於藍」，理事群體年輕化，帶動整體思維更合乎現代化。本會於一九九九年發動無息貸款購置會館，目前每月定期於會館召開理事會，就當月近期所發生的各樣活動進行討論及檢討，如此有次序及職務分工的帶領下，公會呈現一股有朝氣的現象。

本會服務宗旨如下：本會係本著「會員至上，服務第一」為設立宗旨。

一、團結同業力量，為保護經營權，向有關機關爭取權益。
二、促進同業與各社團之間互相合作，彼此交換經營心得，提昇經營層次，打入美國主流社會。
三、舉辦各種座談會與專業訓練，培養專業人才，
四、提供有關旅館業資訊供業者之參考。
五、擴大旅館經營視野，開拓旅館業的國際觀。
本會提供的會員福利有：

資訊：提供買賣市場、連鎖、促銷，管理、旅館用品等最新訊息。

知識：提供旅館有關法規、稅務、保險及經營等專業知識。

旅館會刋：專人編輯，定期出刊並免費寄達會員及會友。
訓練班：定期舉辦專業訓練班，邀請專家學者為業者解說。

座談會：定期到各地區詳細瞭解狀況，並針對業者所需進行討論及解決問題。

聯誼：舉辦各式活動，與主流社會互動，提供業者交流與聯誼。

顧問群：本會備有專業法律、財務及經營顧問群。並不時以公會之力量為會員爭取權利。

網站：配合時代潮流，設立網站，開創新機，加強連繫。www.thmasc.com

會員資格：凡旅館業者及相關行業均歡迎加入。



南加州臺灣旅館業同業公會第五十屆年會暨北美洲臺灣旅館公會聯合總會第二十屆年會紀念

駿業肇興

賴清德

中華民國一一四年四月

清德 用箋

南加州台灣旅館業同業公會第50屆年會
暨北美洲台灣旅館公會聯合總會第20屆年會誌慶

開拓創新
興商惠旅

中華民國外交部部長林佳龍

敬賀

南加州臺灣旅館業同業公會第五十屆年會暨
北美洲臺灣旅館公會聯合總會第二十屆年會特刊誌慶

旅宿輝煌
續譜新猷

僑務委員會
委員長 徐佳青 敬題

南加州臺灣旅館業同業公會創會第五十週年年會
北美洲臺灣旅館公會聯合總會創會第二十週年年會

譽威寰宇
會務昌隆

吉慶

交通部觀光署署長 周永暉

敬賀

南加州台灣旅館業同業公會第四十八屆年會誌慶

百業復興吉客來
南加旅館廣進財

駐洛杉磯台北經濟
文化辦事處處長　紀欽耀　敬賀

中華民國一一二年六月十八日

南加州臺灣旅館業同業公會第五十屆年會暨
北美洲臺灣旅館公會聯合總會第二十屆年會

萬商匯聚
大業永昌

美南臺灣旅館公會
會長　嚴杰　暨全體理事　敬賀

南加州臺灣旅館業同業公會第五十屆年會 暨
北美洲臺灣旅館公會聯合總會第二十屆年會 誌慶

鴻業遠圖

臺北市旅館商業同業公會
理事長 趙一任 暨全體理監事 敬賀

姐妹會——南加州台灣旅館業同業公會

第五十屆年會誌慶

團結僑商

丕創新猷

高雄市旅館商業同業公會

理事長 周文彬暨全體理監事



敬賀

第五十屆理事名單


理事長 徐明豐


會長 張郁芬


副會長 劉明岳


副會長 廖彬淳


副會長 郭學仁


副會長 王強生


財務長 葉俊麟


會務顧問 邱垂煌


會務顧問 許清松


會務顧問 范約瑟


會務顧問 汪俊宇


會務顧問 鄧永征

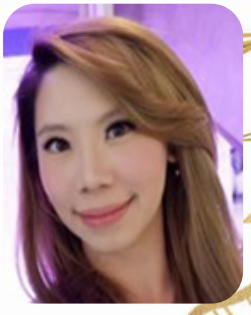

會務顧問 汪蔚興


會務顧問 王政煌


會務顧問 李德揚


理事 呂世豪


理事 鄭春暉


理事 張端心


理事 李崇正


理事 魏培瑩


理事 楊博盛


理事 陳啟耕


總幹事 柯欣侑



會　長　嚴杰

理事長　陳清亮

榮譽理事長　陳美芬

理　事　葉德雲 李昭寬 許文忠 吳國寶 張榮森
葉宏志 何怡中 周百淮

青年理事團團長　蔡維妮

青年理事　許書瑜 許書郡 吳佩煌 嚴歡 嚴威
莫志豪 吳嘉軒

會務活動報導 愛在海洋 志工感恩之旅

















會務活動報導 7.9.2024僑委會洛杉磯組搭橋計劃









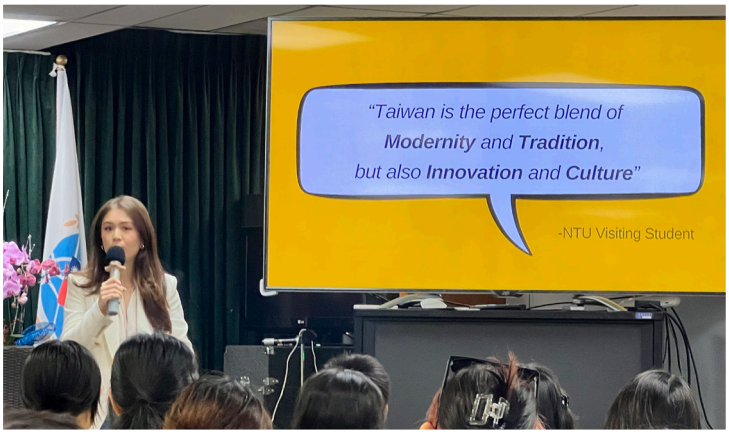






會務活動報導 7.11.2024 僑委會洛杉磯組搭橋計劃社區參訪交流活動















會務活動報導 9.16.2024 慈善高爾夫















會務活動報導 2024 台灣學生來美實習計畫

















會務活動報導 2025 國慶酒會/范約瑟顧問終身成就獎

















會務活動報導 第50屆海台灣外學子畢業典禮

















會務活動報導 澄縣商會活動















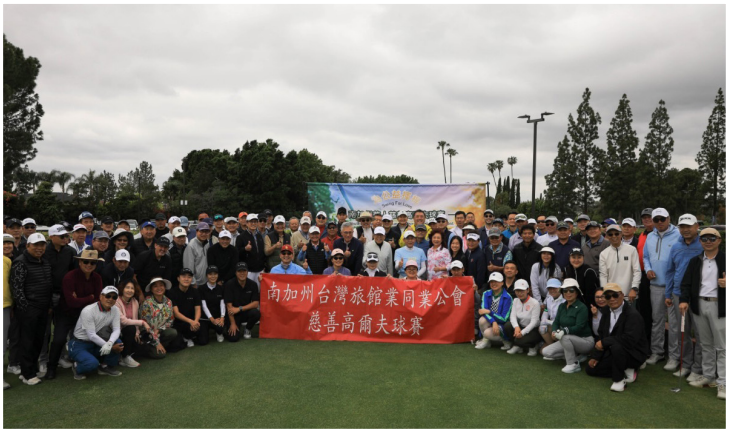


會務活動報導 5.7.2025 慈善高爾夫

















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勇敢站上舞台的那一刻：張郁芬會長的人生轉捩點

By: John Wang 副會長

張郁芬（Chris Chang Dumortier）會長簡介

走過千山萬水，從台南到洛杉磯，從書本中的國際政治，走進保險與旅館產業的現場實戰。在每一個轉彎處，她選擇相信自己，也選擇相信人與人之間那份溫柔而堅定的連結。

她是南加州台灣旅館公會第一任女會長，也是 Alliant 保險公司的執行副總裁，從商業保險業到投資旅館，從專業領域到公益社群，她始終走在一條不太容易的路上，卻充滿意義的道路上，穩穩地走出了自己的節奏。

成長於台灣，年輕時懷抱理想遠赴美國求學，自台灣大學政治系國際關係組畢業後赴美進修，在 UCLA 取得公共政策碩士學位。畢業後，她從零開始創業，白手起家打下保險事業根基，並於2018年與美國第一大私營風險管理公司合併，如今已是業界少數的亞裔高階女性領導者之一。

然而，職稱與成就，張郁芬更珍視的是一路走來累積的人生歷練。她說，最讓她引以為傲的是「媽媽」這個身分，親帶三個孩子讓她學會了同理、堅韌與無條件的付出。她相信，無論在哪個領域，真正的領導的魅力來自傾聽、體貼與共鳴。

在旅館公會中，她從理事、副會長一路走到會長，從不只是做決策的人，更是每場活動的實幹者。無論是籌備晚宴、參與各項會務、社區活動及慈善募款，她都親力親為、用心投入。她的領導風格溫柔堅定、帶著溫度，也因此獲得會員的信任與敬重。

張郁芬熱愛音樂，尤其古典與爵士鋼琴，喜歡旅行與閱讀，對探索宇宙、投資趨勢與新科技充滿好奇。這些生活的養分，也讓她在專業領域之外，更懂得以多元視角與創新思維。

多年來，她獲得多項榮譽，包括金冠獎、傑出青年獎、「Women to Watch」全球風險管理獎項等，也因長期支持社區、參與慈善，受到各界肯定。但她更看重的是，每一場真誠的對話、每一次彼此扶持的合作，這些看似平凡的互動，才是她心中最深的成就。

這就是張郁芬，一位始終走在愛與責任之路上的女人。

Willing and Able

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Hospitality.





一、初衷：從保險人踏進旅館公會

2000年，一場於拉斯維加斯舉辦的北美旅館總會活動，開啟了張郁芬與旅館公會之間的緣份。

「當時我只是一個贊助商，還被邀請做了簡報，那是我第一次踏進公會的舞台。張郁芬深知要打入主流市場並不容易。她善用文化優勢，決定以保險專業服務旅館產業。「那時我說，臺灣人喜歡做生意，喜歡買房地產，那我就有機會幫他們專業保險服務。」

她從一位女性保險專業顧問的角色出發，逐步累積信任與實力，開始投資酒店產業，經過多年努力，終於成為公會裡的領導者。

二、突破：三個「人生開掛的練習」

談起三年任期最大的成長，張郁芬會長笑得爽朗又真誠：「旅館公會讓我人生開了掛！」這句話背後，不只是輕鬆的自嘲，更是她親身經歷過的突破與轉變。

第一課，是「敢站上台」

「我從小受的是台灣教育，超怕上台講話，對著鏡頭說話，簡直像要我的命。」她回憶起剛接任會長時，每次受訪都手心冒汗。為了克服恐懼，她逼自己不斷練習，偷偷觀察其他人怎麼表達、怎麼面對鏡頭。慢慢地，她發現，原來害怕的是自己不敢正視的影像，而真正面對後，「我終於學會怎麼看著鏡頭，說出心裡話的自己。」





第二課，是「敢唱歌」

曾經，她只敢在家哼哼唱唱，連家人都沒聽過她完整唱一首歌。但公會的大家長 \\\\ 姐辦感恩節活動需要，首次站上紅白大對抗舞台，「結果團隊還得了冠軍首獎！」她笑著回憶，那一刻，她不再只是幕後的工作者，而是真正走上舞台、擁抱掌聲的自己。

第三課，從「看別人愛心慈善樂捐」到「自己舉手」

剛加入公會時，她看著其他前輩在慈善晚宴中一舉手就是捐出千元、萬元，內心既感動又焦慮：「我女兒學費都還在煩惱，怎麼可能像他們一樣灑脫？」但隨著時間，她發現「與其說是在捐助，不如說是成為愛的傳承精神的一部分。」

現在的她，會在第一時間舉手，並帶著一群旅館人一起回饋社會。「有趣的是，公會這近二十年的領悟是當你願意給出，上帝看顧的往往更多。」

張郁芬說，這三年像是一場沒有預習的冒險旅程，一路推著她跨出舒適圈，與一位位厚積薄發、謙遜務實的前輩並肩同行，她學會了放下自我懷疑，打開胸懷，也看見了更大的世界。最珍貴的收穫，不是掌聲與頭銜，而是那個在歷練中逐漸成長、更加完整而堅韌的自己。

四、承諾：會長不是一個頭銜，是一個承諾

「我是白手起家的，我所有的都是靠經驗與信任積累而來。」張郁芬回憶一路走來，感謝許多公會前輩於關鍵時刻給予的指導與支持。「有些事不能說出口，只有躲去問老大哥們的建議。」
她笑說：「真正能與你同行的，是那些理念一致、頻率相同的朋友。」

五、期許：傳承與復興之路

「旅館公會是臺灣移民在北美創業足跡的縮影。」張郁芬回顧數十年來，從第一代經營 MOTEL 的艱辛，到如今第二代、第三代子女在各專業領域發光。
「我們留下來的，是財富、經驗，更是愛。」她期許旅館公會能持續肩負社會責任，將那份從創會以來的熱情與理想，傳承給未來的會員與社會。「就算你不是最有經驗的，也可以是最熱情的。只要相信理念，讓別人看見我們的心，就會有人願意加入。」



六、信仰：「Willing and Able」最精彩的答案

當被問到她如何形容這三年來的領導旅程時，張郁芬毫不猶豫地說：「Willing and Able」。

這句話不只是一個信條，更像是她一路走來的寫照。

「你要先願意，才有可能去做；你願意做了，自然會想辦法讓自己有能力做到。」

對張郁芬來說，這份願意，是源自對人、對社區、對臺灣的深刻熱愛。而能力，則是她透過不斷的自我要求與學習，前輩於關鍵時刻給予的指導與支持，慢慢鍛鍊出來的。

「我不是一開始就會，但因為我願意，想回報不斷練習。也因為許多前輩們支持我，我才有機會回饋。」

在她看來，「Willing and Able」是一種正向循環，也是一種領導哲學：帶著熱情做事，用實力說話, 給這個時代最溫柔而堅定的力量註解。



結語

張郁芬的故事，不只是個人成長的記錄，更是一段關於突破、責任與傳承的旅程。她用三年的時間，帶領協會走過疫情後的重整與轉型，也讓自己完成了人生一段重要的蛻變。這份蛻變，來自她願意走上台、願意學習、願意承擔。

她證明了，只要「Willing and Able」，再大的舞台，也會為你而亮起光芒。



懷抱信念，行以實力
我們攜手走過光輝歲月

領航、奉獻，讓旅館業在
歲月中熠熠生輝。

旅館公會50週年紀念
向前輩們致敬

汪俊宇 Gerald Wang
33-34 屆
(2007 - 2009) 會長



今年是我們旅館公會成立50週年的重要時刻。在這個值得紀念的時刻，我們不僅要展望未來，更應該回顧歷史，感謝那些為公會奠定基礎、推動成長的前輩們。雖然許多優秀的前會長已經離開我們，但他們的貢獻仍然值得我們銘記。在此，我想特別介紹幾位對旅館公會影響深遠的前會長，他們的努力與精神塑造了今日的公會發展，也為無數旅館業者帶來了啟發與機會。



蔡金裕會長——台灣旅館業者的開路先鋒

蔡金裕會長於1965年來到美國，在州立大學取得碩士學位後，懷抱創業夢想來到洛杉磯。他嘗

試過多種行業，包括加油站、餐廳、進出口公司與農業等，但都未能找到長遠的發展方向。最後，他接手經營一家位於弱勢社區的日式旅館，並在日本老闆過世後買下其經營權，正式踏入旅館業。

1972年，他以25,000美元的頭款，透過分期貸款購買了第一家小型Motel（汽車旅館）。這筆投資每月可帶來20,000至25,000美元的收入，而營運開銷僅約10,000美元，讓他能夠迅速回本並獲利。發現旅館業的巨大潛力後，他開始向台灣鄉親大力宣傳，鼓勵更多人投入這個行業。

在他的啟發下，1972年至1975年間，大批台灣移民開始關注並進入美國的旅館市場，掀起了一波「旅館淘金熱」。可以說，蔡金裕會長是華人在美國旅館業的開路先鋒，為後來的旅館工會奠定了重要基礎。



楊茂生會長——旅館王國的締造者

楊茂盛會長是1974年旅館公會的創會會長之一。他從經營小型旅館起家，勇敢進入價格低廉、風險較高的黑人區市場，並逐步拓展至更穩定的地區。他曾在洛杉磯著名的飛哥路（Figueroa Street）擁有多家旅館，並且將事業擴展至加州其他地區。
除了事業成功，楊茂盛會長對旅館公會的發展也貢獻良多。他熱心指導新一代旅館業者，幫助大家應對複雜的洛杉磯市場與各種政府法規。他的耐心與無私奉獻，使許多後進者能夠順利進入旅館業，並在此基礎上發展壯大。我個人也曾受惠於他的指導與支持，並與他有過多次旅館買賣的合作。



陳哲夫會長——從建築師到旅館投資大師

陳哲夫會長的故事是一個典型的白手起家傳奇。他最初以留學生身份來到美國，口袋裡沒有太多資金，僅靠一張信用卡借來的1,000美元開始創業。憑藉建築師的背景，他先在芝加哥工作，後來來到洛杉磯發展，利用聯邦房屋署（FHA）的優惠政策購買房產，並親自設計裝修後轉售，從中獲取利潤。

隨著資本累積，他逐步轉向公寓與旅館的投資，最終在洛杉磯的Gardner Street購入了一家擁有56個單位的大型旅館。他最具代表性的成就之一，是成功運用遠端管理的方式，在外州經營旅館，為旅館業的經營模式開創了新的可能性。





王桂榮會長——旅館業的傳奇人物

王桂榮會長同樣是旅館業的佼佼者，他的成功不僅來自於自身的努力，也受到前輩們的啟發與幫助。蔡金裕會長曾多次帶他參觀旅館，為他提供寶貴的經驗與建議，使他日後能夠在旅館業取得非凡成就。他的故事再次印證了旅館公會前輩們互相扶持、共同成長的精神。

結語：傳承與發展

這些前會長們的故事，展現了台灣移民在美國旅館業的奮鬥史。他們的努力不僅改變了自己的命運，也帶動了整個產業的發展，並為後來的旅館公會打下了堅實的基礎。

在公會成立50週年的今天，我們要向這些前輩致敬，感謝他們的付出與貢獻。同時，我們也希望這種互助精神能夠繼續傳承，讓公會在未來持續成長，為更多旅館業者提供支持與機會，攜手邁向下一個50年！

王強生:

一生
只做睡得著的生意



John Wang's

Commitment to Hospitality and Community

By: 張郁芬

「要做睡得著的生意。」這句簡單卻深刻的話，是王強生走過數十年旅館人生後的體悟。

走入公會的學習旅程

John 走入旅館業的時候，正值資訊尚未發達的年代，當時並沒有網路，大家依賴報紙和少數的有線電視台。他加入公會的原因很簡單，就是「想學習」，因為當時他對這個行業一無所知。那時，許多台灣人經營Motel，大家互相交流，彼此照應，不僅是為了生計，也是在異鄉建立了一個大家庭。

改變人生的一刻

他笑著說：「我並不像電影裡的主角那樣，某件事改變了我的一生。」但他認為，公會的確改變了他看待事情的方式，從做生意的原則，到與人處事的態度，每一點都在這個大家庭裡慢慢累積。尤其有一次，他為了趕在銀行關門前存入薪資支票所需的現金，拼命奔跑到銀行，卻遲了一分鐘，無法進行交易，眼睜睜地看著支票跳票，心情痛苦至極。「那天晚上我真的睡不著。」從此，他立下心願，無論面對多少困難，未來的事業一定要做到"睡得著的生意"。

這句話雖然平實，但道盡了無數台灣移民創業路上的心酸與堅持。

Sumitomo事件：挑戰與互助的力量

他還提到1980年代末期，台美旅館業遭遇的「Sumitomo事件」，當時住友銀行等日本金融機構收緊貸款政策，造成大批台灣人經營的旅館無法取得再融資，甚至高達六成的Disneyland附近旅館易主。雖然台灣人再怎麼努力，也無法抵擋金融政策的變動。但也正是在這些困難時刻，他見證了台灣人互助的精神以及公會的凝聚力。

ABOUT JOHN

(1) John's family opened California's first Comfort Inn in 1983.

(2) John has visited all six Disney theme parks worldwide.

公會與未來的轉型

John 表示：「雖然時代變了，但台灣人對行業的熱情與彼此的照顧，始終未變。」他形容公會就像一齣長壽劇，角色不斷更替，卻總有人願意來接棒。他在理事會上最感動的是，大家並不在乎頭銜或成就，而是希望為這個大家庭付出更多。

關於公會的未來，他坦言轉型面臨瓶頸，尤其是第二代尚未完全接手。他欣賞印度社群的經營模式，很多二代已經站在第一線。John 也指出，華人家庭重視教育與專業，但少讓孩子接觸實務工作，「我們總是希望孩子讀書，不讓他們進櫃檯、做清潔。」

對未來的希望與社會責任

儘管如此，John 依然充滿希望。他相信，公會不應只是業者的聯誼平台，更應成為社會服務和創造機會的橋樑。他期望公會能成為一個"回饋社會的服務型組織"。隨著越來越多的成員從經營獨立Motel發展成品牌加盟飯店，公會有更多的資源與責任去回饋社區。他堅信，真正的成功不僅是企業壯大，而是將成功的果實與更多人分享。

精神延續與未來的願景

「我希望未來的會長們，能帶領我們跨出轉型的那一步，把這份精神延續下去。」他溫柔堅定地說。







John Wang (王強生)
Certified Hotel Administrator

Early Life and Background
Born in Taiwan, John moved to Singapore at age 10. At 18, he relocated to the USA for college and later settled in California. John is married to Alice, and together they have three children: May, Vivian, and John Jr.

Professional Journey
John has an extensive career in hospitality, working with brands such as Courtyard by Marriott, Comfort Inn & Suites, Fairfield Inn & Suites, Comfort Suites, Candlewood Suites, Home2 Suites, Extended Stay America, TownPlace Suites, Best Western, and Quality Inn.

Leadership and Civic Engagement
John holds various leadership roles, contributing to tourism, community development, and the hospitality industry.

John Wang's *commitment to Hospitality and Community*

By Chris Chang Dumortier

John Wang, a veteran in the hotel industry, has built his career on the principle: **"You must run a business you can sleep well with."** This simple mantra has guided him for over four decades, reflecting his dedication to ethical business practices and the unity of the Taiwanese-American hotel community.

A Humble Beginning in Hospitality

Wang's journey into hospitality began in the pre-internet era, a time when information was mainly shared through newspapers and TV. Seeking guidance, he joined the Taiwan Hotel and Motel Association of Southern California (THMASC) to learn from others. At that time, a strong community of Taiwanese motel owners in California helped each other navigate the challenges of running businesses in a foreign land.

Wang recalls the early struggles but remains grounded in humility and persistence, always focusing on building a business he could "sleep well with."

A Defining Moment

A pivotal moment in Wang's career came when he couldn't deposit a paycheck before the bank closed, resulting in a bounced check. This painful experience left him sleepless, and he made a vow to only engage in business ventures that brought him peace. "You have to run a business that allows you to sleep at night," he says.

The Sumitomo Crisis and Unity

The late 1980s brought a crisis for Taiwanese-American hotel owners—the Sumitomo Crisis. Japanese financial institutions, including Sumitomo Bank, tightened their lending policies, leaving many Taiwanese-owned motels unable to refinance. Up to 60% of Disneyland-area hotels changed ownership.

Despite these challenges, Wang found solace in the strength and unity of the Taiwanese community. THMASC became a vital network, offering support during uncertain times.

A Legacy of Service

As Wang looks ahead, he reflects on the challenges of transitioning leadership to the next generation. While education and professional development were priorities for the current generation, younger members lacked hands-on experience in motel operations. Despite this, Wang remains hopeful.

He envisions THMASC evolving into a "service organization" that gives back to the community. With many members transitioning to branded hotels, Wang believes the Association now has the responsibility to invest in local initiatives, such as education and social services.

Conclusion

John Wang's career stands as a testament to resilience, unity, and giving back. His commitment to integrity and his vision for THMASC's future continue to inspire future generations of hospitality professionals, ensuring his legacy will endure.

合格商業收入扣除額 (Section 199A) 解析與實務應用

壹、前言

2017年底美國進行了重大稅制改革，將企業所得稅率從最高35%大幅調降至21%，主要惠及股份有限公司（C Corporation）。然而，美國95%的營利事業為穿透實體（Pass-through Entities），如S Corporation、有限責任公司（LLC）、合夥組織及獨資企業等，這些實體本身不繳企業所得稅，淨利直接分配給業主，業主按個人所得稅率納稅，未直接受惠於企業稅率降低。

為縮小穿透實體與股份有限公司在稅務負擔上的差距，2018至2025年美國稅法增訂Section 199A，提供穿透實體業主合格商業收入扣除額（Qualified Business Income Deduction，QBI），最高可扣除20%的合格商業收入、不動產投資信託（REIT）股利及公開交易合夥權益（PTP）所得，藉此減輕個人所得稅負擔。本文將深入解析該扣除額的適用範圍、限制條件及實務操作。



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貳、合格商業收入扣除額的適用

一、合格商業收入的定義與範圍

合格商業收入（QBI）指美國境內一般貿易及商業活動所得，涵蓋銷售、服務、租賃、版稅及企業出售使用資產所得。美國最高法院定義為「持續規律且以營利為目的的商業活動收入」。

不計入QBI的項目包括：

- 長短期資本利得或損失
- 一般股利或類似股利收入
- 非一般貿易商業的利息收入
- 期貨交易利得或損失
- 名義本金額契約相關收入
- 非一般貿易商業的年金收入
- 與上述項目相關的扣抵或損失

二、適用對象

QBI扣除僅限穿透實體業主，包括：

- 獨資企業或LLC業主
- 出租不動產所有人
- 信託及遺產
- S型股份有限公司業主

三、扣除額限制與門檻

根據Section 199A，業主依其商業性質分為：

- 特殊專業型態公司（SSTB）：會計、法律、醫療、精算、運動員、藝術表演等專業服務

- 非特殊專業型態公司

兩者在扣除額限制上有顯著差異。

1. 高所得門檻

業主年度應稅所得若超過以下門檻，扣除額將逐步減少：

- 單獨申報：$191,950至$241,950
- 配偶合併申報：$383,901至$483,900

超過門檻區間，扣除額按比例遞減，直至超過上限後完全喪失。

2. 非特殊專業型態公司提高扣除額的方式

此類公司可利用以下兩者中較高者作為扣除額上限：

- 業主支付薪資總額的50%
- 薪資總額25%加上合格財產（有形資產，非土地）購入成本的2.5%

薪資支出不包含支付給承包商的費用。

3. 資本利得過高的限制

QBI扣除額不得超過「應稅所得減資本利得」的20%。此規定避免業主以資本利得為主導收入來享受扣除。

四、合併計算規定

業主若同時持有多個穿透實體，非專業服務型態的公司可選擇合併計算QBI及相關薪資、財產，以提高扣除額，但須符合：

- 同一業主或群體持有50%以上
- 稅務年度持有大部分時間
- 同一年度的薪資與財產資料
- 非專業服務型態
- 符合兩項以下條件：
- 服務相似客群
- 共用設備或人力
- 互相依存關係

參、合格商業收入扣除額的實務影響與節稅策略

一、調整應稅所得額

由於高所得會限制扣除使用，納稅人常透過購買免稅債券、增加壽險或年金支出、增加房貸利息支出或捐贈等方式降低應稅所得。配偶合併申報時，若一方薪資過高可能影響另一方扣除資格，考慮分開申報以保留扣除額。

二、提高薪資支出與合格財產投資

非專業型態公司業主可透過增加薪資支出或購置合格財產（如機械設備）來提高扣除額上限。部分企業可能將外包工作改為聘用員工，以增加薪資總額。相對地，專業人士因無法享受扣除，可能改為獨立承包商身份以取得扣除資格。

三、分割公司業務

兼營專業與非專業業務的公司，因扣除額限制不同，業主可能拆分業務成立兩個實體，以讓非專業業務享有較高扣除額。法規允許一定比例的專業服務收入存在於非專業公司（低於10%或5%門檻），仍視為非專業型態。

肆、結論

Section 199A對美國95%穿透實體企業產生深遠影響，提供高達20%的合格商業收入扣除額，減輕個人所得稅負擔，並鼓勵中小企業增加薪資及資本投資，促進經濟發展。然而，扣除額門檻及限制複雜，納稅人常透過調整所得結構、薪資支出及企業組織架構等策略優化節稅效果。美國國稅局持續發布解釋函文，防堵違背立法意旨的操作，確保法令目標得以實現。



2025年美國商務旅館市場展望

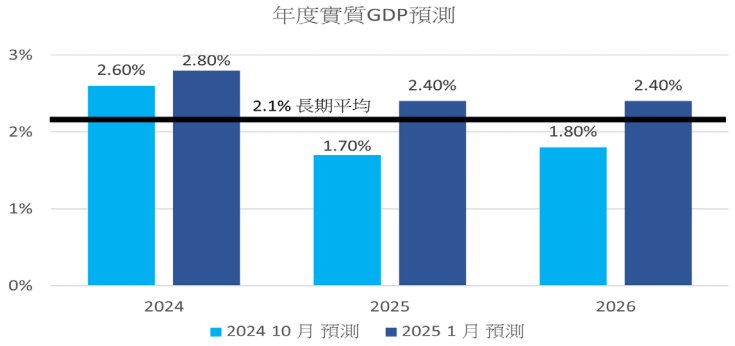
美國旅館業在2025年預計將呈現穩健成長，主要由平均每日房價（ADR）適度上漲和入住率維持穩定的推動。根據資誠-普華永道（PwC）最新發布的《酒店業展望報告》，預計每可用房收入（RevPAR）年增長率為1.5%。雖然過去幾個季度的供應量保持穩定，新建項目預計在2025年將有所回升。

市場對於經濟軟著陸（soft landing）的信心也同時提升，主要因為預期更寬鬆的貨幣政策和有利的資本市場環境。然而，宏觀經濟層面的壓力可能在2025年內持續限制需求和入住率的增長。

自2024年5月的預測以來，美國聯邦儲備局（Federal Reserve）已經進行了兩次降息——9月份減息50個基點，隨後在11月份進一步減息25個基點。這些調整，加上標普全球（S&P Global）報導的通脹率放緩（2024年第二季度為2.8%，第三季度為2.2%），已促使市場對於經濟穩定和融資環境改善抱持謹慎樂觀的態度。這種更有利的融資環境預計將在2025年促進新建項目的增加。

儘管新建活動有望增長，2025年的需求預計將持續疲軟，原因在於消費支出和GDP成長趨緩。根據世邦魏理仕酒店研究部門（CBRE Hotels Research）的預測，2025年美國實質GDP增長率將達到2.4%，略高於2000年至2023年2.1%的長期平均值，但低於2024年2.8% 的表現。

雖然商務旅行（特別是會議和團體活動）以及國際旅客可能回到疫情前的水平，有望帶動需求增長，但各種經濟挑戰恐怕抑制休閒旅遊的回升。根據世邦魏理仕酒店研究的報告，美國薪資增長速度已超越通脹，這將提升美國居民在旅遊方面的消費能力。然而，這一前景可能會因近期選舉



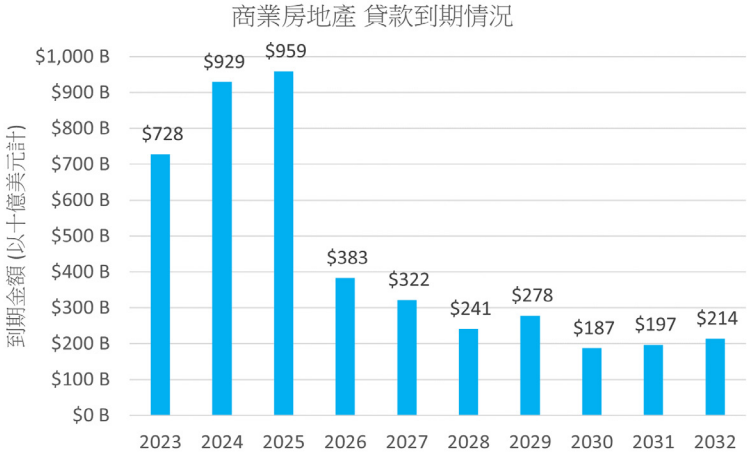
後的政治和經濟不確定性而改變，潛在風險包括移民政策、旅遊模式和限制的調整，以及貿易關稅的影響。

儘管2024年創下盈利和股價表現的歷史新高，美國商業信心指數（US Business Confidence Index）和美國消費者信心指數（US Consumer Confidence Index）仍然低迷，表明市場對於經濟前景的看法存在分歧。

2025年ADR的預測將為美國住宿市場帶來一定的正面動力，儘管供應持平且需求增長有限。2024年ADR增長達到1.5%，在2025年為1.3%，預計RevPAR年增長率將分別為1.3%和1.5%。此展望面臨的關鍵風險包括：整體經濟環境的變化、未來利率調整的速度和方向，以及近期選舉後的政策影響。

儘管市場仍存在波動，2025年有機會出現具吸引力的投資機會，主要原因是大量酒店資產貸款將於該年到期。僅在2025年，預計將有總計9,590億美元的商業房地產貸款到期，其中酒店貸款佔所有酒店貸款餘額 的35%。酒店市場的波動和不斷上升的運營成本將對尋求再融資的酒店資產造成巨大壓力，為買家創造機會，以大幅折價收購陷入融資困境的資產。

總體而言，美國旅館業在2025年將實現溫和增長，但由於經濟持續逆風和政治變數，市場前景仍然審慎。ADR的增長和入住率的穩定應能在一定程度上支持RevPAR增長，但由於消費支出和GDP成長趨緩所造成的需求疲軟，將可能抑制整體市場表現。商務旅行的正面動力及國際旅遊的回升，將帶來增長潛力，但貨幣政策走向、通脹趨勢和政治變數仍將持續影響市場走勢。最終，旅館業能否成功應對市場波動並把握改善的融資環境，將是2025年維持增長的關鍵。





By
Derek Yen
ASIA PACIFIC CAPITAL COMPANY



如何評估資產的市場價值

劉明岳　副會長

酒店的市場價值既不直接也不容易評估。酒店是一種獨特的資產類別，因為其潛在收入的波動以及酒店市場的波動性。但定期了解資產的價值對於對其未來做出最佳決策非常重要。

為什麼要評估市場價值

當我們購買、出售或融資房產時，通常需要進行正式評估，我們可能想了解市場價值、以協商更優惠的房地產稅評估等級。幾乎所有飯店都是透過貸款購買的，因此貸方會想知道飯店的抵押品價值是多少，才能取得貸款額度，同時融資也是實現市場價值的主要驅動力。而且了解財產價值也可以讓投資者確定他們的股權價值。如果從融資的角度來看，asset的價值有所提高，投資者就有可能擁有更具吸引力的債務覆蓋率，如果投資者進行再融資或延期，都有可能會帶來更有利的融資條款。

評估應該找誰

評估是很複雜的過程，應全面由公正的第三方持牌專業人士完成。大多數貸款機構或政府機構的評估都是被要求要有持牌專業的第三方來提供，但如果只打算出售並且不需要評估，那麼經紀人的價值意見可能也是可行的方法。

影響市場價值的因素

影響估值的因素大致包括酒店的建築物及周圍整體景觀狀況、預計產生的現金流以及酒店的品牌或整體經營水平。主要因素是該房產的未來收入潛力，在評估報告中，該收入潛力從目前現金流推算其價值或未來現金流折現的方式確定價值。與服務有限的飯店相比，擁有其他收入來源的飯店的收入潛力會更大。還有一些影響價值的無形因素，例如聲譽。如果您的經營在社群媒體受到太多負面評價，或者您的資產形象受到差評，這



可能會對評估時的價值產生負面影響。另一個重要因素是房產改善計畫的成本，品牌強制執行的房產改善計劃也會極大地影響價值，因爲如果業主或買家想要維持合作關係，可能需要投入大量資金。與收入潛力相關的其他關鍵因素包括飯店的年齡、地點、狀況（包括任何最近的裝修）以及餐飲店。所以品牌是否存在也是評估價值的另一個非常重要因素，因為你進入了他們的特許經營網絡，他們為你管理酒店以致於品牌強大實力確實會對資產的價值產生很大影響。

方法

評估飯店的主要方法之一是現金流收入資本化法，同時評估出未來10年收入和支出的預測。在考慮回歸或在假設的 10 年持有期結束時出售後，這些現金流將被折現為現值以確定價值。第二種最廣泛使用的方法是銷售比較法。一般幾乎都會採用這兩種方法，因為僅依靠一種方法可能無法給出最準確的答案。

挑戰

評估最大的挑戰之一是利率，因為它無法控制。利率就是利率，利率的變化會影響飯店的價值。評估只是時間的一個快照，因為酒店業是一個變化無常的行業。「當經濟狀況好的時候，飯店價值就會迅速上漲，當形勢不好時，價值就會下降！

How Artificial Intelligence is Reshaping Hotel Finances

by Are Morch



In the ever-evolving landscape of the hospitality industry, a new player has emerged, promising to revolutionize the way hotels operate and manage their finances: Artificial Intelligence (AI).

This cutting-edge technology is no longer the stuff of science fiction; it's a reality that's rapidly transforming the hotel business, from luxurious resorts to budget-friendly chains. As AI systems become more sophisticated and accessible, hoteliers are discovering unprecedented opportunities to streamline operations, enhance guest experiences, and, most importantly, boost their bottom line.

In this article, I will dive deep into the financial impact of AI on hotels, exploring how this game-changing technology is reshaping revenue streams, cutting costs, and opening new avenues for profitability in an industry that's always seeking the next big innovation.

The AI-Driven Revenue Revolution

Dynamic Pricing Strategies

One of the most significant ways AI is impacting hotel finances is through sophisticated dynamic pricing algorithms. These AI-powered systems analyze vast amounts of data in real time, including competitor rates, local events, historical booking patterns, and even weather forecasts. By adjusting room rates automatically based on demand and other factors, hotels can maximize their revenue per available room (RevPAR) with unprecedented precision.

For instance, a midsize hotel in New York City reported a 15% increase in RevPAR within six months of implementing an AI-driven pricing system. This boost in revenue came not just from higher rates during peak times, but also from filling rooms that might have otherwise gone vacant during slower periods.

Personalized Marketing and Upselling

AI is transforming the way hotels market to potential guests and upsell to existing ones. By analyzing guest data and preferences, AI systems can create highly targeted marketing campaigns that resonate with specific demographics. This personalized approach not only increases booking rates but also drives higher-value reservations.

Moreover, AI chatbots and virtual concierges can offer personalized upgrades and additional services to guests before and during their stay. A luxury resort chain reported a 23% increase in ancillary revenue after implementing an AI-powered upselling system that suggested tailored experiences to guests based on their profiles and past behaviors.

Predictive Analytics for Inventory Management

AI's predictive capabilities extend beyond pricing to inventory management. By forecasting demand with greater accuracy, hotels can optimize their inventory allocation, reducing the likelihood of overbooking or underbooking. This not only improves guest satisfaction but also ensures that hotels are maximizing their occupancy rates



without risking costly booking errors.
A case study of a popular beach resort showed that AI-driven inventory management helped increase their occupancy rate by 8% during off-peak seasons, translating to a significant boost in annual revenue.

Slashing Costs with Intelligent Automation

Energy Efficiency and Smart Building Management

AI is proving to be a game-changer in reducing one of the hotel industry's most significant expenses: energy costs. Smart building management systems powered by AI can automatically adjust heating, cooling, and lighting based on occupancy and guest preferences. These systems learn and adapt over time, becoming increasingly efficient.

A chain of eco-friendly hotels reported a staggering 30% reduction in energy costs after implementing AI-controlled smart building technology. This not only improved their profit margins but also enhanced their appeal to environmentally conscious travelers.

Streamlined Staffing and Labor Optimization

Labor costs typically account for a large portion of a hotel's operating expenses. AI-powered workforce management tools are helping hotels optimize their staffing levels based on predicted occupancy and service demands. These systems can create more efficient schedules, reducing overtime and overstaffing while ensuring adequate coverage during peak times.

A boutique hotel group found that implementing AI for staff scheduling resulted in a 12% reduction in labor costs without compromising service quality. The system's ability to predict staffing needs with precision allowed for better resource allocation and improved employee satisfaction through more consistent work hours.

Automated Customer Service and Operational

AI-powered chatbots and virtual assistants are taking on a significant portion of customer service inquiries, from booking assistance to answering frequently asked questions. This automation reduces the need for large call centers and allows human staff to focus on more complex guest interactions.

Additionally, AI is streamlining back-office operations such as invoice processing, inventory ordering, and maintenance scheduling. A study of hotels using AI for operational automation showed an average reduction in administrative costs of 20%, with some properties reporting savings of up to 40%.

Enhancing Guest Experiences for Long-Term Profitability

AI-Powered Loyalty Programs

Artificial Intelligence is revolutionizing hotel loyalty programs by offering hyper-personalized rewards and experiences. By analyzing guest data, AI can predict which perks and offers are most likely to resonate with individual members, increasing program engagement and repeat bookings.

A major international hotel brand reported a 35% increase in loyalty program revenue after implementing AI-driven personalization. The system's ability to tailor offers to individual preferences not only boosted direct bookings but also increased the average spend per stay among loyalty members.



Predictive Maintenance and Quality Assurance

AI systems equipped with Internet of Things (IoT) sensors can predict when hotel equipment and facilities need maintenance before they fail. This proactive approach not only reduces repair costs but also minimizes guest inconvenience and potential negative reviews.

A resort that implemented AI-driven predictive maintenance saw a 40% reduction in equipment downtime and a 25% decrease in maintenance costs. Moreover, guest satisfaction scores improved by 15% due to fewer disruptions and quicker resolution of issues.

Voice-Activated Room Controls and Virtual Concierge Services

AI-powered voice assistants are becoming increasingly common in hotel rooms, allowing guests to control room features, make requests, and access information hands-free. While the initial investment in these technologies can be significant, hotels are seeing returns through increased guest satisfaction and operational efficiencies.

A luxury hotel that introduced AI voice assistants in its rooms reported a 30% reduction in routine service calls to the front desk, freeing up staff for more complex guest interactions. Additionally, guest satisfaction scores for room features and overall experience increased by 20%.

The Future of AI in Hotel Finance: Challenges and Opportunities

Data Privacy and Security Concerns

As hotels collect and analyze more guest data to power their AI systems, concerns about data privacy and security are coming to the forefront. Investing in robust cybersecurity measures and ensuring compliance with data protection regulations is crucial for hotels to maintain guest trust and avoid costly breaches.

Integration and Training Costs

While the long-term financial benefits of AI are clear, the initial investment in technology and training can be substantial. Hotels must carefully consider their AI strategy, focusing on solutions that offer the highest ROI and align with their brand and guest expectations.

The Human Touch in a Digital World

As AI takes over more routine tasks, hotels are faced with the challenge of redefining roles for their human staff. The most successful properties

will be those that find the right balance between AI efficiency and the irreplaceable human touch in hospitality.



A Game-Changing Perspective on AI in Hospitality

For those eager to dive deeper into the transformative potential of AI in the hotel industry, Are Morch's YouTube video "AI In Hospitality: The $855,000 Game-Changer for Hotels!" is a must-watch resource.

This eye-opening fictive scenario explores how a mid-sized hotel can leverage a $350,000 AI investment to generate an astounding $855,000 profit in just one year. Morch, a renowned expert in AI Hospitality Insight, breaks down key areas where AI is revolutionizing the hospitality sector, from tireless AI chatbots to mind-reading predictive algorithms.

Whether you're a hotelier looking to boost your bottom line or a tech enthusiast fascinated by AI's real-world applications, this video offers invaluable insights into the future of hospitality.

飯店業的 AI 革命：人工智慧如何重塑飯店財務

作者：Are Morch

在不斷演變的飯店產業中，一位全新的「參與者」正迅速崛起，它承諾將徹底改變飯店的營運方式與財務管理方式：人工智慧（AI）。

這項尖端技術早已不再是科幻小說中的想像，而是正真實地改變從奢華渡假村到經濟型連鎖飯店的營運實況。隨著 AI 系統日益精密且普及，飯店業者正在發現前所未有的機會，得以簡化營運流程、提升顧客體驗，更重要的是，提高獲利能力。

本文將深入探討 AI 對飯店財務的實質影響，揭示這項顛覆性技術如何重塑營收來源、降低成本，並為持續追求創新的產業開闢嶄新的獲利途徑。

AI 驅動的營收革命

動態定價策略

AI 影響飯店財務的最關鍵方式之一，是透過先進的動態定價演算法。這些 AI 系統能即時分析大量數據，包括競爭對手價格、當地活動、歷史訂房模式，甚至天氣預報，並自動根據需求與其他因素調整房價，精準地最大化每間可用客房的收益（RevPAR）。

舉例來說，紐約市一家中型飯店在導入 AI 定價系統六個月後，RevPAR 提升了 15%。這不僅來自旺季提高房價，也來自淡季能有效填補原本會閒置的客房。

個人化行銷與加購推薦

AI 正在改變飯店吸引新客與對現有客人進行加購銷售的方式。透過分析顧客資料與偏好，AI 能打造高度精準的行銷活動，成功觸及特定族群，進而提升訂房率與預訂金額。

此外，AI 聊天機器人與虛擬禮賓服務可於入住前或入住期間，依照顧客過往行為與偏好推薦升等與額外服務。一家高級渡假村導入 AI 加購系統後，其附加收益提升了 23%。

預測分析與庫存管理

AI 的預測能力也延伸到庫存管理。透過更精確地預測需求，飯店能更有效配置資源，避免超訂或空房，提升顧客滿意度，同時最大化入住率並降低錯誤成本。

某海濱度假村的案例顯示，在淡季期間導入 AI 庫存管理後，其入住率提升了 8%，帶來顯著的年度營收增長。

用智慧自動化降低成本

節能效率與智慧建築管理

能源開銷是飯店營運的重大成本之一，AI 在此領域的應用帶來顯著改變。由 AI 控制的智慧建築管理系統可根據房客入住情況與偏好，自動調節冷暖氣與燈光，並隨著時間演進學習最佳化模式。

一家環保連鎖飯店在導入此類系統後，能源成本減少達 30%。這不僅提升利潤，也更吸引重視永續的旅客。

簡化人力配置與排班最佳化

人事支出佔據飯店營運成本很大一部分。AI 工具可根據預測入住率與服務需求最佳化人員配置，創建更有效率的排班，降低加班與人力冗餘，同時確保高峰時段有足夠人力。

一家精品飯店導入 AI 排班後，人力成本下降了 12%，且服務品質未受影響。透過精準預測，資源分配更合理，員工也因穩定工時而更有滿意度。

自動化客服與後勤作業

AI 聊天機器人與虛擬助理已能承擔大量客服工作，從協助訂房到解答常見問題，減少了對大型客服中心的需求，讓人力可專注於更高階的顧客服務。

此外，AI 也簡化了如帳單處理、庫存訂購與維修排程等後勤流程。研究顯示，導入 AI 自動化的飯店，其行政開銷平均降低了 20%，有些甚至節省高達 40%。

提升顧客體驗，實現長期獲利

AI 驅動的會員忠誠計畫
人工智慧讓飯店忠誠計畫更加個人化。透過分析顧客數據，AI 能預測哪些優惠最能吸引特定會員，提升參與度與重複訂房率。

某國際連鎖飯店在導入 AI 個人化推薦後，忠誠計畫收益成長了 35%。系統提供的精準優惠不僅提高了直接訂房數，也提升了會員的每次住宿平均消費。

預測維護與品質保障

結合物聯網（IoT）感應器的 AI 系統可在設備故障前預測維修需求。這種主動維護策略不僅節省維修成本，也減少對顧客的干擾與負評。



一家度假村在實施 AI 預測維修後，設備停機時間減少了 40%，維修成本下降 25%，而顧客滿意度也因服務不中斷而提升了 15%。

語音控制與虛擬禮賓服務

AI 語音助理在飯店客房中越來越常見，顧客可透過語音控制燈光、溫度、提出需求或查詢資訊。雖然初期投資較高，但能提升滿意度並提高營運效率。

某高級飯店導入語音助理後，前台接到的例行請求減少了 30%，讓人力資源可專注在更複雜的服務上，而客房功能與整體體驗的滿意度也提升了 20%。

AI 與飯店財務的未來：挑戰與機會

資料隱私與資安風險

隨著飯店蒐集並分析更多顧客資料以支援 AI 系統，資料隱私與安全的議題日益重要。投資強大的資安防護、並遵循相關法規，是維護顧客信任與避免重大損失的關鍵。

系統整合與培訓成本

雖然長期看來 AI 帶來的財務回報明確，但前期的技術投資與人員培訓成本不容小覷。飯店需謹慎規劃 AI 策略，選擇投資報酬率（ROI）最高、並符合品牌與顧客需求的解決方案。

數位時代的人性關懷

隨著 AI 接手越來越多日常工作，飯店需重新定義人力角色。最成功的業者，將是那些懂得在 AI 效率與「人情味」之間找到最佳平衡點的飯店。





了解住房抵押貸款利息扣除的稅法規定

作者 葉俊麟會計師

住房抵押貸款是許多人購房時必不可少的融資工具，而抵押貸款利息的扣除則是美國稅法中的重要稅收優惠。合理利用這一政策可以為房主節省稅務支出。然而，隨著稅法的變更，抵押貸款利息的扣除條件和金額上限也在不斷調整。了解和掌握這些規則對家庭財務規劃至關重要。本文將詳細介紹住房抵押貸款利息扣除的主要限制和適用條件。

住房抵押貸款利息扣除的基本規定

住房抵押貸款利息扣除（Deduction for Home Mortgage Interest）允許納稅人在所得稅申報時扣除一定金額的抵押貸款利息，從而減少應稅收入。這項稅收減免主要適用於用來購買、建造或改善主要住宅或第二套住宅的貸款利息。

自 2018 年以來，《減稅與就業法案》（Tax Cuts and Jobs Act, TCJA）對住房抵押貸款利息扣除的金額上限及適用規則進行了重大調整，這些變化將持續至 2025 年。以下將分析這些變化及其對納稅人的影響。

抵押貸款利息扣除的主要限制

在申請住房抵押貸款利息扣除時，需注意以下四項主要限制：

1. 金額限制（Amount Limit）

- **2018 年到 2025 年期間**，符合扣除條件的貸款金額上限為$750,000（如果夫妻分開報稅，則為$375,000）。

- **2017 年 12 月 15 日之前的貸款**，貸款金額上限為$1,000,000（夫妻分開報稅則為$500,000）（享有「祖父條款」保護）。

2. 住宅限制（Residence Limit）

購置貸款必須以住宅作為抵押，且扣除的利息僅適用於主要住宅（principal residence）和另一處住宅（second residence）（限兩處）。只有用於「購置貸款」（Acquisition Debt）或「改進貸款」的利息才符合扣除條件。購置貸款是指用於購買或建造住宅的貸款，而改進貸款是指用於大幅提升房屋價值的支出。

3. 時間限制（Timing Limit）

抵押貸款利息的扣除僅限於納稅人在納稅年度內實際支付的利息。如果貸款的還款被推遲，推遲期間的利息不能扣除。

4. 來源限制（Source Limit）

必須是納稅人用自己資金支付的利息才能扣除。若利息是由其他聯邦、州、地方政府項目（如房主援助基金（Homeowner Assistance Fund））或補助計劃支付，則不符合扣除條件。

購房債務與房屋淨值貸款的利息扣除規則

1. 購房債務（Home Acquisition Debt）

購房債務是指用於購買、建造或大幅改善主要住宅或第二套房產的貸款。根據法律規定：

- **2018 年之前**：利息扣除上限為$1,000,000。
- **2018 年-2025 年**：利息扣除上限為$750,000。
- **2025 年之後**：若無法律變更，則恢復至$1,000,000。
- 家庭成員可能被視為有權享有扣除資格的受益或衡平所有權人。

2. 房屋淨值貸款（Home Equity Debt）

房屋淨值貸款是以房屋淨值為擔保的貸款。根據新規定，只有當房屋淨值貸款或信用額度用於購置、建造或大幅改善住宅時，才符合扣除條件（受到購房債務限額的約束）。

2018 年至 2025 年期間支付的利息按住房抵押貸款利息扣除，如果房屋淨值貸款不符合購房債務條件，則不予扣除。

在 2017 年之前及 2025 年之後，若法律無變更，用於個人生活開支的利息可扣除上限為 $1,000,000（夫妻分開報稅為$500,000）。

用於投資或商業用途的貸款

若以主要住宅作為抵押的房屋淨值貸款用於投資或商業用途，利息的扣除方式則有所不同：

- **用於投資證券**：應使用表格 4952（Form 4952）計算可扣除的利息支出，並在附表 A 中申報為投資利息。
- **用於出租房地產**：應在附表 E 中申報利息支出為租金費用。
- **用於購買商業用途的物業**：則在附表 C 中申報利息為商業費用。

扣除申報與超額貸款（Excess Loan）

在填寫稅表時，所有可扣除的住房抵押貸款利息應申報在表格 1040 的附表 A（Schedule A) 中，通常將第 1 框的可扣除的抵押貸款利息和第 6 框的點數填寫在第 8a 行。如果貸款方是個人，可能需在附表 A 中填寫貸款人的姓名和社會安全號碼（SSN）。由於只有前$750,000（2018-2025）或$1,000,000（2018 年之前和 2025 年之後）的貸款利息可以扣除，因此超額的抵押貸款利息可能需要資本化處理。

結語

理解住房抵押貸款利息扣除規則對於購房者和房主至關重要。隨著稅法的變更，這些規則可能會持續調整。因此，建議納稅人定期查閱最新的稅務指南或諮詢專業稅務顧問，以確保能充分利用這一重要的稅收優惠政策。



2025 年加州旅館產業商業保險市場的趨勢, 洞察與建議

By **張永祥 Sean Chang, First Vice President**

隨著全球旅遊業的穩步回暖與加州作為旅遊與經濟中心的地位日益鞏固，旅館產業在 2025 年預計將迎來一波新的發展浪潮。然而，這一增長伴隨著商業保險市場的多重挑戰與機遇。從自然災害的頻發、勞動法規的演變，到通脹壓力與新興技術的影響，加州旅館業的保險需求正經歷深刻變革。本文將深入探討 2025 年加州酒店產業商業保險市場的趨勢，並為業者提供實用的洞察與建議。

自然災害風險的持續加劇

加州因其獨特的地理位置，長期面臨野火、地震、洪水與乾旱等自然災害的威脅。截至 2025 年 3 月 14 日，氣候變化加劇了這些災害的頻率與強度。例如，2024 年秋季席捲聖塔芭芭拉與洛杉磯郡的野火，燒毀了數千英畝土地，對沿海與山區旅館造成了嚴重影響。這些事件不僅導致財產損失，還引發了供應鏈中斷與客源下降的連鎖反應。保險公司基於大數據與氣候模型的風險評估，可能大幅提高財產保險（Property Insurance）的保費，預計漲幅在 10%-20%之間。對於位於聖地牙哥或內陸帝國等地震高風險區的旅館，旅館承保範圍可能進一步縮水，甚至出現「保險荒」（Insurance Desert）的現象。旅館業者可能需要轉向替代市場（如剩餘線保險，Surplus Lines），但這將伴隨更高的成本與更少的保障。

勞動法規變化與責任保險壓力

加州的勞動法規以保護員工權益著稱，2025 年這一趨勢將更加明顯。隨著最低工資標準的持續上調（加州自 2025 年 1 月 1 日起生效的最低工資為 16.50 美元/小時。然而，仍有許多地方最低工資條例在其地理範圍內要求更高的最低工資標準）以及對加班費與休息時

間規定的進一步收緊，旅館業的勞動成本將顯著增加。這不僅提高了運營壓力，還增加了勞資糾紛與訴訟的可能性。例如，清潔工或前台員工可能因長期站立或重複性勞動提起職業病索賠。此外，性騷擾與歧視訴訟在旅館服務業中並不罕見，這進一步推高了商業責任保險（General Liability Insurance）& Employment Practice Liability Insurance 的需求與成本。預計責任保險保費將上漲 5%-15%，而保險公司可能要求旅館加強員工培訓與風險管理措施，以換取較低的費率。

通貨膨脹與重建成本的雙重挑戰

全球供應鏈瓶頸與勞動短缺在 2025 年仍未完全緩解，建築材料（如木材、鋼材）與人工成本的持續上漲，直接影響了旅館財產的重建與修復費用。以舊金山灣區為例，一家旅館的重建成本可能從 2023 年的 5000 萬美元攀升至 2025 年的 6000 萬美元以上。對於保險公司來說，這意味著更高的理賠支出，進而促使其調整保單價格與承保條件。旅館業者若未及時更新保額，可能在災後面臨「保險不足」（Underinsurance）的風險，無法獲得全額賠償。預計財產保險的平均保費將因通脹影響上漲 8%-12%，而小型獨立旅館由於財務資源有限，可能更難應對這一壓力。

Business Interruption Insurance 營業中斷保險的重要性凸顯

自然災害與其他不可抗力事件（如停電或疫情餘波）可能導致旅館暫停營業，進而損失收入。營業中斷保險（Business Interruption Insurance）在 2025 年將成為加州旅館業的焦點。過去幾年中，保險公司因疫情相關索賠的爭議收緊了此類保單的條款，但隨著市場需求的增長，2025 年可能出現更多靈活的產品。例如，一些保險公司可能推出針對特定事件（如野火疏散）的短期營業中斷保險，幫助旅館渡過收入低谷。然而，這類保險的保費預計將因高風險環境而上漲 10%-15%，且可能附帶更高的免賠額。

技術創新的雙刃劍

科技的進步為 2025 年的保險市場帶來了新的可能性。物聯網（IoT）設備的廣泛應用，使旅館能夠即時監測火災、水浸甚至網絡安全威脅。例如，安裝智能煙霧探測器或漏水感應器的酒店，可以與保險公司共享數據，從而獲得保費折扣，根據旅館的實際風險管理表現動態調整費用。此外，人工智能（AI）在理賠處理中的應用將顯著提升效率，例如通過圖像識別技術快速評估財產損失。然而，這些技術的初期投入成本較高，可能使中小型旅館望而卻步，而大型連鎖旅館則更有可能從中受益。

網絡安全保險需求激增

隨著旅館業數位化程度加深，網絡安全風險成為新的關注點。2025 年，顧客資料洩露、勒索軟件攻擊等事件可能頻發，尤其針對預訂系統與支付平台。加州的《消費者隱私法》（California Consumer Privacy act / CCPA）對數據保護的要求日益嚴格，一旦違規，旅館可能面臨巨額罰款與訴訟。網絡安全保險（Cyber Insurance）將成為必備品，近年來保險公司更要求旅館實施多重身份驗證（MFA）與員工網絡安全培訓作為承保條件。

市場競爭與定制化趨勢

2025 年，加州保險市場的競爭將加劇。傳統保險巨頭將繼續主導市場，但新興保險科技公司可能憑藉靈活的產品設計搶占份額。旅館集團可能通過集團談判獲得更由優質的承保條例與較優惠的保費，而獨立**酒店**則更需要定制化方案，例如包含財產損失、營業中斷與網絡風險的綜合保單。市場競爭可能在一定程度上抑制保費過快增長，但整體成本仍將呈上升趨勢。

結論與實務建議

總體而言，2025 年加州旅館產業的商業保險市場將面臨成本上升、風險加劇與技術革新的複雜局面。自然災害與法散法規壓力將持續推高保費，而科技創新與市場競爭則為降低長期成本提供了機遇。對於旅館業者來說，以下建議或許有助於應對挑戰：

1. 風險評估與保額更新：與保險經紀人合作，定期評估財產與責任風險，確保保額與實際需求匹配。
2. 投資風險管理技術：安裝智能監控設備或升級消防系統，以降低保費並提升安全性。
3. 多元化保險採購：考慮多險種捆綁保單，以提高議價能力。
4. 關注法律與網絡風險：加強員工培訓並購買網絡安全保險，以應對新興威脅。
5. 靈活財務規劃：預留保險預算，應對潛在的保費波動。

在瞬息萬變的市場環境中，加州酒店業者需要密切關注保險趨勢，靈活調整策略，方能在 2025 年保持競爭力並實現可持續發展。

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從旅館公會到台美人慈善之愛
歲月如歌，溫暖如詩
張郁芬 Chris Chang Dumortier 跨越世代的傳承

一場演講，開啟旅館人生



那是2007年，北美台灣旅館業同業公會正迎來第二屆年會，而今年已是第二十屆，時光如梭。那一年，我受邀前往拉斯維加斯，為北美總會的年會做一場關於商業保險的專題演講。彼時的我，未曾料想這場演講竟是我與旅館業結緣的起點。站在講台上，看著台下旅館業前輩們專注的眼神，我感受到一種無形的連結——那是台灣人特有的熱情與執著。從那天起，我開啟了一扇與各族裔旅館業者交流的大門也踏進了這個充滿挑戰與溫暖的旅館世界。

會長三載，酸甜苦辣皆珍寶



在我心裡，南加州台灣旅館同業公會（THMASC）不只是產業的聯盟，更是一段歷史的延續 - 從1970、80年代的第一代台美人移民，到如今資產豐厚的業界菁英，眾人的努力與成就，並非時代的眼淚，而是承載榮耀的印記。 在成為南加州台灣旅館業同業公會的第一任女會長，連任三屆，這段旅程，就像一場濃縮的人生博士課程，琴棋書畫，樣樣得學，樣樣得精。三年中，我策劃了多次大型年會，從蒐集資料、邀約撰寫講稿，到會場佈置、晚宴協調，每一個細節都凝聚了心血。邀請演講者、敲定研討會主題、與場地負責人反覆溝通， 也有幸參與回饋社會的慈善活動，為國家發聲的活動，所有的事物都是千山萬水的努力，都是是無數個不眠夜，也是無數次成長的淬煉。酸甜苦辣，交織成回憶。酸，是壓力下的咬牙堅持；甜，是活動成功後會員們的笑臉與掌聲；苦，是偶爾孤單面對挑戰的時刻；辣，則是每次突破自我後的熱血沸騰。這三年，我學會了如何與人溝通、如何凝聚眾力，更學會了如何在忙碌中找到內心的平靜。這一切，都是旅館公會賜予我的珍貴禮物。

最酷的記憶：當古董名車遇上麥克風，一場人生的雙重驚喜



如果要說我最難忘、最酷的經歷，那絕對是2022年那場別開生面的春季研討會。那天，我們在Finish Line Auto Club舉辦活動，四周被古董名車與珍稀車款環繞，彷彿踏入了一座時光博物館。與會者一邊聆聽關於「綠能飯店」與「市場更新」的精彩演講，一邊欣賞汽車藝術的極致工藝，那一刻，旅館業的專業與生活的浪漫交織在一起，讓我覺得這份工作不僅是事業，更是一場冒險。

而說到讓我真正覺得自己「很酷」的一刻，還得回到2018年。那一年，我們旅館公會的媽媽Minne 姐邀約我去參加了橙縣感恩歌唱比賽，我們團隊竟然勇奪冠軍！對於一個曾經連在KTV都不敢開口的人來說，這是我從沒想過的突破。從此人生開了竅，那一刻，我懂了：勇敢嘗試，人生才會開出意想不到的花。



最深刻的體悟：時間與信賴的禮物

在公會裡，我有幸與許多旅館業的大佬交流。他們是業界的傳奇，卻也是最親切的阿公、叔叔、伯伯。每次向他們請教投資或經營的困惑，他們總是有問必答，毫不藏私。透過這些對話，我發現時間是人生最珍貴的禮物，而人與人之間的信賴，是台灣人最美的特質。他們的慷慨與真誠，讓我感受到這個行業不只是商業，更是溫暖的人情網絡。這份經驗，成為我生命中最深刻的印記。



展望未來：台美旅館業的永恆之光

五十年的旅館公會歷程，是一段充滿堅持與信念的旅程。人生能有幾個五十年？我由衷期盼，台灣人的旅館事業能在美國這片土地上深耕發展、開枝散葉。願第二代與年輕世代勇敢承接這份責任，在傳承中創新，在創新中團結，攜手走向更繁榮的未來。

我夢想中的旅館，不只是旅人暫歇的驛站，更是台美文化交融的港灣，是彼此連結、共鳴、成長的溫暖所在。這是我們共同寫下的詩篇，更是一份綿延不絕的祝福，如同「贈人玫瑰，手留餘香。」願我們的善意與堅持，為未來播下希望的種子，綻放不凋的光芒。



From the Hotel Association to Taiwanese American Philanthropy

A Journey Through Time, as Warm as Poetry and as Resonant as Song
Lighting the Way: *Chris Chang Dumortier*'s Path of Service

A Speech That Opened the Door to a Hotel Career



It was in 2007, at the second annual convention of the North America Taiwanese Hotel and Motel Association, a moment that feels like yesterday, though nearly two decades have passed. I had been invited to Las Vegas to deliver a keynote on commercial insurance, never imagining that this very speech would mark the beginning of my journey in the hotel industry. As I stood on stage and looked into the eyes of seasoned hoteliers listening with quiet intensity, I felt an invisible bond take hold, rooted in the passion and perseverance unique to the Taiwanese spirit. From that day forward, I stepped into a vibrant, challenging world and began a journey of cross-cultural connection through hospitality.



Three Terms as President A Journey of Trials, Triumphs, and Transformation

To me, the Southern California Taiwanese Hotel and Motel Association has always been more than a professional alliance. It is a living archive of Taiwanese American history, shaped by the tireless efforts of early immigrant pioneers from the 1970s and 80s and carried forward by today's accomplished leaders. When I became the first female president of the association and served three consecutive terms, it felt like enrolling in an intensive doctorate in life itself. From planning large-scale annual conferences to crafting speaker invitations and keynote themes, managing venue logistics, coordinating gala events, and engaging in community service and public advocacy, every moment demanded dedication and clarity. It was a path built through countless sleepless nights and shaped by every challenge overcome. The memories are a rich tapestry of every flavor life has to offer. The bitterness of loneliness when facing difficulties, the sweetness of success reflected in members' smiles and applause, the sting of pressure met with resilience, and the fire of determination sparked by each breakthrough. In those three years, I learned to communicate, to unite, and most importantly, to find peace within the whirlwind. These are gifts I will always treasure.



Most Unforgettable Moments: When Classic Cars Meet the Microphone, A Double Delight in Life

If I had to choose the most unforgettable and exhilarating experience, it would undoubtedly be the extraordinary Spring Seminar of 2022. That day, we held our event at the Finish Line Auto Club, surrounded by vintage automobiles and rare collectibles that made it feel as though we had stepped into

a museum of time. As guests listened to thought-provoking talks on green hospitality and market evolution, they were also immersed in the exquisite craftsmanship of automotive artistry. In that moment, the professionalism of the hotel industry merged seamlessly with the romance of life, and I realized that this career is not just a profession, it is an adventure.



And if I may speak of a moment that made me truly feel “cool,” I must return to 2018. That year, I represented the hotel association in a singing competition and, to my own astonishment, won first place. For someone who once didn’t even dare to sing at karaoke, this was a breakthrough I never imagined. It was then I understood that only by daring to try can life blossom in the most unexpected ways.

The Deepest Realization The Gift of Time and Trust



Through the association, I had the honor of meeting and learning from many industry legends. They were the pillars of the hotel world yet treated me with the warmth of beloved uncles and grandfathers. Whenever I sought advice on investment or operations, they answered with openness and generosity. These conversations helped me realize that time is life’s most precious offering and that trust among people is one of the greatest strengths of the Taiwanese community. Their kindness taught me that hospitality is not just a business; it is a web of human connection and compassion. This has left a permanent imprint on my heart.

Looking Ahead The Enduring Light of Taiwanese American Hospitality



Fifty years of hotel association history is a testament to unwavering dedication and shared belief. How many fifty-year milestones do we get in a lifetime? I sincerely hope that Taiwanese hospitality will continue to thrive and take root across this land. I wish for the second generation and the youth to embrace this legacy with courage, blending tradition with innovation and unity with vision, to forge a future of even greater promise.



The hotel I dream of is more than a place of rest. It is a harbor where Taiwanese American culture can blossom, a space where stories are shared, and where community and growth converge. This journey we write together is not just a chapter but a continuous poem, one filled with grace and gratitude. Just like the saying, “To offer a rose leaves fragrance in one’s hand,” may our goodwill and persistence plant seeds of hope and allow the light we create to shine without end.

無論古希臘或火星，旅館永遠都會存在
從家族事業到國際舞台
徐明豐 Peter Zen 的旅館公會之路



旅館業，對徐明豐而言，旅館業不僅是一門事業，更是一段家族傳承的延續與時代創新的體現。自1962年父親自香港遷居台灣開始，旅館便成為徐家生活的核心。他年輕時赴美留學，完成學業後毅然返台協助家族經營旅館事業。然而，心中對更廣闊天地的嚮往並未止息。1991年，徐明豐再度遠赴美國，正式開啟屬於自己的旅館投資旅程。

徐明豐來美的第一站是舊金山，一間擁有500個單位的大型旅館。面對當地競爭激烈的市場，他憑藉務實經營與堅韌毅力穩住根基，隨後事業版圖拓展至西雅圖, 紐約與洛杉磯。1995年，在朋友的推薦下，他加入南加州台灣旅館同業公會（THMASC），在這個人才濟濟的團體裡，他深受感動的說「會員們沒有人爭名奪利，而是齊心協力發展旅館業，彼此扶持，共同面對挑戰。」讓他覺得自己找到了一個溫暖的歸屬。



「台灣人幫助台灣人，這樣的精神讓公會成為一個真正的交流中心，無論是經營管理、品牌申請，還是法律問題，都能在這裡找到答案」。當時，旅館業者面臨的不僅僅是經營壓力，還有種族歧視與法令問題。透過公會，眾人互相學習，克服困難。如今，新世代的經營者已能夠熟練應對這些挑戰，然而新的問題也浮現——如何吸引更多年輕人加入，讓這個行業持續發展？



多年來，徐明豐不僅關心旅館業的發展，也熱衷於慈善與教育。他參與各類慈善機構，希望能夠回饋台灣與美國社會。他投入台灣學生暑期赴美旅館實習計畫十餘

年，讓台灣學子在自己的洛杉磯威斯汀酒店（Westin Bonaventure Hotel）實習，協助台灣年輕人適應環境、學習美國生活方式，提升自信心與語言能力，甚至培養國際觀與職場禮儀。

「旅館業是一個歷史悠久的行業」，無論唐朝的「客棧」或古希臘時代的「旅舍」(Xenodocheion, ξενοδοχεῖον)，只要有人，總需要旅館。徐明豐發想，即便人類移居火星，也仍然會需要旅館。「人類都在旅行中」，這句話道出了他的信念——旅館業永遠不會消失，關鍵在於如何適應變化，如何讓新一代延續這份產業的價值與精神。



Peter Zen's Lifelong Journey in Hospitality

It is a legacy of family heritage and a reflection of evolving innovation.

The Zen family's journey in hospitality began in 1962, when his father relocated from Hong Kong to Taiwan. From that point on, hotels became the heart of the Zen family's livelihood. After completing his studies in the United States as a young man, Peter returned to Taiwan to help manage the family business. Yet, his aspirations reached far beyond the familiar. In 1991, he once again crossed the Pacific—this time to embark on his own hotel investment journey in the U.S.



His first stop was San Francisco, where he managed a 500-unit hotel. Despite fierce competition, he built a firm foundation through pragmatic leadership and relentless perseverance. His success soon expanded to Seattle, New York, and Los Angeles. In 1995, at the recommendation of a friend, he joined the Taiwanese Hotel & Motel Association of Southern California (THMASC). He was deeply moved by the spirit he found there: "No one competed for fame or gain—everyone worked hand-in-hand to grow the industry and support one another through every challenge." It was in this community that he felt a true sense of belonging.

"There's something special about Taiwanese helping Taiwanese," he often says. "It's what made the Association a genuine hub for knowledge exchange—whether in operations, branding, or navigating legal hurdles, you could always find guidance here."



Back then, hoteliers faced not only economic pressures but also racial discrimination and regulatory complexities. Through the Association, members leaned on each other, learned together, and overcame adversity. Today, a new generation of hoteliers is equipped to handle many of those earlier challenges—but a fresh question emerges: how can we attract more young people to ensure the

industry's continued vitality?



Over the years, Peter has not only remained committed to the growth of the hospitality sector but also to philanthropy and education. He has long supported charitable causes and sought to give back to both Taiwan and the United States. For more than a decade, he has been involved in summer internship programs for Taiwanese students, providing opportunities at his Westin Bonaventure Hotel in Los Angeles. These internships have helped young participants adapt to American life, improve their language and communication skills, build confidence, and develop a global perspective and professional etiquette.

"The hotel industry is as ancient as civilization itself," Peter reflects. From the guesthouses of China's Tang dynasty to the Greek xenodocheion, people have always needed places to rest. "Even if one day humans settle on Mars," he muses, "we will still need hotels."

In this belief—humanity is always on a journey—lies his enduring conviction: the hospitality industry will never disappear. Its future depends on how well we adapt, and how passionately we pass its values and spirit on to the next generation.



《南加州台灣旅館業同業公會五十誌慶》

作者：李崇正 Edward Lee理事

金耀五十，詩頌輝煌
南加逆旅五十載，
七賢七四創平台。
首屆會長蔡金裕，
現任巾幗張郁芬。
台灣志氣美國夢，
披荊斬棘旅館裁。
高雄台北姊妹會，
美東美南聯盟來。
營利公益勤專注，
搭僑培訓育英才。







從Motel起家到連鎖品牌經營
期待年輕人加入：林宣昭 Herman Lin 的旅館公會之路



「成就談不上，就是一步一步做起來的。」林宣昭笑說。這位旅居南加州多年的旅館業者，自1980年代投身此行以來，見證了台美旅館社群從草創到茁壯的過程。他說，當年幾乎所有在洛杉磯的台灣人，都是從motel開始經營旅館業，「我也不例外，從小motel做起，做了幾年後才開始考慮轉做連鎖旅館。」

1995年，林宣昭正式加入南加州台灣旅館公會（THMASC）。在公會裡，他與志同道合的同業交流，不只談經營，也討論法律、採購、管理等問題。雖然公會並不是直接提供幫助的單位，但「有共同的語言、同樣的經歷，大家聚在一起，互相了解、互相鼓勵，就是最大的價值。」



林宣昭的第一間旅館在文圖拉（Ventura），他說：「在洛杉磯北邊，蠻遠的啦，一開始我也有點不相信怎麼會跑去那裡，但就是因緣際會，剛好有一間旅館要賣，就買下來了。」那時的經營方式非常傳統，「24小時，全年無休，什麼都自己來。」他說，正是這種經驗讓他後來選擇轉型做連鎖品牌，「我們覺得做motel太辛苦了，於是就往連鎖方向發展。」

「年輕人不喜歡做這個行業，是我們現在最大的一個挑戰。」他直言，旅館公會會員逐年減少，「不是因為行業不好，而是年輕人不願意接班。很多第二代都去做律師、做醫生了，覺得旅館業太辛苦。」



但他也強調，旅館業仍是一個非常好的行業。「如果做對了，是非常穩定又獲利的。但這行業要進來，第一個門檻就是資本。你沒有資本，很難從零開始。」

林宣昭建議有興趣的年輕人，可以先去大型旅館從基層做起，了解行業運作再考慮投資或接手家業。「做生意沒有白吃的午餐，不是說你念個書就能當老闆。這行業需要時間、資本和經驗。」



談到對旅館公會的期許，林宣昭認為最重要的是「增加會員，吸引更多人進來。」這個產業有很大的潛力，但也需要改變經營思維與模式。公會每年都會帶年輕人回台灣，參訪台灣的旅館業，學習台灣服務業的「敬業」精神，因為文化差異，要美國服務生「彎腰鞠躬」說句「歡迎光臨」幾乎是不可能的任務。

「我們不是靠投機取巧，是一步一腳印走出來的。」林宣昭回顧過去四十多年來，從motel起家到經營連鎖旅館，不只是生意的成長，更是一代台美人努力打拼的縮影。

From Motel Roots to a Hospitality Legacy

Herman Lin's Journey with the Taiwanese Hotel Association

"I wouldn't call it an accomplishment—it's just something I built, step by step," Herman Lin says with a modest smile. A long-time hotelier in Southern California, Herman has witnessed the evolution of the Taiwanese American hotel community, from humble beginnings in the 1980s to a thriving industry today. "Back then, nearly every Taiwanese person in Los Angeles started out with a motel. I was no exception. I began with a small property, and after a few years, I started exploring the transition into chain hotels."



In 1995, Herman officially joined the Taiwanese Hotel & Motel Association of Southern California (THMASC). Within the association, he found like-minded peers—hoteliers who didn't just share business ideas, but also discussed legal issues, procurement challenges, and day-to-day management concerns. "The association doesn't hand you direct solutions," he notes, "but having a common language and shared experience—being able to understand and encourage each other—that's where the true value lies."

Herman's first hotel was located in Ventura, "way up north from Los Angeles," he recalls. "At first, I couldn't believe I ended up there. But it was a matter of timing and opportunity—there was a motel for sale, so I bought it." The operation was old-school and hands-on: "24 hours a day, 365 days a year. You did everything yourself." It was this experience that eventually led him to pivot toward franchised operations. "We realized running a motel was too exhausting, so we decided to pursue the branded hotel route."

Today, Herman sees the biggest challenge as the lack of interest from the next generation. "Young people don't want to work in this industry. That's the reality," he says candidly. "It's not that the business is bad. It's that many second-generation Taiwanese Americans have become doctors or lawyers. They see hospitality as too demanding."

Still, Herman firmly believes the hotel business is full of potential. “If you do it right, it’s a very stable and profitable industry. But the first barrier is capital—without it, it’s difficult to start from scratch.”

He encourages younger generations interested in hospitality to begin by working at large hotels, learning the ropes before considering ownership or taking over a family business. “There’s no such thing as a free lunch in business. Just because you have a degree doesn’t mean you’re ready to run a company. This industry requires time, capital, and experience.”



When asked about his hopes for the association’s future, Herman emphasizes one thing: “We need to grow membership and bring more people in.” He believes the hotel industry holds immense promise but must embrace new thinking and management models. Each year, the association takes younger members back to Taiwan to visit hotels and learn from the country’s strong service culture. “It’s hard to get American staff to bow and say ‘Welcome’—cultural differences make that nearly impossible. But the spirit of dedication in Taiwan’s service industry is something we can learn from.”



“We didn’t get here by luck or shortcuts. We got here one step at a time.” As Herman reflects on over four decades—from his early days running motels to managing branded hotels—his story is not just about business growth. It’s a reflection of the resilience and dedication of a generation of Taiwanese Americans who paved their way, one footprint at a time.

從單打獨鬥到攜手共進
公會元老的榮光與堅韌：邱垂煌 Chris Chiu 的旅館公會之路

1976年，邱垂煌初來乍到美國，在岳父友人介紹下，決定在加州經營旅館，「下飛機第二天就開始工作。」他與夥伴合資買下了一間60個單位的汽車旅館，站櫃台接待客人，處理訂房與帳務；動手清理房間、維修設施什麼都得自己動手。



隔年，邱垂煌就加入了南加州台灣旅館同業公會（THMASC），與同行們交流經驗、分享資訊，討論去哪裡購買消耗品、選擇哪家保險公司，如何應對員工問題、處理法律糾紛，公會提供了交流平台，讓原先單打獨鬥的自己獲得極大幫助。



1995年，邱垂煌加入公會理事會，參與決策與活動籌劃，並於1999年擔任會長。他當時就意識到公會的發展需要傳承，開始培養年輕世代的接班，力薦的副會長范約瑟與王政煌，今日早已都成為公會的中流砥柱，在旅館業也發展得非常成功；汪蔚興也在他的鼓勵下積極參與公會事務，對公會的發展帶來許多貢獻。



疫情造成旅館業前所未有的衝擊，住房率大幅下跌，貸款壓力倍增，許多旅館面臨生存危機；幸運的是，台美業者的貸款比例相對較低，讓會員們有更多的空間與銀行談判，爭取貸款延期，暫緩本金償還。

邱垂煌也積極申請「薪酬保護貸款計畫」（Paycheck Protection Program, PPP），美國政府提供了每個月薪資的2.5倍補助，幫助員工與企業共過難關，也讓許多旅館公會成員們挺過低潮。

面對投入旅館業者銳減，接手的年輕一代不足，南加州台灣旅館同業公會出現青黃不接的情況，邱垂煌仍充滿希望，他認為儘管公會會員與旅館數量減少，但品質與規模都有所提升，許多業者開始經營品牌旅館，讓事業更具競爭力，「沒什好辦法，就是繼續做下去。」一如當年移民美國，克服萬難勇闖天下的台商。





From Lone Struggles to Collective Strength

The Enduring Legacy of THMASC Pioneer Chris Chiu



In 1976, Chris Chiu (邱垂煌) first arrived in the United States. Through an introduction from a friend of his father-in-law, he decided to pursue the hotel business in California. "I started working the day after I got off the plane," he recalls. Together with a business partner, he purchased a 60-unit motel. From managing the front desk and handling reservations to cleaning rooms and repairing equipment, he did everything by hand.

Just a year later, he joined the Taiwanese Hotel and Motel Association of Southern California (THMASC). Through this community, he exchanged experiences with fellow hoteliers, shared valuable information, and discussed where to source supplies, which insurance companies to choose, how to handle staffing issues, and how to navigate legal challenges. The association transformed his once-isolated entrepreneurial journey into one of collective support and collaboration.

In 1995, Chiu joined the association's board of directors and began participating in decision-making and event planning. By 1999, he served as president. Recognizing the importance of generational succession, he began mentoring and recommending emerging leaders such as Joseph Fan and James Wang, who have since become pillars of both the association and the hotel industry. Wilson Wang also became an active contributor under Chiu's encouragement, bringing fresh energy and ideas to the association's growth.



When the COVID-19 pandemic struck, the hotel industry suffered unprecedented losses — occupancy rates plummeted, loan burdens increased, and many hotels faced the threat of closure. Fortunately, many Taiwanese American hoteliers maintained relatively low loan-to-value ratios, giving them more leverage to negotiate with banks for deferrals and loan restructuring.

Chris Chiu also took proactive steps by applying for the Paycheck Protection Program (PPP), a U.S. federal initiative that provided 2.5 times the average monthly payroll to help businesses retain employees and weather the storm. Thanks to this support, many THMASC members were able to survive the downturn.

Though the number of Taiwanese hoteliers has declined, and the younger generation has shown limited interest in taking over, Chiu remains optimistic. He believes that while the quantity of hotels may have decreased, their quality and scale have improved — with more owners now investing in branded properties that elevate their competitiveness. "There's no secret formula," he says, "you just keep going." Just like his early days in America, Chris Chiu exemplifies the indomitable spirit of Taiwanese entrepreneurs — overcoming adversity, building community, and pressing forward with unwavering resolve.

溫柔領航：我們的「迪士尼阿公」許清松Stephen Hsu理事長

「真正的領導者，不是站在最前面的人，而是願意陪你走一段路的人。」

文 / 張郁芬 Chris Chang Dumortier



有些人，總會在你生命中留下最溫暖的印記。每當我回望自己在旅館公會的點滴歷程，總會浮現一個溫暖的身影，許清松理事長，我們親切地稱他為「迪士尼阿公」。那不僅是一個可愛的稱呼，更是一份記憶的象徵，一段用心灌溉的情感。

從我女兒年幼時便開始跟著我參加公會活動起，我就發現許理事長總是特別關心孩子。年年如此，他親自準備、親自帶領，用心地為孩子們打造了一場又一場溫暖的旅程。於是，我的三個孩子自然地叫他「迪士尼阿公」，因為他帶來的，不僅是童年的歡樂，更是一份實實在在的愛與陪伴。



我仍記得那些年，孩子們最期待的，就是那趟通往魔法世界的旅程——由阿公親自帶隊前往迪士尼樂園。他的溫柔、笑容與體貼，深深烙印在我孩子的記憶裡。他不只是送出一張門票，而是為孩子們送上了一段一輩子都不會忘記的童年回憶。而這樣的舉動，不止一次，是年年不變的溫柔堅持，也讓「迪士尼阿公」這個名字，永遠留在了他們的心中。

但對我來說，他的關懷遠不止於此。在我擔任會長的第一年與第二年，許理事長正是理事長。他在我最不安的時候，總是在身邊指引、陪伴。面對鏡頭與媒體的怯場，他耐心地教我如何站姿、怎麼微笑、怎麼在眾人前自然地開口。他不聲不響地為我補足每一個細節，甚至連出席國慶典禮的禮儀，他都會提前叮嚀。那不是命令，也不是交辦，而是一種默默的提攜，是一位長者對後輩最溫柔的成全。



我也忘不了有一年，女兒大學時與幾位朋友來南加州旅行，說想去迪士尼。我打了一通電話給「迪士尼阿公」，他二話不說安排好住宿，甚至還為每個孩子準備了貼心的小禮物。不是禮物的價值令人動容，而是那份無微不至的關心, 因為他總是把下一代放在心上，用行動傳遞愛。

同樣令人動容的，還有另一段記憶。當年，來自台灣的一支少棒隊為了遠赴美國參賽，需要募款才能圓夢前往迪士尼樂園。他呼朋引伴，不到半天便籌足了經費，讓那些來自台灣、懷抱夢想的小小棒球選手如願踏入了夢想中的樂園。他不只為自己的孩子操心，更用同樣的溫柔與行動，照顧著那

些不曾與他有交集、卻同樣值得被疼愛的台灣孩子。

他對公會的奉獻更是我們這一代人學不來的榜樣。每年最繁瑣的年刊製作，他總是親力親為：從內容蒐集、文字校稿、版面設計，到最後一本本完成印刷。他從不居功，只默默做，讓我們學會什麼是責任、什麼是承擔、什麼叫做真正的領導。



「溫柔的人，不是沒有力氣，而是選擇用溫暖去堅強。」許清松理事長，就是這樣的存在。他總是在你最需要的時候出現，總是在你迷惘的時候給你方向，總是用微笑與實際行動，把關懷變成日常生活的一部分。

謝謝你用一生詮釋了什麼是無私的奉獻與真正的關懷。因為有你，旅館公會變得不一樣；因為有你，這個大家庭更有溫度，也更有力量。

謝謝你，我們最溫暖的迪士尼阿公。



A true leader is not the one who stands in front, but the one who walks beside you.

Written by Chris Chang Dumortier



There are certain people whose presence leaves the warmest imprint on your life. When I look back on my journey with the hotel association, one figure always comes to mind with a sense of gratitude and warmth — Chairman Stephen Hsu, whom we affectionately call our "Disney Grandpa." This nickname is more than endearing; it represents a bond nurtured with care and a legacy filled with affection.

From the time my daughter was very young and accompanied me to association events, I noticed how deeply Chairman Hsu cared for the children. Year after year, he would personally plan, lead, and lovingly organize experiences that created lasting memories. Naturally, my three children began to call him "Disney Grandpa," not only because he brought joy to their childhoods, but because he offered them genuine love and presence.

I still remember how, every year, the most anticipated moment for the kids was that magical trip to Disneyland, led by Grandpa himself. His gentleness, his laughter, and his attentiveness left a lasting mark on my children's hearts. He did not simply offer a ticket to a theme park; he gifted them a memory they would treasure for life. And this wasn't a one-time gesture. It was a tradition he upheld with quiet devotion, making "Disney Grandpa" a name they would forever carry in their hearts.

To me, his kindness extended far beyond those joyful outings. During my first two years as president, Chairman Hsu served as our board chairman. In my most uncertain moments, he stood by me — guiding, supporting, and believing in me. When I was nervous in front of cameras or unsure how to speak at public events, he patiently coached me on posture, how to smile, and how to express myself with grace. He quietly filled in the gaps I could not yet master, even reminding me of the proper etiquette for attending national ceremonies. His guidance was never a command, never an obligation — it was an unspoken act of generosity, a mentor lifting the next generation with compassion and strength.

I will also never forget the time when my daughter, then in college, came to Southern California with a few friends and hoped to visit Disneyland. I made one phone call to "Disney Grandpa," and without hesitation, he arranged lodging and even prepared small, thoughtful gifts for each of the students. It was not the value of the gifts that moved me, but the depth



of his care — his constant thoughtfulness for the younger generation, and the way he showed love through action.



Another memory that touched us all deeply involved a youth baseball team from Taiwan. The team needed financial support to travel to the United States and fulfill their dream of visiting Disneyland after their tournament. Chairman Hsu quickly rallied support, raising the necessary funds in less than a day. He cared not only for the children he knew, but also for those he had never met — believing that every child from Taiwan deserved to be cherished and uplifted.

His contributions to the association are a model of dedication that few of us in this generation can hope to match. He took it upon himself to oversee the most tedious of tasks, such as the annual publication of our yearbook. From gathering content and proofreading, to layout design and printing, he never sought recognition, only quietly ensured everything was done to perfection. Through him, we learned the meaning of responsibility, of commitment, and of what true leadership really is.

“Gentleness is not the absence of strength, but the choice to be strong through kindness.”

Chairman Stephen Hsu embodied this truth. He appeared when you needed him most, offered clarity when you were lost, and through his steady smile and daily acts of care, turned compassion into a way of life.

Thank you for showing us what selfless devotion and genuine concern truly look like. Because of you, the hotel association became something more than an organization. Because of you, this family gained warmth, depth, and a greater sense of purpose.

Thank you, to our dearest and most beloved Disney Grandpa.



慈善不遺餘力　搭建台美偏鄉公益橋梁
堅持與願景：汪蔚興 Wilson Wang 的旅館公會之路



2011 年擔任南加州台灣旅館同業公會（THMASC）會長，2025 年接任北美洲台灣旅館公會聯合總會長，汪蔚興與旅館業結下了深刻的緣分。但其實，他初入職場時選擇的並非旅館業，而是商業不動產。

1993 年，他踏入職場，在資深同事的引薦下，逐漸發現旅館業兼具挑戰與潛力，便投入其中，隔年便加入旅館公會並成為理事。回憶起當年，許多台美旅館業者仍以「單打獨鬥」為主，缺乏整合與資源共享的概念。為了打破這樣的局面，汪蔚興積極推動會員間合作，不僅協助大家解決法律問題，還成功整合近兩百家台美旅館業者與主流市場對話，共同發聲，爭取公平的營運空間。

多年來，他更投身慈善事業，長期支持台灣偏鄉教育、弱勢團體與文化交流。他與關渡慈善基金會合作，邀請由身心障礙者組成的極光打擊樂團來美演出。2019 年在洛杉磯的表演現場，原本只準備 200 個座位，臨時加座仍無法容納蜂擁而至的觀眾，讓人見證到音樂穿越障礙、觸動人心的力量。他相信，真正的公益不只是在捐贈資源，更是搭起文化理解的橋梁，讓更多人能被看見與理解。



然而他也坦言，隨著第二代多選擇進入金融、科技、醫學等專業領域，旅館業後繼乏人的情況漸漸浮現。公會會員人數從全盛時期的 500 多人，下降至如今的約 300 人，雖然會員們擁有的旅館數量與資產規模不斷擴大，但公會也面臨轉型與傳承的挑戰。

為了突破這樣的困境，汪蔚興積極推動第二代參與公會事務。他常邀請年輕人擔任活動志工、協助籌辦講座或慈善晚宴，讓他們親身參與，從中找到歸屬感與自我價值。他相信，責任與使命不能只靠灌輸，而是要讓下一代透過參與感，理解這個社群的歷史、文化與意義。

「年輕人有自己的語言與節奏，我們這一代要學會放手，給他們空間去創造、去犯錯，甚至去定義新的傳統。」這是汪蔚興一貫的領導哲學。他強調「引導多於管理、陪伴重於指揮」，並希望未來的公會，

不僅是產業聯盟，更是凝聚台美人情感與文化自信的平台。

即便旅館業競爭激烈、經營環境變化快速，他仍深信這個產業的本質——「服務人的產業」——會永遠有價值。從個人奮鬥到產業聯合，從法律支援到慈善文化，汪蔚興走過的是一段不簡單的路。他期待未來能有更多年輕一代接棒，用新的方式延續這份精神，讓旅館公會與台美社群都能更穩健、長久地走下去。



近年來，汪蔚興也投入慈善事業，長期支援台灣偏鄉，並與關渡慈善基金會合作，邀請由身心障礙者所組合的極光打擊樂團赴美演出。2019年，極光打擊樂團在洛杉磯演出，原定200人的場地臨時加座，仍然座無虛席，觀眾們直呼不可思議，見證音樂動人的力量。

汪蔚興坦言，許多台裔旅館業者的子女選擇進入不同的專業領域，導致公會會員人數逐漸減少，從全盛時期500多名會員，逐漸減少至僅剩300人，雖然公會成員們的資產與旅館數量倍增，但缺乏新成員也讓公會面臨轉型壓力。

儘管當前仍未找到合適的解決方案，但汪蔚興也希望能透過資訊分享，讓更多新移民了解旅館業的優勢，吸引更多人加入；從個人奮鬥到產業聯合，從法律支援到慈善文化，汪蔚興期待不只是旅館公會，未來整個台美社群的傳承也更穩健。



A Heart for Service, Bridging Taiwanese and American Communities through Service

Conviction and Vision: The Journey of Wilson Wang in the Hotel Association



Wilson Wang's connection to the hotel industry runs deep. He served as President of the Southern California Taiwanese Hotel and Motel Association in 2011 and will assume the role of National President of the North America Taiwanese Hotel Association in 2025. Yet his career did not begin in hospitality. His early professional path led him into commercial real estate.

In 1993, introduced to the hotel business by a senior colleague, he gradually discovered its potential and unique challenges. By the following year, he had joined the hotel association and became a board member. At the time, many Taiwanese American hoteliers operated independently, with little collaboration or shared resources. Determined to change this landscape, Wilson championed cooperation among members, helped resolve legal issues, and successfully brought together nearly two hundred hotel operators to engage in collective dialogue with the mainstream market. Through these efforts, they found a unified voice to advocate for fairness and visibility.

Over the years, Wilson became deeply committed to philanthropy. He supported rural education in Taiwan, uplifted underserved communities, and promoted cultural exchange. In partnership with the Kuandu Foundation, he invited the Polar Light Group, composed of musicians with disabilities, to perform in the United States. Their 2019 concert in Los Angeles was a moving success. Although originally planned for two hundred seats, the event quickly exceeded expectations. Additional seating was added, but still could not accommodate the crowd. The performance touched hearts and proved that music can overcome all barriers. For Wilson, meaningful charity is not only about giving resources but also about building bridges of cultural understanding and human connection.



He also acknowledged a challenge facing the association. As more second-generation Taiwanese Americans pursue careers in finance, technology, or medicine, fewer are entering the hotel industry. Membership has declined from more than five hundred at its height to around three hundred today. While members now own more properties and hold greater assets, the organization faces the twin pressures of transformation and generational succession.

To address this, Wilson has worked tirelessly to encourage second-generation participation. He frequently invites young people to serve as volunteers, help organize seminars, or support charity galas.

Through firsthand involvement, they begin to find a sense of belonging and personal fulfillment. Wilson believes that responsibility cannot be imposed. It must be discovered through action. When young people engage, they begin to understand the history, the culture, and the value of this community.

“Young people have their own language and rhythm,” he often says. “Our generation must learn to let go. We must give them room to create, to make mistakes, and to shape their own traditions.” This principle is at the heart of his leadership philosophy. He believes in guiding more than managing, in walking alongside rather than commanding from above. He hopes the future of the association will not only serve as an industry alliance but also as a cultural platform where Taiwanese Americans can find identity and connection.

Even as the hotel industry becomes more competitive and constantly evolves, Wilson remains confident in its core purpose. Hospitality, at its essence, is the business of caring for people, and that will always matter. From personal growth to collective advocacy, from legal support to cultural philanthropy, his journey has never been easy. Yet he continues to hope that more young people will carry the torch forward. With new ideas and new energy, they can sustain this spirit and help both the association and the Taiwanese American community flourish in the years to come.

Today, Wilson remains committed to charity. His work with the Kuandu Foundation and the Aurora Percussion Group reflects his belief that compassion can be expressed through action and art. The 2019 performance in Los Angeles became more than a concert. It was a moment of shared humanity and inspiration.

He recognizes that membership has declined as new generations chart different paths. Yet while the numbers may have decreased, the depth and value of the community continue to grow. Wilson hopes that by sharing opportunities and knowledge, more immigrants will discover the promise of the hotel industry and join its evolving legacy.

From individual determination to collective strength, from legal advocacy to acts of generosity, Wilson Wang’s story is one of perseverance and vision. His hope is not only for the continued success of the hotel association, but also for a thriving, unified Taiwanese American community with roots that run deep and a future that shines bright.



專業管理人展望未來
疫情下的守護者：李德揚 Terry Lee 的旅館公會之路



疫情期間陪伴南加州台灣旅館同業公會（THMASC）成員們度過難關，連任3年會長的李德揚 (Terry Lee)是專業管理人。1993年在香港管理公司任職時，因緣際會在報紙上看到公會的活動，加入後因管理專業，很快的成為理事會成員，一待就近40年。

「旅館公會特別和諧，洛杉磯社團林立，有上百個會，什麼怪現象都有，但在旅館公會近四十年，從未見過這些事情，大家都是秉著服務的精神，儘量幫忙，而且非常支持中華民國台灣。」

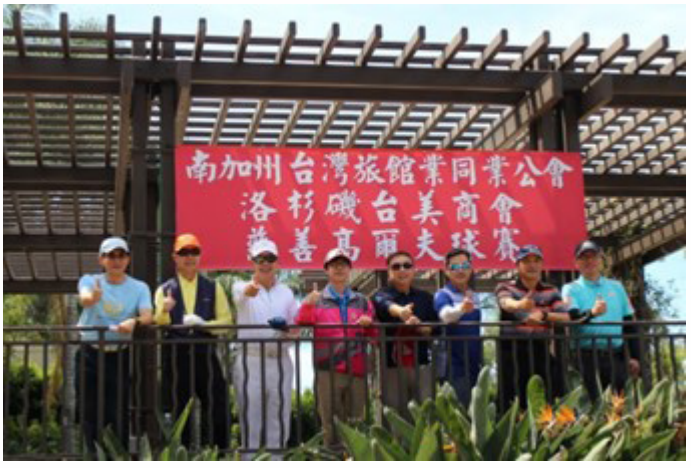
李德揚回憶，1990年代的公會成員曾多達一千多人，大多數的旅館業主們都是親力親為，隨著時代演變，從溫馨的小旅館到國際品牌，每一間都承載著台美人的心血與夢想。然而，隨著時代的變遷，第二代接手意願低，許多業主面臨著出售的抉擇，或是轉向大品牌旅館經營。



他認為，THMASC的存在，可協助業主與專業管理公司協商，提供專業的諮詢和稽查，為旅館業主在競爭激烈的市場中保駕護航。疫情期間，旅館業面臨前所未有的挑戰，歇業、倒閉的陰影籠罩整個行業，但公會始終與會員們同舟共濟，尋找生存與發展的道路。

李德揚也以印度裔業者的合作為例，期許台美人一同團結對外，爭取更大的成功。「洛杉磯房地產市場有週期性，低潮時投資旅館，蘊藏著巨大商機。」旅館公會不僅是一個商業組織，更是一個充滿人情味的社群。





A Vision for the Future from a Professional Hotelier

Terry Lee: A Steadfast Leader Through the Pandemic



During the turbulent years of the pandemic, Terry Lee stood as a steady guardian for the members of the Taiwanese Hotel and Motel Association of Southern California (THMASC). A seasoned hotelier and professional manager, Terry served as president for three consecutive years, guiding the community through unprecedented challenges.

His journey with the association began in 1993 while working for a management company in Hong Kong. By chance, he came across news of a THMASC event in a local newspaper and decided to join. With his expertise in management, he quickly became a key member of the board—a role he has now held for nearly four decades.

"What makes the hotel association truly special is its harmony," Lee reflects. "Los Angeles is home to hundreds of organizations, and I've seen all kinds of strange internal politics. But in nearly forty years with THMASC, I've never witnessed such issues. Everyone comes with a spirit of service, ready to help one another, and all with unwavering support for the Republic of China, Taiwan."

He recalls the 1990s as a golden era, when the association had over a thousand members—many of whom were hands-on owners, managing every detail of their family-run inns. Over time, those cozy motels evolved into major franchises, each carrying the hopes and dreams of the Taiwanese American community. Yet, with generational change, fewer second-generation members are willing to take over, leading many owners to consider selling or converting their properties into brand-name hotels.

Terry believes that THMASC still plays a vital role. It can serve as a bridge between owners and professional management firms, offering expert consulting and audits that help hoteliers navigate an increasingly competitive landscape. During the pandemic, when closures and bankruptcies cast a shadow over the industry, the association stood shoulder-to-shoulder with its members, seeking paths not just for survival, but for growth.



Looking ahead, Terry encourages the Taiwanese American community to emulate the unity seen among Indian hotel operators. "The Los Angeles real estate market moves in cycles. There's immense opportunity in investing during downturns," he notes. To him, the association is more than a business network—it is a community built on trust, warmth, and shared dreams.

見證台美人近40年的團結與傳承
異鄉打拼不孤單:
鄧永征 Nick Teng 的旅館公會之路



鄧永征於1996年剛開始經營汽車旅館，透過「鑰匙」（鄭春暉）的介紹加入南加州台灣旅館同業公會（THMASC）。當時還是業界菜鳥的鄧永征，在公會中學到了許多經營旅館的知識和資源，也認識了很多的前輩，對他而言，南加州台灣旅館同業公會就是一個充滿「貴人」的地方。

「不僅是大家都非常專業，知識也是博有多通！連生活上也是多采多姿。」加入公會會，鄧永征感受到了台灣人的熱情，還有各種關懷和慷慨大方，在公會近40年來，有太多太美好的回憶。休士頓的美芳姐是鄧永征最欽佩的前輩，因為美芳姐既具熱誠又有愛心，公會活動從不缺席，而這種出錢出力為公會奉獻的人太多了。

南加州台灣旅館同業公會長年來為旅館業者提供交流與資源共享的平台，成員之間的互助精神不僅促進了事業發展，也見證了台美人如何在異鄉攜手共進。





2009年，美國旅館業經濟最低潮時，公會成員們一同跨越難關、互幫互助，也有不少人在那時，共同合資一起購入旅館，獲取了豐厚了回報率。台灣人在海外打拼團結一致，就像大家小時候都聽過的故事：一根筷子很容易折斷，但一把筷子卻怎麼樣也無法摧折。台美人相互合作，互助學習後的力量無窮大。

不同於其他人缺乏第二代接班的困擾，鄧永征很幸運的有子女接班，他也期待未來公會有更多年輕世代加入，讓公會邁向下個光輝的五十年！





Witnessing Nearly 40 Years of Unity and Legacy Among Taiwanese Americans

Thriving Together in a Foreign Land: Nick Teng's Journey with THMASC



Nick Teng began his motel business in 1996. Introduced by his friend "Key Master" Chun-Hui Cheng, he joined the Taiwanese Hotel and Motel Association of Southern California (THMASC). As a newcomer to the industry, Nick found invaluable support through the association. From practical know-how to business strategies, THMASC became more than just an organization, it became a place filled with mentors, resources, and guiding lights. For Nick, it was a place where he met countless benefactors who shaped his journey.

"Everyone in the association is not only highly professional, but also impressively knowledgeable," Nick reflects. "Even beyond business, life with the association has been full of color and warmth."What left the deepest impression on him was the passion and generosity of the Taiwanese American community. Over nearly four decades, his time with THMASC has been filled with beautiful memories. Among the many senior members he admires, one stands out—Mei-Fang from Houston. Her unwavering dedication, compassion, and consistent presence at every event embody the spirit of selfless service that defines so many in the association.

For years, THMASC has served as a platform for networking, collaboration, and knowledge-sharing among hotel owners. This spirit of mutual support has not only fostered business success but also demonstrated how Taiwanese Americans, in a land far from home, can unite and thrive together.



In 2009, during one of the most severe downturns in the U.S. hospitality industry, THMASC members once again showed their strength in unity. They supported one another through the crisis, and some even pooled resources to jointly invest in properties—ventures that later brought significant returns. The story of Taiwanese Americans working together echoes a childhood parable many grew up hearing: a single chopstick is easily broken, but a bundle of chopsticks is unbreakable. In unity, the Taiwanese American community has discovered a boundless source of strength.

Unlike many who face the challenge of finding a second-generation successor, Nick considers himself fortunate—his children are ready to carry the torch. With hope in his heart, he looks forward to seeing more young Taiwanese Americans join the association, leading THMASC into a brilliant and dynamic next fifty years.

從家庭旅館到品牌旅館經理人
永遠不無聊: 王政煌 Mike Wang 的旅館公會之路

9歲隨父母移居美國的王政煌在旅館中度過了自己的童年，身為家中老么的他總愛觀察來自世界各地的旅客，以及父母如何經營旅館，確保一切井然有序。



「旅館業最吸引我的地方，是它永遠不會無聊。每天都能與不同的人接觸，不僅是旅客，還有來自各行各業的合作夥伴。」從初中開始，王政煌的暑假都在自家旅館打工，從花園除草、房間清理，到基本的客房維修和接待櫃台，每一項工作都親力親為，雖然當時年紀小，但他卻對一切都充滿興趣，每天面對不同的客人、處理各種突發狀況，讓王政煌感到旅館業是一個活力十足的行業。



為更專業管理家族事業，王政煌大學時選擇攻讀商業管理，並將所學應用於旅館經營。擔任南加州台灣旅館同業公會（THMASC）會長時，王政煌更發起了幫助台灣年輕學子到該會會員經營飯店進行實習，這項「暑期實習生」計畫在徐明豐負責下延續了十幾年，提供學生必要的資源與指導。「這些年輕人從害羞拘謹，到畢業典禮上侃侃而談、充滿自信，讓我無比欣慰。」

疫情期間，旅館業遭受前所未有的打擊，住房率跌到10%以下，王政煌與旅館公會的理事成員們頻繁在線上開會，研究貸款延期與薪資補貼政策，幫助旅館業者維持基本運作，共同度過難關。「現在旅館業最好的發展機會，其實不在加州，而是在外州。」王政煌認為，加州的營運成本與稅務負擔過高，反觀外州的經營環境更加友善，對旅館業者而言更具吸引力，旅館業充滿變數，但也蘊藏商機。王政煌相信，旅館業的核心不只是提供住宿，而是創造「開心的體驗」，讓他永遠樂此不疲。





From Family Motel to Hospitality Professional

Never a Dull Moment: Mike Wang's Journey with the Hotel Association

Mike Wang was just nine years old when he moved to the United States with his parents. Growing up as the youngest in the family, he spent much of his childhood in the family-run motel, watching guests arrive from around the world and observing how his parents kept the business running smoothly.

"What I love most about the hotel business is that it's never boring," Mike shares with a smile. "Every day, you get to meet new people and guests from all walks of life, but also vendors and partners from all kinds of industries."

From middle school on, Mike spent his summers working at the family property—pulling weeds in the garden, cleaning rooms, fixing broken fixtures, and manning the front desk. Even at a young age, he was curious and eager to learn. The unpredictable nature of the work, the constant interaction with people, and the energy of the business fascinated him early on.

With a desire to help manage the family business more professionally, Mike went on to study Business Management in college. He applied what he learned directly to the hotel operations. As president of the Taiwanese Hotel & Motel Association of Southern California (THMASC), Mike also looked beyond the business side—he envisioned a way to give back and create opportunities for the next generation.

He launched a summer internship program, inviting young Taiwanese students to intern at member-owned hotels in the U.S. The initiative, later led by Ming-Fong Hsu, has continued for over a decade, offering students valuable hands-on experience and guidance.

"I've seen students go from shy and reserved to standing on stage at their graduation, full of confidence. It's incredibly rewarding," Mike says, his voice filled with pride.

The COVID-19 pandemic brought an unprecedented crisis to the hospitality industry, with occupancy rates plummeting to below 10%. During this difficult time, Mike and the association's board met frequently online, analyzing loan deferment options and payroll protection programs to help hotel owners stay afloat. It was a period that tested everyone's resilience, and he remained deeply involved in keeping the community supported and connected.

Looking forward, Mike believes the best opportunities for hotel growth now lie outside of California. "Operating costs and taxes in California are becoming unmanageable," he explains. "Other states offer a much more business-friendly environment, making them more attractive for hotel operators."

Still, no matter where he invests, Mike holds firm to one core belief: the hotel business is not just about offering a place to stay—it's about creating joyful experiences. That, he says, is what keeps him going. "Every day brings something new. And that's what makes this journey so meaningful."

從38房旅館起步，見證南加旅館業40年變遷
一路打拼到系統經營：劉明岳 Ben Liu 的成長軌跡



劉明岳的旅館公會之路從一家僅有38間客房的簡單經濟型旅館起步，劉明岳在南加州旅館業耕耘了四十個年頭，親身見證了這個產業的風起雲湧。他一路奮鬥，同時也在南加州台灣旅館同業公會（THMASC)學習了前輩的寶貴經驗、才有信心走向系統化經營．

「我也是早期來美國讀書，畢業後就留下來工作。」

1983年，劉明岳初抵洛杉磯就學，畢業為了開創事業的可能性，他白天上班，週末從洛杉磯Downtown 批貨去swap meet 四處擺攤，晚上則到汽車旅館兼職大夜班。

1987年，在家人和太太支持下，劉明岳在好萊塢經營起一間38個房間的汽車旅館。儘管市區客源充足、但房客份子複雜、導致各種瑣事也接踵而至；為了節省開支，劉明岳身兼數職「校長兼撞鐘」，除了經營旅館，還自學水電、木工維修、建築結構等專業知識。這段單打獨鬥的經歷，讓他掌握了許多實用技能，也為日後的不動產管理打下了堅實的基礎。



1992年洛杉磯爆發了羅德尼•金羅德尼.金（Rodney King）事件引起的暴動，劉明岳旅館附近也冒起濃煙。他回憶當時一位非裔房客赤膊著上身，誠摯地說：「我站在這門口，那些人就不會闖進來。」這一幕深深觸動了劉明岳，他發現，只要以誠相待，無論膚色或族裔，大家都能成為真誠的朋友。

隨著旅館規模的擴張，劉明岳逐漸體會到單靠人力管理的局限性：「光靠個人的夫妻檔模式是不夠的，一定要系統化管理，才有辦法擴大規模。」他開始積極研究市場趨勢，參觀其他品牌旅館，逐步建立起對整個行業的宏觀認識。

2003年因緣際會、在前會長盧景林引導下，劉明岳成為南加州台灣旅館同業公會的理事。公會的平台讓他對旅館業有了更全面的了解，在經營上也茅塞頓開；劉明岳非常感謝公會提供的機會，讓他開闊了視野，接觸到不同的領域。藉著參與公會的討論和各旅館的參訪活動後劉明岳進一步產生了加入品牌連鎖的想法。因為旅館行業的經營模式不同了，必須要有更好的系統、更佳的服務、才能在競爭激烈環境中求得穩定的收入。我們不能再靠舊模式。如今面對不斷變化的市場，劉明岳也不斷調整心態和投資模式來不斷提升自我。最後劉明岳用美國當地主流的一句話和大家共勉：You Run Business For Yourself, But Not By Yourself.

From a 38-Room Motel to 40 Years of Transformation in Southern California's Hotel Industry

Ben Liu's Journey with the THMASC

Ben Liu's path in the hospitality industry began with a modest 38-room motel in Hollywood. Over the course of four decades, he has witnessed the dynamic evolution of Southern California's hotel landscape. Through hard work and perseverance, he transitioned from a hands-on operator to a believer in systematic management. His involvement with the Taiwanese Hotel and Motel Association of Southern California (THMASC) allowed him to learn from experienced pioneers and build the confidence to expand his business thoughtfully.



"I came to the United States as a student and stayed on to work after graduation," he recalls.

In 1983, Ben arrived in Los Angeles for his studies. After finishing school, he juggled multiple roles to create future opportunities. He worked a day job, sourced merchandise from downtown Los Angeles to sell at swap meets on weekends, and took graveyard shifts at motels during the nights.

By 1987, with the support of his family and wife, Ben began managing a small motel in Hollywood with 38 rooms. While the location benefited from high occupancy, it also brought complicated clientele and constant challenges. To save on costs, Ben took on every responsibility himself. He not only ran the motel but also taught himself plumbing, electrical work, carpentry, and building maintenance. This period of working independently equipped him with a wide range of practical skills and laid a solid foundation for future real estate management.
In 1992, during the Los Angeles riots sparked by the Rodney King incident, smoke rose near Ben's motel. He vividly remembers an African American guest standing shirtless at the entrance, saying with sincerity, "As long as I am here, no one will come through that door." That moment deeply moved Ben. He realized that genuine respect could bridge any cultural or racial divide, and that honesty and trust could turn strangers into true friends.

As his properties grew in number, Ben began to understand the limitations of managing everything through sheer labor. "A husband-and-wife model can only take you so far. You need systematic management in order to scale," he explained. He started studying market trends, visiting branded hotels,

and gradually developed a more strategic, big-picture understanding of the industry.



In 2003, under the guidance of past president Kinglin Lu, Ben joined THMASC as a board member. The association became a vital platform for him to explore new ideas and deepen his operational knowledge. He is grateful for the opportunities it provided to broaden his perspective and engage with professionals across different sectors. Through participating in meetings and visiting other hotel operations, Ben became increasingly convinced of the need to join a hotel franchise. He saw that the business model had changed and that success now required stronger systems and enhanced service in order to achieve sustainable revenue in a highly competitive market. The old ways were no longer enough.

Today, Ben continues to adapt, refining his mindset and investment approach to meet the evolving demands of the industry. He leaves his peers with a piece of timeless advice often heard in American business culture:

You run a business for yourself, but not by yourself.





被開除到獲CLIC終身成就獎
台美人第二代出頭天：范約瑟的旅館公會之路

從當大多數的台美人還在經營「一天24小時、全年無休」的家庭旅館時，范約瑟就毅然決然地與家族經營路線分道揚鑣；1992年「被開除」後，他開始籌畫創業，1994年正式成立旅館管理公司，31年後該公司名列全美旅館業排名前茅，並榮獲「加州旅宿投資論壇」（California Lodging Investment Conference，CLIC）終身成就獎，這是此獎首度頒贈予華裔，也再次證明台美人在加州旅館業的傑出貢獻，范約瑟成功在美國闖出一片天。





「我被我媽開除了，然後創業了。」大學畢業後就在家族旅館幫忙的范約瑟，因與父母經營理念大相逕庭，只好獨立創業，這也成為他人生中轉捩點。

范約瑟不只管理旅館，更強調企業文化，他聽過許多美國同業對華人的偏見：「你們只會賺錢，不管員工、不關心社會。」范約瑟想證明，華人也可以做得不一樣。他引進系統、提升服務，提供員工子女獎學金，鼓勵員工學習進修，因為范約瑟認為「旅館不只是房地產，更是人與人之間的事業」。

范約瑟的父親范宗陣是第七屆南加州台灣旅館同業公會（THMASC）會長，他創業後不久，也被推薦加入成為理事。憑藉語言優勢，范約瑟幫助解決會員們解決許多問題；有一回，他幫助一位不諳英文的女性業者處理不合理的電視租賃綁約，兩天內就解決了她困擾多月的問題。「她後來親手做菜、包粽子送給我。」每逢傳統節假日，常會有公會裡的阿姨、嬸嬸準備食物「投餵」范約瑟，這不僅讓他感受到濃厚的人情味，也更確定自己是在做一件很有意義的事。



面對公會會員人數逐漸減少，范約瑟認為，只要改變經營方式，旅館仍是一條值得走的路：「我小孩的學費，都是靠旅館來的。」儘管這條路很辛苦，但它有回報，父輩們當年經營太拼命，許多第二代看著父母三更半夜還在接電話，就算放假、出遊，家裡總會有一個人得留守，因為誰也不想被「綁在旅館裡」。



但范約瑟認為，只要改變經營方式，旅館仍是一條值得走的路；而旅館公會，讓台美人知道自己不是孤軍奮戰，第一代移民們一起面對挑戰、分享資源，打下堅實基礎後，應開始「轉換觀念」，吸引下一代重新看見旅館業的價值，開創更多元的發展與可能性。

A Taiwanese American Legacy:
Joseph Fan's Rise from Family Motel to National Recognition



At a time when most Taiwanese Americans were still running 24/7 family-owned motels, Joseph Fan boldly chose a different path. In 1992, after being "fired" from the family business, he began planning his own venture. By 1994, he had founded his hotel management company. Thirty-one years later, that company ranks among the top in the U.S. hospitality industry. In recognition of his achievements, Fan was awarded the **Lifetime Achievement Award by the California Lodging Investment Conference (CLIC)**—the first time the honor was given to someone of Chinese descent. His journey is a powerful testament to the impact Taiwanese Americans have made in California's hotel landscape.

"I was fired by my mom. That's how my entrepreneurship began," Joseph says with a smile. After graduating from college, he worked at the family motel but eventually found his values and vision diverged too greatly from his parents'. That pivotal moment led him to strike out on his own - a decision that changed the course of his life.



Joseph didn't just manage hotels; he built a company grounded in purpose and people. He was determined to change the stereotype he often heard: "You Asians only care about profit, you don't care about employees or the community." Joseph set out to prove otherwise. He modernized systems, elevated service standards, and created a company culture that emphasized care and opportunity. He even launched a scholarship program for employees' children and encouraged staff to pursue education and training, because, as he puts it, "**Hospitality is more than real estate, it's a business about people**."

Joseph Fan's father, Tsung-Chen Fan, served as the 7th president of the Taiwanese Hotel & Motel Association of Southern California (THMASC). Shortly after launching his own company, Joseph was invited to join the association as a board member. Leveraging his bilingual skills, he helped countless fellow members navigate challenges like the time he resolved a long-standing contract dispute with a television service provider for a fellow hotelier who spoke little English. "She was so grateful she cooked me a full meal and made sticky rice dumplings just to thank me."

During holidays, association aunties would often bring him homemade food—a warm expression of affection that reminded him how meaningful his involvement had become.



As membership numbers have declined over the years, Fan believes the solution lies in mindset: “Hospitality is still a worthy path, it paid for my kids’ tuition,” he says. Though the work is demanding, it offers meaningful returns. The previous generation’s tireless dedication, fielding guest calls at 3 a.m., skipping holidays, and being perpetually on-call, has left many second-generation Taiwanese Americans hesitant to take over. “No one wants to be tied to the front desk forever,” Joseph says.

But he firmly believes that with the right systems and modern management, the hotel industry still holds great potential. The Hotel Association, he adds, plays a critical role in showing Taiwanese Americans that they’re not alone. The first generation laid a solid foundation by facing challenges together and sharing resources. Now, it’s time to shift the narrative to help the next generation rediscover the value of hospitality and reimagine its possibilities.







點點滴滴，皆是回憶
用心打造溫馨大家庭:　柯欣侑 Anita Ko 的旅館公會之路



2007 年，甫結束上段工作的柯欣侑，在鄭春暉、邱垂煌等理事推薦下加入了南加州台灣旅館公會（THMASC）擔任總幹事，她踏入了從未涉足過的領域，投入十餘年的深耕。

對柯欣侑而言，旅館公會充滿挑戰與無限可能性，她也與會員們凝聚了緊密似家人的情感。雖然公會與柯欣侑過去的工作截然不同，但她抱持：「就把它當成一家公司來經營吧！」的想法，從零開始學習，一步一腳印，成為公會各類活動中不可或缺的重要推手。

回憶起最初的心情，柯欣侑坦言自己對洛杉磯僑界、社團這些一點都不熟悉。「以前是在公司裡做事，有制度、有流程，但社團的運作很不一樣，它更多的是人與人之間的連結與信任。」正是這樣的環境，讓柯欣侑有機會認識到不同層面的人，無論是公會成員，還是與政府機構的往來，都大大拓展了視野，也讓柯欣侑找到了另一種「工作」價值。



從慈善高爾夫球賽到與社福機構的合作，這些年來，旅館公會在公益慈善的付出不落人後，柯欣侑認為，這份「人情味」與「愛心」，正是旅館公會最珍貴的精神資產。

說到公會裡最快樂的事情，柯欣侑毫不猶豫地說是「旅遊參訪」。每年一度與南加、北美洲台灣旅館業者的聯合參訪，早已成為許多會員們最期待的時光。「從第一屆到第二十屆，很多人都從來沒缺席過。」這不僅是一場旅行，更是一段段珍貴的情誼連結，隨著歲月推移，旅遊的方式也從年輕時的奔放冒險改為如今的輕鬆舒適，讓這些「資深」會員們能夠享受、彼此陪伴。

「無論是參訪、年會或各式大型活動，總能看見柯欣侑忙碌的身影，「辛苦當然有，但喊累還是要做。」這種務實而堅定的態度，讓她在公會裡贏得了信任，也締造了許多成果，構築出有溫度、有熱忱的旅館公會。





Every Moment is a Memory

Built with Care, Led with Heart: Anita Ko's Journey Through THMASC



In 2007, Anita Ko had just wrapped up her previous job when, at the recommendation of board members Chun-Hui Cheng and Chui-Huang Chiu, she stepped into an entirely new world—joining the Taiwanese Hotel & Motel Association of Southern California (THMASC) as its Executive Secretary. Though unfamiliar with the hotel industry at the time, she embarked on a journey that would span more than a decade of dedicated service and deep-rooted growth.

To Anita, the hotel association represented both challenge and endless possibility. Over the years, she fostered bonds with members that felt more like family than colleagues. Although the association was vastly different from her corporate background, Anita approached her new role with the mindset: "Why not treat this like managing a company?" With that thought, she started from scratch, learning every detail step by step, eventually becoming an indispensable force behind the association's many successful events and initiatives.

Reflecting on her early days, Anita recalls feeling like a stranger in the world of L.A.'s Taiwanese diaspora and its civic groups. "In the corporate world, everything was structured—there were processes, systems. But in a community organization, it's much more about human connection and trust." It was precisely this environment that allowed Anita to meet people from all walks of life. Whether building relationships with association members or working alongside public agencies, her experience broadened her worldview and helped her discover a new kind of professional fulfillment.

From organizing charity golf tournaments to coordinating with social service groups, Anita has seen the association play a leading role in giving back to the community. For her, this spirit of compassion and human warmth is one of the association's greatest assets.

When asked what brings her the most joy, Anita doesn't hesitate: "The annual group trips." Each year, members from Southern California and across North America gather for a joint tour, and it has become one of the most anticipated events on the calendar. "From the very first trip through the twentieth, many members have never missed a single one." These travels are far more than vacations—they're treasured moments of friendship and shared memories. Over time, the style of travel has evolved from youthful adventure to a more leisurely and comfortable pace, allowing longtime members to enjoy each other's company and companionship.

Whether at site visits, annual galas, or major association events, Anita Ko is always there—working tirelessly behind the scenes. "Of course it's tiring," she admits with a smile, "but even when I say I'm exhausted, I keep going." It's this practical, unwavering spirit that has earned her the trust of her peers and helped shape the hotel association into what it is today—a community built not only on professionalism, but on passion, warmth, and heart.

一把鑰匙的重量:
鄭春暉 Peter Cheng 理事與南加台灣旅館業的黃金歲月



在旅館公會的歷史長河中，鄭春暉是一位走過黃金時代，也見證風雲變遷的長輩。他不是經營旅館的業主，而是一位默默在背後為整個產業提供關鍵服務的老夥伴。他所經營的，是許多人可能忽略的小小「鑰匙」，但這些鑰匙卻連結起了無數台灣旅館人的夢想與努力，也開啟了鄭春暉一段深厚的公會情誼。

1980年代，正是台灣人在南加州旅館業的全盛時期。那時候整條橙縣的 Beach Blvd 上，幾乎每一家旅館都是台灣人經營的。鄭春暉記得很清楚，那條路上的每一間旅館，幾乎都是他的客人。「整條街都熟得像自己家的後巷一樣，」他笑著回憶。

那時候的他，還是一位為了家庭打拼的年輕人，一個人載著鑰匙機器，每天在南加的高速公路上穿梭奔波。他為每一家旅館打造房門鑰匙，一把才收$0.55，而當時美國市價卻高達$1.50到$2.00。他說自己不是靠話術，也不是靠資本，而是靠著實實在在的勤勞和誠意，一戶戶敲門建立起信任。慢慢地，客戶變成了朋友，有的還成為了可以一起喝啤酒、說笑聊天的兄弟。

也正是因為這樣的緣分，他認識了幾位早期的公會會長。會長們發現他熟識業界，又願意付出，於是邀請他進入旅館公會擔任理事。那是他與公會深厚關係的開始，一轉眼，就過了三十多年。

他回憶起那個熱鬧非凡的年代：「要來旅館公會的年會擺攤位，還要排隊、找人幫忙喬，才能擠進去。」每年年會只擺一次攤，生意卻好得能忙上一整年。那是屬於南加台灣旅館人最輝煌、最團結的一段時光。鄭春暉說，做生意做到這樣，不累是假話，但每天再忙再累，看到大家團結一心、互相扶持，心裡還是滿滿的踏實與溫暖。

但近年來，看著一間間台灣人開設的旅館陸續易主，轉手到印度裔的經營者手中，鄭春暉坦言，心裡有些遺憾。「不是說他們做得不好，而是那段屬於我們那一代人的記憶，正在一點一滴流失。」他說，那不只是產權的轉換，更是一種文化和情感的斷裂。

儘管如此，他並不氣餒。他始終相信，旅館公會的價值不僅在於商業，更在於人與人之間的情誼與傳承。三十多年來，公會裡他認識了無數志同道合的朋友，其中不少成為一生的知己。對他來說，這是一段無可取代的旅程。



「希望旅館公會能長長久久，繼續延續我們這一代人的精神，也給年輕人一個平台，一個可以一起打拚、互相幫忙的地方。」他語氣誠懇。

一把小小的鑰匙，曾為無數旅館打開了門，也為鄭春暉打開了一段關於友情、奮鬥與回憶的大門。今天，他的故事依舊在旅館公會中被傳頌著，提醒我們——無論時代如何變遷，真正的價值，是那份願意為彼此付出與守護的心。

我們的未來不是夢：
魏培瑩 Shirely Wei的旅館公會之路

一、那一年



「開會了，開會了，大家就座！」這句熟悉的聲音，至今仍不時在我腦海中迴響。那是二十多年前的日子，每個月一次的理事會，是我們旅館公會的重要時刻。大家三五成群地圍坐聊天，有的談著國家大事，有的討論著旅館經營的點滴。忽然聽見角落一位理事大聲說：「大哥，我們下禮拜就要出發去大陸了，這幾天要準時回家，跟老婆一起吃晚餐。」那些笑聲、對話與情誼，構成了一幅熟悉又溫暖的畫面。

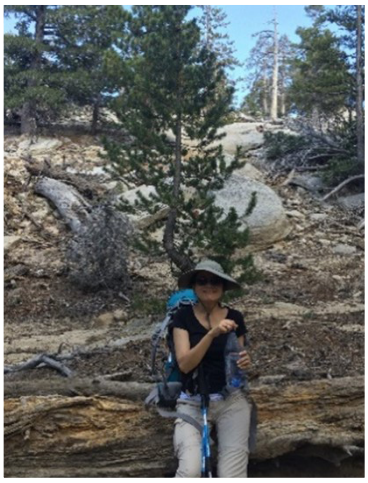
我總習慣坐在角落，默默觀察，但也因為這樣，看見了許多不一樣的風景與人情。我喜歡幕後的工作，安排場地，通知各位參與，準備流程，等著一切就緒後，讓幕前的人站在台上充滿了光彩。順利進展，成功閉幕，是我心中最踏實的時刻。

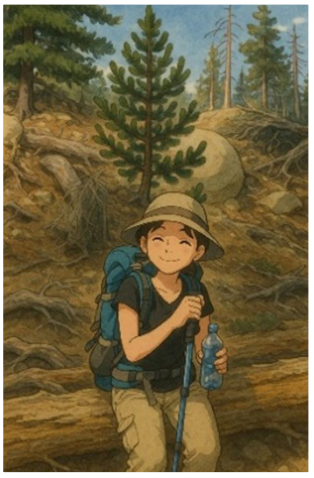
大家就座後，只見坐在我前面的 Mr. Key 又在夢周公了。不知道是誰丟來一團紙球，重重地打在他的頭頂上，他才猛然驚醒，立刻站起來報告會員委員會的近況：「最近會員被 Proposition 66 這條法案弄得焦頭爛額，大家都很煩惱。」會議主持人半開玩笑地說：「Mr. Key，你的 Proposition 怎麼每次都比人家多一號？你是在報名牌嗎？」大家都笑了出來，氣氛也輕鬆了不少。他怎麼每次一坐下就開始打瞌睡？當時的我很納悶。



二、另覓道路

2008年，我卸下旅館公會秘書的職務。雖然我已經在這個位置上工作了十年，但我心裡明白，是時候該為自己尋找新的方向。我不願就這樣過完一生，因為我知道，我還有夢想，還想替自己找一條新的出路。





當時正值金融風暴爆發，雷曼兄弟破產，全球經濟動盪不安，讓人心裡難免感到忐忑。我也在思考，該從哪裡重新開始。過去那種朝九晚五的辦公室生活，對我來說已經不再有吸引力。我想找尋一個能讓我重新燃起熱情的方向，但尋尋覓覓之後，我心裡仍不禁問自己：我究竟能做什麼呢？

我曾經想挑戰自己，去完成那些一直沒做到的夢想——例如騎腳踏車環島、登上臺灣的百岳山脈。我心裡仍然覺得落寞，因為總是有一個空缺，覺得我還沒有去完成。雖然還沒實現，但我知道，只要願意開始，就永遠不嫌晚。我常告訴自己，最大的敵人其實就是自己。挑戰，挑戰，再挑戰──就是不斷超越那個曾經以為「不行」的自己。

我喜歡安靜地思考，卻也明白，要學會走出自己的舒適圈。於是我開始嘗試與人接觸，傾聽別人的故事，從不同的人身上學習。我聽過許多人的故事，每個人都經歷過風浪，人生不是一帆風順，咬著金湯匙出生的人畢竟是少數。

三人行，必有我師。人生本就是不斷學習與成長的旅程。

三、甘苦談

人生有時候的轉彎處，不過是一句玩笑的話。有一天，楊豐明先生開玩笑地對我說：「Shirley，我把我的旅館賣給你好了，實在太煩了！」當時他正和一位買家，一位印度人，本來談好的條件，最後變卦，整個案子談得不攏。我順口接了一句：「好啊，賣給我。」我當時完全沒有準備，還沒回家報備，也還沒有和家人商討，沒想到這句話竟真的成了我人生的一個插曲。

成為旅館業主之後，我才了解到什麼叫做經營。從設備維修到人員安排、從客訴處理到日常營運，每一件事情都要親自面對，沒有一項是輕鬆的。有客人貪小便宜，也有客人想白吃白住，這些你都必須面對。你若和他硬碰硬，結果往往是搞得自己遍體鱗傷，只能忍氣吞聲。有時甚至連員工都不聽從指揮，態度比你還大，讓你啞口無言，卻又只能默默承受。

旅館公會對我來說，不僅是學習的地方，更是一股支持我的力量。像 Mr. Key，就是其中一位我非常感謝的夥伴。在旅館公會工作那幾年，或在我經營旅館之初，他給了我很多寶貴的意見。每次辦活動，他總是默默分擔現場的粗重工作，從來不聲張。十年來，他像一塊穩定的磐石，幫我撐住了許多關鍵時刻。

他與鄭太太一起打天下，除了經營旅館之外，還同時做旅館鎖匙的生意，所以常常沒日沒夜地打拼。這也就是為什麼他總是在會議中夢周公了。

這些年來，旅館業也悄悄地改變著。老一輩的經營方式已經漸漸無法跟上時代，許多小型旅館陸續轉賣，如果後代沒有人接手，就只能退出市場。那二十年前的小型旅館業者也都退休了，慢慢地由其他族裔來接管。大型連鎖品牌則逐漸取而代之，整個產業的樣貌也因此改變了。

四、人生的路途

花開花落，春夏秋冬，天空沒有註定是長藍，人生總是有高山、低谷，不知道何去何從？

路不轉人轉，總會在不經意中看見自己的歸途。

每一次的起起落落與不順遂，都是在積累人生的經驗，那是最寶貴的財富。

感謝旅館公會諸多前輩對我的厚愛，不藏私地傳授經驗給我，讓我在經營之路上輕省了許多，銘刻於心。



旅館公會慈善高爾夫球賽十年有成

文 / Benson Liao 廖彬淳（活動總召集人）

還記得十多年前，高爾夫球賽原本只是南加州台湾旅館旅館同業公會的一個聯誼活動，大家透過打球聯絡感情、放鬆身心、增進交流。



直到 2015 年，在時任會長 王政煌（Michael Wang）的遠見與建議下，我們決定將這項活動升級為「慈善高爾夫球賽」，希望藉由這個平台凝聚南加州華人社區的力量，回饋給社會。這十年来, 旅館公会歷任的會長, 理事長及所有的理事都是出錢出力，支持贊助每一年的慈善球賽活動。



轉型初期（2015、2016），球賽募得的善款捐贈給了慈濟基金會，支持其在災難救援與醫療照護上的工作。從 2017 年 起，我們將捐款轉向支持 公益平台文化基金會（ACFI），致力於台灣偏鄉的教育推廣、文化深耕與弱勢關懷。多年來，也非常感謝嚴長壽董事長的鼓勵與信任，讓我們的善心得以持續延伸、擴大影響。

隨着球賽的知名度及信用度不断地提升, 慕款的金額也逐年增加, 球賽的规模也不断地擴大。招商引資是球賽的一項特色，如Titleist 等國際高爾夫球品牌公司每年都加入贊助。許多有心人士在晚宴拍賣捐出的各種拍賣品，如名畫、藝術品、機票、旅游行程、餐廳禮券、高爾夫球教學、與球星打球及晚餐...等都造成了晚宴的高潮。





另外，汪志毅高爾夫球學院及幼苗高爾夫球發展基金會近年来成為慈善球賽的協辦單位，積極邀請现役的LPGA及業餘的球手參加 Pro-Am配對賽，這一創舉吸引了更多球員報名參加慈善球賽。近年来參加慈善球賽的球手包括了張斯洋, 盧欣伃, 林子涵, 安禾佑...等好手。

2024 年，我們正式啟動全新的「$10,000 公益基金」計畫，開放本地非營利組織提案申請。所有慈善拍賣所得，在扣除必要支出後，由來自法律、醫療、會計與公益界的專業人士組成的評選委員會進行審查，最終選出 五家本地優秀組織，每家獲得 $10,000 美元捐助；其餘善款則持續支持公益平台文化基金會的在地工作。



這十年來，我們一步一腳印，從無到有、從小至大，年年突破、屢創佳績。截至 2024 年，我們已累計募款超過 $120萬美元，所有善款均用於支持值得信賴的公益機構與項目。

十年有成，旅館公會透過慈善高爾夫球賽，成功凝聚了南加州華人社區的團結與善心。活動不僅建立了長期回饋社會的橋樑，也成為連結企業、專業人士與公益組織的重要平台。

感謝過去所有善心人士參與期待這份善的力量持續延伸，讓更多人一同參與、見證、推動公益的美好未來。






南加州台灣旅館業同業公會
慈善高爾夫球賽


為公益揮桿
Swing For Love
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南加州華人慈善高爾夫球賽


Pay to the order of Alliance Cultural Foundation International
$60,000
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南加州台灣旅館業同業公會
慈善高爾夫球賽
Pay to the order of Alliance Cultural Foundation International
4/19/2017
$60,000
Dollars


為公益揮桿
Swing For Love




為公益揮桿
Swing For Love



用數字記錄溫暖，用行動參與改變
參加南加州旅館業同業公會的心路歷程
葉俊麟 Kevin Yeh 會計師

身為會計師，我的職涯長年與報表和稅務為伍。原以為加入南加州旅館業同業公會（THMASC）只是延伸專業服務，沒想到，這卻成為我人生中最有溫度的一段旅程。

從初期協助帳目、報稅，到擔任財務長，我逐漸發現，自己做的不只是數字工作，而是在記錄一群人共同實現的善舉與承諾。

THMASC 是南加州僑界少數以公益為核心使命的社團。我們不只是旅館業者的交流平台，更是一股凝聚善意的力量。從慈善高爾夫球賽、資助偏鄉教育，到支持文化演出與台灣弱勢團體來美巡演，每一筆支出背後都有動人的故事。



其中最具代表性的活動之一，就是我們每年舉辦的南加州慈善高爾夫球賽暨公益晚宴。這項賽事自創辦以來，已成為南加州僑界的年度盛事。今年更是意義非凡，活動邁入第十年，並邀請到台灣公益平台文化基金會董事長嚴長壽先生親臨現場演講。他以「公益與人的價值」為題，分享多年來深耕花東的經驗，鼓勵我們在AI時代中，持續投入有情感、有溫度的工作，做機器無法取代的事。他的一席話，引發在場僑界人士的深刻共鳴，也提醒我們：公益的力量，不該受限於地域或身分，而應根植於理念與實踐。

比賽當天，逾百位僑界人士揮桿參與，晚宴拍賣氣氛熱烈，藝術與愛心交織，讓整場活動不僅成為公益理念的實踐場，更是一場凝聚社群力量的溫暖盛會。值得一提的是，當晚慈善拍賣共募得超過53萬美元善款，創下歷屆新高。

在眾多公益活動中，最令我難忘的，是我們曾協助來自台灣的極光打擊樂團來美演出。這支由身心障礙青少年組成的樂團，場場爆滿，觀眾為之動容。我坐在觀眾席中，看著他們用音樂撼動人心，心中湧現難以言喻的感動。那一刻，我深深體會到，THMASC 的價值，不只是服務業界，更是真正用行動改變社會的力量。

疫情期間，旅館業遭受重創。我也協助公會與多位業者申請 PPP、ERTC 等補助，從資料整理到申請流程，全程陪伴，協助他們度過難關。這段經歷讓我看見，THMASC 不只是聯誼組織，更是業者在風雨中最可靠的依靠。

回望這段旅程，我慶幸當初選擇加入這個大家庭。財務工作的背後，不只是報稅與結帳，更是一段段責任與關懷交織的故事。我相信，只要我們堅持這份初心，THMASC 的下一個五十年，必將更加耀眼動人。

Capturing Warmth in Numbers, Driving Change Through Action

A Personal Journey with the Taiwanese Hotel & Motel Association of Southern California

Kevin Yeh, CPA

As a CPA, my career has long revolved around financial statements and tax filings. When I first joined the Taiwanese Hotel & Motel Association of Southern California (THMASC), I assumed it would simply be an extension of my professional services. I never imagined it would become one of the most meaningful and heartfelt chapters of my life.

From assisting with bookkeeping and tax filings in the early days to eventually serving as Treasurer, I gradually realized that my role wasn't just about numbers—it was about documenting the collective goodwill and shared commitments of a dedicated community.

THMASC is one of the rare organizations in the Southern California Taiwanese community that places philanthropy at its core. More than a networking platform for hotel owners, it is a force of compassion and unity. From organizing charity golf tournaments and funding rural education, to supporting cultural performances and helping marginalized groups from Taiwan tour the U.S., every expense we record carries a story of empathy and purpose.



Among our most emblematic efforts is the annual Southern California Charity Golf Tournament and Benefit Gala. Since its inception, this event has become a signature gathering for the Taiwanese community in the region. This year marked the 10th anniversary of the event, made even more special by the presence of Mr. Stanley Yen, Chairman of the Taiwan-based Alliance Cultural Foundation. In his keynote, titled "The Value of Public Good and Humanity," he shared moving stories from his work in Taiwan's eastern regions and encouraged us to pursue emotionally meaningful work in an age increasingly driven by artificial intelligence—work that machines can never replace. His words deeply resonated with everyone present and reminded us that the power of public good transcends borders and identities; it is rooted in belief and action.

On the day of the tournament, over a hundred community members teed off in support, followed by an evening of lively auctions and heartfelt moments. Art and altruism came together, making the event not only a celebration of generosity but also a powerful reminder of the

strength of community. Notably, the auction raised more than $530,000—setting a new record in our history.



Among the many charitable initiatives, one that remains especially vivid in my memory was our support of Taiwan's Aurora Percussion Group, a youth ensemble comprised of young musicians with physical and developmental disabilities. Every performance was sold out, and the audience was visibly moved. Sitting among them, I watched as the group delivered a stirring performance that touched every heart in the room. In that moment, I felt a deep sense of purpose—THMASC wasn't just supporting the industry; we were using action to transform society in meaningful ways.

During the pandemic, our industry suffered immensely. I worked closely with the association and hotel owners to apply for relief programs such as PPP and ERTC, guiding them through every step—from documentation to submission. That experience showed me that THMASC is more than a social organization; it is a steadfast pillar of support for our community, even in the darkest of times.





旅館公會裡最美的默默力量
愛與責任的旅程: 林翠雲 Minnie Chiu守護公會的歲月足跡

文 / 張郁芬 Chris Chang Dumortier



三十多年前，林翠雲女士懷著對未來的憧憬，隨著先生踏上美國旅館創業的艱辛旅程。異鄉創業並不容易，她親力親為，陪著先生一同打拚，更用一顆堅毅而溫柔的心，陪伴著整個南加州台灣旅館業同業公會，走過風雨歲月。

她不僅是事業上的得力助手，更是公會最可靠的推手之一。從早年加入公會起，她就以一貫的熱誠與耐心，參與籌劃各項活動。歷屆年會與晚宴，從節目設計、流程安排、來賓接待、餐飲座位到舞台燈光音響，林翠雲總是在第一線，親自確認每一個細節。她雖非專業活動企劃人員，卻總以細膩與用心，把每場晚會辦得溫馨動人、井然有序。那些看似理所當然的精彩呈現，其實都是她與團隊日以繼夜、不眠不休換來的成果。

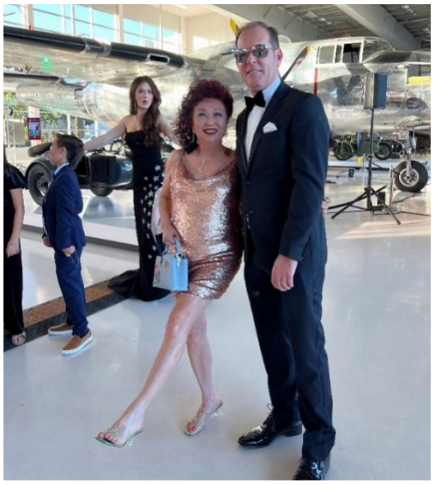
許多會員至今仍念念不忘那些晚宴中流轉的歡笑與感動，無不浸潤著林翠雲默默的付出。她總是笑容滿面，身影輕巧地穿梭在人群中，卻總能在最需要的時候，出現在最關鍵的位置。



除了活動籌辦，林翠雲在擔任僑務委員的六年間，也寫下了旅館公會另一段傳奇。她積極爭取資源，規劃青年團返台見習計畫，年年帶領旅館業第二代返台參訪，深入了解旅館產業與在地文化。她笑說，孩子們一開始多是被父母「逼著」參加，但行程結束時，他們眼裡總閃著不同的光芒。從觀光工廠、五星飯店到傳統市場，每一段體驗都像是打開了記憶與認同的大門。那不只是一次旅程，而是一趟深刻的尋根之旅。她說：「一趟有溫度的返鄉之行，勝過千言萬語。」這些看似簡單的安排，其實是一份深刻的文化傳承，也種下了未來的希望種子。

她說：「我們這一代吃過苦、走過彎路，現在做的每一件事，都是為了讓下一代少一點辛苦、多一點方向。」她深信，公會的真正價值，不只是商業資源的整合，更是情感與文化的橋樑，是世代之間的連結與支撐。

而對我來說，翠雲姐就像是公會的媽媽。許多活動我帶著法國籍的先生一起參加，因為中文不流利，他時常顯得格外拘謹。但翠雲姐總是第一個注意到，會主動走過來微笑聊天，甚至半開玩笑地兼任「翻譯官」。她還會叮囑身旁的朋友：「他是 Chris 的老公喔，講慢一點，我來幫翻譯。」她的體貼總是恰到好處，讓我們深受感動。



三十多年來，翠雲姐總能用行動感動最深，她如同以母親般的溫柔與堅定，撐起公會許多個重要時刻。她不是站在舞台中央的那個人，卻讓整個舞台因她而發光。翠雲姐的故事，不僅是關於一位女性，更是關於奉獻與付出精神、一份恆久的溫柔力量。這段旅程，寫滿了愛與責任，也化作一首細水長流、餘韻不絕的動人樂章。

The Echo of Kindness, The Legacy of Care

A Journey of Love and Responsibility – Minnie Chiu's Years of Dedication



Over thirty years ago, Minnie Chiu embarked on a courageous journey, following her husband to the United States in pursuit of a dream. Starting a motel business in a foreign land was no easy task. She stood firmly by his side, working tirelessly, and with a heart both gentle and resolute, she also became a quiet yet powerful force behind the Taiwanese Hotel and Motel Association of Southern California.

Minnie was not only a devoted partner in business but also one of the association's most reliable and enduring supporters. Since joining THMASC, she has participated in the planning of countless events with her signature patience and passion. From annual banquets to special gatherings, she oversaw every detail—program design, schedules, guest reception, seating arrangements, lighting, and sound. Though not a professional event planner, her thoughtfulness and attention to detail created celebrations that were always warm, elegant, and beautifully orchestrated. What appeared effortless was in fact the product of long hours and sleepless nights.



Many members still recall the joy and emotion that filled those banquets, memories colored by Minnie's quiet contributions. Always smiling, she moved gracefully through the crowd, never seeking the spotlight, yet always present when most needed. Her presence brought calm and comfort.
In addition to her work on events, Minnie served six years as an overseas community affairs commis-

sioner. During that time, she launched and led a remarkable youth program, organizing annual trips to Taiwan for second-generation Taiwanese Americans. These journeys gave young people a deeper understanding of Taiwan's hospitality industry and cultural heritage. She often said that many of the youth were "forced" to go by their parents at first, but by the end of the trip, their eyes shone with renewed pride and connection. From visits to tourist factories and five-star hotels to exploring traditional markets, each experience became a gateway to identity and belonging. It was more than a cultural tour—it was a journey home. "A heartfelt return," she said, "speaks louder than a thousand words." These simple arrangements were in fact powerful acts of cultural preservation, planting seeds for the future.



"We have endured hardships and learned from our mistakes," she often reflects. "Everything we do now is to give the next generation a little more direction and a little less struggle." For her, the association is more than a network for business. It is a bridge of emotion and culture, a connection between generations, and a foundation for lasting support.



To me, Minnie is like a mother to our association. At many events, I would bring my husband, originally from France. Since he is not fluent in Mandarin, he often felt a little out of place. Minnie was always the first to notice. She would walk over with a warm smile, start a friendly conversation, and even jokingly offer to be his interpreter for the evening. She would kindly say to those around us, "This is Chris's husband. Please speak slowly. I will help translate." Her thoughtfulness was always just right, and we were truly touched by her warmth and care.



For over three decades, Minnie has moved us not through words, but through consistent and selfless action. She has lifted the association through its most important moments with a strength both tender and unwavering. Though she never stood at center stage, she made it shine brighter for everyone else. Minnie's story is not just about one remarkable woman—it is a tribute to quiet dedication, enduring compassion, and the lasting beauty of service. Her journey is filled with love and responsibility, flowing gently like a timeless melody that continues to echo in our hearts.



從風雨中走來的感謝與堅持
無限感恩: 郭學仁 Simon Kuo 的旅館公會之路

在這個值得紀念的五十週年時刻，回首往昔，心中充滿無限感恩。

1998年，在邱垂煌會長、許清松會長及Terry Lee的熱情邀請之下，我有幸加入南加州台灣旅館工會這個溫暖而堅強的大家庭。自此，在前輩們深厚的經營管理經驗與卓越的投資理念指引下，我逐步建立起更堅定的信心，也開啟了自己的成長之路。



這一路走來，並非一帆風順。兩千年初的網路泡沫破裂，以及2008年的全球金融海嘯，無不對產業帶來巨大挑戰。然而，在工會夥伴們彼此扶持、交流分享的精神下，我們不僅堅守崗位，還持續穩健發展。即使在2020年新冠疫情重創全球經濟之後，我們也展現了令人敬佩的韌性，快速恢復元氣。

當然，當前仍有不少挑戰等待我們迎接，像是疫情後的經濟重整、以及特朗普政府關稅政策帶來的各種不確定性。然而，憑藉著這五十年來所累積的經驗與團結的力量，我們有信心，能夠持續突破困境，開創新的高峰。

感謝南加州台灣旅館工會的所有夥伴與前輩們，因為有大家的堅持與努力，我們才能一路走到今天。未來，讓我們攜手共進，迎向更加光明的下個五十年！





Gratitude and Perseverance Through the Storms

Endless Thanks: Simon Kuo's Journey with THMASC

As we celebrate this meaningful fiftieth anniversary, I look back with a heart filled with deep gratitude.



In 1998, I had the honor of joining the warm and resilient family of the Taiwanese Hotel and Motel Association of Southern California, thanks to the kind invitation of Presidents Chui-Huang Chiu, Ching-Sung Hsu, and Terry Lee. From that moment on, guided by the seasoned wisdom and visionary investment strategies of our predecessors, I gradually built greater confidence and found my own path of growth.

The journey, however, has not always been smooth. The bursting of the dot-com bubble in the early 2000s and the global financial crisis in 2008 brought immense challenges to our industry. Yet, through the spirit of mutual support and shared knowledge within the association, we not only stood our ground but continued to grow steadily. Even in the wake of the 2020 pandemic, which devastated the global economy, we demonstrated remarkable resilience and rebounded with strength.

Of course, challenges still lie ahead. The post-pandemic economic restructuring and the uncertainty brought on by tariff policies from the Trump administration have added new layers of complexity. Nevertheless, with fifty years of experience behind us and the unwavering unity of our community, I am confident that we will continue to overcome adversity and reach new heights.



I am sincerely grateful to every member and elder of the Taiwanese Hotel and Motel Association of Southern California. It is through your dedication and perseverance that we have come this far. As we look to the future, let us move forward together and welcome the next fifty years with strength, hope, and unity.



善行與傳承
楊博盛 Paul Yang 的旅館公會心路歷程

「公會的善行義舉，是成功企業家的楷模。」這句話，簡潔有力，卻道盡了楊博盛理事對旅館同業公會的深厚情感。

來自房地產業界、擁有二十餘年資歷的楊理事，因行業相近，有幸接觸並加入旅館公會。他笑說：「能向旅館業的前輩先進們學習，是我人生中非常難得的一份榮幸。」對他而言，公會不只是業界的橋樑，更是人生價值與公益精神的傳承之所。





說起最令他印象深刻的活動，非高爾夫球慈善晚會莫屬。每年這場盛會，不僅凝聚了旅館業界與各行各業的力量，更成為一股溫暖而有力的社會能量，為偏鄉孩童的教育募集資源。看到眾人因一份善意而團結、行動，楊理事總是感動不已：「這就是我想持續參與公會的原因。」

除了公益，他也珍惜與會員們一起走過的歡樂時光。2020年，與公會夥伴們前往越南、柬埔寨旅遊，沿途風景如畫、文化風情豐富，讓他留下難忘回憶。他說，這些點滴不僅增進彼此情誼，也讓他更深刻理解旅館業的國際視野與多元連結。

談到未來展望，楊理事期許台美旅館業能秉持優良企業精神，延續創業先鋒的努力，邁向永續發展。他深信，唯有團結與共享，才能讓這份產業在新世代手中持續開花結果。



在他的眼中，旅館公會不只是產業交流的平台，更是一座連結夢想與責任的橋樑。他以身作則，默默投入，傳遞著那份「做對的事」的信念，成為後進學習的好榜樣。

Acts of Kindness and a Legacy of Service:
Paul Yang's Journey with the THMASC



"The charitable work of the association embodies the true spirit of a successful entrepreneur." With these few words, Paul Yang respected board member and seasoned real estate professional captured his deep admiration for the hotel association that has become so much more than a professional network.

With over two decades of experience in real estate, Paul was drawn to the hotel industry by its shared values and overlapping fields. "It's been a rare privilege in my life," he says with a smile, "to learn from the pioneers of the hospitality industry." To him, the association is not merely a professional hub - it's a place where values are passed down and the spirit of giving is nurtured.

Among the many events that left a lasting impression, the annual Charity Golf Gala stands out most. Each year, this gathering unites hoteliers and leaders from various sectors to support the education of underprivileged children in remote communities. Witnessing people come together out of kindness and compassion never fails to move him. "That's exactly why I want to stay involved," he reflects.

Beyond charity, Paul also treasures the joyful moments shared with fellow members. In 2020, he joined a group trip to Vietnam and Cambodia, where breathtaking scenery and rich cultural experiences created unforgettable memories. These journeys, he believes, not only deepen friendships but also reveal the international perspective and diverse connections inherent in the hotel industry.



Looking ahead, Paul hopes that the Taiwanese-American hospitality sector will continue upholding the spirit of entrepreneurship and corporate excellence, paving the way for sustainable growth. He believes that only through unity and collaboration can the industry thrive in the hands of the next generation.

To Paul Yang, the association is more than a professional alliance—it is a bridge between dreams and responsibilities. Through his quiet dedication and unwavering belief in "doing what's right," he has become a role model for others to follow.

服務無止境，專業不打烊
陳怡君 Sophia Chen（永久會員）
我在旅館公會的美好旅程



加入旅館同業公會，是我人生中一段非常特別的旅程。公會不只是同業的交流平台，更是一個充滿溫暖與能量的大家庭。這裡有深耕產業的前輩、有創新思維的新生代，更有許多志同道合的朋友，一起用熱情與行動，推動著這個行業向前。



2023年的年會，是我永遠難忘的一夜。那天，我們一同見證了Kevin過了一生中最特別的生日。由台灣來的灣聲樂團 OneSong，為他和Wilson演奏生日快樂曲，當三百多位與會者齊聲高唱，現場的感動與喜悅無法用言語形容。而派對後的那顆「豐胸蛋糕」，還有藏在裡頭令人臉紅心跳的 “飲料” ，讓Kevin當場笑到動彈不得，也讓全場留下了最爆笑的回憶。



當晚，除了音樂與驚喜，最讓我讚嘆的，是我們會長的女兒首次擔任主持人。那晚，她舉止大方、台風穩健、外型亮麗，簡直像一級模特，整場表現令人驚豔。我看見她在台上閃閃發光，不禁在心裡說：「這就是有乃母之風！」作為會長的妳，真的讓我們所有人都為妳感到驕傲。 我自己最難忘的經歷，是擔任2024年公會晚宴的主持人。那是一場挑戰，也是一場學習。為了掌握整體流程，我不僅事前與主辦單位密切協調，熟記流程與來賓資訊，現場還要即時應變、帶動氣氛，處理突發狀況，讓活動順利圓滿。這次經歷讓我更了解這個產業的文化，也建立起更深厚的人脈與信心。



特別要提的是，我非常欣賞2023年Chris Chang Dumortier會長帶領下舉辦的各種活動與講座，不論是水準、內容還是參與度，都是史無前例的成功，令人耳目一新。你真的讓整個公會脫胎換骨、提升格局，讓我們所有會員都與有榮焉。 我非常感謝能成為這個大家庭的一員，這裡有太多值得學習與感動的故事。每一次聚會、每一次分享，都是我旅館人生中最美好的風景。 最後，我想送給公會一句話，也送給每一位默默耕耘的會員：「服務無止境，專業不打烊。一場美好的旅程，從一顆用心款待的心開始。」

Service Without Limits, Professionalism Around the Clock

My Journey with the Hotel Association

Joining the THMASC has been one of the most meaningful experiences in my life.



To me, this organization isn't just a professional network - it's a warm, vibrant family. Here, I've met seasoned leaders, creative young talents, and many kindred spirits who are all devoted to uplifting the hospitality industry with passion and purpose.

One night that I'll never forget was our 2023 Annual Gala. It was Kevin's birthday—one he'll probably remember forever! Taiwan's OneSong Orchestra surprised him and Wilson (who shares the same birthday) with a live performance. As over 300 members joined in singing "Happy Birthday," the energy in the room was magical. And let's not forget the after-party featuring that unforgettable "busty cake," complete with a hidden "beverage" that left Kevin speechless and everyone else in stitches.

That evening was full of highlights, but the one that touched me most was seeing our president's daughter, Lea Dumortier, grace the stage as the gala host for the first time. She was poised, radiant, and effortlessly elegant, just like a professional model. Watching her shine, I couldn't help but think like mother, like daughter. You, our president, made us all proud that night.



Personally, one of my most memorable and fulfilling moments was serving as the emcee for the 2024 gala. I took on the responsibility of managing the event flow and energizing the crowd. From coordinating with organizers in advance to memorizing the guest list and navigating real-time changes on stage, it was a true test of presence, adaptability, and professionalism. That experience not only sharpened my public speaking and hosting skills but also deepened my connection to the hotel industry's people and culture.

I must also highlight the incredible programs led by Chris Chang Dumortier, our president. The seminars and private events in 2023 were truly next-level—unprecedented in both content and execution. They opened our eyes and raised the bar for what our association could achieve. I'm so thankful to be part of this remarkable community. Every gathering, every conversation, and every shared lesson is a valuable part of my hotel journey. And if I could leave one line to represent my heart for this association, it would be: "Service without limits, professionalism around the clock, and a beautiful journey begins with a heart that truly cares.

一段從友情開始的旅館路
同窗、同業、同心:
呂世豪　Harry Leu的公會人生

2005年，呂世豪（Harry Leu）在老朋友盧錦林前會長的邀請下踏入南加州台灣旅館公會的大門。這份緣分並不只是生意上的連結，更是人生中一段珍貴的延續。盧錦林是他從小學到大學的同窗，年長三歲，卻一路相伴。也正因如此，呂世豪從踏入公會起，就感受到一種熟悉的溫度與信任。



Harry曾同時擁有八家旅館，是典型的第一代打拚者。他說，最喜歡公會的，不只是資訊交流，更是那份同業之間彼此支撐的情誼。遇到新法令，有人一起討論；經營碰到瓶頸，也能找到同行交流取經。這樣的社群，在異鄉尤其珍貴。

他說，我們這些人都是離鄉背井來美國打拼的人，能夠在這裡找到相同背景的朋友，不只是吃飯、喝酒、唱歌，更多的是互相關心、彼此照顧。他特別感念許清松、盧錦林、邱垂煌等幾位摯友，無論在人生還是事業上，都給了他許多啟發。

如今他也觀察到，台灣的年輕一代多受高等教育、各有專長，卻對旅館業那種重複性的「Routing Job」缺乏挑戰 ，所以少了熱情。他理解這一點，但更期盼，未來能有更多二代年輕人願意投身，將這份台美旅館業的傳承延續下去，邁向新的高峰。



A Journey Rooted in Friendship

Classmates, Colleagues, Kindred Spirits: Harry Leu's Life with the Hotel Association



In 2005, Harry Leu stepped into the Taiwanese Hotel and Motel Association of Southern California at the invitation of his longtime friend, former president Robert Lu (the 23rd -24th President of THMASC). But this connection was more than a professional introduction—it was a continuation of a lifelong bond. From elementary school through university, the two had been classmates, with Robert Lu just three years his senior. That deep, shared history made Harry feel an immediate sense of warmth and trust the moment he joined the association.

At one point, Harry owned eight hotels, embodying the entrepreneurial spirit of the first-generation Taiwanese American dream. What he values most about the association is not only the exchange of knowledge but also the camaraderie and mutual support among peers. When new regulations arise, there is someone to discuss them with. When challenges in operations emerge, there is always a colleague ready to share insights. This kind of community, he says, is especially precious when living far from home.

"We are all people who left our homeland to build a life in the United States," he reflects. "Finding friends here who share the same background means more than just dining, singing, or socializing, it means genuine care, concern, and looking after one another." He holds particular gratitude for dear friends such as Stephen Hsu (the 27th -28th President), Robert Lu, and Chris Chiu (the 25th -26th President), whose friendship and wisdom have guided him both personally and professionally.

Today, Harry observes that Taiwan's younger generation, while highly educated and professionally skilled, often finds hotel work too repetitive and lacking in challenge. As a result, many feel little passion for the field. He understands this sentiment but remains hopeful that more second-generation youth will come to appreciate the industry's unique legacy and take up the torch - carrying the Taiwanese American hotel tradition into a new era of opportunity and excellence.



同道為伴，打球、做生意、交朋友
窗簾王子許凱勝Frank與旅館公會的深緣之路
旅館公會永久會員｜窗簾業主理人



在一次訪談中，許凱勝Frank Hsu與我分享了他與旅館公會之間那段看似偶然、實則深有淵源的緣分。他原本是經營窗簾事業的業者，早期因與現任理事長Peter Zen一起打籃球，認識了這個圈子，也經由許清松前會長的推薦踏入旅館公會的世界。

許凱勝說，窗簾與旅館的關聯其實非常密切，從客房裝潢、視覺設計到整體氛圍，窗簾幾乎是每一家旅館不可或缺的元素。加入公會的契機，讓他開始接觸到旅館業這個充滿挑戰與專業深度的領域，也讓他的事業版圖有了新的開展。

他回憶起剛加入時的印象，說旅館公會的人非常溫暖、有禮且樂於分享，與他過去參與的商會有所不同。商會涵蓋各行各業，雖然知識廣泛，但往往與自己的產業關聯不大。而旅館公會則是高度聚焦的專業平台，不論是法令解讀、產業趨勢，還是實務經驗的交流，都與實際經營息息相關。

他也提到旅館業的特性，讓他看見這個產業作為「景氣前鋒」的角色。從旅館的營收與入住狀況，往往可以預判整體經濟的動向。他認為這種敏銳的產業觀察，對於他作為業者也帶來啟發。

談到對公會成員的印象，他尤其感佩Peter Zen以其地位仍然待人謙和，與會員們如兄弟般互動，甚至還一起打球健身。他也提到Wilson，他很努力做事默默耕耘、真心投入公會的典範。訪談的最後，-Frank笑著說：「祝福旅館公會金耀五十，再創輝煌！」這不僅是祝福，更是一份身為其中一員的驕傲。



United by Purpose, Growing Through Brotherhood: Frank Hsu and His Journey with THMASC

Life with the Hotel Association Lifetime Member | Curtain & Window Treatment Entrepreneur



During our interview, Frank Hsu shared how his connection with the Hotel Association began. As the owner of a curtain business, he entered the association not through formal introductions, but through a friendly game of basketball with Peter Zen, now the president of the Association. Encouraged by former president H.C. Hsu, then the Honorary President of the Taiwanese Chamber of Commerce, Frank was invited to take a closer look at the hotel industry and join the association.

Frank explained that curtains play a surprisingly essential role in hotel aesthetics and functionality. From guestroom ambiance to overall design, they are everywhere. This natural link brought his business closer to the hotel sector, and through the association, he gained not only professional insight but new business opportunities.

He was most impressed by the warmth and kindness of the members. Unlike general chambers of commerce, which bring together people from all kinds of industries and offer broad but sometimes surface-level knowledge, the Hotel Association is a focused professional circle. Here, every conversation touches on issues directly relevant to the hospitality business—legal updates, operations, market trends, and real-life solutions.

He also remarked that the hospitality industry often reflects the larger economic climate. When hotels thrive or decline, it usually signals what's coming. Being a part of this community has sharpened his understanding of economic trends from a different lens.





Frank deeply appreciates Peter Zen's down-to-earth leadership style, noting that despite his status, Peter treats everyone like family and even hits the gym and basketball court with fellow members. He also praised dedicated members like Wilson Wang, whom he described as quietly devoted and full of heart.
At the end of our conversation, Frank offered a heartfelt wish:
"Golden at fifty, rising toward an even brighter future."

理念與心靈的契合：陳思萍 Judy Chen 與旅館公會的相遇

南巴莎迪那皇家獅子會會長 & 旅館公會永久會員



在採訪陳思萍的那一刻，我便感受到她身上那份從容而堅定的光芒。她是現任芭莎迪那皇家獅子會的會長，同時也是旅館公會的永久會員，對公益的熱情與行動力，是一顆溫暖的小太陽。

我們之間，其實還有一段可愛的小默契。我們倆都是珍珠飾品的愛好者，出席活動時總常不約而同戴上類似的珍珠耳環或項鍊。穿搭風格也驚人地相似，尤其偏愛粉紅色、白色這白色這些溫柔典雅的色系，彷彿總在同一個心情頻率上，彼此相映成趣。每次見到她，我們都會忍不住互看著對方笑著說：「哈! 我們又撞色撞珠了！」

在談到旅館公會時，思萍告訴我，她多年來在獅子會服務，習慣了投入社區、關懷弱勢、照顧長者與孩童。當她走進旅館公會時，感受到這個團體不僅專業，更充滿人情與溫度。她說，公會與獅子會一樣，都是把「賺來的」轉化為「回饋社會的力量」，這正是她最認同、也最感動的地方。

她也提到，旅館公會的成員多為在社會中歷經風雨、成就一番事業的經營者，這些人處世的方式、為人的態度，對她的人生產生了深遠的影響。

在訪談的最後，她送給公會一句她深思熟慮後的話，也成為她人生座右銘般的提醒：

造福社區　熱心公益



A Bond of Purpose: Judy Chen and the Hotel Association

President of the Pasadena Royal Lions Club, Lifetime Member of THMASC



When I sat down with Judy Chen, I immediately sensed the calm strength she carries. As the president of the Pasadena Royal Lions Club and a lifetime member of the Hotel Association, her passion for service is both inspiring and sincere.

And between us? There's a charming little connection. Judy and I both share a love for pearls—we often show up at events unknowingly wearing matching pearl earrings or necklaces. Our fashion tastes are uncannily alike, favoring soft pastel tones like blush pink and ivory. It's become a running joke that we're the "elegant twins" of any gathering. Every time we meet, we laugh and say, "Look at us, twinning again!"



When our conversation turned to the Hotel Association, Judy spoke with heartfelt appreciation. Having served many years in the Lions Club, she's deeply committed to helping those in need, supporting the elderly, and lifting up underprivileged children. She told me that joining the Hotel Association felt like a natural extension of that mission. Both organizations, in her eyes, are about transforming business success into meaningful acts of service.

She also shared how much she's learned from the seasoned business owners in the Association. Their humility, resilience, and integrity have left a profound impact on her.

As our interview came to a close, Judy offered one final message, a phrase that captures both her personal mission and her wish for the Association's future:

Enrich the community with compassion and a heart for service



典雅與熱忱的化身：蔡芷芸 Joanne Tsai

在旅館公會的大家庭裡，有一位總是默默奉獻、優雅溫暖的身影，她就是我們的永久會員Joanne Tsai。

Joanne 是一位非常有才華的女性，不僅舉止典雅、談吐溫和，更重視教育，愛差日式花卉與彈琴一級棒， 把女兒培養得才藝兼備、氣質出眾。每當公會舉辦大型活動，她總是第一時間主動參與，協助抽獎禮品的籌備、聯絡事務，甚至號召更多朋友一同支援。



在訪談中，Joanne也說道：「我衷心祝福旅館公會蓬勃發展，邁向永續的未來。讓我們攜手同行，共創下一個精彩的五十年。」







The Essence of Grace and Devotion: Joanne Tsai

A graceful and quietly dedicated presence - our lifetime member, Joanne Tsai. Joanne is an exceptionally talented woman, elegant in demeanor and warm in spirit. She places great value on education, raising her daughter to be both accomplished and poised. Whenever the Association holds a major event, Joanne is among the first to step up—helping coordinate raffle prizes, managing behind-the-scenes tasks, and rallying others to join in. In our interview, Joanne shared: “I sincerely wish the Hotel Association continued growth and a sustainable future. Let us move forward hand in hand, and together create another brilliant fifty years.”



五十年的里程碑


基金會成立慶




洛杉磯台美商會
春節晚會
暨 會長交接典禮






FORMOSA
民視新聞部


MGC
Multiscanning Color Monitor



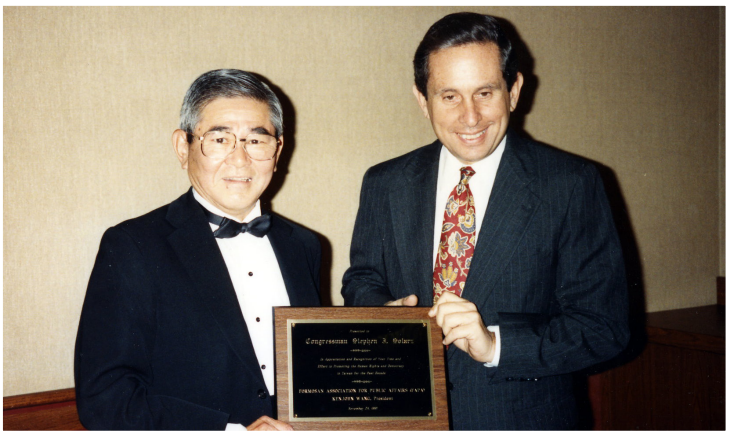
五十年的里程碑













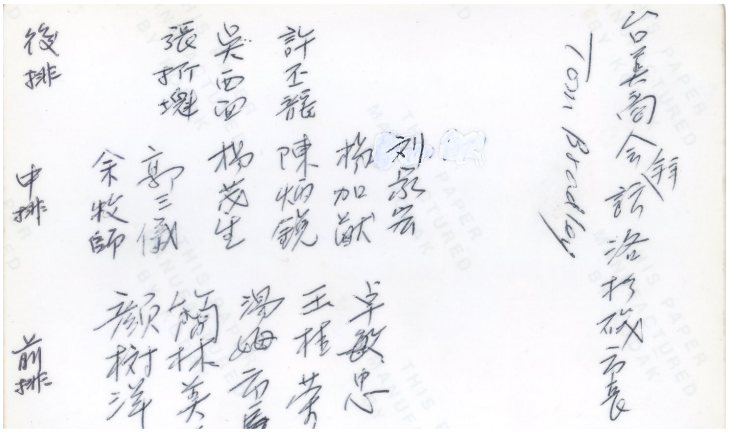





洛杉磯台美商會
TACC
CALIFORNIA


洛杉磯台美商會春節聯歡晚會




台美商會會
Tom Bradley
許丕龍
吳西田
張折墀
後排
中排
前排
劉家宏
楊加猷
陳炳鏡
楊茂生
高三儀
余牧師
卓敏忠
王桂榮
湯姆市長
簡林英
顏樹洋




UNITED


WELCOME
MR.RICHARD BUSH
WELCOME



五十年的里程碑


南加州台灣旅館業同業公會
歡迎僑務委員會




Taipei Economic & Cultural
駐洛杉磯台北
南加州台灣旅館業
同業公會
TAIWAN HOTEL & MOTEL ASSOCIATION
OF SOUTHERN CALIFORNIA




南加州台灣旅館業同業公會
TAIWAN HOTEL & MOTEL ASSOCIATION OF SOUTHERN CALIFORNIA
新春晚會 Happy New Year


南加州台灣旅館業同業公會
洛杉磯台美商會


北美洲台灣旅館公會聯合總會
Taiwan Hotel-Motel Association Of North America
第九屆第二次理事會歡迎晚宴
2013/11/15


南加州台灣旅館業同業公會
記者招待會
何謂2014全民健保法案




北美洲台灣商會聯合總會
第九屆第三次理事會議




洛杉磯台美商會








'90 4 22

五十年的里程碑


aiwa
Digital Audio System
Advanced 3-CD Changer






TAIWAN WITH DIGNITY
NO TO CHINA
TAIWAN IS NOT MADE IN CHINA


TAIWANESE AMERICAN CHAMBER OF COMMERCE
OF GREATER LOS ANGELES
FOUNDED 1980
洛杉磯台美商會
TACC
GREATER LOS ANGELES









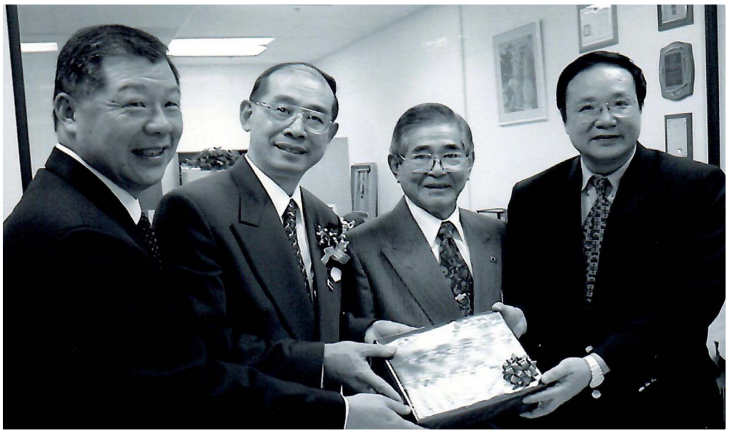













高雄·台北·

五十年的里程碑


TAIWAN INNKEEPERS ASSOCIATION
OF SOUTHERN CALIFORNIA






慶祝
南加州台灣旅館業同業公會第30屆年會
聯合總會成立


慶祝
南加州台灣旅館業同業公會第30屆年會
暨北美洲台灣旅館公會聯合總會成立




WORLD'S LARGEST HOTEL FRANCHISOR
RAMADA
8

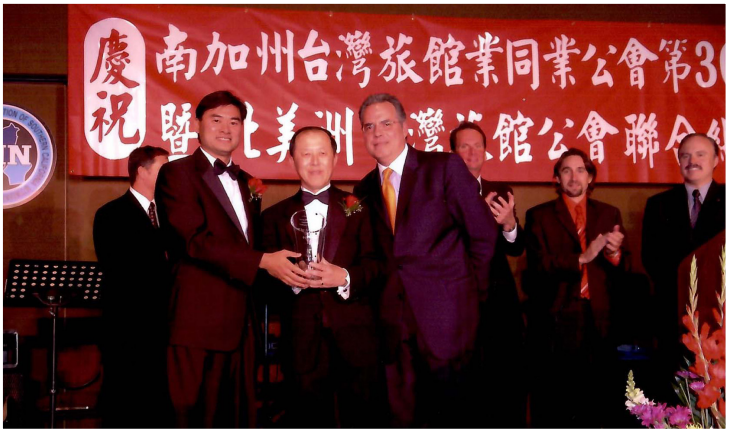





南加州台灣旅館業同業公會
第廿三屆年會暨會員大會
高雄・台
&MA・HOUSTON各姐妹會
COME
THE WESTIN BONAVENTURE


歡迎台北高雄


美洲台灣旅館公會聯合
THE WESTIN BONAVENTURE
HOTEL AND SUITES


慶祝
南加州台灣旅館業同業公會第3
暨北美洲台灣旅館公會聯合


慶祝
南加州台灣旅館業同業公會第3
暨北美洲台灣旅館公會聯合
INN


加州台灣旅館業同業公會
北美洲台灣旅館公會聯
THE WESTIN BONAVENTURE
HOTEL AND SUITES


美洲台灣旅館公會聯合
THE WESTIN BONAVENTURE

五十年的里程碑


美南旅館公會第十屆年會
Taiwan Innkeepers Assoc. of Greater Houston




THE WESTIN BONAVENTURE










美南旅館公會第七屆
Taiwan Innkeepers Assoc. of Greater
6 27 '98


南加州台灣旅館業同業公會
聖誕晚會


美南旅館公會第八屆年會
Taiwan Innkeepers Assoc. of Greater Houston




台灣旅館公會






南加州台灣旅館業同業公會第37屆年會
歡迎 高雄台北休士頓姊妹會
PACIFIC PALMS



五十年的里程碑


1668
南加州台灣旅館業同業公會
Taiwan Hotel & Motel Association of Southern California
DATE: June 10 2012
PAY TO THE ORDER OF McKinley Children Center
$ TBA
To Be Announced
DOLLARS
MEMO Donation
THMASC














IHG
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Sixty Thousand Only
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北美洲台灣旅館公會聯合總會








IHG
新年快樂
恭喜發財







五十年的里程碑






IHG
INN


南加州台灣旅館業同業公會
新春聯歡晚會


南加州台灣旅館業同業公會
新春聯歡晚會


慶祝中華民國九十六年雙十國慶
IN CELEBRATION OF THE 96th NATIONAL DAY OF THE REPUBLIC OF CHINA (TAIWAN)


NATION OF THE 96th NATIONAL DAY OF THE REPUBLIC OF CHINA (TAIWAN)




慶祝中華民國九十六年雙十國慶
IN CELEBRATION OF THE 96th NATIONAL DAY OF THE REPUBLIC OF CHINA (TAIWAN)


慶祝
台灣旅館業同業公會第30
台灣旅館公會聯合總


慶祝
暨北美台灣


南加州台灣旅館業同業公會第30屆年會






第廿三屆年會暨會員大會
高雄·台北
MA·HOUST
COM


H & MA
JUSTO
姐妹會


歡迎 高雄·台北·CH&MA·HOUSTON各姐妹會
WELCOME


台北·CH&MA·HOUSTON各姐妹會
WELCOME




台北·CH&
OUSTON各












歡迎晚會

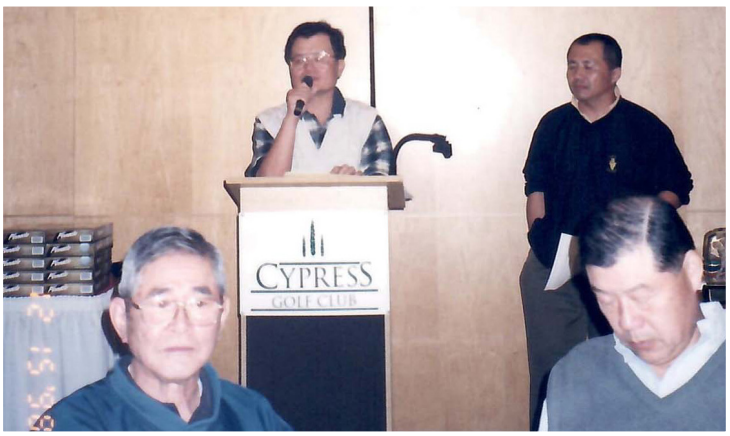

慶祝中華民國九十六年雙十國慶
IN CELEBRATION OF THE 96th NATIONAL DAY OF THE REPUBLIC OF CHINA (TAIWAN)








I SEE YOU
南加州中華民國高爾夫球聯合會
新舊會長交接記者會
CHINA AIRLINES


CYPRESS
GOLF CLUB

五十年的里程碑


同業公會
球友誼賽




NEW CENTURY B.M.W.
HOLIDAY INN EXPRESS-BAKERSFIELD
謹此致謝!!




中華航空公司




慶祝21週年
旅館杯高爾夫球賽


南加州台灣旅館業同業公會
中華民國第
總統就職
高爾夫球友誼賽






南加州台灣旅館業同業公


南加州台灣旅館業同業公會
創會26週年高爾夫球友誼賽








HOLE-IN-ONE WINS!
2007
Ford Edge

五十年的里程碑




南加州台灣旅館業同業公會


南加州台灣旅館業同業公會
球友誼賽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球友誼賽




南加州台灣旅館業同業公會




南加州台灣旅館業同業公會








NA AIRLINES
服務 新華航

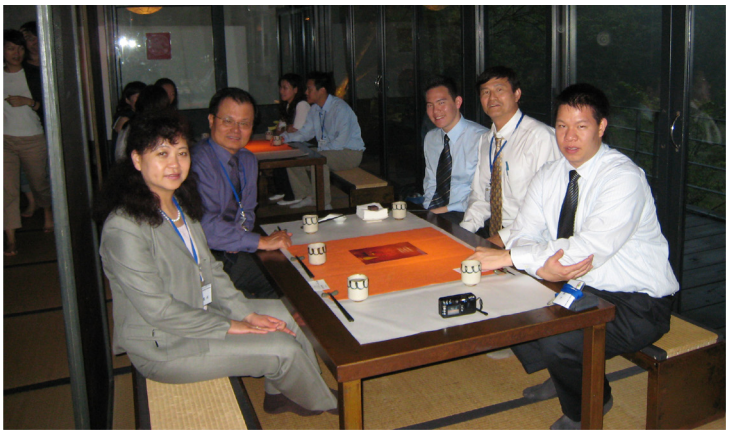

LINES


AIRLINES
新華航


Taipei Economic & Cultural Office
in Los Angeles
駐洛杉磯台北經濟文化辦事處


北美洲第二屆臺灣旅館公會聯合總會青年回國訪問團
Taiwan Hotel and Motel Association of North America

五十年的里程碑






北美洲第二屆臺灣旅館公會聯合總會青年回國訪問團
Taiwan Hotel and Motel Association of North America
Second Annual Overseas Youth Training Program







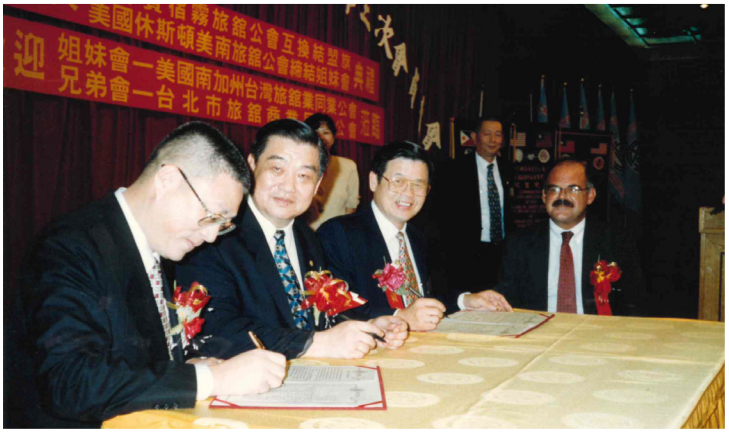

Taiwan Hotel and Motel Association of North America
Second Annual Overseas Youth Training Program
歡迎北美洲台灣旅館公會訪問團
主辦單位:台北市旅館公會


北美洲第二屆臺灣旅館公會聯合總會青年回國訪問團
Taiwan Hotel and Motel Association of North America
Second Annual Overseas Youth Training Program








美國休斯頓美南旅館公會互換結盟
迎
姐妹會一美國南加州台灣旅館
兄弟會一台北市旅館









五十年的里程碑


























EXIT







五十年的里程碑




















01.22.2007 13:11













五十年的里程碑










南加州台灣旅館業同業公會第32屆年會
歡迎 高雄台北休士頓姊妹會


南加州台灣旅館業同業公會第32屆年會
歡迎 高雄台北休士頓姊妹會




南加州台灣旅館業同業公會第32屆年會
歡迎 高雄台北休士頓姊妹會


南加州台灣旅館業同業公會
座談會










Quality Suites
9880


同業公會


南加州台灣旅館業同業公會
聖誕晚會

五十年的里程碑


















SUPER
8
MOTEL
WELCOME
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南加州台灣旅館業同業公會






旅館從業人員訓練班
南加州台灣旅館業同業公會
洛杉磯華僑文教第二中心 主辦
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ECOLAB
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NORMAN LIU SERVICE
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北美旅館公會聯合總會
高雄旅館公會


北美洲台灣旅館公會聯合總會
第四屆第三次理事會


歡迎北美旅館公會聯合總會
姐妹會：南加州旅館公會
高雄旅館公會







五十年的里程碑




北美洲第八屆台灣旅館公會聯合總會
青年回國訪問團
Taiwan Hotel and Motel Association of North America
Annual Overseas Youth Training Program










北美洲第八屆台灣旅館公會聯合總會
青年回國訪問團




北美洲第八屆台灣旅館公會聯合總會
青年回國訪問團








歡迎日本台灣留學支援!
北美洲第八屆台灣旅館公會聯合總會
青年回國訪問團


歡 迎 參 觀 指 導


2F平面指南 Floor Guide



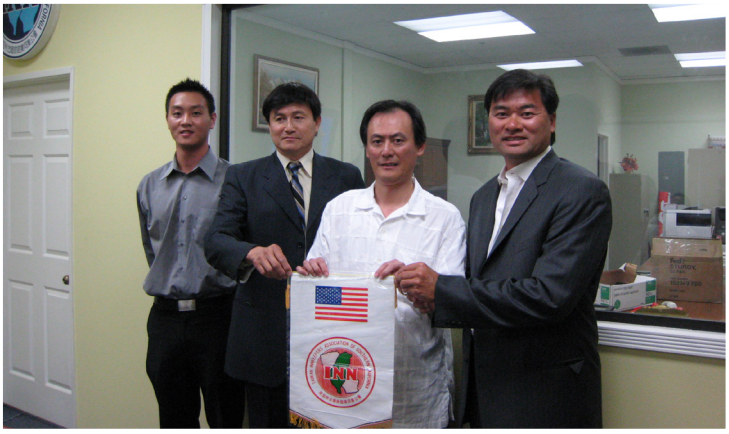
五十年的里程碑


北美洲第八屆台灣旅館公會聯合總會
青年回國訪問團
Taiwan Hotel and Motel Association of North America
Annual Overseas Youth Training Program




歡迎北美洲台灣旅館公會








旅館從業人員訓練班
南加州台灣旅館業同業公會 主辦
洛杉磯華僑文教服務中心










南加州台灣旅館業同業公會
四十屆會員大會
2015/05/28


2015/05/28


南加州台灣旅館業同業公會
四十屆會員大會
2015/05/28


南加州台灣旅館
四十屆會員



五十年的里程碑




















南加州台灣旅館業同業公會








南加州台灣旅館業同業公會





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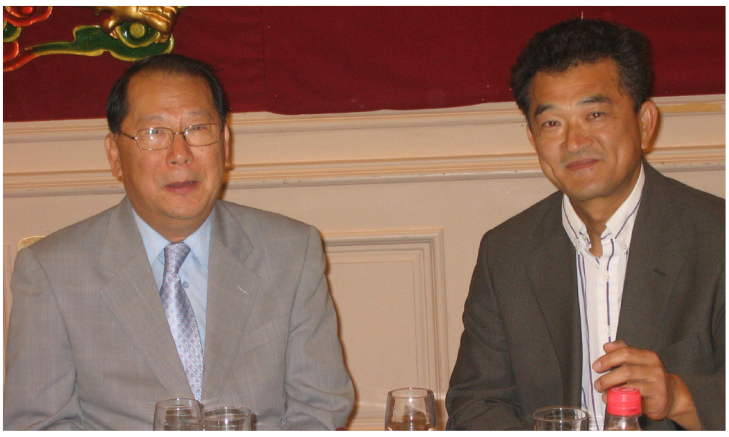
南加州台灣旅館業同業公會








hotel INDIGO
2014/06/08




hotel INDIGO
北美洲台灣旅館公會聯合總會
Taiwan Hotel-Motel Association Of North America


南加州台灣旅館業同業公會
座談會










北美洲台灣旅館公會聯合總會
Taiwan Hotel-Motel Association Of Northern California




北美洲台灣旅館公會聯合總會
Taiwan Hotel-Motel Association Of Northern America

五十年的里程碑


















南加州全僑慶祝中華民國九十九年春節團拜
駐洛杉磯台北經濟文化辦事處



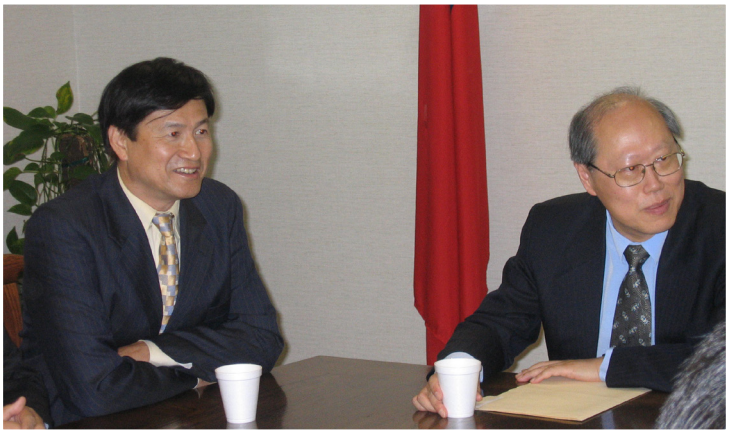



南加州全僑慶祝中華民國九十九年春節團拜


文化辦事處
春節團拜







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UV & Mildew Resistant
For Both Indoor & Outdoor
US UL & CE Certified
100% Sustainable
Flexible & Dynamic
Quick & Easy Installation
Light weight
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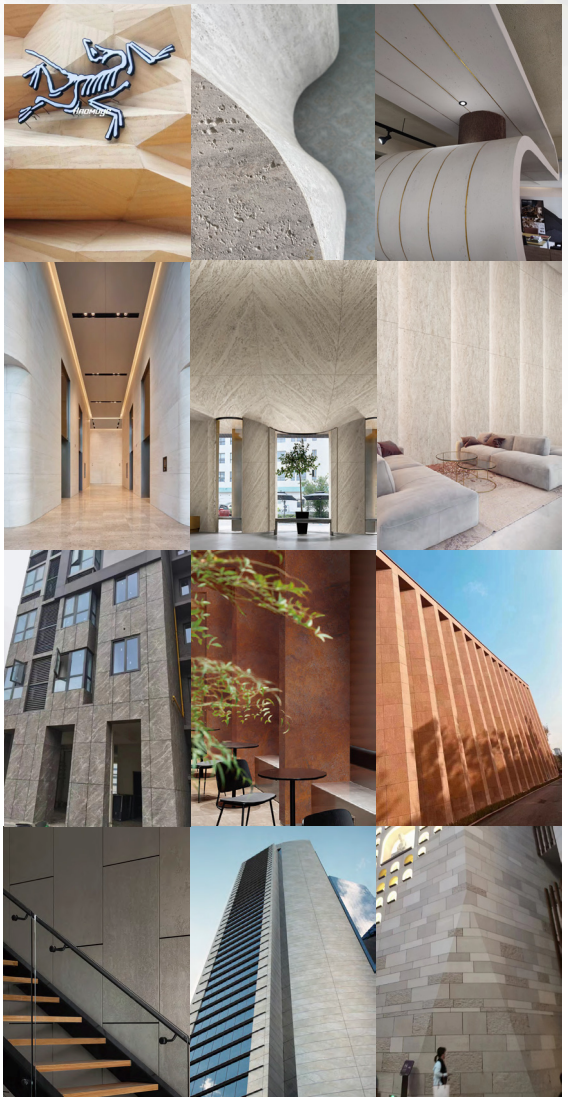

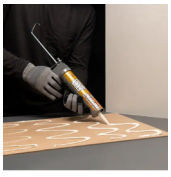





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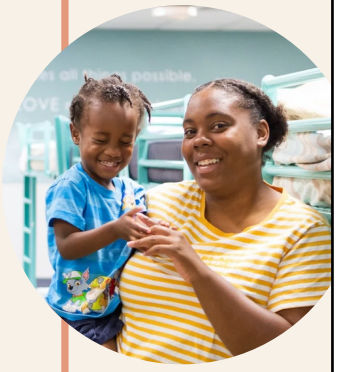

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PYC 位於美國南加州洛杉磯工業市，Paul Yang 楊博盛是公司的創辦人兼執行長，其個人和專業團隊有二、三十年從事不動產買賣經驗。

Paul 早年來美取得加州州立大學會計學士、企管碩士學位，畢業後從事建築工程及財務會計工作。專業認證資格包括CCIM（國際認證不動產投資師），CIPS（國際不動產專家認證）等。同時也是內華達州的持牌經紀人，全美最大房地產知名連鎖品牌RE/MAX前加盟主。擅長以其不動產專業長才，結合其他專業領域菁英，共創商機。

服務僑界、商界、社區不落人後，曾擔任柑縣台美商會會長，目前擔任名譽會長兼顧問，北美洲台灣商會聯合總會諮詢委員，亞太會計師協會前副會長兼創始理事。

PYC擁有陣容堅強的團隊，優良口碑，贏得客戶的長期信賴與支持。Paul親自培育人才，亦不斷招攬業界菁英，目前50多位優秀經紀的資歷、專長各不同，但總能在公司這個平台找到發揮一己之長的機會。

身為生命腳步基金會（Life Steps Foundation）的秘書長，Paul默默耕耘奉獻十餘年，為弱勢群體特別是身心發展遲緩的兒童們，盡一份心力。



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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 iron 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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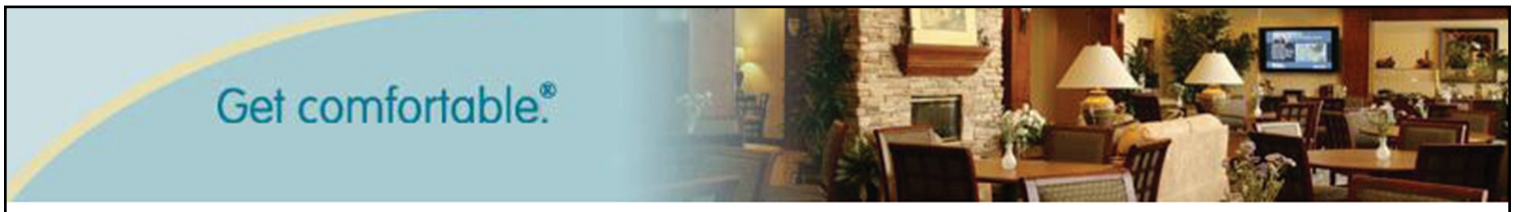



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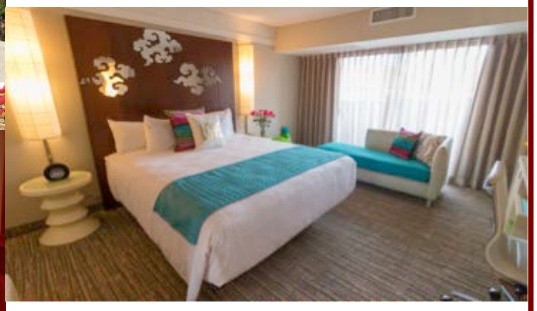

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In addition, I would like to thank the Taiwanese Hotel and Motel Association of Southern California for fostering growth and collaboration among the Taiwanese hotel community for over 45 years. I am thrilled to see everyone here. I hope you all great health, happiness, and prosperity. Best wishes for a bright future!

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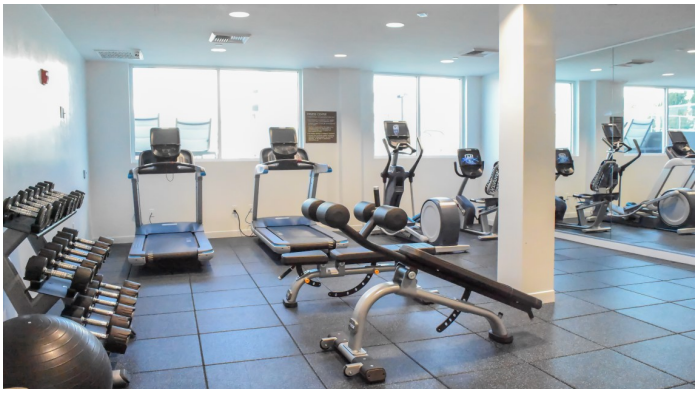

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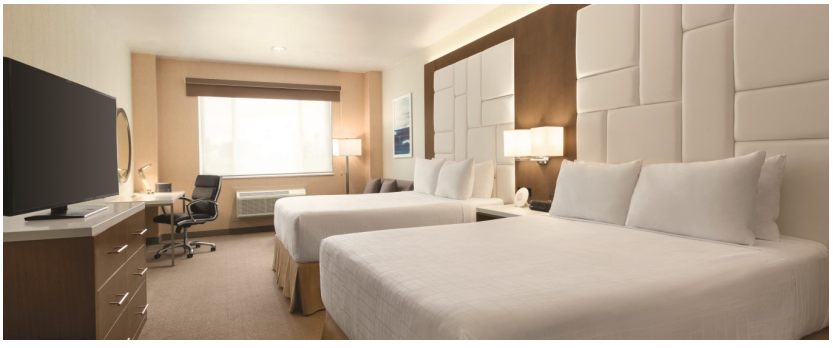



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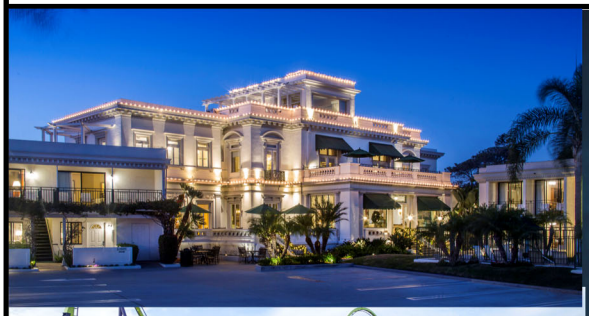







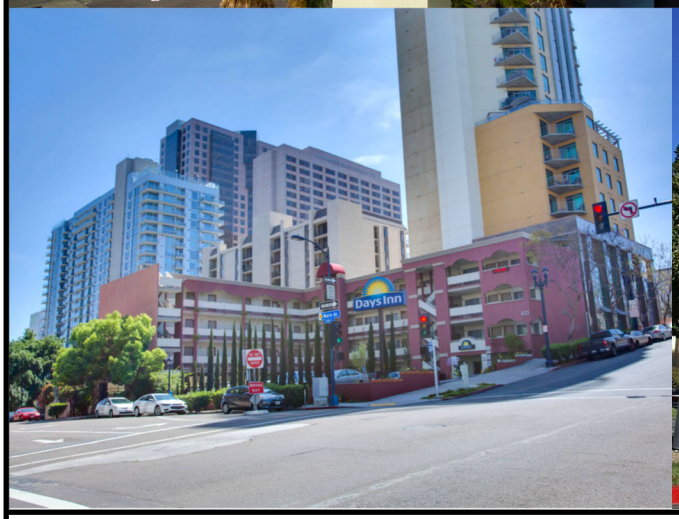



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