



南加州台灣旅館業同業公會

# 旅館會刊

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September  
2005

HOTEL & MOTEL JOURNAL

Issue Number **115**



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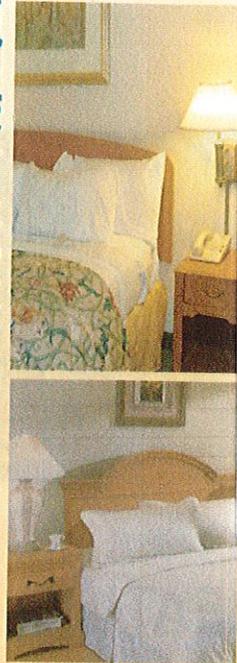
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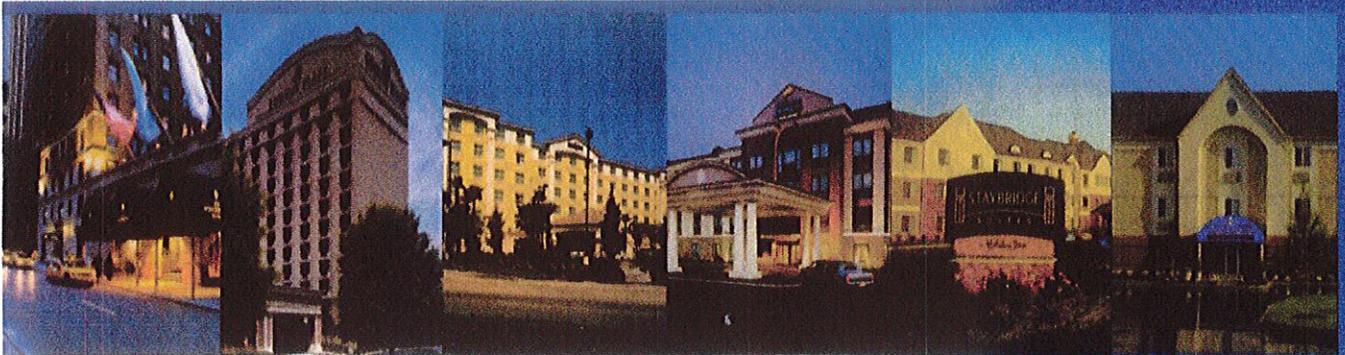


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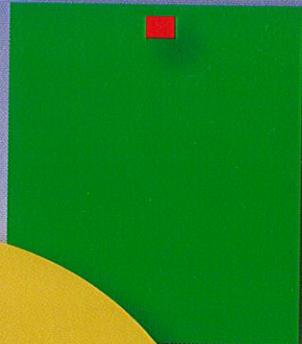
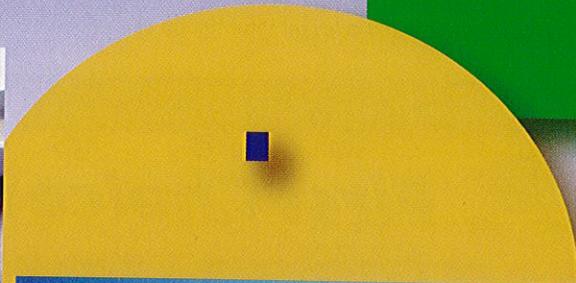
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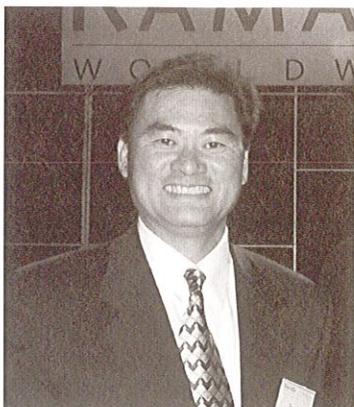
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第七屆	范宗陣 / John Fan	1981-1982
第八屆	丁昭昇 / Charles Ting	1982-1983
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第十九-二十屆	廖聰明 / Tom Liaw	1993-1995
第二十一屆	陳正吉 / Cheng-Chi Chen	1995-1996
第二十二屆	陸和源 / George Lu	1996-1997
第二十三-二十四屆	盧景林 / Robert C. lu	1997-1999
第二十五-二十六屆	邱垂煌 / Chris Chiu	1999-2001
第二十七-二十八屆	許清松 / Stephen Hsu	2001-2003
第二十九-三十屆	林宣昭 / Herman Lin	2003-2005
第三十一屆	范約瑟 / Joseph Fan	2005

## 會長的話

范約瑟



首先我要向所有歷屆會長們及理事們對公會熱誠的服務致上誠心的感激。

第三十屆旅館公會年會有超過五百人參與在 Westin Bonaventure Hotel舉辦的盛會，相當的成功。參加的貴賓其中不乏政要主流及僑界名人，包括這次專題演講的主講員，InterContinental Hotels Group總裁 Steve Porter，台北經濟文化辦事處魏武煉大使及同仁，本會前會長們，Westin Bonaventure Hotel 業主 Peter Zeng，以及各地姊妹會的代表們。

迄今為止，2005年是加州旅館的豐收年。各項經濟數據，ADR及RevPAR皆顯示出加州旅館業的業績普遍上升，未來商業及個人旅遊亦將持續成長。相信2006年會延續今年穩定的成長腳步。

針對三十一屆公會的展望，我有幾點公會服務的方向，希望能為會員們盡棉薄之力。

一、本會的網頁正在重新設計中，並在近期之內完成。新網頁的設計是採用各會員的建議，將包括贊助廠商的連結，定期更新公會活動行事曆，以及討論佈告欄。

二、旅館青年部〔Young Hotelier Group〕現有約25個會員的實力，第一次的會議將在十一月舉行。我們期待華人旅館業者第二代能興起。

三、因應卡崔娜颶風災害救災行動，本公會以人溺已溺的精神，結合美國紅十字會舉行募款活動。公會往年參與了各項的救災募款活動。凡舉美國2001年的911事件，台灣921大地震，颱風，SARS...等皆不落人後。此次美國遭到歷年來最嚴重的天災，本人在此懇請各會員們發揮愛心，能盡快與公會總幹事周小姐洽詢捐款事宜，電話〔626〕280-2207。

在未來的日子裡，懇請大家對我的表現不吝指教。最後敬祝各位先進有個愉快及多利的2005年。

## President's Letter to the Members

Joseph Fan

I would like to thank all of the Board of Director members, members, and past presidents for their warm support.

The 2005 THMASC Banquet was a huge success. Over 500 people attended to celebrate the Association's 30th anniversary at the Westin Bonaventure Hotel in Downtown Los Angeles. We had many VIP guests from Intercontinental Hotels Group and Marriott International attending our event. We were also joined by members from our sister Associations in Houston, Florida, and New Jersey. I would like to extend a special thanks to Steve Porter, the President of IHG, for making the keynote speech and for supporting the Association.

2005 has so far been a great year for our industry. Economic indicators show that ADR and RevPAR have been increasing. Also, we expect more business and vacation travelers as the economy grows. We are all hoping that 2006 will continue with this trend.

Here is a quick update on some of the ongoing projects with the THMASC.

Our Association's office was recently renovated. I welcome all members to stop by and visit.

Our website is currently undergoing a facelift and will present it to the member's shortly. We have listened to your input and we will implement links to sponsors, a frequently updated calendar of events, and a forum where members can ask each other questions.

The Young Hoteliers Group is 25 members strong and will hold its first meeting in November. We look forward to this group continuing the success of the THMASC.

In response to the damage caused by Hurricane Katrina, the THMASC is teaming up with the American Red Cross to raise funds to help the disaster victims. The Association has a long history of helping those in need. We raised money in 2001 for 9/11 charities and more recently we helped our fellow Taiwanese that were hit with the typhoon last year. I am calling on all the Association members to show their generosity to help the unfortunate. If you would like to help, please contact the Association at (626) 280-2207 for more details.

I am looking forward to the upcoming year as your new president. There are lots of projects and changes that are going to make THMASC even more exciting and helpful. My hope is that everyone will participate to accomplish all our goals and make this year successful.

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## 第三十屆年會報導

本刊編輯部



人生難能有幾個三十年，這是個值得歡喜慶祝的日子，早在一年前年會各項籌備工作就緊鑼密鼓的展開，從邀請天天日報林佳小姐拜訪，為前會長及見證公會走過歷史者撰寫專刊，邀請專人拍攝DVD及製作成影碟，年會場地的安排，遠地到來貴賓住宿的安排，贊助廠商的金錢贊助，促成了本次別開生面的三十週年年會。

年會中慶喜相逢，會中貴賓雲集，最難能可貴的是在多年後，這些旅館公會歷任會長及前輩在此盛會中相聚，有的已退休安享含飴弄孫之樂，有得退而不休隱居幕後充當第二代諮詢顧問，公會最另人欣慰的現象就是第二代的繼承衣鉢，將旅館事業發揚光大，本次姐妹會高雄市旅館公會更組團遠從高雄參與，及休士頓姐妹會也浩浩蕩蕩一行人特別為了本次週年活動來到洛杉磯，此情此誼另人難忘。

本次年會也正式的宣佈北美洲台灣旅館公會的成立，有美南旅館公會、美東旅館公會、紐奧良旅館公會、佛羅里達州旅館公會，這是旅館公會在經營多年後，希望結合更大的力量造福更多的地區，尤其來至故鄉的同胞。

本次按照往例邀請到廠商做產品展銷，有四十家廠商做產品展示，邀請到台灣知名歌星張秀卿在攤位做簽名活動，為正式晚宴做前奏曲，晚宴也在歌聲嘹繞中開始，感謝Intercontinental贊助本次年會，有了金錢做後盾，我們的活動也就辦得有聲有色，三十週年活動在一片歡樂聲中結束了，在此祝福各位人生旅程一路順風，希望在下次的年會中再度體會大家相聚的歡樂。

# 年會報導

經文處魏處長致詞



卸任會長林宣昭致詞



前會長王桂榮致詞

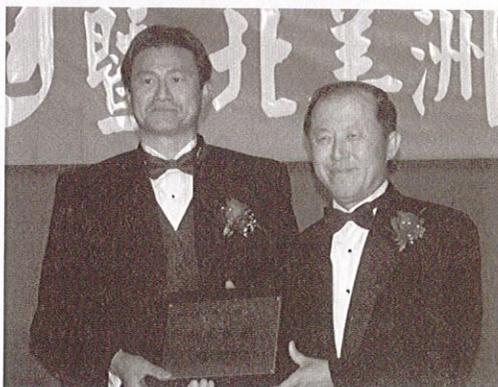


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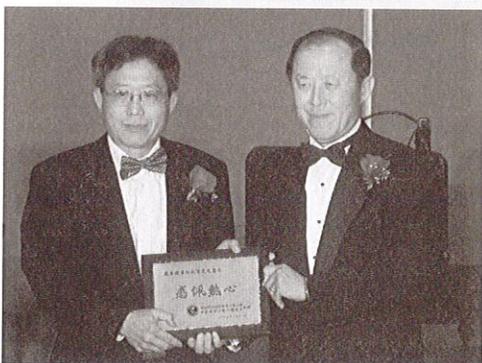
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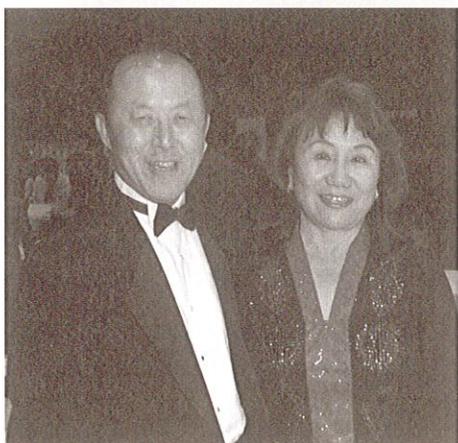
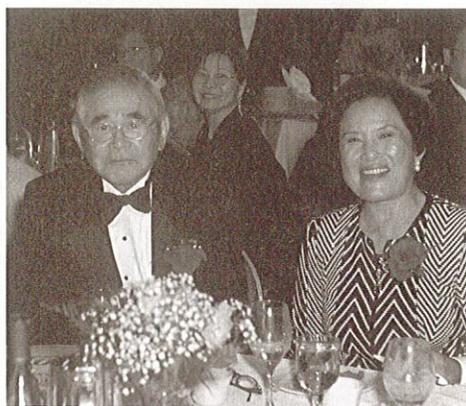
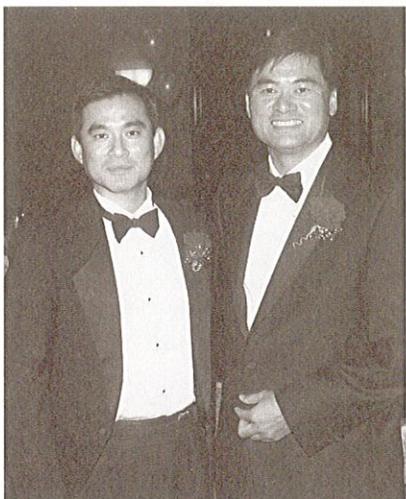
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感恩



嘉賓雲集



年會報導



鑼聲若響





滿堂彩



全員到齊



## **Announcement**

### **Coming Event in October of 2005**

By Gerald Wang  
President of Vic Inn-ternational Co.

This year I have the honor to be the Director in charge of the membership promotion and co-host with Wilson for the seminar and training program. Since our Association cover the vast area of Southern California. Once a year annual convention will not serve the purpose of communication and exchange idea between our members. A whole day program has been set for 4th day of October. For our member to spent a whole day in Santa Barbara area. Several sponsor and speaker have been arranged to cover various topics.

Please leave the date 4th of October open in your calendar for this interesting event. We will meet in the parking lot of our Association at 8:30 am on 4th of October. The bus or van will leave sharp at 8:45 am. Please come on time to prevent miss the bus. It will take around two hours to Santa Barbara. The address of Association will be Taiwn Hotel & Motel Association of Southern California at 1045 E. Valley Blvd., A212, San Gabriel, Ca. 91776. It will cost \$40 for the non-member of our Association and \$20 for our member. Please call us at 626-280-2207 for the reservation so we can arrange the transportation. Our Vice President and Director Nick Deng and his family member has successful investment experience in that area will share their experience, arrange the tour and host the us over there. I also like to present to your our sponsor and speaker that will make some presentation while we have lunch in Santa Barbara.

Our first sponsor and speaker will be Amy Yuen the Executive Vice President of First United Bank. She has over 28 years experience in Banking Industry and help our Lodging Industry for a long time. Her experience in Motel and Hotel lending is exceptional. Her outstanding knowledge in Motel, Hotel lending is help so many motel, hotel owner to have a

smooth lending process. And I do believe she is the one that you should meet for your future Motel and Hotel finance need.

Our second sponsor and speaker will be Ms. Huang from Cal Overseas Insurance Services. She has an extensive background in Insurance. She was service in Insurance Company back in Taiwan and also receive her Master Degree in US. Her topic will cover the area of Employment Practices Liability Insurance of which is an area normally overlooked by our member but it become a very important issues that we have to look into it.

We have the third speaker is James O. Abrams the President and CEO of California Hotel and Lodging Association (CH&LA) of which at this point is not get the confirmation yet.

We will try to confirm this as soon as possible. As we all know that the California Hotel and Lodging Association is the largest and most influential state lodging association in the world. CH & L was established in Nov. 11, 1893 and continue to serve the unique interests of each segment of California diverse lodging industry. With the background as an attorney, Jim has practiced law for over 30 years and is a noted expert on legal, legislative, and regulatory issues of the lodging industry. He is also the author of the Laws Pertaining to the California Innkeeper of which is a on-of-a-kind resource for the lodging industry. His topic will cover the various program and support that CH &LA provided.

Over all I hope this events will benefit to our member to see, to meet and to communicate. Not only that for our busy daily operation it will be a fun and relax trip.

Your participation and involvement is highly recommended

# 南加州台灣旅館業同業公會

TAIWAN HOTEL & MOTEL ASSOCIATION OF SOUTHERN CALIFORNIA

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Taiwan Hotel-Motel Association of Southern California

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

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.....

### ADVERTISING ORDER

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

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

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

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

QUANTITY	DESCRIPTION	AMOUNT

PAYMENT IS DUE UPON SIGNING OF THIS CONTRACT.

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

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

In Language, In Room



Mission

世界級優質媒體品牌

記得有一次，我在加州迪士尼樂園的大門口，看到一個拱形招牌，上面寫著：『全地球最快樂的地方』(The Happiest Place On Earth)，這是多麼令人讚嘆的夢想與願景啊！我衷心希望有一天，「東森」這個品牌也可以跟迪士尼一樣，成為台灣人的驕傲。

很慶幸的，這幾年，在東森全體員工的共同努力下，「東森」這個品牌也逐步的跨出去了。以「東森幼幼台」為例，最近有很多人碰到我，就說東森幼幼台是他們孩子每天都要看的優質頻道。而事實上，目前在台灣，東森幼幼台的收視率已超過美國兩大卡通頻道，成為亞洲影視界的一項奇蹟，這也算是我心中願望的初步實踐。

東森目前經營的十個自製頻道，在國內所有頻道公司中，自製頻道的數量高居第一；在各類型頻道之收視率排名均名列前茅，從事業規模及表現來說，東森電視近年來，已成為新聞媒體的領航者。而東森Ettoday新聞網站點閱率及到訪人次，依據AC Nielsen 及NetValue調查顯示，亦分居國內四大新聞網站之首。

整體而言，東森跨足電視、廣播、網站、報紙等四大媒體平台，由於有效運用四合一經營策略與資源整合作業程序，已漸次在台灣跨媒體業界中脫穎而出，成為具有特色及高度競爭優勢的跨媒體集團。

東森未來將朝向全球化電視媒體平台及全方位彩視資訊供應者的角色功能而邁進，我們決心提供最優質的節目與多樣化的選擇給全球的華人同胞，乃至於全世界的閱聽大眾。

台灣與中國大陸相繼入世後，媒體市場已具有全球化市場規模潛力，故東森電視的遠景極為看好。我們將持續在既有電視媒體核心本業(Core Business)上專注(Focus)經營，在立足台灣之餘，更以具體行動進軍全球15億人口華文媒體市場，繼而全力開拓西方社會主流媒體市場，讓東森電視成為世界級(World-class)全媒體公司，讓ETTV (EMC)的字樣成為全球矚目的優質媒體品牌。這是我個人尚未完全實現的心願，也是全體東森人戮力以赴的目標！



創辦人兼總裁

王令麟

專訪東森媒體集團總裁及東森美洲電視公播小組:

(公會訊) 公會日前採訪了東森美洲電視公播小組，以下是採訪的精采內容:

東森美洲電視自 2002 年在洛杉磯開台以來，與各位先進一同在異鄉創業，筆路藍縷，希望能開創台商在北美的新契機。東森美洲電視台深刻體會到團結共榮的重要性，已積極與南加州旅館公會合作，並特別成立公播小組，透過洛杉磯、舊金山、紐約三個分公司的支援，結合集團各種媒體平台，除提供北美當地旅館業者各種優質華文電視節目，以滿足旅客收看華文節目的需求之外，並積極協助公播東森節目的各地旅館，結合東森媒體集團全球強大的網路、電視、電台、報紙等平台，攜手合作共創雙贏。

目前東森美洲電視公播小組在美洲地區推出 5 個優質中文頻道，有東森新聞台，24 小時全年無休，以公平詳實的觀點為觀眾作及時的全球新聞報導。另有東森衛視台，東森戲劇台，東森幼幼台，及中國台等。東森衛視台是以娛樂性的綜藝綜合節目為主，東森戲劇台主要是提供精緻的亞洲電影及電視劇集，東森幼幼台更是專門為華人兒童量身訂做的教育頻道，東森中國台則是涵蓋中國各地的精選地方頻道。東森豐富的頻道與節目內容會帶給觀眾更多的選擇。

除了東森優質的新聞及節目外，東森媒體集團旗下的東森旅行社([www.ETHoliday.com](http://www.ETHoliday.com))電腦國際網路的旅館訂房系統，東森美洲電視台([www.ettvamerica.com](http://www.ettvamerica.com))電子網頁，以及全球超過 6 百萬的收視戶，東森媒體將向全球播送東森公播旅館業者的相關訊息，為我們的合作夥伴做最有利的宣傳服務。東森美洲電視最期盼的還是能得到全美旅館業者的合作與支持。我們非常誠心的邀請任何有興趣的朋友直接與東森公播專員聯絡，不論全美各地，我們一定盡力提供最優惠的方案。相信您的旅館有了東森新聞及節目，能創造更佳的業績。

東森美洲電視 18430 E. San Jose Ave., City of Industry, CA 91748

Tel: 1-626-581-8899 exit:207, Fax:1-626-581-8877

Robert 曾 E-Mail : [robert\\_tseng@ettvamerica.com](mailto:robert_tseng@ettvamerica.com)

您可在下列旅館內收看到東森新聞

1. Los Angeles Area:(洛杉磯地區)

Pacific Palm Resort, City of Industry, Radisson Hotel LA Westside, Los Angeles  
Furama Hotel, LA Airport, Best Western Executive Inn, City of Industry  
Quality Inn & Suites, Walnut, Holiday Inn Express, Pasadena  
Hilton Los Angeles, San Gabriel, Holiday Inn, Monrovia  
Champion Motel, San Gabriel, Ambassador Inn, Alhambra

2. Houston Area:(休士頓地區)

Hilton Garden Inn, China Town

3. Hawaii Area:(夏威夷地區)

Holiday Inn, Waikiki

4. New York Area:(紐約地區)

Crown Plaza Hotel, New York Time Square  
Sheraton Laguardia East Hotel, Flushing  
Bowery Lodge, Down Town Manhattan





人在身體健康的時候，總覺得買健康保險，是一項額外的開支，但是沒有保險一旦生病，在美國的醫療費用，更非一般人能負擔得起，有人花盡一生的積蓄甚至於負債累累。作為一個旅館僱主，如果員工生病而沒有健康保險，造成員工本人財務上發生問題，總會帶給僱主不必要的煩惱。如果是旅館重要的員工，甚至會影響生意。經常聽到員工要求僱主提供健康保險福利，到底是買與不買？那些員工買？用那一種保險？最後再考慮到旅館要負擔多少開支？如果你仔細閱讀本文，或許會為你提供一些答案。旅館公會是南加州所有公會當中少數能提供健康保險福利給會員的公會。

旅館公會特別為每一位會員及其旅館提供健康保險福利，只要你是公會會員，即可享有參加的權利。保險公司是由加州最大HMO公司之一的HealthNet所承保。醫生大多數屬於HealthNet的合約醫生，醫療網亦很多，到目前為止，尚沒有會員有不好的反應，反而得到醫療照顧的會員，大大的推崇這項福利，認為應該更多的人參加，希望公會多加宣傳。

### 至上保險

一、旅館公會所提供的健康保險福利如下：  
(因為文章有限，只列部份福利，歡迎索取詳細的英文福利說明)

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

(以上所述福利，僅大略性，詳細承保內容，必須直接向HealthNet查問，本文不作任何承諾與保證)

### 二、保險費用（每年九月一日調整一次）

個人	\$267.14
個人+孩子	\$507.56
個人+配偶	\$582.36
全家	\$828.12

另加\$10手續費每個月。

### 三、申請方法

1. 必須是旅館公會會員。
2. 個人填寫申請表。
3. 郵寄或傳真申請表。
4. 繳頭一個月保費。
5. 生效日期，可指定當月或下一個月1號。



### 四、付保險費方式

1. 每個月帳單寄到旅館。
2. 旅館開出支票。
3. 每個月20號必須收到支票，否則保險會被取消，一年內不得再保。
4. 退保必須書面通知，不付保費者，不會自動退保，公會會追繳所欠保費。

### 五、常問問題

1. 過去有病歷，已經懷孕，年齡超過65歲時，是否可投保？

馬上加入旅館公會成為會員，每年按時繳會費便可申請。

2. 可否只替經理、會計等主要員工申請？

只要你是旅館公會會員，投保人只要個別填寫申請表來申請。

3. 65歲以上是否要退保？

建議最好去申請Medicare，再加上所提供的Senior Plan，就更加完整了。

4. 替員工買保險，對僱主有什麼好處？

可以留住好的員工，增加工作效率，使旅館生意更穩定。可以只替員工付50%，另50%由員工自行負擔，千萬別給員工錢去自己買保險，否則便失去意義。

最後總結，希望大家身體健康，人人都有健康保險。加入旅館公會，支持您的公會。在今天競爭的社會中，為你的員工及自己提供一點點的福利，讓您的旅館生意更興隆，賺大錢。如果有任何保險的問題，請電：626-215-4584 馮先生。

# 南加州台灣旅館業同業公會

Taiwan Hotel & Motel Association of Southern California

## 會員申請書

### Membership Application Form

會員姓名 Applicant's Name

(中文) \_\_\_\_\_ Name \_\_\_\_\_

Address \_\_\_\_\_ Tel: \_\_\_\_\_

\_\_\_\_\_ Fax: \_\_\_\_\_

本人\公司為  申請加入為新會員  申請加入為榮譽會員

繳交

會員年費

\$100 元 50 單位以下+旅館通訊

\$150 元 51~99 單位+旅館通訊

\$200 元 100 單位以上+旅館通訊

\$200 元 榮譽會員(公司)+旅館通訊

\$150 元 榮譽會員(個人)+旅館通訊

合計 \_\_\_\_\_ 元

旅館或公司名稱 Company/Hotel Name

中文 \_\_\_\_\_ Name \_\_\_\_\_

Address \_\_\_\_\_ Tel \_\_\_\_\_

\_\_\_\_\_ Fax \_\_\_\_\_

旅館單位數 \_\_\_\_\_

支票請開:T. H. M. A. S. C.

郵寄:1045 E. Valley Blvd #A212

Tel:626-280-2207

San Gabriel, CA 91776

Fax:626-280-2243

本欄由公會填寫

金額:

支票號碼:

支票抬頭:

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## InterContinental Hotels Group Lodging Brands

From overnight trips to extended stays. For value-minded visits to executive travel. For eagerly awaited vacations and spur-of-the-moment getaways. Wherever you go, whatever the reason, we're there with the perfect place to stay and a great rewards program, too. Our Priority Club® Rewards is the only hotel rewards program that allows members to collect points or miles at more than 3,500 InterContinental Hotels Group properties around the world, making it easy to earn exciting trips and brand name merchandise. So look for our quality hotels wherever the winds take you.



### InterContinental® Hotels & Resorts

InterContinental® Hotels and Resorts offer an exceptional service for business and leisure guests seeking a luxury hotel experience. With a worldwide portfolio of 140 hotels in 75 countries, InterContinental Hotels and Resorts have been welcoming frequent international travelers for more than half a century. A pioneer in the development of the hotel industry, InterContinental Hotels and Resorts successfully blend consistent global

standards with the distinctive culture of their locations to deliver a truly memorable stay. We know what it takes..



### Crowne Plaza® Hotels & Resorts

Crowne Plaza®, located in major markets worldwide, is THE Place to Meet. Whether it's a group meeting in the hotel, a one-on-one meeting with a colleague or clients, or a getaway with a loved one or friends, Crowne Plaza is the hotel for people who value the energy and positive interactions that take place when people come together. With its wide variety of premium services and amenities, including fully-appointed guest rooms with ample work space, full complement of business services, excellent dining choices, quality fitness facilities and comprehensive meeting capabilities, Crowne Plaza and its associates exceed guest expectations by providing the right room, the right technology and the right service to make every stay relaxing, invigorating, stimulating and filled with positive interactions.



**Hotel Indigo®;**

To experience Hotel Indigo®; is to indulge in high peace. Like your favorite retail store, Hotel Indigo is dedicated to pleasing you, changing with the seasons for a sense of growth and renewal that remains in your spirit long after you leave.



**Holiday Inn®;**

No matter where you're traveling, you'll find a familiar place to stay at Holiday Inn®; hotels. With more than 1,500 Holiday Inn full-service hotels around the world, you will be sure to find a convenient location offering many features\* to make your stay more enjoyable, including comfortable guest rooms equipped with coffeemakers, hair dryers and irons. Today's Holiday Inn hotel offers travelers full-service amenities such as - restaurants and room service, a relaxing lounge, swimming pool,

and fitness center and, for the business traveler, today's Holiday Inn hotel offers 24-hour business services, meeting facilities and the Holiday Inn Meeting Promise™. Today's Holiday Inn offers you more of what you're looking for.

\*features may vary by location.



**Holiday Inn Select®;**

Holiday Inn Select®; is the hotel partner for individuals with a passion for business and an appreciation for value. Located throughout North and South America near business centers and airports, Holiday Inn Select®; hotels feature business class rooms, 24-hours business services, comprehensive meeting facilities and services.



**Holiday Inn SunSpree®; Resorts**

Whether traveling to a tropical escape or a mountain getaway, we make it easy for the entire family to have fun together! Our casual

atmosphere and modern facilities offer all of the conveniences you're looking for, like a great restaurant, in-room refrigerator, laundry facility, expansive pool area, and a variety of recreational facilities. Our friendly staff and trained Activities Coordinators schedule numerous adult events and supervise children's activities as well.



**Holiday Inn Express®;**

For value-oriented guests who want the Stay Smart® experience, Holiday Inn Express® is the fresh, clean, and uncomplicated choice, offering a free breakfast bar featuring fresh fruit, cereals and pastries, as well as free local calls within the U.S. There are over 1000 locations around the globe, and growing fast.



**Holiday Inn Garden CourtSM**

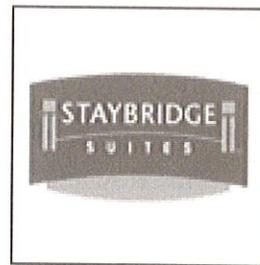
Located in Europe and South Africa, each Holiday Inn Garden CourtSM hotel has a style and character unique to its location. The Holiday Inn Garden CourtSM hotels offer quality guest rooms, meeting and leisure facilities, as

well as a number of other services and amenities.



**Nickelodeon Family Suites by Holiday Inn**

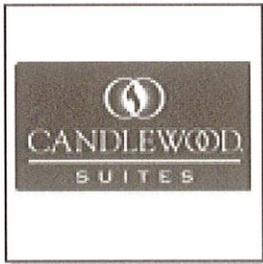
Nickelodeon, the number-one kids brand, and Holiday Inn® Hotels & Resorts partner to bring Nick's brand philosophy of putting kids first in everything it does into all aspects of the Nick Hotels. The hotels feature the popular Nickelodeon signature entertainment and style in a family-friendly, all-suite, resort atmosphere. Two- and three-bedroom themed KidSuites®, Daily Nicktoon Character Breakfast, Kids Eat Free program, waterpark pools and nightly scheduled Nick shows are among the unique amenities of these one of a kind kid-focused resorts.



**Staybridge Suites®;**

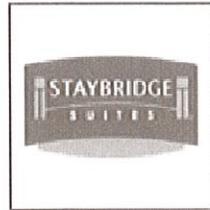
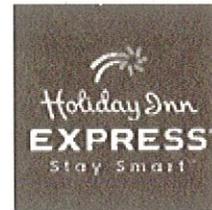
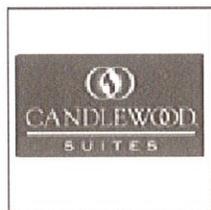
Staybridge Suites® is the finest, most innovative all-suite hotel meeting the

needs of the extended-stay guest. It's ideal for travelers seeking a residential-style hotel that's perfect for business, relocation, and vacations. The amenities include three suite types with fully equipped kitchens, complimentary breakfast buffet and evening reception, and 24-hour business services with high-speed internet access. So settle in and MAKE IT YOUR PLACE<sup>®</sup>;



**Candlewood Suites<sup>®</sup>;**

One look at our spacious studio, one-bedroom and studio double suites, and you will realize the Candlewood Suites difference. Everything from an executive desk to home entertainment helps guests work smart and relax. It's OUR PLACE. YOUR SPACE.



## Ramada brand extension's time remains limited

By: Jeff Higley



**L**as Vegas-The end is coming for the Ramada Limited brand extension.

Cendant Hotel Group executives late last year announced plans to kill the extension, and during the annual Ramada Worldwide conference, reiterated plans to eliminate it.

There are 340 Ramada Limited properties in the system, and Ramada President Keith Pierce said they will not be part of the system for much longer. Pierce said about one-third of those hotels will move into the Ramada Inn brand. The other 200-plus properties will be evaluated and most likely will not be part of the Ramada system when their contracts expire.

"Ninety-five percent of the Limiteds would fit into a market as one of our sister brands," Pierce said.

Cendant has removed the Ramada Limited brand from its uniform franchise offering circular. "From this point forward, we're going to focus on consistency," Pierce said. "We've made a commitment to work with all Ramada Limiteds to find them a good place to land."

The Limited extension is not the only Ramada-related entity to be cut. Cendant's groupwide Project Restore eliminated about 250 properties from the Ramada system.

"We had a history of perhaps being overly flexible," said Patrick Breen, senior v.p. of strategic planning and business development for Ramada. "That flexibility led to some subpar properties hanging on in our system. Those now have been eliminated."

Pierce said Ramada needs to be clearly defined by two tiers-Plaza and Inn. The Ramada Plaza brand will consist of full-service hotels with at least two restaurants. They will be located in city center and airport locations and will command a higher average daily rate.

"The real way to define Ramada Inn will be cleanliness, service, consistency and good value," Pierce said.

## Ramada takes a new approach to consistency

By: Jeff Higley

LAS VEGAS-Dueling themes featured throughout Ramada Worldwide's annual convention in June made it clear that the brand's leadership is making bold moves to bolster a brand that has been around for half of a century.

"A Whole New World" was the official theme of the conference, but it often took a backseat to a "Closing the Gap" subtheme featuring a message that consistency will help Ramada catch its competitors in the midscale segment.

"We were serious when we invested a quarter of a billion dollars to take global control of the Ramada name and the Ramada brand," said Keith Pierce, Ramada's president. "We were serious when we parted company with over 20,000 hotel rooms and the royalty stream that came with them."

Pierce said two programs have helped Ramada immensely during the past 18 months. The first was parent company Cendant Hotel Group's Project Restore, a systemwide focus to upgrade product consistency. More than one-fourth of the Ramada system was rinsed as a result of the program.

"Our challenge now is to make certain that we never again put ourselves in the position of having so many undesirable properties," said Patrick Breen, senior v.p. of strategic planning and business development for Ramada.

The second program was an acquisition strategy that resulted in Cendant acquiring global licensing rights for the brand late last year from Marriott International for \$250 million. In addition, the brand secured licensing rights for Canada in a separate deal. The convention was the first time since 1989 that a global Ramada system got together.



**Mark Young, senior v.p. of operations for Ramada, said the brand's year-over-year RevPAR rose 9 percent in 2004.**

The number of properties added by the global initiative equaled the number of properties let go as a result of Project Restore. Ramada has more than 1,000 properties worldwide, including 740 U.S. properties.

"We are now one brand, operated by one company, with one management team, one directory, one Web site, with one global strategy to make Ramada the global leader in midmarket lodging," Pierce said.

During the conference, executives introduced the second phase of Ramada's repositioning. It includes enhancing the brand's bedding and bathroom amenities programs through new standards for mattresses, box springs, pillows, linen, heavier and larger bath towels, a new showerhead and a curved shower rod with hookless curtain. Phase 1, which included standards for employee uniforms, adding systemwide high-speed Internet access and continental breakfast, was introduced in 2004.



**Ramada's challenge now is to never again allow the brand to have so many undesirable properties, said Patrick Breen, senior v.p. for Ramada.**

"In no way are these improvements revolutionary, but they propel us closer to competitors," Pierce said. "We're closing the gap between guest perception and brand reality.

"We have been serious about the creation of these standards, and we will be serious about their enforcement," he said.

Pierce said there are no immediate plans to launch Phase 3 because the company wants properties to get up to speed on the first two phases.

"We want to give franchisees plenty of time to plan for it and budget for it," Pierce said. "When we get through all of the steps of phases one and two, then we'll be at a point where Phase 3 will become apparent. That's when we'll move on to the next challenge."

Ramada adopted a zero-based quality-assurance program that will punish owners for not adhering to standards or make the necessary improvements that are critical to Ramada's repositioning efforts, Breen said. The new program will accelerate point deductions for hotels that are repeatedly cited for the same infraction.

"Noncaring owners will no longer have the luxury of riding the fence of quality," Breen said.

Guest perception Consumer perception is a big part of Ramada's repositioning.

Extensive research conducted in 2004 revealed an interesting result, Pierce said.

"What we learned was that customers, especially those who haven't stayed at a Ramada in a while, perceive us to be better than we really are," he said. "Said another way, it's just like how our moms see us-better than we really are."

He said the research results were actually good news for the brand.

"It means Ramada still has incredible brand equity and a great opportunity," Pierce said.

Keri Putera, the brand's senior director of marketing, said the research indicated Ramada has a 93-percent awareness rate with consumers surveyed.

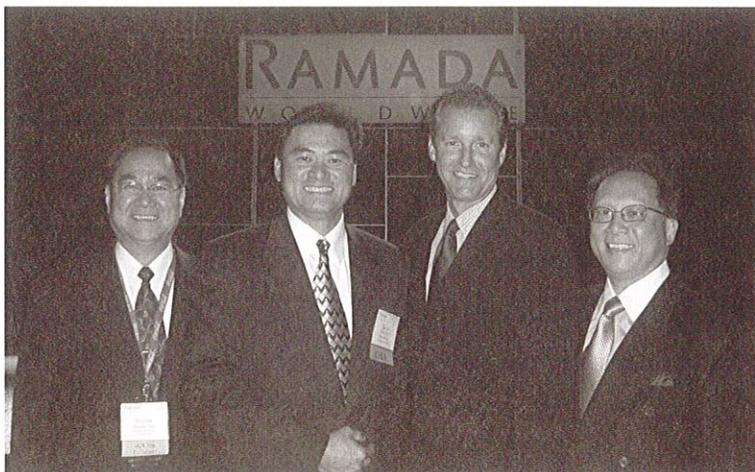
Ramada also is trying to become more attractive to developers. Cendant has provided

Ramada with a \$10-million development advance fund that will provide incentives for new-construction Ramada properties, particularly in center city, gateway and airport locations.

"It's time to focus on bringing more new-construction hotels into the system," said Jerry Lintz, who owns a Ramada property in Oconto, Wis., and is looking to build a full-service Ramada. "People see the supply-and-demand situation making it a favorable time to build. For too long we've been known only as a conversion brand, and the move that [Pierce] has made will help us shed that image."

Six properties are under construction and 17 are in the pipeline-including 13 by Canadian developer Cam Christianson.

"The brand's got a lot of equity in it, and looks like it starting to be tapped into," said Christianson. "There are a lot of good changes going on within Cendant, and they're supporting the Ramada brand more than ever. They are finally realizing that it's all about quality."



## 2005 IHG Americas Investors & Leadership Conference

Las Vegas, Nevada, USA  
September 21-22, 2005

### 全球洲際酒店集團2005, Las Vegas年會

**I**nterContinental Hotels Group (IHG) is pleased to announce the 2005 Americas Investors & Leadership Conference will be located in Las Vegas, Nevada, at Mandalay Bay Resort & Casino. Las Vegas is a spectacular city, incomparable to any other.

Las Vegas offers top quality entertainment, attractions, shopping and world-renowned resorts. The sessions, tradeshow, and meetings will be held at the Mandalay Bay Convention Center, which is the 5th largest convention center in the United States, and the largest meeting facility located on the world-famous Las Vegas Strip.

IHG will welcome hotel Owners, Franchisees, General Managers, and Directors of Sales from the Americas region. This unique gathering of thousands of hotel professionals gives the opportunity to focus collectively on the future direction of the IHG system. These three days will be filled with informative sessions, business driving workshops and the industry's largest private tradeshow. We look forward to welcoming you and the strategic leaders from your property to Las Vegas.

Preliminary Agenda:

Mon., Sept. 19

## 聯鎖酒店專欄

### Preliminary Agenda:

Mon., Sept. 19

8:00 AM - 5:00 PM  
 Certification Training Classes  
 (Check Reggie in June for more information)  
 Mandalay Bay Convention Center

Tues., Sept. 20

8:00 AM - 5:00 PM  
 Certification Training Classes  
 (Check Reggie for more information)  
 Mandalay Bay Convention Center

8:30 AM - 5:30 PM  
 IAHI Owners' Association  
 Golf Tournament  
 Siena Golf Club

9:00 AM - 5:00 PM  
 Delegate Registration & Info. Desk  
 Mandalay Bay Convention Center

9:00 AM - 5:00 PM  
 CHA Review  
 Mandalay Bay Convention Center

1:00 PM - 5:00 PM  
 CHA Exam  
 Mandalay Bay Convention Center

Wed., Sept. 21

7:00 AM - 5:30 PM  
 Delegate Registration & Info. Desk  
 Mandalay Bay Convention Center

7:00 AM - 8:30 AM  
 Continental Breakfast  
 Mandalay Bay Convention Center

8:30 AM - 10:00 AM  
 General Session  
 Mandalay Bay Convention Center

10:00 AM - 10:30 AM  
 Break & Networking Opportunity  
 Mandalay Bay Convention Center

10:30 AM - 12:00 PM  
 General Session (Continued)  
 Mandalay Bay Convention Center

12:00 PM - 1:30 PM  
 Buffet Lunch  
 Mandalay Bay Convention Center

12:00 PM - 7:00 PM  
 ASK IHG & Tradeshow  
 Mandalay Bay Convention Center

7:00 PM - 8:30 PM  
 Welcome Reception  
 Mandalay Bay Convention Center

9:00 PM - Midnight  
 IAHI Member Party  
 House of Blues  
 Mandalay Bay

Thurs., Sept. 22  
 7:30 AM - 5:00 PM  
 Information Desk  
 Mandalay Bay Convention Center

7:00 AM - 8:00 AM  
 Continental Breakfast  
 Mandalay Bay Convention Center

8:00 AM - 5:15 PM  
 Brand Sessions & Workshops  
 Mandalay Bay Convention Center

11:30 AM - 1:00 PM  
 Delegate Buffet Lunch  
 Mandalay Bay Convention Center

7:00 PM - 11:00 PM  
 Evening Event  
 Las Vegas

Conference Ends

Fri., Sept. 23  
 Mandalay Bay Convention Center

8:00 AM - 5:00 PM  
 Certification Training Classes  
 (Check Reggie for more information)  
 Mandalay Bay Convention Center

## Hotels loosen their ties for a younger crowd

Chains jazz up looks, add perks  
with casual comfort in mind

By Barbara De Looois

**T**he hotel stay is getting a makeover.

The growing wave of style-conscious Generation Xers -60 million Americans ages 24 to 40 - is forcing hotels across the USA to revamp lobby layouts, menu offerings and front-desk clerks' attire. Some chains are launching new hotel brands designed for the under-40 set. And even stuffy hotel speak - "It's my pleasure, sir" - is going the way of the polyester floral bedspread as the industry adjusts to the habits and values of younger, hipper travelers.

Hotels undertake cosmetic changes periodically, but American Hotel & Lodging Association CEO Joseph McInerney calls the current Gen X-inspired changes "over the top." He compares adjustments underway in the industry to those that greeted the flood of female business travelers hitting the road for the first time in the 1970s.

The adjustments are needed because Gen Xers make different demands than the older baby boomers for style and ambience, Internet service and creature comforts.

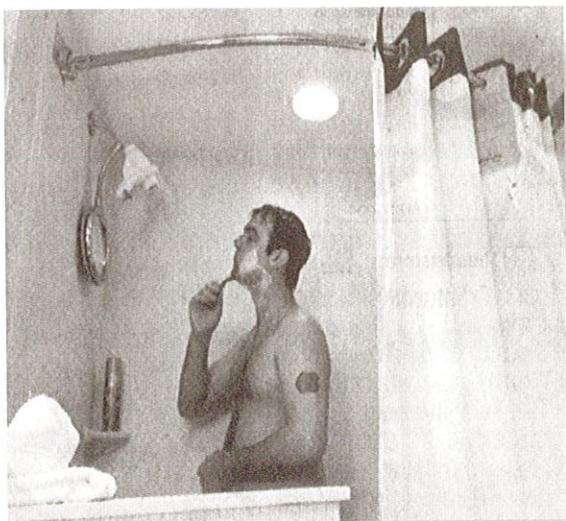
The sketch of the Gen X traveler, as developed by market researchers, goes like this: They crave branded items - for example, Starbucks, not coffee. Paradoxically they're less loyal than older travelers to single brands. As a result, they're willing to scour the Web to find a boutique hotel oozing with attitude, instead of simply booking the same. chain hotel their family booked for their 1980s vacations.

And they fiercely insist "their way," whether that means being able to check e-mail while sipping a mojito in the lobby bar, or having the choice of- soy or \_ low-fat milk or their cafe latte.

Publicist Leslie Liberatore, 36, of Park City, Utah, says it's time the big hotel companies update their image.

"I wish they'd get with the program and get out of the '80s," Liberatore says of big chains like Marriott and Hilton. She stays at them when she must, she says, but she prefers boutique hotels like the W and Kimpton Hotels, which have "good shampoo, bathrobes, nice bedspreads" and a stereo in the room, often with XM or Sirius satellite radio.

For some hotel chains, capturing Gen Xers requires all-out cultural revolutions. "We've revamped our entire product offering. New prototypes. New designs," says Marriott executive Mike Jannini. "We've buried the cookie cutter across all our brands."



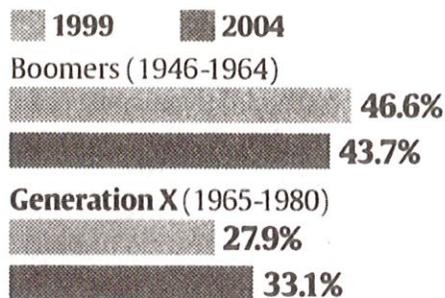
To varying degrees, thousands of hotels owned, operated or franchised by Marriott, Hilton, Hyatt, InterContinental and others are retooling lobbies, expanding TV choices, adding self-service checkin kiosks and upgrading showers. Resorts are adding spa activities for men, after noticing that the metrosexual Gen X male isn't afraid to pamper himself.

Faced with the aging of the 79 million baby boomers, ages 41 to 59, hotel executives started the started researching the preferences of Gen Xers shortly before 2000, the industry's best year ever. But the adjustment to a new generation of prime customers lost momentum after the Sept. 11 attacks forced a sudden focus on economic survival. Now, the customers are back, providing hotels the money needed to make capital investments.

By 2003, figures from researchers D.K. Shifflet & Associates show, Gen Xers had eclipsed baby boomers in average per-trip spending for trips involving a hotel stay. The gap widened last year, with Gen X travelers spending an estimated \$1,297 per trip on a per-capita basis; baby boomers, \$1,155.

### Gen Xers at the inns

Percentage of overnight stays at hotels and motels in the USA, by generation:



Source: D.K. Shifflet & Associates



US hotels this year plan a record \$4.1 billion in upgrades, up 37% from last year, according to PricewaterhouseCoopers. Some of that money will pay for projects deferred during the downturn; some will pay for upgrades aimed squarely at the tastes of a new generation of travelers.

For now, baby boomers continue to fill more rooms than Gen Xers. But Marcia Scarborough, Marriott's vice president of product strategy, says she's seen almost no sign of bacidash from older travelers to the Gen X-inspired changes.

"Xers are leading, and boomers are following," she says. Anyway, says consultant Bjorn Hanson of PricewaterhouseCoopers, some hotels will straddle both worlds to prevent offending either the older or younger generation of travelers.

How long will these updates last before the next wave of hotel redesign?

"What's trendy will have a shorter life with Gen Xers than it did with the boomers," predicts PricewaterhouseCoopers' Hanson.

Revamping for a new generation of patrons will be a tricky balance for the big chains, warns Stephani Robson, a hotel expert at Cornell University.

"The (Gen X) market doesn't want to be associated with a brand that's ubiquitous," she says. "If you have 400 of them that are the same, that defeats the whole purpose."

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## 假日飯店傳奇——一半運氣、一半智慧

沈其正

夏威夷假日飯店總經理

### 凱蒙斯·威爾遜二十個成功的秘訣

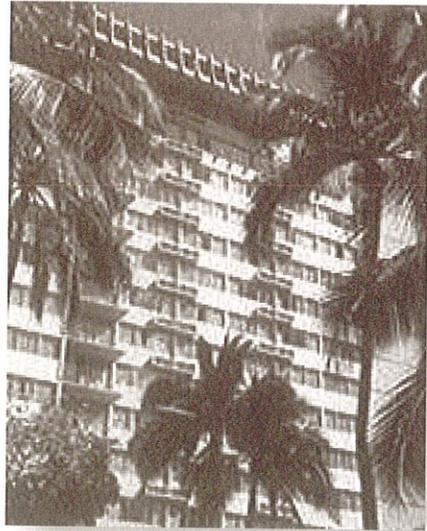
- 一、 每天只花一半的時間工作：不管是前十二個小時，或後十二個小時都行。
- 二、 工作是開啟所有機會大門的鑰匙。
- 三、 心智上的態度，對於一個人的成功或失敗，遠比心智上的能力重要。
- 四、 我們都是一次一步地踏上成功之梯。
- 五、 登上橡樹有兩個方法：坐在橡樹有兩個方法：坐在橡籽上等待，或是爬上去。
- 六、 不要害怕冒險。一隻破錶一天至少也會有二次正確的時間。
- 七、 快樂的秘訣不是去做喜歡做的事，而是去喜歡你所做的事。
- 八、 把「我不認為我可以」從你的字典中刪除，並以「我知道我可以」代替。
- 九、 在評估一項事業時，機會優先於安全。
- 十、 成功的條件是：一半靠運氣，一半則靠智慧。
- 十一、 人必須要冒險才能達成目標。
- 十二、 不做超出薪資範圍工作的人，也絕對不可能得到超過他們薪資範圍以外的事物。
- 十三、 只要能找到適合的人幫助你，天底下就沒有困難的工作。
- 十四、 機會常常降臨。當它敲門時，必須訓練你的耳朵去聽，訓練你的眼睛去看，訓練你的  
雙手抓住它，並且訓練你的頭腦去運用它。
- 十五、 不要在二天之內拖延，否則明天將變成昨天。
- 十六、 賣掉你的手錶，去買一個鬧鐘。
- 十七、 一個成功的人是出於自發性的瞭解自己的責任。他驅策自己，因為他擁有發動開關的  
鑰匙。
- 十八、 不要擔心。你無法改變過去，但你卻可能因為擔心未來，而毀掉現在。我們擔心的事，有一半不會發生，而另一半反正就要發生，為何還要擔憂呢？
- 十九、 使你快樂的並非擁有多少，而是你喜歡的程度有多少。
- 二十、 相信上帝並遵守十誡。

### 成功的條件

最近，我們飯店的常客，智庫出版社負責人華文衡先生即將發行假日飯店（Holiday Inn）創辦人凱蒙斯·威爾遜先生所著《假日飯店傳奇——一半運氣、一半智慧》一書，並邀我寫序，我始有幸先拜讀其大作。這是一本值得一讀再讀，並且慢慢細嚼的成功創業的經典佳作；今天全球假日飯店的文化，正如同這本書裡所闡述的威遜先生辦假日旅館的宗旨——讓全世界的商旅在選擇各式旅館時，可以有一種自己真正想要的選擇，那就是：「一家完全以顧客服務為導向，以顧客內心期盼所需要而設計，又物超所值的飯店。」

在威爾遜先生他那個充滿機會的年代裡，由於他對做事情的用心、刻苦、努力，加上自己的運氣，創業從無到有，到全球擁有二千多家，成為世界最大的連鎖飯店的假日旅館集團。我們可以在他的書中讀到，當他第一次蓋房子，就把房子蓋在別人的地上，恰好碰上好心的地主願意交換地契才順利解決這件事。而興建假日飯店的想法，是在一九五一年，凱蒙斯·威爾遜先生有一次全家開車環遊美國各地時，他們投宿在那家三流又昂貴的旅館，使他興起自己創辦一家給消費者有「對等價值」又「可信賴的品牌」的旅館。

凱蒙斯當場拿出隨身攜帶的捲尺與鉛筆，精確地丈量比對旅館的客房、浴室、走道、大廳……，並且用心思索如何提供顧客較好、且符合旅館需求的旅館經營方式，終於在一年後第一家平價又物超所值的Holiday Inn田納西州的曼菲斯市高速公路邊開張了。



由於這一家平易近人風格的飯店，其產品很切合市場大眾的需要，往後數年裡，掛著黃綠相間招牌的Holiday Inn如雨後春筍般，在美國各州的鄉間、海邊、高速公路旁紛紛成立；而今，全球各個國家我們都可以看到假日飯店既親切又熟悉的身影，這歸納出他成功的二十個要訣中最重要的一句話：「做事業要成功，需要一半的運氣與一半的智慧。」

除了事業上的成就，最值得我們尊敬的是凱蒙斯自己不居功，他將所有成就歸功於母親娃兒的教養，以及妻子桃樂絲對家庭的扶持和對他的支持。他對自己規律甚嚴，很重視家庭生活；另外，篤信基督教的他也時時把自己未來的路交託在上帝手中，心存感恩並且遵守奉行十誡，我想，像威爾遜先生這樣一位成功者，他背後的驚人毅力、克勤克儉、凡事處處用心，尊重家庭傳統價值及不論遇到任何困難都堅持信仰，或許這正是驅策他不斷地向前的動力，並成功地創辦出全世界最大又廣受人們歡迎的假日飯店集團的主要原因吧！

## California New Hotel Development Survey Mid-Year 2005

汪蔚興



**Atlas**  
HOSPITALITY GROUP



### Regional Highlights

#### Los Angeles County

Los Angeles County recorded no new hotels open in the first six months of 2005 as compared with four hotels and 334 rooms that opened during the same period last year.

In terms of the number of new rooms under construction, Los Angeles County saw an increase of 68% over last year. There are currently eleven hotels under construction with 874 rooms as compared with five hotels and 521 rooms last year.

The number of hotel rooms in planning was down slightly at 1.5% and the number of new hotels in planning is down 8.3%.

#### San Diego County

San Diego County had three hotels open in the first six months of 2005 with 817 rooms, a slight increase of 3.4% over the same period last year.

San Diego County was home to the largest hotel that opened in the State so far this year, with the 462-room Harrah's Rincon Hotel expansion.

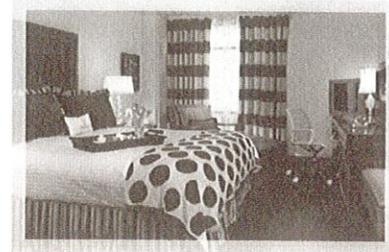
San Diego County accounted for 40% of all of the new rooms opened so far in 2005.

The hotels that have opened are:

- Harrah's Rincon Casino Hotel 462-rooms
- Hotel Solamar 235-rooms
- Homewood Suites 120-rooms.



*Photo: Harrah's Rincon Casino Hotel*



*Photo: Hotel Solamar*

In terms of the number of new rooms under construction, San Diego County saw a huge decline of 65% over last year. There are currently three hotels under construction with 468-rooms as compared with 1,325-rooms in six hotels last year.

San Diego County leads the State in terms of number of new rooms in planning, with 10,365, a 40.6% increase over last year.

## California New Hotel Development Survey Mid-Year 2005

### Orange County

Orange County had no new hotels open in the first six months of 2005 as compared with four hotels and 462-rooms in the same period last year.

In terms of the number of new rooms under construction, Orange County is up 125% this year. There are 868-rooms in seven hotels as compared with 385-rooms in three hotels last year.

The number of new hotel rooms in planning increased by 28.8%.

### Riverside County

Riverside County had one hotel open in 2005, the 115-room Residence Inn in Corona, as compared with 175-rooms in two hotels last year.

In terms of the number of new rooms under construction, Riverside County saw a decline of 69%. There are currently 329-rooms in three hotels under construction as compared with 1058-rooms in six hotels last year.

The number of hotel rooms in planning increased by 29.9% and the number of new hotels in planning jumped 55.6%.



*Photo: Comfort Suites Redlands*

### San Bernardino County

San Bernardino County saw one hotel open in 2005, the 60-room Comfort Suites in Redlands. This compares with no new hotels opened in the same period last year.

In terms of the number of new rooms under construction, San Bernardino County saw a slight increase of 4.5%. There are currently 875-rooms in nine hotels under construction as compared with 837-rooms in eight hotels last year.

### Ventura County

Ventura County had one new hotel open in 2005, the 166-room Hilton Garden Inn in Oxnard. This compares with no new hotels opened in the same period last year.

Ventura County leads the entire State in terms of number of new rooms under construction, with an increase of 19% over last year. There are currently 1,000-rooms under construction in seven hotels as compared to 838-rooms in five hotels last year. Ventura County accounts for 15.2% of all new rooms under construction in California and has the second largest hotel under construction in the State, the 267-room Four Seasons Hotel in Westlake Village.

## California New Hotel Development Survey Mid-Year 2005

In terms of the number of rooms in planning, Ventura County is up by 2.9% with 613-rooms in 4 hotels as compared to 589-rooms in five hotels.



*Photo: St Regis Hotel San Francisco*

### Northern California

Northern California had ten hotels open in 2005 as compared with fourteen hotels during the same period in 2004. The number of new hotels open in Northern California declined by 53%, 737 rooms in ten hotels as compared with 1,556 rooms in fourteen hotels.

The largest hotel under construction in Northern California is the 275-room St Regis in San Francisco, which is scheduled to open November 1, 2005.

The number of rooms in planning in Northern California is up 16.1% and the number of new hotels planned is up 6.8%.

### Summary

The continued strength of the California hotel market is definitely reflected in the 15% overall increase in the number of hotel rooms under construction.

The increases in ADR and occupancies combined with the rapid rise in hotel sales values are making new hotel development a little easier.

One interesting result from this year's survey is how the individual counties have fared in relation to the number of new projects planned. For example, when we examine the number of new hotel rooms opened and under construction and compare that with the number of rooms in planning, we see that Ventura County is at an astounding 190% — the actual number of rooms under construction and opened out-weigh the number of rooms in planning by 190%. This is the first time we have even seen anything like this.

Other counties have the following ratios of rooms under construction and open to in planning:

San Bernardino	46%
Orange	26%
Riverside	26%
San Diego	12.2%
Los Angeles	10.5%

We are accustomed to seeing ratios that are 10% or less, which confirms that California hotel developers are becoming much more successful in getting their projects from planning to completion.

## 一個全新環保旅館系統的誕生

張文毅

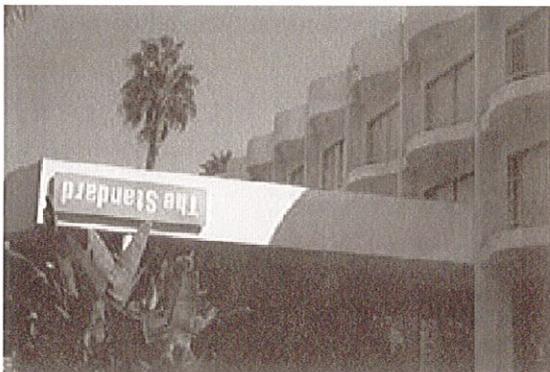
旅館的作業及開發亟需?外翻轉的大革命，原因如下：

第一、地球演化史上從來沒有一次像這一次的危機一樣，單一的物種，既控制了自己的命運，也控制了地球上所有其它物種的命運。而旅館業就是地球上最大行業 - 觀光業的重要一環。要轉換人類意識，由這個代表各種文化的旅行成員的旅館業開始實為最直接最有效。

第二、代表旅館業典範 (paradigm)的連鎖系統對其成員榨汁抽血，雖因亞裔旅館業主的多次協商，近期確有改善，但已為80%以上連鎖成員所不滿。冰凍三尺，非一日之寒。

第三、有90%的旅行者對其欲到達目的地環境情況感到關心，50%以上的住客願意因環保的旅館而多付8% ~ 16%的租金。

由於人類生存的必要和連鎖系統的專橫跋扈，一個徹頭徹尾的革命實屬必需。



在全國各地的環保建築大會上，鮮有環保旅館開發的單獨項目。而正在成型的環保旅館絕大部分的?容也僅止於由科技轉移到旅館的開發及作業，但是本文作者的創意則另外增加了第二層 - 建築?外的信息傳達，以及第三層 - 人類心態轉移的哲學成份，因此本文作者現在正在開發的兩棟環保旅館皆為全國環保旅館之楚翹。其中，天鵝湖的設計不僅只是美觀，它還兼?接納雨水和濾過的澡水循環使用，以節省水的消耗，並且吸收房間的熱氣以避免二氧化碳到空中。湖中的涼亭可兼作演奏以及喜慶活動的場所。馬斯樓 (Mazlo) 需求階層 (Hierarchy of Need) 的最高層對於環保以及人類意識轉移的意義最?旅客及一般大?所敬重，且對於自我實現 (self-realization) 也能達到最高和長遠的滿足。當旅館作業及開發的?容包涵了上述，則全新的環保旅館系統將實踐目的地旅館的終極意義，即一個地點、一個旅程、一個夢

在這樣的十字路口人類需要抉擇，對於地球的資源繼續這樣揮霍下去（美國佔世界人口5%，卻佔世界資源消耗量的35%），而自取滅亡于不自知，成地球這個母親 - 地母(GAIA)一個未曾實驗成功的物種之一？或至少，布希以美經濟為由，拒絕參加數年前世界各國在日本達成的〈京都協約〉，終將成歷史的笑柄。還是我們會勇敢地跨出人類心靈上從未有過的大步伐，對於地球既成的生態災難予以挽救？於今之日，全人類不但必要塑成一個共同覺知的意識體，也要將慈悲圈擴大到有情無情的其它物種，而將地球回歸到一個互相關聯依存的動態均衡 (Oynamic Web of Interconnection & Interdependence) 的共生體，讓萬物於焉長久而持續地欣榮。

英文的sustainability一詞很難用中文簡潔地翻譯，可以勉強以上述的“持續長久”來解釋。更正確的作法是，我們這一代的消耗資源不以犧牲下一代的資源為代價。環保人士甚至以這樣一句話來鼓舞我們這一代的人做意識的轉移：“我們並不是從祖先那兒繼承的土地，而是向下一代借貸的”。中國人的哲學更是一言正：青蛙不飲盡所居池塘之水。

### 【實務】

觀光業是地球上最大的行業，而旅館所屬的好客行業(hospitality industry)則是觀光行業的重要一環。旅館的住客來自遠方各地甚至世界各國。聚宿于同一屋簷下，每人行路匆匆，衣著美麗卻表情呆滯，擦肩而過卻互不相干。到旅

館住宿的人大部分坐在床上倚靠數個堆積在一起的枕頭，搜索電視節目，就像大衛 瑞斯曼筆下的《寂寞的人潮》(The Lonely Crowd)描繪的圖景。旅館界的業者或連鎖系統什不在他們的作業容上借此機會將這些陌生的旅者關聯起來，將世界各地特有的風土人情、價值觀互相切磋影響，讓旅者帶新的意念及故事或環保精神回去，和自己故園的文化相混淆而塑造及滋養成一個人類共有的、覺知的意識體？

隨附的兩幅旅館彩繪圖所代表的開發計劃分別座落于舊金山北邊的Napa Valley, 以及北加州的Redding。這兩棟由我和貴會會員黃英明及其他合夥人正在開發興建，有可能是全國第一“綠”的。現僅從逾百項容抽樣數例，以饗旅館業友人-

1. 天鵝湖本身就是雨水和廢水的回收（透過精密的過濾系統），甚至接受房間排出的熱氣，以便減少二氧化碳漂到空中助長毒霧的形成。
2. 太陽能吸板(photovoltaic) 自創能源，在太陽炎熱的時刻自動將產生的電能輸出給PG&E，和從PG&E 輸入的電能抵消。
3. 使用環保局認可的取自商業森林的木材來源，以取代傳統的原始森林砍伐而得。



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## 電子商務與酒店經營開拓

本刊編輯部

**短**短幾年時間，網絡與電子商務造就了一批超級富翁，像微軟、雅虎、美國在線及亞馬遜網上書店等，他們創造的財富奇跡使傳統行業只能望其項背。同時也給人帶來了強烈的示範效應與思考，調查顯示，2005年，互聯網上電子商務的總收入將達到1.1萬億美元，全球超過70%的大型公司將基於WEB做交易。隨著世界經濟的快速增長與人類交往的日益頻繁，旅遊業已步入當今世界最大的產業之列，作為旅遊業支柱產業之一的酒店業經營應抓住時機，積極開拓電子商務領域。

### 1. 網上產品-酒店與顧客共同設計

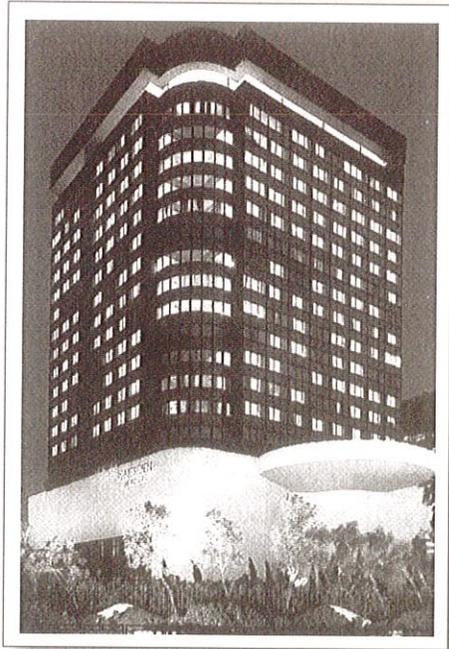
根據調查顯示，21世紀酒店客人消費需求將更加追求個性化，求新與多變。網上酒店一方面讓顧客事先就可以瞭解自己所訂酒店的位置、價格與類型等，通過虛擬客房，讓顧客在入住前就能充分體驗酒店的有關產品與服務。另一方面，酒店可以更多地從網上信息平台獲取顧客們的興趣與偏好，針對客人的個性需求和自身能力重新整合酒店產品，全面提升對客服務和酒店管理，充分體現酒店與顧客共同設計產品的特色，客人們在自己參與“設計”的酒店裡，會得到最大程度的滿足。

### 2. 網上採購-實現低成本運營

酒店經營需要大量的物資，採購量大，成本難以控制成為酒店經營的一大難點。而EOS(Electronic Ordering System)即電子訂貨系統在酒店的運用，則可以在根本上解決這一問題。電子訂貨系統是指將批發、零售商所發生的訂貨數據輸入電腦，即刻通過電腦網絡連接的方式將資料傳送至總公司、批發業、商品供貨商或製造商處。因此，EOS能處理從新商品資料的說明直到會計結算等所有商品交易過程中的作業，可以說EOS涵蓋了整個商流。

在網絡技術迅速發展的今天，EOS成為現代化物流管理中的重要一環，它使得零庫存得以實現。在信息大量流入流出、交易額和交易頻率越來越高的現代化商業社會，酒店業已沒有很多的空間和時間用於存放貨物。在要求供貨商及時補足必要商品的數量且不能有缺貨的前提下，必須採用EOS系統。作為現代化商流、物流管理的重要一環，EOS潛在的經濟效益是難以估量的。



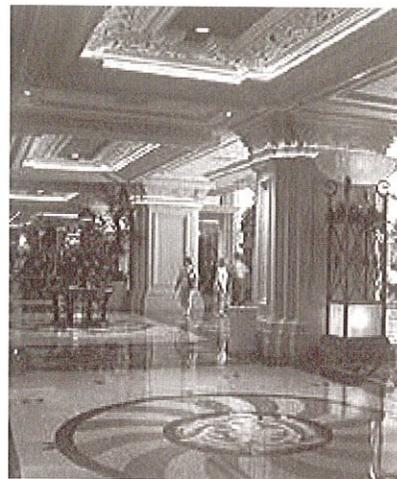


### 3. 網上結算-資金周轉快捷、經濟

在商業經濟日益發達的今天，為客人提供信用消費成為酒店競爭的一大手段，然而由此引起的拖欠款卻令酒店老總們大傷腦筋，運用IT技術進行交易結算，可使資金周轉更快捷、更經濟。利用網絡從事金融和貿易方面的活動，逐漸成為發展的潮流，隨之相伴而生的電子化貨幣也向我們走來。今天，大多數的酒店和客人都是在持續一段的消費之後將一大筆款項支付出去，這種計算方法是籠統而不經濟的，比如電費的支付就應該以小時為單位。電子化貨幣使這樣的精確支付成為可能，當信用卡持卡人能夠以小時為計算單位，向信用卡提供者或資金出借者給付借款，那麼酒店對於費用和資金流動方式的控制將會比現在精確得多。同樣地，酒店也會使賬戶流動更加順暢和迅速。

### 4. 網上營銷--實現無區界銷售

網上營銷以其信息量大、覆蓋面廣而成為眾多酒店最早接觸電子商務的領域，但從目前酒店網上營銷的運用來看，還僅僅只限於簡單的信息發佈和接受客人預訂等方面，這雖然在一定程度上提高了酒店客房的利用率，卻不能從根本上解決酒店產品閒置所造成的價值損失。酒店網絡營銷可引入分時營銷新概念，RCI(Resort Condominiums International)分時度假交換公司則是這方面成功的典型。酒店業全面引入RCI模式，推出“酒店房東權益證”的全新概念商品，融合其使用權、選擇權、收益權、交易權、贈讓權和優惠權為一體，既是消費又是儲存，既是服務又是家產，既可自用又可贈送，它可以大大加速酒店空房銷售，全面提升酒店和客人的綜合效益，真正實現酒店的無區界銷售。



## 景觀專業設計提升旅館環境空間品味 以及對業者的實質利益

吳國寶

### 一、景觀專業的定義

一般人一提起景觀，大多會聯想到風水兩個字，其實依照景觀專業探討的範圍，包括地形、地貌、水、陽光、植物……等等，就能了解到其被相提並論的原由，早期的風水師即是現代景觀的前身。風水是千年來中國科學、哲學、美學、倫理、民俗及宗教的結合，其範圍更較景觀博大深奧。現代景觀承自西方近二、三世紀，科學、人文與藝術綜合性專業，他既是應用科學，也是一種生活藝術。狹義的景觀設計可稱作庭園設計般利用，植栽、水景、石頭、圍牆、步道……等等，創造出符合人性尺寸的空間，達到以小見大、或明或暗、迂迴曲折、別有洞天的現代園中園。此一專業已被普遍應用於旅館的規劃與設計，從事這方面的專業人才稱為「景觀師」，最簡單的定義便是「戶外建築師」。

### 二、旅館的類型

景觀設計如何提升旅館環境品質？我們可將旅館略分成：渡假型和商務型兩大類型：

1. 渡假型旅館：這類型旅館一般座落於名山大川、風景名勝之間，自然環境相當優渥，需要利用景觀設計，使旅館和自然環境融合，造成獨特的景致，例如，海濱的觀海樓和地處山勝的觀雲樓……等都是。
2. 商務旅行旅館：這類型的旅館，一般座落於市中心，或者交通要道上，主要的客人為短住的辦公、開會或是商務人士。通常，此類旅館的腹地較小。除了提供親切服務和整潔的室內環境，如能利用景觀設計專業在入口、庭院、房間或者重要的公共空間，創造令人愉悅的視景，達到畫龍點睛之效，必定能夠讓訪客有賓至如歸之感，消解緊張的心情壓力，讓訪客洽公、商務更為順利。



### 三、景觀專業對旅館的實質利益

以上簡單概略了景觀設計對兩大類型旅館的影響，但業者最想知道的是景觀專業如何提升業者的實質利益：

#### 1. 旅館區位的選擇

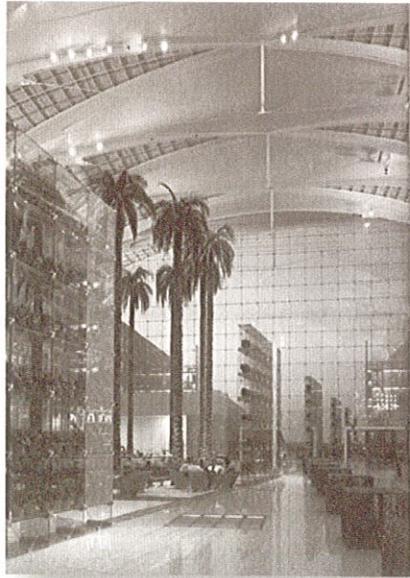
美國地產之王，川普的名言「Location, Location, Location」。旅館區位的選擇也不例外，區位的分析規劃正是景觀專業訓練其中最重要的一項。專業的景觀師能夠充分地分析區位的自然環境、交通動線，周圍設施條件，幫助業者選出最適合發展的區位，創造出最舒適的旅館環境。

#### 2. 提升旅館的市場價值

根據華爾街期刊（Smart Money），投資於專業的景觀設計是有報酬的。良好的景觀設計能夠提升15%房地產價值，一個緊鄰公園的地產，它可以有20%的增值率。

#### 3. 提升公司品牌和形象

一個成功的旅館品牌經營，是從旅館本身之軟硬開始，但是並不限於此，它應該包括了視覺、感官、內外環境整體的效果。專業景觀設計可以幫助業者達到此效果，我們知道中國人傳統的經營理念，即是能省則省，以往資訊還不便利時，消費者無選擇性，現在只要上網查詢，如果把旅館內外的舒適環境的影像在網上刊登，一來提升公司品牌宣傳，提高服務品質、增加競爭能力，多花費的景觀設計必能帶來顧客的讚賞回訪，那獲得的實質利益，更難以估計。



#### 4. 創造出好的風水

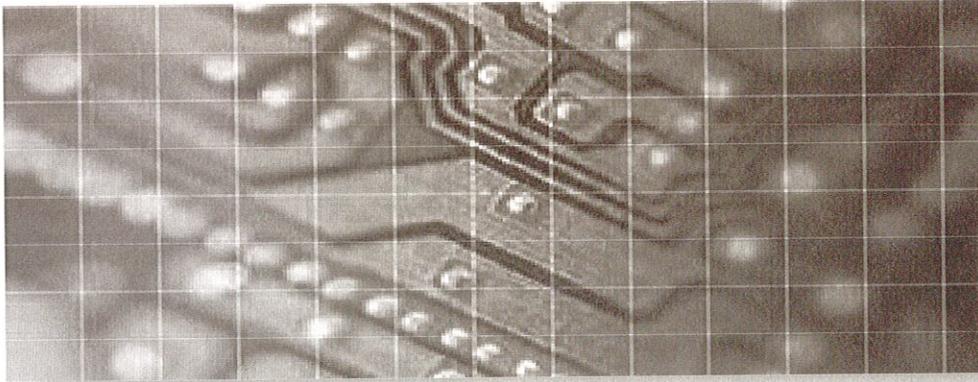
風水的基本概念是氣的積聚，氣被中國人認為是宇宙的和及。所謂氣成風則散，遇水則止；這個概念反映到實際的景觀設計就考慮到基地的方位、結構、地形、位置、及水和所有自然界的關係，景觀設計能夠創造出適合人類居住，活動的區域，包括旅館的環境達到氣很充沛，且能積聚不散，可謂風水寶地，必能使旅館業者發財，平安。

希望透過以上簡單介紹，旅館業者能夠多一分對景觀專業的認識，在規劃旅館之初，除了考慮聘請優秀建築師對旅館建築物本身盡心設計之外，也會想道憑借景觀師的參與，能夠相得益彰，內外兼備，創造出高品味的旅館。

（作者：曾任美南旅館公會理事長，現任理事，廿餘年實務經驗，活躍於僑社）

## 淺析酒店訂房網絡系統營銷

劉寧



因特網的出現將世界由工業時代推進到數字化時代，其基本特徵就是信息網絡化。早在1995年國際飯店協會(IHA)主持編撰的《關於世界飯店業的白皮書》中曾預測影響飯店業未來的“五大要素”，而全球訂房網絡系統就名列榜首。酒店業將不再局限於傳統上的價格競爭，它將是各酒店集團連鎖品牌和各酒店之間運用網絡系統的整體營銷競爭。

### 全球訂房網絡系統的優點

全球訂房網絡系統對一個國際性的酒店集團而言，毋庸置疑地扮演著“市場拓展”與“保持市場份額”的重要角色。誰擁有了全球預訂網絡，誰就在激烈的競爭中佔據優勢。其功能優勢主要表現為：

方便客人訂房：如果一位旅客要到外地或外國旅遊，他通常會選擇旅行社，或者找親戚朋友幫助預訂酒店。國外商務客一般是通過本公司在當地的辦事處代為預訂的。如果該酒店已進入全球預訂網絡系統，那麼只需撥打一個電話，或者通過電腦“鏈接”訂房網絡就可以完成客房預訂等。這種方式有多種選擇，即方便，

又保持私密性。

贏得客人信賴：旅客在預定客時，不僅要作價格、設施、服務、口碑等方面的比較，更關注該酒店的預訂銷售網絡。因為銷售網絡的規模反映了連鎖酒店的經營規模和整體實力。網絡是效率最高的信息傳遞系統，可以極大的彌補酒店產品的難以展示性。通過網絡可以逐步提高顧客以酒店的知曉度、認可度、信任度和忠誠度。凡擁有全球訂房網絡的酒店，其市場營銷更容易獲得客人的信任感，亦增強了其市場營銷的核心競爭力。

即時獲取信息：一般的媒介系統，例如電視、電台、報紙、戶外廣告，傳遞和反饋信息都有滯後期和局限性，並存在即時性的技術障礙。有的難以更新，有的更新週期較長，有的只能在局部範圍裡傳播。而網絡是全球性的，是一種人機交互系統，可以即時變更信息，並得到瞬時反饋。利用全球預訂網絡的統計功能，還可以隨時對客人的入住進行積分獎勵，進一步增加了酒店運用全球預訂網絡參與市場競爭的優勢和魅力。

### 全球訂房網絡系統的分類

電話傳真預訂系統：主要是在各地設立訂房中心、銷售辦事處，通過免費電話(或者是撥打國際長途只收市內電話費)和傳真接受客人的預訂。如巴斯集團1-800-TOLL FREE酒店免費電話預訂系統。

聯號酒店預訂系統：這種網絡系統由集團所屬酒店的電腦構成網絡。客人如需要預訂該集團內任何一家酒店的客房，可以通過該集團的任何一家酒店進行網上預訂。國際上一些著名的酒店集團，如巴斯酒店集團的 HOLIDEX 預訂系統、洲際集團的 GLOBAL II 預訂系統，雅高集團的 ACCOR 訂房系統，希爾頓的 HILTRON 中央預訂系統和1999年4月推出的 HILSTAR 預訂系統等等，都屬於這類系統。

網絡在線預定系統：主要是在互聯網 (INTERNET) 上建立網站，接受客人的直接預訂。國際知名酒店管理集團如假日、雅高、希爾頓、喜來登、香格里拉、威斯汀、萬豪、貴都、富豪等都建立了這樣的預訂系統。

全球網絡分房系統：又稱 GDS 系統 ( Global Distribution System )，可以通過 INTERFA CE 接入。雅高、貴都等集團的訂房系統由此接入到 GDS 中，讓採用電腦網絡技術的旅行社團、散客直接訪問該集團的中央預訂系統，從中得到某酒店的詳細資料，包括酒店的出租狀況，並能立即接受預訂和確認。BASS集團的 HOLIDEX 也接入到 GDS 系統中，代號是 HI。其他分房系統還有尤特網 (Utell International)、順領網( Sterling Hotel & Resorts )、環球網 (World Hotel & Resorts)、SRS 等。



下面以 BASS 酒店集團的全球預訂系統 HOLIDEX 為案例作系統介紹：

#### 一、發展過程：

1960年，第一代 Holidex 問世，主要功能是提供客房的營業和訂房資料，作為信息傳送及公司內部的通訊工具。

1977年，第二代 Holidex 投入服務，增強了自動化功能，加入高速信息傳送技術，加強了客房數目及價格管理。

1980年，Holidex2000 面世，除提供原有服務功能外，還採用了先進的資訊科技、將酒店管理運作系統直接接駁到中央資料庫和訂房操作系統，使訂房人可以通過 Holidex 直接訪問假日遠程預訂系統，查看系統內各酒店的房態信息，包括房型和房價等，並可直接人機對話，完成網上銷售，而無須借助酒店前台人員操作即可完成客房預訂的全過程。

### 二、通訊方式

目前世界酒店業系統網絡主要有撥號系統方式 Dial up 和衛星通訊方式 Leased line 兩種。

撥號系統方式是在沒有衛星通訊設施的酒店裡，採用租賃方式使用其他的網絡系統連接自己的訂房系統。在規模較小的城市裡，假日連鎖酒店也採用這種方式訪問"假日遠程預訂系統"。這種方式的缺點是每次上網都需要撥打電話，且大多是國際長途電話。如上海廣場長城假日酒店在沒有安裝衛星接收天線時，需要撥打國際長途至新加坡，通過新加坡的預訂網絡接入 HOLIDEX。為了節省昂貴的國際長途電話費，只能規定每天上網的次數。這種通訊方式時效性差，酒店無法及時接收到來自網上的預訂信息，預訂者也無法及時瞭解到酒店的信息"時間價值"和"機會成本"頗高。

衛星通訊方式就是採用衛星通訊方式直接訪問遠程預訂系統，而不必通過某個預訂中心進行轉接，快捷方便。在規模較大的城市，假日連鎖酒店一般都採用衛星通訊方式，通過衛星接收天線24小時與"假日全球遠程預訂系統"相連。這是一個雙向系統 (TWO WAY SYSTEM)，酒店可以隨時接收來自全球的預訂和銷售信息，並隨時發送本酒店的信息，方便了客人的選擇與預訂。目前，上海廣場長城假日酒店採用的就是這種方式。

### 三、規模和效益

Holidex2000 是目前全球最先進的大型私人電腦訂房系統。它的龐大網絡系統能夠聯繫遍佈全球90多個國家、地區的2800多家假日酒店、共45萬間客房，以及24個國際訂房辦事處，並與世界上50多家旅行社有著廣泛聯繫，提供24小時遠程訂房服務。據資料統計在巴斯集團，每日約有8萬間客房(每年約2600萬間/天)是利用該系統完成預訂的。Holidex 每天要

傳送約300萬條信息和30%-33%的環球訂房服務，每年有超過3億美元的收入來自預訂中心。設在新加坡的亞太預訂中心現代化設施，連接著 BASS 酒店集團的中央數據庫，不分區域時差，來電話預訂者可以都得到14種語言或方言的個人服務，包括英語、漢語、廣東話、馬來語、印尼語、日語、泰國語、印地語等。

目前，全球大約有60部 Holidex 系統安裝在大型私人機構裡。在亞太地區有10部提供給具有批發商、經銷商功能的旅行社使用。"旅行社佣金計劃"是 Holidex 專為旅行社而設。該計劃可以每月自動按客房預訂額結算佣金並用當地貨幣付款，非常方便快捷。BASS 集團利用該系統還推出了許多全球性的促銷計劃。如為經常外出的商務客提供特惠和專項服務的"環球性公司結賬計劃"、體育賽事優惠、政府人員優惠、高齡人干優惠、商業特惠計劃等等。據統計：1999年，假日連鎖酒店的網上訂房為酒店增加了超過200%的淨住房率，淨收入達到5660萬美元，2000年預計創收1億美元，Holidex 電子商務網址每天登錄人數達到8萬，每月諮詢人數達100萬。已經有5萬多常客在網上登記。

據有關權威機構調查顯示，BASS 酒店集團在全球眾多旅遊相關的電子商務網站中排名第15位，超過了美國西北航空公司，可見酒店網絡系統營銷的巨大潛力。因此，國內的大型酒店集團都應考慮盡快建立自己的網絡營銷系統，這是應對國際競爭的一個重要方面。有條件的要與航空公司聯合，進入全球性的預訂網絡。顯然，誰能最有效地開發出全球訂房系統的軟件及其網絡操作平台，誰就能在知識經濟、資源整合配置的時代更勝一籌，在市場上佔有更多的份額。

## **Sexual Harassment Training Is Now Mandatory**

本刊編輯部

California law, AB 1825, now mandates two hours of sexual harassment training for supervisors before January 1, 2006 for companies with more than 50 employees. Online training is an easy, cost-effective way to protect your company.

Here's why Preventing Harassment in the Workplace online training is the easy way to meet the mandatory requirements:

### **Significant savings over in-person training**

### **No need to spend time planning an in-person presentation**

Supervisors can train at their own pace Questions go directly to the course instructor.

Record-keeping tools track who has taken the course and automatically emails reminders to those who haven't completed it.

## Information About the New Sexual Harassment Law, AB 1825



本刊編輯部

**A**ssembly Bill 1825 (AB 1825) requires California employers of 50 or more to provide supervisors with at least two hours of sexual harassment training every two years. Employers must include their full-time, part-time and temporary service employees as well as independent contractors to determine whether they meet the 50 employee threshold. Since the law does not specify that the 50 employees must be within the state, the law applies to California employers with 50 total employees including those outside the state.

Training must be provided to all employees who have "supervisory authority," a broadly defined term in California. It generally includes anyone having the authority to exercise independent judgment to:

Hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees;

Direct the work of other employees or adjust their grievances; or

Effectively recommend any of these actions.



Therefore, employees who make recommendations to others about such matters must receive training if their recommendations are likely to be acted upon. Such employees may have many titles including manager, supervisor, lead person, foreperson, etc. Identify the jobs within your organization for which training is required, and keep that list up to date as organizational changes occur. Also, create a tracking system that records each supervisor's training and alerts you when new training is due.

The law will be implemented in two phases. First, supervisors employed as of July 1, 2005 must receive two hours of training by January 1, 2006. If a supervisor is hired or promoted into a supervisory position after July 1, 2005, the training must be completed within six months of hire or promotion. Supervisors who have received training after January 1, 2003 need not be re-trained by January 1, 2006.

The second phase begins January 1, 2006. The law requires at least two hours of anti-harassment training every two years and training for all new supervisors within six months of becoming supervisors.

The training must include information and practical guidance regarding federal and state sexual harassment laws, including harassment prevention and correction, and remedies available to victims. The training must be "interactive," requiring participation by the trainee. Video training would not be sufficient without discussion, role-playing, and a question and answer session or other similar techniques led by a qualified trainer. The training need not be conducted in two consecutive hours. It must be conducted by persons qualified by education and experience to cover all the required subject matter and present it in an interactive fashion. The requirement may be satisfied by combining different forms of training experience including Web-based training that includes interactive components, attendance at seminars, participation in live Web seminars and teleconferences, role-playing experiences, live discussion groups, etc. The critical components in each form are qualified leadership and audience participation.

While California law requiring that employers train all supervisors on to identify, stop and remedy sexual harassment applies to employers of 50 or more, the California Supreme Court has warned all employers, regardless of size, that failing to provide that training puts them at substantial risk.

## Security is Everybody's Job

本刊編輯部

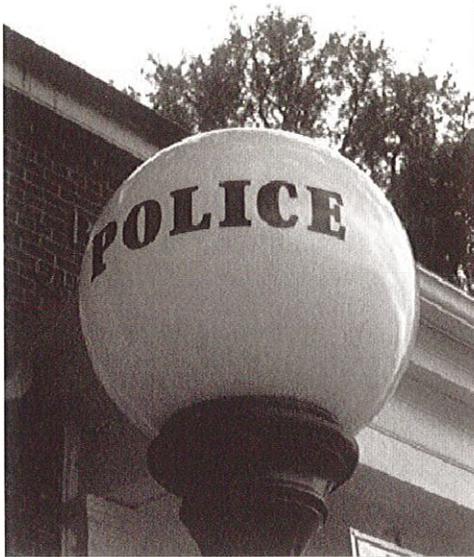
**H**otels come in all sizes and shapes with various staffing and service levels, but regardless of the size, shape or service level, all hotels need a security program. Even though all security programs are different and must be customized for the hotel in which they will be used, there are many common items. For instance, every hotel employee is responsible for the security of the guests and the guest's belongings, other employees and the hotel assets. Security for this broad spectrum can only be provided effectively through a team effort of the hotel staff. Every staff member should be aware that they have security responsibilities. These responsibilities should include:

1. Reporting suspicious activities such as:
  - a. A person in an unauthorized area.
  - b. A person checking for unlocked guest room or storage room doors.
  - c. A person dressed as a hotel employee who is not one.
  - d. A person sitting in a parked vehicle for an extended period of time.
  - e. A cry or call for help.
2. Alerting their supervisor when inoperative security equipment is encountered, including:
  - a. Locks
  - b. Lights
  - c. Doors

If all employees are familiar with and follow the above tips, your hotel has a good foundation for a sound security program.

The next step in building the program should be including specific security responsibilities in each hotel job description. Since the housekeeping and engineering staff are moving about the property continuously, they should be the backbone of the hotel security effort. Consider including items such as the following in the housekeeping and engineering job descriptions:

1. Never open more than one guest room door at a time.



2. Clean or service guest rooms with the entrance door closed.

3. Place recovered room keys in a locked box on your cart.

4. Before leaving a guest room, verify all security devices are operational.

5. Leave the guest room in a secure condition.

6. Never open a guest room without verifying the individual is the registered occupant of the room.

7. Keep your master key attached to your uniform at all times.

The front desk will play a key role in protecting guest privacy. Front desk personnel job descriptions should include specific guest privacy items such as:

1. Requiring a photo identification card and verifying the information on the folio prior to issuing a second guest room key or opening a room.

2. Not announcing the guest name or room number during the check in process.

3. Telephone calls for guests should be directed to a person and not a room number.

4. During the check in process, obtain the name of every person staying in the guest room.

5. When requested, escort late arriving guests to their guest rooms.

Some hotels will have a designated security person to supplement the security efforts of the employees. The security officer is an extension of hotel management. Hotel management should use the following tools when appropriate to improve the efficiency and effectiveness of the security officer.

1. Tours of the entire property should be conducted approximately every hour. A watchclock and key stations should be used to document the rounds and supplement the security officer's written activity log.

2. Supplementary duties such as escorting cashiers and locking various areas of the hotel should be part of the security officer's written responsibilities.

3. The hotel should provide the officer with a written patrol route to ensure all areas of the hotel are visited. The route should be varied to prevent the establishment of tour patterns. All areas of the hotel should be visited during the patrol.

Hotel management should monitor the effectiveness of the security program and alter it when conditions at the hotel change, special events occur or a security incident occurs. The hotel should document all changes in the security program so that the level of security being provided is very clear.

## The Internet: Consumers' Favorite Travel Destination

本刊編輯部

### 88% of Online Consumers Use the Internet to Purchase or Plan This Summer's Vacations

Overwhelmingly, consumers are turning to the Internet for their summer travel planning and purchasing needs, according to independent research conducted by Feedback Research, a division of the Claria Corporation, a leader in online behavioral marketing.

By analyzing the actual online traffic and conducting a survey among a sample of Claria's tens of millions of software users, Feedback Research was able to gain insight into online travel research and purchasing habits. Data was analyzed from April 1 through July 1, 2005, in the months leading up to summer vacation travel. A survey was also conducted among users

who viewed travel category sites in the prior 30 days and also had purchased travel in the prior 12 months

Results indicated that consumers are still taking a trip to the Internet for their travel planning and purchasing needs, with 88% of survey respondents who went or are planning to go on summer vacation using or planning to use the Internet to research and/or purchase their summer vacation arrangements this year. 61% of respondents who went or were planning to go on summer vacation this year purchased or planned to purchase airline tickets online, +11 pts vs. those who went on a summer vacation last year. 52% purchased or planned to purchase hotel accommodations online, a +12 pt increase from last year.



Further results indicate:

Consumers Travel Online to Compare Prices

**Low prices seem to be the key driver for consumers researching and buying travel for their summer vacations this year:**

o When purchasing travel arrangements, 53% of respondents indicated that they would travel with the brand/company that offered the lowest price.

o Among respondents who purchased travel online: - 78% chose the site(s) they typically purchase from because of good prices/rates; - 56% because the site was easy to use; and - 28% because of loyalty or frequent flyer programs.

o 73% of respondents who purchased travel online have researched travel at a general site, but then went to a specific company's site to purchase their travel arrangements. - 52% of those respondents did so because they found that company sites offered the lowest prices. - 47% cited special deals and 43% cited better prices at company sites while 22% wanted to receive frequent flyer credit.

o Consumers, perhaps looking for a low-cost travel deal, seemed to site-hop between general travel sites and major airline sites: - Over half of those who viewed Delta.com, United.com or Southwest.com during research period, also viewed Orbitz.com.

o Site-hopping also seemed to be popular among general travel sites; Of those who viewed Hotwire.com during the research period, 71% also viewed Orbitz.com, 67% also viewed Expedia.com and 62% also viewed Travelocity.com.

o Of all travel category sites, airline only sites seemed to have the most repeat viewers per month during the research period: Southwest.com had the most repeat viewers with the average viewer coming back 9.31 times, this followed by AlaskaAir.com with 9.29 times and NorthwestAirlines.com with 9.19 times.

**Internet Eases Procrastination for Travel Planners**

o Among respondents who went or were planning to go on summer vacation this year, 73% started planning 1 week to 3 months before leaving.

o Travel sites saw their biggest increases in traffic in mid-June. Hotels.com saw the biggest jump, closely followed by Marriott.com, Cheaptickets.com and Orbitz.com.

o 50% of respondents typically purchase travel arrangements online 1 to 2 times a year while 27% purchased travel arrangements online 3 to 5 times a year.

## 長途商務旅行時候提高工作效率的秘訣

托德·霍夫曼(Todd Hoffman)一度想在兩個時區同時工作，卻以失敗告終。

本刊編輯部

2002年，這位普化永道(PricewaterhouseCoopers)的合伙人開始了一趟為期11天、跨越6個國家的差旅之行。他睡得很少，為了處理美國國內的一個關鍵項目，每晚都工作到凌晨兩點半。不幸他染上了流感，不得不取消最後一站：莫斯科。

感謝科技的發展，"你可以任何時間在任何地點工作，"霍夫曼說。

跨國企業雄心勃勃的經理們常常飛往遙遠的國度處理公務。但在漫長而艱辛的旅途之後，人們很難有出色的表現。不但要應付公司要求員工在家隨時辦公的要求，還要對付長途旅程之後的頭重腳輕、記憶力減退、決策力下降和時差。

這裡給出幾條建議，都是那些經常在全球各地奔波的人們用來改善海外工作表現的作法：

**如果乘坐夜間航班，想辦法給自己打個睡帳。**

2004年5月，戴維·拉文達(David Lavenda)往返美國和以色列差不多20次。作為新澤西州互聯網安全初創企業V-Secure的首席營銷長，他負責遠在以色列特拉維夫的研發工作。

這位41歲的企業高管說，他坐飛機時經常會睡上一覺。"在飛機上睡覺，只要用毯子蒙上頭就行了。"這個月他剛從拉斯維加斯乘坐"紅眼航班"回來，看上去休息得不錯。在毯子下面，他會帶一頂棒球帽。"帽舌會把毯子撐起來一些，方便呼吸；還能遮擋一部分光線，"他說。另外，他還用減噪耳機堵上耳朵，不喝飛機上提供的咖啡和酒。

另外的國際航班乘客還建議登機前好好吃上一頓，這樣更容易入睡。



### 多穿幾層，減少行李托運

拉文達總是穿上兩件襯衫，以免途中出什麼差錯。有一次飛往以色列途中，他不小心把咖啡洒身上了。那是他上任後第一次出差，太著急了沒來得及換新襯衫。結果，他總是不由自主地拉緊夾克外套，試圖遮住咖啡痕跡。"人家還以為我緊張得痙攣了呢，"他回憶道。

九十年代末期，保羅·雷利(Paul C. Reilly)時任畢馬威國際會計公司(KPMG International)阿姆斯特丹子公司首席執行長，經常去倫敦和紐約出差。他和自己經常入住的酒店協商，把臟衣服留在那裡洗，下次來時再拿。這幫他省去了長途飛行時托運和領取行李的麻煩。"用不著等，自然也不會丟，"雷利說道。2001年開始，他在Korn/Ferry International主管高層管理人員招聘工作。

### 抵達之前預訂好過夜的酒店，儘量早點休息

瑞士信貸第一波士頓(Credit Suisse First Boston)駐紐約董事總經理惠特克(Alicia Whitaker)參加一次內部培訓時學會了這一招。培訓的名稱就是"繼續出色地工作"。

現在，不管她多早抵達國外的目的地，酒店房間都已經準備好了，"因為我已經定下了，"她說。"倒在一張舒適的大床上，感覺太棒了。"這比在夜間航班上努力入睡好多了，醒來也不那麼疲倦和煩躁了。"工作時我就能表現得更好，"她說。

### 抵達國外目的地的第一天不要安排重要會議

在前一份工作中去以色列出差時，拉文達有時剛一抵達就參加重要的"頭腦風暴"會議，但他很難集中注意力。

辦法？安排好主次。他說服同事首先處理不太費神的工作，比如為討論某個新產品準備一個框架。

### 不要在慣常的休息時間之後還超時工作，不要每天都安排工作晚宴

在瑞士生病之後，霍夫曼向經常到國外出差的美國同事徵求如何安排工作的建議。"忘了家吧，"他們說，"集中精力想想你為什麼會在這兒。"

最近再越洋出差的話，霍夫曼會在電子郵件中設置"外出"信息，提醒各位同事。還堅持每晚當地時間11點之前睡覺。

雖然有了電子郵件提醒，有些國內的同事還是會在休息時間打擾你。雷利以前無論何時何地都會開著手機。不知他行蹤何處的助理們已經無數次把他從睡夢中叫醒。幾年前他在日本出差，凌晨兩點突然手機響了。一位大亨客戶在電話里大發脾氣。"我整晚都沒睡著，"雷利說。"第二天一整天都很累。從那以後，我就開始關機了。"

### 多鍛煉，最好在陽光下鍛煉。

Kamsky Associates主管卡姆斯基(Ginny Kamsky)的各項工作，公司在北京和紐約都設有辦事處，協助企業客戶在中國做生意。她常常在這兩個相距遙遠的城市之間往返。如果在北京，她每天早上都會晨跑半小時——比平常鍛煉時間更長。差不多兩英里的長跑"讓我感覺煥然一新，"她說。

## 酒店文化與酒店競爭力

本刊編輯部

隨著我國酒店業的不斷發展，酒店之間的競爭也是越來越激烈。酒店競爭首先是產品的競爭，這是一種基本的競爭。然後是服務的競爭，廣義上來說，服務的競爭實質上是一種無形產品的競爭。但最終意義上的競爭是文化的競爭，文化的競爭是更高層次、更高品位的競爭。酒店是生產文化、經營文化的企業，客人到酒店來，有個很重要的心理預期，就是要享受文化和消費文化，獲得最高的文化附加值。因此，酒店文化對酒店競爭力的強弱起著舉足輕重的作用。無論是假日集團、希爾頓集團、還是雅高集團，其在全世界範圍內的迅猛發展，無不在於其蘊藏著一種優秀而雄厚的酒店文化。

### 一、酒店文化的概念

酒店文化是酒店員工共同擁有的價值觀、酒店精神、經營哲學等，是一種滲透在企業一切活動之中的東西，是企業的靈魂所在。酒店是個勞動密集型、感情密集型行業，酒店產品就其本質來說是酒店員工所提供的服務。而影響服務質量的因素太多了，決不僅僅是靠提高科技含量、利用高新技術進行管理所能達到的。只有利用酒店文化的微妙性來管理員工，從整體上提高員工的素質，才是提高酒店服務質量、增強酒店競爭力的重要手段。美國管理學家勞倫斯·米勒在《美國企業精神》一書中說道：「未來將是全球競爭的時代，這種時代能成功的公司，將是採用新企業文化的公司。」

### 二、酒店競爭力的概念示意圖

酒店競爭力，簡而言之，指的是酒店在市場競爭中取勝獲利的能力。這是一種綜合能力，它主要表現在酒店的當前經營業績，還表現在酒店的持續發展能力。酒店競爭力具有戰略性和長期性，它不僅僅是一種外部的「卓越」，更多的是一種內部支撐外部卓越的能力，因而制約酒店競爭力強弱的因素是多方面的。綜合起來，可將酒店競爭力定義為以下幾個基本要素的函數：品牌、管理、服務、人力資源、技術和酒店文化。其概念見示意圖。



### 三、酒店文化和酒店競爭力各要素之間的關係

#### 1. 品牌與酒店文化

品牌是代表某一種產品或服務的廣為人知的名稱，是酒店最重要的無形資產，也是酒店建立競爭優勢和未來盈利的基礎，擁有一個強勢品牌是酒店競爭力的源泉，它可以為酒店創造長期優良的經營業績；品牌具有提升酒店價值的作用，品牌特色越鮮明，就越容易獲得顧客的認知，越能增強顧客的購買信心和顧客忠誠度。一個好品牌是提升酒店競爭力最為有利的武器。

同時，酒店品牌還表達著酒店的經營思想和營銷理念。一個好的酒店品牌，實際上是酒店向顧客作出的某些承諾，即酒店保證滿足顧客對酒店產品和服務產生的情感和功用上的預期利益要求。而品牌承諾又是酒店所有要素的驅動器，是酒店員工行為的「指路明燈」。酒店品牌文化凝聚著酒店的經營思想和營銷理念，是酒店文化重要的組成部分，是酒店文化對外輻射的窗口。可以說，酒店品牌文化是酒店價值觀的結晶。而一個成功品牌的培育絕不是單靠廣告所能形成的。它首先必須培育一個卓越的品牌文化，要求和促使酒店的所有員工都遵從基於酒店特定品牌的信念和行為，以帶有高度價值和附加值的服務質量，向顧客兌現酒店的品牌承諾，達到百分之百的顧客滿意。曾經的「標王」秦池的失敗更加表明，文化是品牌的基礎，一個缺乏文化底蘊的品牌注定是沒有生命力的。

#### 2. 服務與酒店文化

酒店之間的競爭首先是產品的競爭，提高產品質量、降低成本是增強酒店競爭力的有效

手段。但隨著酒店市場競爭的加劇，顧客消費意識的提高和對高附加值的追求，酒店的競爭越來越表現為服務質量的競爭了。同時，酒店服務質量的提高，是維持酒店品牌的保證，注重酒店服務質量，是酒店品牌建設的重要內容。另外，服務本身就是酒店所提供的主要產品，服務的最高目標、也是最原始的動機，就是要讓顧客滿意。假日集團的分公司漢普頓酒店向入住客人提出了「無條件的」滿意保證，即由客人自主決定是否感到滿意，酒店在保障度上決不與客人討價還價，該服務承諾在當時酒店業是史無前例、聞所未聞的，正是這百分之百顧客滿意的服務承諾，使漢普頓酒店贏得了顧客，並在整個酒店市場中佔有了強大的競爭優勢。

提高服務質量的關鍵首先在於培養員工的服務意識，也就是建立一種獨具個性的服務文化，服務意識和服務文化是密不可分的。由於歷史原因，服務文化在我國傳統文化中始終沒有地位，我國是個缺乏服務意識的國家。而當今西方國家國民收入的60%甚至更高的比例是來自於服務業，服務業已成了世界經濟發展的支柱。萬豪酒店集團的創始人馬裡奧特說過，「生活就是服務」，我們時時刻刻都處在為別人服務和被別人服務的環境當中。所以，在酒店服務文化的建設當中，我們必須拋棄我國傳統文化中的糟粕，而以一种真誠、純潔的服務理念和服務精神，去培養我們酒店員工的服務意識。另外，因為顧客的消費品位越來越高，服務也越來越傾向於個性化，服務個性化是二十一世紀酒店業成功的關鍵。個性化的服務是一種非制度文化、非規範化的服務，所以它更依賴於一個好的組織氣氛和酒店文化，可以說，沒有一個好的酒店文化的服務文化，個性化服務便如無源之水，無從談起。

### 3. 管理與酒店文化

二十世紀初企業管理理論形成以來，一直就對企業發展起到了重要的指導作用，美國經濟的飛速發展，是與企業管理的進步分不開的，同時也表明，管理就是生產力。酒店管理實質就是對酒店組織內部各資源的有效整合，有效的酒店管理能夠提高酒店的勞動效率，降低酒店的交易成本，從而提高酒店的營業利潤。管理的創新是構成酒店競爭力的重要因素。因此，提高酒店管理水平，創新酒店管理模式，是酒店贏得競爭優勢的基礎。

企業文化作為一種企業管理理論，它是從一個全新的視角來思考和分析企業這個經濟組織的運行，把企業管理和文化之間的聯繫視為企業發展的生命線，把企業管理從技術、經濟層面上升到文化層面上。酒店業因其行業特性，更加需要企業文化管理。酒店文化管理就是把酒店文化滲透到酒店日常管理當中，用酒店價值觀、酒店精神、酒店經營目標等去影響、支配員工的行為。酒店文化管理是酒店管理的最高境界。

裡茲·卡爾頓酒店公司在企業文化管理上堪稱典範。酒店告訴員工：「我們不希望你們

為本公司工作，而是希望你們成為公司的一部分。我們共同的目標是建立卓越的酒店，控制世界酒店業的高檔細分市場，這需要你們大家的幫助，酒店的未來掌握在你們手中。」裡茲·卡爾頓酒店公司正是利用酒店的價值觀、理念和目標來管理員工的，其文化管理更是集中體現在它的黃金標準，這一黃金標準包括一個信條，一句座右銘，三步服務和二十項基本要求。酒店要求員工必須熟記並理解這一黃金標準，時刻以黃金標準約束和規範自己的行為，以達到酒店經營的目標：決不失去一個顧客。

### 4. 人力資源與酒店文化

人力資源是酒店各種資源中最為寶貴的資源，是生產要素中最活躍、最積極的因素，是酒店管理的主要對象。松下幸之助說，松下公司的主要產品是人才，通用電氣公司成功的「秘密武器」也表現在選拔和培養人才方面。而對於勞動密集型的酒店行業來說，員工的素質對酒店的發展則顯得更為重要了。因此，全面培訓員工各方面的素質，最大限度地開發員工的潛能，充分調動員工的積極性、主動性和創造性，使有限的人力資源發揮出盡可能大的作用，是酒店文化管理的核心，是提高酒店競爭力的關鍵。



酒店文化的管理過程實質上就是酒店員工共同價值觀的培養過程。酒店在經營管理過程中必須充分體現員工的價值，做到以人為本。以人為本就是要尊重酒店所有員工，加強對員工的培訓，為員工創造良好的工作環境，並讓所有員工都來參與酒店的經營與管理，努力使員工在酒店感覺到歸屬感和成就感。酒店文化管理就是要在酒店形成一種有利於發揮員工的主觀能動性、有利於挖掘員工潛力的民主、自由的氣氛，讓員工生活在輕鬆、和諧、愉快的環境當中。韋斯汀酒店在每次接受一批新員工時，都只對他們提一個要求：要非常地開心。如果員工的工作做的不開心，酒店會要求他們講出不開心的理由並解決這種問題，否則就會被解雇。在這樣輕鬆愉快的氛圍中，服務員都表現出了難以置信的良好精神狀態，贏得了顧客高度的滿意，因為，有了時刻覺得開心的員工，才有時刻覺得開心的顧客。

### 5. 技術與酒店文化

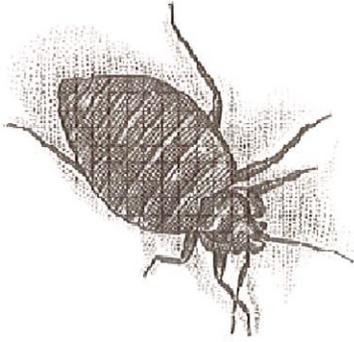
技術可分為兩種，產品技術和服務技術。一般工業企業十分重視產品技術的開發，因為技術創新是工業企業競爭的關鍵，而人力資本又是技術創新的基礎，所以培養、重視人才開發的企業文化成為企業追求的目標。酒店產品相對一般工業企業產品來說，其技術含量較低，可複製性較強，因而酒店在追求產品技術的同時，更為追求的是酒店服務技術。在酒店行業，人的因素永遠是第一位的，酒店服務是人的服務，技術很難代替。顧客來酒店消費，主要是要滿足情感上的需求和文化上的需求，顧客最需要的是關愛，而不是看中酒店豪華的吊燈和閃光的大理石地板。因而技術更多的是用來協助員工更好地為客人服務。

電腦預訂系統能幫助酒店更方便、更快捷地完成全球範圍內的預訂業務，從而增強酒店的客源優勢，並能大大降低由於信息不對稱所導致的高額信息成本和交易費用。美國假日酒店集團在1965年就建立了自己獨立地電腦預訂系統Holiday I，並一直不斷地將這一系統更新完善。現在假日集團擁有的Holiday III (Holiday 2000)是世界最大規模的民用電子計算機網，從其規模上來講，僅次於美國政府的通訊網絡，它被指定為美國國家處於緊急狀態時的通訊後備系統。近幾年來，假日的電腦通訊系統更加完備。它與其他公司共同購置了專用衛星，擁有美國最大的私用衛星圖像收受網，它不僅可以用來預訂、傳遞信息，還可以轉播劇場實況，播放閉路電視，並在美國已有的1000多個假日酒店中安裝了通過衛星轉播的長途電視會議設施。假日的電腦預訂系統已經遍佈全球每一個假日酒店，它對於及時瞭解市場動態和顧客需求，不斷調整經營戰略、穩定和控制客源市場並提高整體盈利性起到了舉足輕重的作用。龐大、先進的電腦預訂系統吸引了大批單體酒店加入集團，使集團能夠在短時期內迅速擴張，規模不斷擴大，從而也增強了在全球範圍內的競爭優勢。

總之，酒店競爭力各要素之間是相互聯繫、相互依存的，很難單獨形成一種競爭優勢，它必須在酒店內部與酒店文化管理系統進行有機的整合，並與酒店文化融為一體，只有這樣，才能形成酒店獨特的核心競爭力。一個酒店要有自己的特色，必須要有自己獨具特色的酒店文化和精神底蘊，因為，健康、優秀的酒店文化才是形成酒店競爭力不可或缺的關鍵因素。

## 酒店遭遇蟲蟲危機

本刊編輯部



去年11月份酒店行業舉辦了業內最大規模的一次會議，萬豪國際集團(Marriott International Inc.)質量控制主管約翰·舒爾茨(John Schulz)在這次會議上有話要說，而且是一些讓人聽了真的會渾身不舒服的話。

在紐約舉辦的國際酒店/汽車旅館及餐館業展會(International Hotel/Motel and Restaurant Show)上，舒爾茨在一個名為"阻止臭蟲蔓延"的討論會中發表了自己的看法。害蟲防治公司Ecolab為這次討論會印製了宣傳冊，上面介紹說，會議將討論這些討厭的害蟲再次出現其背後的原因。

舒爾茨拒絕就他的發言發表評論，而萬豪國際集團表示其自身並不存在此類的問題。不過，酒店業的業內人士開始意識到，他們正在接待一些特別邇邇的不速之客。在過去的幾年里，一種常見的臭蟲——床蝨S開始少量出現，部分原因就是——一些專門對付它們的殺蟲劑被逐漸淘汰，這引起了人們的警覺。

酒店是臭蟲特別喜歡光顧的地方，因為它們常常會躲在行李箱和衣服里到處旅行，而酒店每天都要接待大量各式各樣不同的客人。

Pest Control Technology雜誌在2004年對害蟲防治公司進行的一項調查顯示，在所有報告發現臭蟲的地方中，酒店佔據的比例最大。受訪公司稱，報告發現害蟲的客戶電話有37%來自酒店和汽車旅館，而一年前這一比例為31%。害蟲防治公司Orkin Inc.也公佈稱，去年接到的發現臭蟲的報告有大幅的增加。

臭蟲寄生在床墊內或其附近，晚上趁著人們熟睡的時候吸食人血，在人身上留下又紅又癢的印記，並讓人長時間地感到不安。如果不用強力殺蟲劑處理被褥和傢具，幾乎不可能將它們完全清除。(當然，扔掉所有的傢具也能奏效。)令人欣慰的是，從已知的情況看，臭蟲不會傳染病菌。

臭蟲的重新出現正逐漸成為一個讓酒店業頭疼的法律問題和公共關係問題。最近幾週，據一對來自佛羅里達州的夫婦的律師羅森布勞姆(Terry M. Rosenblum)稱，他們在從勞德代爾堡開出的一艘Royal Caribbean International的游船上被臭蟲咬了。

Royal Caribbean稱，公司退還了這對夫婦2,800美元的船費，並為他們支付了在多波黎各的酒店費用，還送他們乘飛機回了家。公司在一份聲明中稱，其所有的臥具都是經過了155度的高溫清潔，按理說應該能夠完全防止臭蟲等的出現，此次出現的臭蟲看來是由前一位客人帶上船的，並且並不是在床鋪上被發現的。公司表示，這些臭蟲已經被徹底清除了。

不過，仍有部分遊客對此憂心忡忡。cruisenetwork.com的喬治(Jai George)稱，我們每天接到20至25個顧客電話，都對此表示擔憂。

Outrigger Enterprises, Inc.在夏威夷、南太平洋和澳大利亞擁有及管理著46家酒店，公司管理人士凱利(Charles Kelley)也是一名醫生，他是少數幾個願意公開討論臭蟲問題的酒店經理之一。他在辦公室的架子上放著一罐子死臭蟲，以便讓員工們知道臭蟲長什麼樣。他說，各家公司可以直接向客人說明情況，以此避免打官司。不過他說，沒有哪家酒店連鎖店願意談論這種事情。

上月，一個三口之家對渥太華的一家Days Inn提起訴訟，稱2003年7月份，當他們早上5:30醒來的時候，發現床單上爬著幾十只臭蟲。從那以後，他們就無法像以往那樣正常參加休閒和社交活動，並因此招來了不滿以及產生了其他費用。

這家酒店聘請的律師揚(David Young)稱，該酒店此前沒有接到過類似的投訴。他表示，他的調查仍在進行中，因此無法進一步置評。

今年2月，兩位來自北卡羅來納州的婦女對Days Inn及其一家連鎖酒店提起了訴訟，稱她們一年前租住的這家連鎖酒店的房間發現了臭蟲，而當她們到前台投訴的時候，接待員變得特別激動，並用筆指著她們，以一種威脅的口氣讓她們要麼換一個房間、要麼立即走人。她們要求被告向每人支付1萬美元以上的賠償費，以及相關費用。

代表該連鎖酒店的律師奧爾姆(C. Scott Holmes)稱，目前置評還為時尚早。Days Inn為Cendant Corp.旗下企業，也拒絕就此置評。

部分人士也表示，有關臭蟲的訴訟案件數量顯得異常地多，部分原因也是由於消費者虛報情況。內華達大學(University of Nevada Las Vegas)酒店學院副教授瓊斯(Thomas Jones)表

示，涉及臭蟲的投訴成為某些不法分子對酒店進行敲詐勒索的首選方式。

在20世紀初期，對付臭蟲的工具十分原始但卻很有效。一份20世紀20年代的防治臭蟲指南建議人們使用"高級汽油"來清潔有臭蟲的床墊；而一份1935年的指南則建議採用粉狀氰化鈣。

當20世紀40年代滴滴涕(DDT)成為家居用品之後，臭蟲算是遇上了真正的對手，不過滴滴涕在1972年遭到了禁用。環境保護署(Environmental Protection Agency)還逐步淘汰了兩種近年來最受歡迎的有機磷酸酯殺蟲劑，原因是它們對人體也有潛在的危害。如今許多人根本就不願意使用殺蟲劑，特別是在他們睡覺的床上。

環境保護署表示，如今登記在冊的殺蟲劑有673種，仍可以用來對付臭蟲。不過肯塔基大學(University of Kentucky)的昆蟲學學家波特(Michael Potter)稱，它們不如以前老的殺蟲劑那樣有效。

波特保存著有關臭蟲的歷史資料，他說，文獻中對臭蟲最早的記錄出現在公元前423年阿里斯托芬(Aristophanes)的著作《雲》(The Clouds)中。

如今臭蟲重現人間甚至讓臭蟲專家也大感意外。普渡大學(Purdue University)城市昆蟲學教授貝內特(Gary Bennett)研究昆蟲已經有50年的時間，他也是直到最近才首次發現臭蟲的個例。他曾經認為臭蟲不會大量存在，但是，他從去年開始改變了這一看法，當時他的一個學生在鹽湖城的一家酒店被臭蟲咬了。貝內特說，如果連昆蟲學係的人都碰上了臭蟲，你就知道臭蟲又開始橫行霸道了。

## California Mandates Sexual Harassment Prevention Training

本刊編輯部

Labor law attorneys have long advised California employers to train all employees about how to prevent sexual harassment in the workplace. This training helps avoid claims of harassment and can reduce liability when such claims occur. Now, a new state law mandates sexual harassment prevention training for supervisors.

In 2004, Governor Arnold Schwarzenegger signed AB 1825, which requires any California employer with more than 50 employees to give supervisors two hours of sexual harassment training every two years. California joins Maine and Connecticut in requiring such training.

### Legislation's Intent

The legislation was introduced because some legislators were concerned that not enough was being done to eliminate sexual harassment in the workplace. California law requires that all employers take reasonable steps' to ensure a workplace free of harassment. However, besides requiring posters and an information sheet for employees, there was no statute requiring employers to do more.

While some employers and courts interpreted "reasonable steps" to include some form of harassment training, the law did not mandate training, and the scope of the training was up to the employer.

The bill's author, Assemblymember Sarah Reyes, argued that, even with current laws to prevent sexual harassment, 22 percent of all cases filed with the Department of Fair Employment and Housing (DFEH) were sexual harassment claims. According to Reyes, sexual harassment claims have a significant impact on businesses, costing the average Fortune 500 Company at least \$6.7 million a year.



### **Which Employers Are Covered?**

The new law applies to companies that regularly employ 50 or more employees, even if the employees are not all based in California.

The law also applies to entities working under contract that regularly receive the services of 50 or more people, so the employee count includes temporary workers and independent contractors.

### **Who Must Be Trained?**

The legislation says that all "supervisors" must be trained. However, it does not clearly define the term "supervisor." It is likely the definition in the California Fair Employment and Housing Act (FEHA) will apply.

FEHA defines a supervisor as someone with the authority to "hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward or discipline other employees or the responsibility to direct them, or to adjust their grievances, or effectively to recommend that action ... if the exercise of that authority is not of a merely routine or clerical nature, but requires the use of independent judgment."

It is important to note that this definition differs from, and is broader than, the way wage and hour laws define managerial employees. An employee who is non-exempt under federal or state wage and hour laws still could be considered a supervisor as defined under FEHA.

### **When & How Often?**

The law imposes a minimum requirement of two hours of training for supervisors every two years. The initial requirement is that employers must provide the training by January 1, 2006 to all employees who are employed as of July 1, 2005.

After January 1, 2006, employers must retrain each supervisory employee, using a complete course, once every two years. Any employer who has provided this training and education to a supervisory employee after January 1, 2003 is not required to provide training and education by the January 1, 2006 deadline. However, it's probably best simply to retrain all supervisors using the new criteria.

Supervisors hired, or employees promoted to supervisory positions after July 1, 2005 must receive the training within six months after hiring or promotion.

### **What Type of Training Must Be Provided?**

The law specifies the type of training employers must provide. The training must be conducted through "classroom or other effective interactive training."

### **The training also must include the following:**

Information and practical guidance about the federal and state statutory provisions concerning the prohibition against and the prevention of sexual harassment.

Information about correction of sexual harassment and the remedies available to victims of sexual harassment in employment.

Practical examples aimed at teaching supervisors about the prevention of harassment, discrimination and retaliation.

Employers should evaluate any existing training programs they use to be sure their current programs are sufficient under the new law.

### **What Does "Interactive" Training Mean?**

Interactive training does not mean showing employees a video with no opportunity for interaction. Specific regulations have not yet been issued by the DFEH. However, it is likely that Internet or online training that allows regular interaction with the instructor and other participants will meet the requirement of "effective interactive training."

Any sexual harassment prevention training should require participants to engage in critical thinking and should elicit group discussion. This can be done through, among other things, role-playing, hypothetical examples, quizzes and question-and-answer sessions.

### **Who Can Provide Training?**

Only "trainers or educators with knowledge and expertise in the prevention of harassment, discrimination and retaliation" can provide the training.

Employers should use trainers with an extensive teaching and harassment prevention background. Employers should look for trainers who are experienced facilitators, and not ones who simply read from a checklist of sexual harassment information.



Employers must take time to ensure they have the right trainer. Inexperienced managers and even some human resources personnel may not be best suited to provide training under this new law.

### **Failure to Train Increases Risk**

The statute says that failure to provide training is not grounds for liability for harassment under FEHA. However, if an employer does not provide the training, FEHA may mandate an employer to provide the training.

More importantly, regardless of the statute, an employer who does not provide the training increases the risk of liability in a sexual harassment lawsuit. While the statute says that providing the training alone is not a defense for harassment, California courts have said that anti-harassment training, complaint processes and preventative measures can minimize liability.

The California Supreme Court has held that an employer can limit damages by (1) showing that the employer took reasonable steps to prevent and correct workplace sexual harassment; (2) the employee unreasonably failed to use the preventive and corrective measures the employer provided; and (3) reasonable use of the employer's procedures would have prevented at least some of the harm the employee suffered. [Department of Health Services v. Superior Court (McGinnis) (2003) 31 Cal.4th 1026.] The court noted that the extensiveness of employee training was one factor that would be considered.

The Equal Employment Opportunity Commission and the U.S. Supreme Court also have indicated that providing training in areas of harassment prevention can minimize liability.

In fact, the U.S. Supreme Court has held that employers who take steps to prevent and correct sexual harassment may have a complete defense to liability if the employee does not take advantage of preventative or corrective opportunities provided by the employer. (Burlington Industries, Inc. v. Ellerth (1998) 524 U.S. 742. Faragher v. City of Boca Raton (1998) 524 U.S.775.)

### **Two-Hour Training Is Basic**

AB 1825 only sets a basic requirement for the training employers should provide. In fact, the statute explicitly says it is intended to establish a minimum threshold and should not discourage or relieve any employer from providing longer, more frequent or more elaborate training and education about workplace harassment or other forms of unlawful discrimination.

Employers should consider providing extra training and training that does not just focus on sexual harassment but also covers all areas of discrimination and harassment.

Employers also should train all employees, not just supervisors. Broad-based training of the entire workforce is critical. Such training helps employers avoid litigation in the first place and responsibly discharges the employer's obligations for a harassment and discrimination-free workplace.

# ADA Policy For Accessible Rooms

本刊編輯部



本刊編輯部

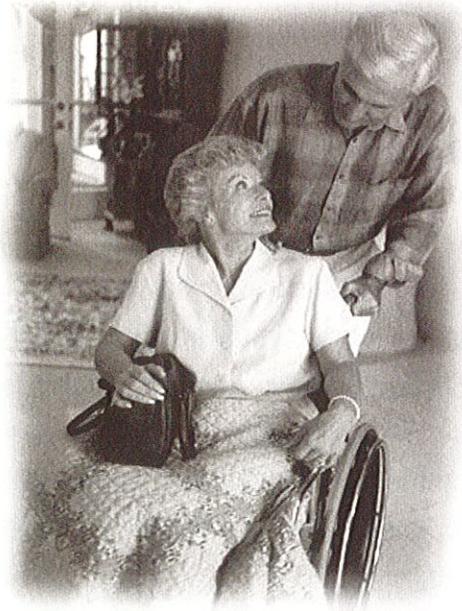
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"Accessible Rooms" are those rooms at each property which have been modified to comply with the terms of the Americans With Disabilities Act to be more easily accessible to guests with disabilities (including primarily, guests with mobility disabilities and guests with hearing impairments.)

There are three primary types of accessible rooms. (Note: All three separate types are mandatory for new construction hotels and for hotel renovations.) Prior to renovations, all hotels must have the Standard Accessible Room type and it must contain the features of the Hearing Enhanced Room.

1) Standard Accessible Room: This room has a number of features to provide improved access for guests who utilize wheelchairs. This must include, but is not limited to, enlarged bathrooms, grab bars in the tub and around the toilet, adjustable height shower heads, lowered door viewers, lowered heating controls and lowered closet bars, as well as the features of the Hearing Enhanced Room.



2) Roll-in Shower Accessible Room: This room is identical to the standard room, but also includes a "roll-in shower" (usually in place of a bathtub) to allow a guest to roll into the shower in a wheelchair.

3) Hearing Enhanced Room: This room has features such as a door-bell which triggers a strobe light, TDD devices, Television Amplifier and/or Closed-captioned TV, and visual fire and smoke alarms.

Note: Standard and Roll-in Shower Accessible rooms may not have p/a iform-type-beds. A platform bed may be in the Hearing Enhanced Room

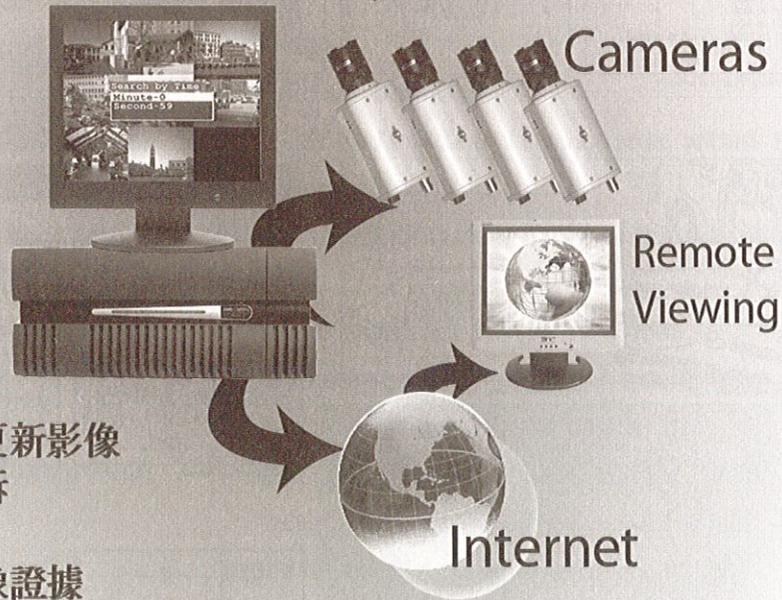
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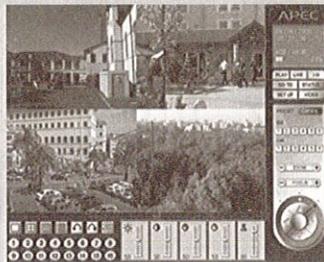
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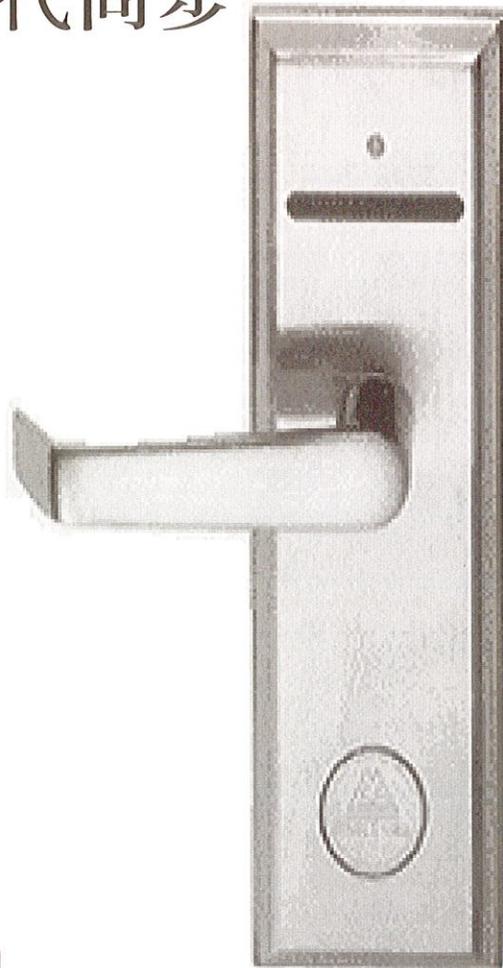
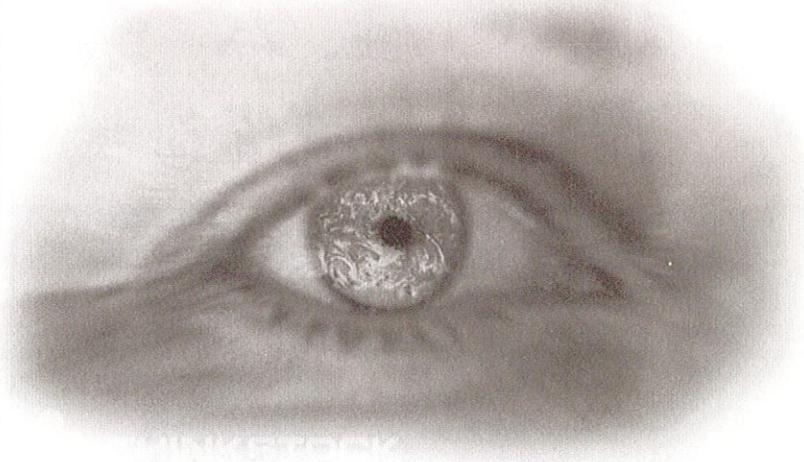
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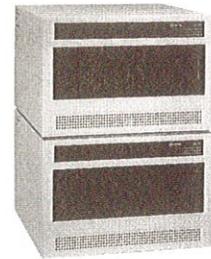
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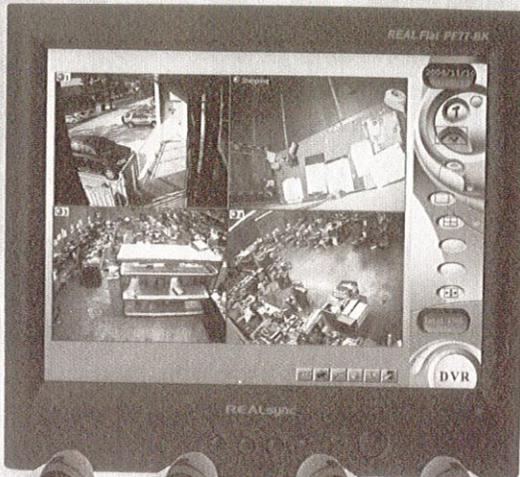
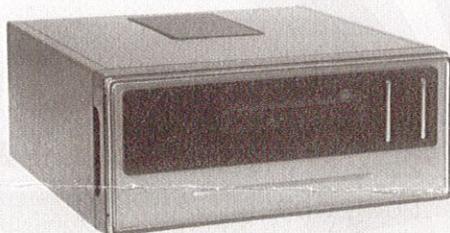


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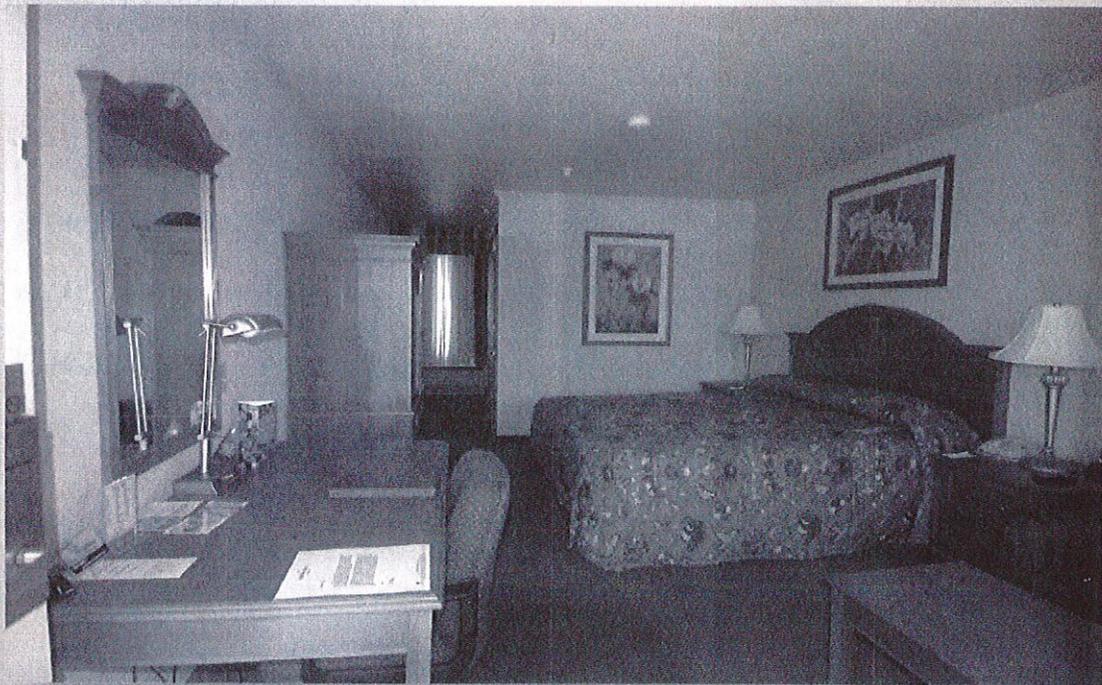
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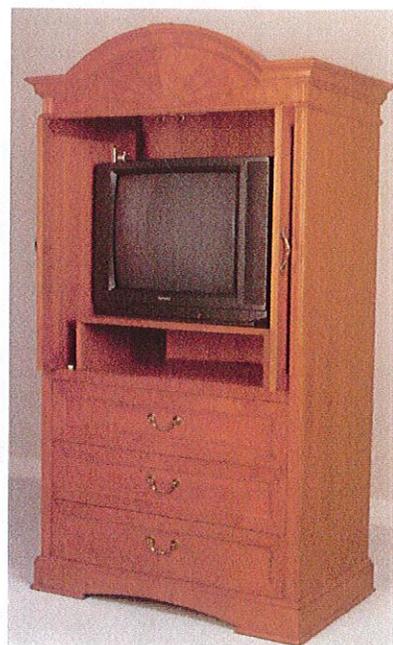
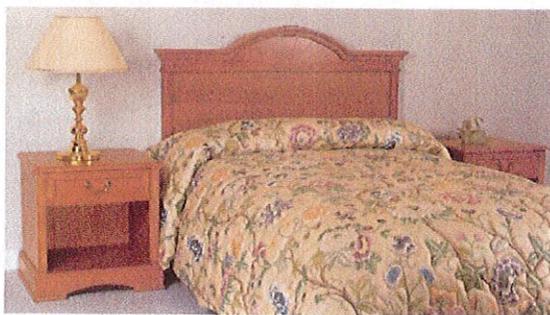
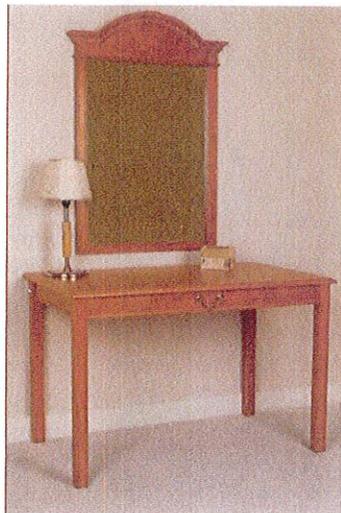
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