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旅館會刊

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TAIWAN HOTEL & MOTEL ASSOCIATION
OF SOUTHERN CALIFORNIA
1045 E. Valley Blvd., A212
San Gabriel, CA 91776

www.thmasc.com
thmasc1688@gmail.com

南加州台灣旅館業同業公會
Tel: (626) 280-2207
Fax: (626) 280-2243
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Phone: 310.866.6009
909.267.8810
Fax: 310.235.0443

Email: chris_chang@grosslight.com
sean_chang@grosslight.com

A message from President

會長 鄧永征 Nicolas Teng, President of THMASC



Dear Thmasc friends, members, board directors and chairman,

I hope that the summer was as good as we have surveyed from most of our members. It looked like the hotel business is coming around the corner, and especially the leisure travel is going stronger than last year by 10% to 15%. The Business segment of our business is also slowly returning. What a relief! After almost two year of decline we are finally seeing some hopeful sign of recovery. Albeit, it appears that the recovery is not very firm, we all need to get back to the basic of managing our properties the best way we can; networking, sharing information and uniting our resource to come out stronger.

In educational seminar, we are planning some exciting program that will provide our members up to date internet marketing program, website marketing and SEO. Also, experts in hospitality fields will give us overview of topics relevant to our interest. We encourage our members to email us and let us know what issues they would like us to focus on in the coming weeks.

In regards to our younger hoteliers, THMASC with the leadership from our new THMANA president Herman Lin is planning an exciting trip back to Taiwan. As always, the trip will be a wonderful opportunity to learn Taiwan Tourism and with the help of Teco, Taiwan Compatriot office and Tourism board, a panel of celebrated and wonderful speakers will be on schedule. Spaces are very limited, so please register ASAP with Anita to be on the trip.

Every year for the last three year, the trip back to Taiwan had been a wonderful event that connect participants to our sister members in Taiwan, as was the trip this June 2010 was no exception. Around 20 members of our association, Houston and North America association took part in the annual tour back to Taiwan. The group participated in Kaohsiung Hotel association's annual conference. We also met with Taipei Hotel association and visited Taiwan Tourism and OC. We are amazed this year how hotel business in Taiwan is booming thanks to policies taken by President Ma and his government, we are very excited for the prospect of beautiful Formosa being more visited and invested in Tourism related development. Participating members are Thmana president Herman Lin, Founding President Chris Chiu, Former President Thmasc Stephen Hsu, Robert Lu, me, Anita, Deputy Tom Liaw & Ms Liaw, directors Chen-Chun Wang and Mrs. Wang. From Houston are President Roy Wu, members Allison Chang and Mr. Chang, members Wang and Mrs Wang.

會務活動

北美洲台灣旅館公會聯合總會第五屆年會報導

本屆總會長 林宣昭致詞



致力凝聚台僑擴大國際
林宣昭接掌旅館公會

新加坡僑界6日晚間聚集洛杉磯參與北美洲台灣旅館公會聯合總會第五屆年會與加州台灣旅館業同業公會第35屆年會，總幹事張嘉禧、旅館公會林宣昭在僑務委員會吳英毅監交下接任北美第六屆總會會長職。



與僑務委員長 吳英毅合影

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Our Team

發行人： 鄧永征

編輯顧問： 許清松

召集人： 陳柏睿

執行編輯： 柯欣侑、Eric Chen

編輯委員： 范約瑟、邱垂煌、林宜昭、盧景林、汪俊宇、吳東昇
王政煌、郭學仁、李德揚、汪茵興、鄭春暉、王正純
劉明岳、陳大偉、張尹青青、陳雪仙、羅麗惠
王強生、呂世豪、吳 瓊、姜文權

特約印製廠商： VPA Graphics Eric Chen
(714) 624-2724

南加州台灣旅館業同業公會 第三十六屆理事名單

<p>Chairman 理事長 范約瑟 Mr. Joseph Fan 21725 E. Gateway Center Dr. Diamond Bar, CA 91765 (O)909-860-6255 (F)909-612-5730 brightonllc@aol.com</p>	<p>President 會長 鄭永征 Mr. Nicolas Teng 3344 State St. Santa Barbara, CA 93105 (O)805-687-6611 (F)805-687-7116 nickteng@msn.com</p>	<p>Consultant 會務顧問 邱垂煌 Mr. Chris Chi 2 Orchard Lake Forest, CA 92630 (O)949-462-9500 (F)949-273-5898 chiulaxst@yahoo.com</p>
<p>Consultant 會務顧問 許清松 Mr. Stephen Hsu 515 West Katella Ave. Anaheim, CA 92802 (O)714-991-6868 (F)714-817-8588 Stephen@ramada-anaheim.com</p>	<p>Consultant 會務顧問 林宜昭 Mr. Herman Lin 9335 Kearny Mesa Rd. San Diego, CA 92126 (O)858-695-2300 (F)858-578-7925 herman.lin@yahoo.com</p>	<p>Consultant 會務顧問 盧景林 Mr. Robert Lu 4400 Hughes Lane Bakersfield, CA 93004 (O)661-833-3000 (F)661-833-3736 rclboblu@yahoo.com</p>
<p>Consultant 會務顧問 汪俊宇 Mr. Gerald Wang 1455 Monterey Pass Rd., #201 Monterey Park, CA 91754 (O)323-268-8886 (F)626-446-4068 gwang@vicinn7.com</p>	<p>Vice President 副會長 吳東昇 Mr. Tom Wu 705 N. San Gabriel Blvd. Rosemead, CA 91770 (O)323-887-9235 (F)323-887-9236 tomwula@yahoo.com</p>	<p>Vice President 副會長 王政煌 Mr. Michael Wang 5325 E. Pacific Coast Hwy Long Beach, CA 90804 (O)562-597-3285 (F)562-498-7167 mwang@venquest.com</p>
<p>Vice President 副會長 郭學仁 Mr. Simon Kuo 26328 Oso Parkway Mission Viejo, CA 92691 (O)949-582-7100 (F)949-367-7696 Simonkuo9@yahoo.com</p>	<p>Vice President 副會長 陳柏容 Mr. Kevin Chen 915 S. Disneyland Dr. Anaheim, CA 92801 (O)714-778-0350 (F)714-778-3878 kchen@super8motel.net</p>	<p>Auditor 稽核 李德揚 Mr. Terry Lee 345 S. Figueroa St., Suite 100 Los Angeles, CA 90071 (O)213-680-8811 Ext.11 (F)213-680-9134 terry@apccusa.com</p>
<p>Treasurer 財務長 汪蔚興 Mr. Wilson Wang 2500 Michelson Dr., Ste. 110 Irvine, CA 92612 (O)949-622-3402 (F)949-622-3410 Wilson@atlashospitality.com</p>	<p>Director 理事 鄭春輝 Mr. Peter Cheng 1538 E. Lincoln Ave. Anaheim, CA 92805 (O)714-635-6888 (F)714-883-8000</p>	<p>Director 理事 王正純 Mr. Chen-Chun Wang 1402 W. Pacific Coast Hwy. Wilmington, CA 90744 (O)310-834-3400 (F)310-835-2225</p>
<p>Director 理事 劉明岳 Mr. Ben Liu 788 W. Huntington Dr. Monrovia, CA 91016 (O)626-358-8981 (F)626-301-0657 grandoaktreeinn@aol.com</p>	<p>Director 理事 陳大偉 Derrick chen 611 S. Westlake Ave Los Angeles Ca 90057 (O) 213-483-6262</p>	<p>Director 理事 張尹青青 Chin Chin Chang 2131 E. Colorado Blvd Pasadena, Ca 91107 (O):626-796-3121 (F) :626-793-4713</p>
<p>Director 理事 Ms.陳雪仙 Michelle Chen 227 W. Valley Blvd #308 San Gabriel, CA 91776 (O)626-576-8000 (F)626-576-8900</p>	<p>Director 理事 羅麗惠 Ms. Kitty Lo 34 Via Rubino Newport Coast, Ca 92657 (O):949-212-8733 (F):949-376-6132</p>	<p>Director 理事 王強生 Mr. John Wang 1520 E. Main Street Barstow, Ca 92311 (O):760-683-3388</p>
<p>Director 理事 呂世豪 Mr. Harry Lu 1744 S. Nogales Street Rowland Heights, Ca 91748 (O)626-8201099</p>	<p>Director 理事 吳瓊 Ms. Tina Wu 407 W Valley Blvd, Suite# 1 Alhambra, Ca 91801 (O) 626-574-5573 (F)626-300-8507 twu@firstchoicebankca.com</p>	<p>Director 理事 姜文權 Mr. Wayne Jiang 2171 S. Harbor Blvd Anaheim, Ca 92802 Tel:714-703-1220 Fax:714-703-1401 e-mail:60@gmail.com</p>

會務活動

第35屆南加州台灣旅館公會年會報導

錢美臻

台灣旅館業者6月6日晚間聚集洛杉磯參與北美洲台灣旅館公會聯合總會第五屆年會與南加州台灣旅館業同業公會第35屆年會，經營多家洛杉磯地區旅館的林宜昭在僑務委員長吳英毅監交下接任北美第六屆總會長職。

續任第36屆南加州台灣旅館公會長職的鄧永征認為，南加旅館業在經歷三、四年觀光低潮期後，旅遊業將從今年起回春，在南加州房市低迷之際商業不動產價格也滑落谷底，他個人是從95年美國房市低潮時踏入旅館經營行業，因此他建議華裔投資者可在此時觀察市場，購入物超所值的旅館經營。

僑務委員長 吳英毅致詞



當日台灣僑務委員會委員長吳英毅、駐洛杉磯台北經濟文化辦事處處長龔中誠兩人皆應邀到場見證該會新任幹部的就職儀式。



與僑務委員長 吳英毅合影



全體理事合照



會長 鄧永征致詞



駐洛杉磯台北經濟文化辦事處處長 龔中誠代表本會頒發特殊成就獎給前理事長 許清松

會務活動

第35屆南加州台灣旅館公會年會報導



會務活動

佳賓雲集



會務活動



商展剪影



比品牌

比人氣



比服務

會務活動

中華民國台灣省諮議會諮議員來訪

台灣省諮議會應邀赴美參加「全美洲議會聯合會年會」，28日返台過境洛杉磯，參訪團一行五人順道拜會南加州旅館業同業公會，加強台美經貿往來。

台灣省代表團由台灣諮議會的諮議員蘇主榮領軍，隨行的還有兩位諮議員呂學記及陳河水等一行五人，代表台灣赴肯培基參加年會，與其他175個國家代表團與州政府交換意見，探討中央與地方之間連繫，收獲良多，回程並順道拜訪洛杉磯台美商會及旅館同業公會。

團長蘇主榮表示，很多民眾都以為台灣省已經消失，但實際上只是精簡，名義上仍存在。她說，參訪行收獲良多，除了與各國及州政府交換中央預算分配外，各國也對於ECFA簽署後，有助於吸引美國旅館同業回台投資，而省諮會可為僑界帶來台灣最新訊息，協助美國旅館業將品牌、管理帶回台灣。



● Calendar

- 10月7日 國慶酒會 (Hilton Los Angeles/Universal City (Sierra Ballroom))
- 10月9日 蒙特利公園升旗典禮
- 10月9日 金龍酒家 (國慶晚會聚餐)
- 10月10日 國慶綜藝晚會(聖蓋博劇院)
- 10月16日 橙縣 國慶晚會 (Ramada Plaza Hotel)
- 11月17日 36屆第一次座談會



● 恭賀

本會理事 呂世豪榮聘 僑務委員會僑務顧問



會長 Nicolas Teng 鄧永征暨 全體理事 賀

趙美心頒發「多元文化獎項」 恭賀 前理事 吳宣蓉獲最佳女企業家獎

第一屆「多元文化獎項 (Diversities)」頒獎禮15日在柔似蜜社區中心 (Rosemead Community Center) 隆重舉行，吳宣蓉是所有得獎者中唯一的華人，其傑出表現為她贏得2010年最佳女企業家 (Business Woman of the Year) 的稱號。「多元文化獎項」由國會議員趙美心創辦，鼓勵他們繼續努力為社區作貢獻。



當天頒獎禮吸引約100人出席參加，每位得獎者的家人及朋友紛紛出席表示祝賀。趙美心表示，聖蓋博地區是一個多元地區，當地的居民來自不同國家地區，有著不同的文化背景，各民族不分彼此相處融合，在此安居樂業。少數族裔如拉丁裔、亞裔在商場上大放異彩，在文化上促進交流，帶動社區的發展，因此成立此獎項，今年共選出9位傑出人士及單位，表彰他們為社區所作出的貢獻。



華裔企業家吳宣蓉是南加州旅館公會前理想、台美商會青商部的主席，同時也是柔似密商會 (Rosemead Chamber of Community) 最年輕的華裔女性會長，目前在假日旅館 (Holiday Inn) 當任總經理。她表示，假日旅館每年2次向低收入家庭的小孩子贈送洗髮液、肥皂、牙膏和牙刷等日常生活用品，在他們有需要的時候提供幫助作為第一位獲趙美心頒發最佳女企業家獎項的華人，她感到非常榮幸，在未來她會繼續努力，與大家齊心合力創造一個更和諧的社會，她打算舉辦一些亞裔的社區活動，讓大家擁有使用自己熟悉語言進行交流的機會。

SAFETY OVERVIEW CHECKLIST

本刊編輯部

Use this health and safety checklist for a quick review to ensure you are doing what you can to prevent worker injuries:

- Do you have a written workplace injury and illness prevention program in place?
- Do you maintain records required by Cal/OSHA?
- Do you comply with hazard communication and safety recordkeeping requirements?
- Are you familiar with the Cal/OSHA standards for your industry?
- Do you create reasonable safety motivators, such as incentive programs that award bonuses/prizes for complying with workplace health and safety procedures?
- Do you provide employees with proper protective equipment for their jobs?
- Do you inform employees of any potential occupational hazards?
- Do machine operators wear tight-fitting clothing that is in good condition (not ragged or torn) when working near machinery?
- Are instruction manuals readily available to machine operators?
- Are all steps, ladders, and platforms kept clear of materials that might cause employees or customers to slip or fall?
- Are signs posted next to all storage areas to warn of potential hazards?
- Are all wires, power cords, plugs, and switches kept in good condition?
- Do all stairways with more than three risers have handrails?
- Are all work areas well lit?
- Do you regularly conduct workplace safety training?
- Have you created a health and safety complaint process?
- Have you established clear safety goals?
- Are emergency phone numbers posted in prominent places in the workplace?
- Do you routinely conduct maintenance on factory/plant equipment?
- Do you explain the consequences of violating safety policies?
- Do you comply with Cal/OSHA reporting requirements?
- Have you created an emergency evacuation plan?
- Are you prepared to handle any emergencies that may arise because of a workplace accident?
- Do you routinely compare your workplace safety goals against your rate of injury occurrence?
- Do you evaluate whether you should revise your goals and/or safety training?

SAFETY OVERVIEW CHECKLIST

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- Create a territory plan. Establish goals, identify milestones, create a time line and engage all your resources including upper management.

- Create an action plan for every major account. Know your customers' "Rules of Engagement." What keeps them up at night? Create a strategy that involves your entire team including the President of your company if appropriate.

- Set specific goals and objectives. Write them down.

- Maintain a positive attitude. Don't procrastinate on anything.

- Keep your promises. Don't make promises you can't keep.

- Sell yourself first. Develop a trusted relationship, and then sell your company.

- Know your competitive advantages and your company's core competencies.

- Think creatively. Think outside the box.

- If voicemail is blocking your contact, call someone else's extension as if by mistake and ask them to transfer you. Voicemail has become the "gate keeper." Call early before business hours or later after business hours.

- Listen more – speak less. Get your customer to talk about himself. If your customer spends most of the time in a sales call talking about himself, he can't help but like you. Apply the 80/20 rule – listen 80% of the time.





Courtesy of Orange County Business Journal

本刊編輯部



The Anaheim Convention Center is still waiting to hear from officials with Comic-Con International about potentially moving the annual convention out of San Diego.

But its host city doesn't plan to let it go without a fight.

This year's sold-out convention, which ended July 25, drew about 126,000 visitors daily to the San Diego Convention Center, and with vendors and global media representatives factored in, the total visitor count was more than 140,000.

All those visitors add up to what convention center officials now estimate to be a \$163 million economic impact on San Diego County. That's well above previous estimates of \$40 million to \$60 million.

Comic-Con has been held in San Diego since its 1970 inception, and the 2010 event marked its 20th year at the San Diego Convention Center. The local venue is now in competition with centers in Anaheim and Los Angeles to host the gathering in 2013 to at least 2015.

Comic-Con organizers had said in June that they were looking to announce their choice before the start of this year's event. David Glanzer, Comic-Con's director of marketing and public relations, said just prior to the opening that organizers decided to focus solely on the mammoth task of staging the current show.

"We're so swamped with just running this thing now, we've decided to just sit down after the show is over and look closely at these proposals again," Glanzer said.

Glanzer said the same issues considered from the start of the site selection process still are in play, including exhibit space, transportation and hotel room availability and pricing. All three cities have submitted and revised proposals several times during the past few months.

Steven Johnson, spokesman for the San Diego Convention Center Corp., which operates the facility, said convention officials remain confident that local proposals will prevail and the city will be able to retain the event.

會務活動



歡迎
中華民國台灣省諮議會
諮議員來訪



會務活動

中華民國行政院政務委員暨台灣省政府主席 林政則來訪

中華民國行政院政務委員暨台灣省政府主席林政則15日拜會南加州台灣旅館同業公會。他表示，「兩岸合作經濟架構協議（ECFA）」簽訂，加上政府調降遺產稅、營業所得稅，台灣投資環境大大提升。

林政則此行行程滿檔，五天內將赴奧克拉荷馬、阿肯色、德州達拉斯與加州等四州，與這些與台北縣締結姊妹州的地區進行拜會，和相關政府官員討論加速推動赴台免簽證等計畫，並尋求投資招商機會。

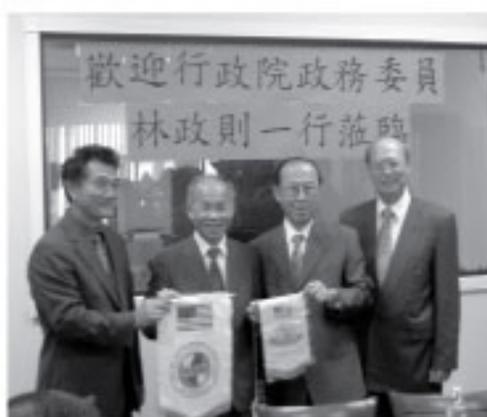
當天中午，林政則拜會旅館公會，獲得旅館公會會長鄧永征，北美洲總會長林宜昭等人熱烈歡迎，彼此分享台灣當前旅遊、投資環境等相關議題，雙方並交換禮物。

林政則說，ECFA簽訂後台灣投資環境提升，除將開放500多個免稅項目，對南部傳統產業幫助很大，而未來可望吸引更多傳統產業外商到台灣投資。

不僅如此，林政則說，政府去年將營業事業所得稅從25%降至17%，與香港16%、新加坡17%看齊，提升台灣競爭力。

遺產稅也在去年調降，從50%降至10%，然而今年這部分稅收不減反增，顯見調降遺產稅，有助於更多企業家將資金轉回台灣。

林政則並表示，台灣加速推動旅遊產業，政府更可望於明年元宵節前，



歡迎
中華民國行政院政務委員
暨台灣省政府主席 林政則來訪

會務活動

參加姐妹會高雄旅館公會2010年會



高雄旅館同業公會
理事長 劉坤福致詞

高雄



本會會員鄧永征贈送禮品



本會前理事長林宜昭致詞



本會參加人員合影



會務活動



拜會姐妹會台北旅館公會



會務活動

拜會中華民國僑務委員會



拜會中華民國觀光局

觀光局副局長謝謂君致詞



But Orange County, which has a larger convention center, thinks it has a good shot at the fan fest.

"We have been in discussion with the San Diego Comic-Con for many years," said Mindy Abel, senior vice president of convention sales for the Anaheim/Orange County Visitor and Convention Bureau, earlier this year. "They have grown so much in the past few years that our size is part of the conversation this time around."

In May, Johnson said San Diego authorities beefed up their convention proposal by offering Comic-Con \$100,000 per year for five years—2011 through 2015—to help it defray the costs of shuttling visitors between convention events held at various downtown locations. That offer applies only if it signs on to stay in San Diego through 2015.

The city's proposal also includes a doubling of available hotel rooms countywide earmarked for Comic-Con participants, from 7,000 to 14,000, during the four days of the convention.

The bid to retain Comic-Con comes as the convention center also is in the midst of designing a proposed \$750 million expansion of the facility, to add exhibit space and other amenities.

Just before the start of this year's event, Jim Durbin, general manager of the San Diego Marriott Gaslamp Quarter and president of the San Diego Hotel-Motel Association, said he is optimistic that convention organizers will decide to stay in their longtime San Diego home.

Though figures have not been announced, Durbin said the majority of local hotels have submitted competitive booking terms, including room rates and number of rooms to be set aside, to cover the period of at least 2013 to 2015, as part of the city's overall proposal to convention organizers.

Durbin said the event has an impact on the local hospitality industry that rivals a Super Bowl, and local amenities, particularly in the downtown blocks surrounding the convention center near the Gaslamp Quarter, have provided a good complement to the convention's own offerings.

"In terms of the concentration of hotels in one area, you're not going to get that neighborhood feel in those other cities," he said.



Anaheim's Abel disagrees and touts the conventions center's access to Disneyland parks, Downtown Disney, Angel Stadium and a wide range of hotels—in addition to an already expanded convention center—as a draw to Comic-Con.

The Anaheim Convention Center already hosts a number of fan fests, including BlizzCon, the annual show put on by Irvine-based online game developer Blizzard Entertainment Inc., part of Santa Monica's Activision Blizzard Inc., itself a unit of France's Vivendi SA.

Economic Impact

The Southern California cities are fighting over a big prize.

Johnson said a study commissioned by the convention center corporation and conducted by CIC Research Inc., which has not yet been released in its entirety, concluded that based on spending by Comic-Con participants at the most recent events, the total regional economic impact of the event is now estimated at \$163 million.

Johnson said that number is based on researchers' interviews with 900 attendees at the 2008 Comic-Con, combined with existing regional data on visitor spending throughout the year.

Researchers found that 57% of the 134,000 who attended Comic-Con and related events in 2008 stayed in hotels, with an average stay of four nights.



Those visitors accounted for 126,000 room nights, generating \$25 million in hotel sales and \$3 million in taxes for the city—including \$2.6 million in transient occupancy taxes and about \$500,000 that went to the city's designated tourism district.

There were also sales taxes generated, though exact figures are not yet available, Johnson said.

Extrapolating from prior visitor spending trends, researchers estimated Comic-Con spurs \$67.8 million in direct spending by convention-goers. The remaining factors, taking the total impact to the \$163 million figure, include ripple spending by visitors and locals during the four days of the convention, generated by activities surrounding the event.

The study found that Comic-Con in 2008 filled 30,000 of San Diego County's 53,000 available hotel rooms during the four days.

酒店收益管理在前廳的應用

收益管理雖說是在20世紀80年代就發展起來的一種現代化科學營運管理方法，但在國內的酒店業中運用收益管理的酒店還比較少，這主要是存在影響有效使用收益管理的一些誤區，即將實施收益管理的討論過多地集中在自動化計算機系統之上，過多地停留在收益管理的理論研討如線性規劃、動態規劃、邊際收益控制等等這些書本知識的研習中，而完全忽視了「收益管理」這一理論潛在內涵在酒店經營中的實際操作和可能的「低技術」的適應性。

雖然收益管理是一個十分複雜的概念，但它在應用上卻是比較簡單的。酒店在實施收益管理理論時，靠的是「人工智力」與「一般計算機技術」結合即可，沒有必要將其理論繁雜化，本文就是將其在酒店應用時的一些實務加以敘述，以求同行的指正。

收益管理的基本原理

收益管理的基本原理是「五個最」；即企業的產品能在最佳時機，以最好的價格，通過最優的渠道，出售給最合適的顧客，以實現酒店收益的最大化。

酒店收益管理的操作實務就是：通過對市場和客人的細分，對不同目的的顧客在不同時刻的需求進行定量預測，通過優化方法確定動態的控制，最終使酒店總收益最大化，確保酒店利潤的持續增長。

本刊編輯部



收益管理是酒店經營管理的一項系統工程

在實施收益管理系統時，要明確這一系統不是單靠前廳部就能運作好的，它是酒店提高經營收益、加強管理的一項系統工程，需要酒店層面的運作。美國萬豪酒店集團董事長J. W. Marriot二世說：「酒店最高層必須對酒店實施收益管理，CEO則需要100%地支持這項工作，」最高層的介入，是支持和建立一套管理系統並保證系統有效工作的基礎。

因此，要運作好收益管理系統，應由酒店統籌安排，綜合營銷部（是收益管理的大頭）和前廳部，協調運作，並由酒店總經理擔綱收益管理系統的領導。

前廳收益管理的基本內容

前廳部由於是酒店的信息彙集中心，各種客房經營書記、價格歷史檔案、各類房價的戲份檔案、各時期的各房類的入住率、各種客史資料等都集中在前廳部的資料庫，有時就會產生將前廳作為收益管理系統的主陣地的誤差。談到酒店的房價收益管理，需要瞭解酒店房務收入的各項結構：

一是協議客人房租收入，包括協議公司散客和團隊客人、協議旅行社旅行團隊收入、協議會議團客收入、協議長住房收入；

二是網絡公司和訂房中心協議房租收入；

三是前廳散客房租收入。

第一、二類房租收入基本上是由酒店營銷部通過協議形式與相關企業簽訂的，這二類協議客人房租收入大體佔到當期酒店房務總收入的75%—80%左右，而第三類前廳散客房租收入則佔到當期酒店房務總收入的20%—25%左右。

前廳的收益管理運作主要是對前廳散客這一部分的營銷，如何有效地提高門前散客的房價，如何充分使用酒店和社會各種資源，增加門前散客的消費。

前廳收益管理的實務操作

1、對市場和顧客細分並進行需求預測

Philip Ketler和John Bowen先生在其《接待業和旅遊市場營銷》一書中指出：「收益管理背後的概念是通過定價的差別來有效地管理收益和庫存，而它的基礎是被選擇出來的細分市場的需

求彈性」。每一酒店有其自己的市場定位，但顧客的分類、來源渠道和消費特點仍有許多不同之處，不同類別的客人消費的需求、價格和消費特點也有很大的不同，因此其消費行為模式也不一樣。科學地對市場和客人的細分，為酒店控制資源、提高收益提供準確的信息來源。

在細分市場和客人信息的基礎上，就能對不同類別的客人需求進行相對準確的預測，並採用不同的預售方法和價格差異化的控制，實行動態管理和邊際收益管理，讓資源的使用風險最小化，如果資源使用風險能做到了最小化，則酒店收益的預期就可以樂觀其成了。

2、要調控好門前散客的入住比率

平均房價和平均入住率是影響酒店房務收益的兩大因素。而門前散客的房租收入又對酒店的平均房價有重大影響。因此應適度調控好協議客人和門前散客各自的入住比率，才能達到酒店平均房價的最大值。在酒店中，一般協議客人房價要低於門前散客房價，而協議客人通常是由營銷部洽談聯繫，由於市場競爭激勵和酒店管理當局對營銷部門的關注力度和工作壓力加強，營銷部門會不斷地千方百計地擴大協議客人的覆蓋面並以此作為部門的工作業績，隨著營銷部門協議客人覆蓋面的增加，門前散客的入住率會一路走低。如果要保障酒店平均房價的最大值，就需要酒店當局出面加以協調，並根據市場情況和營銷、前廳各自的房租收入歷史資料進行分析，理清合適的前廳散客入住比率，才能防止前廳散客入住比率不斷下滑的趨勢。在實施前廳收益管理時，這個問題應引起酒店管理當局的足夠重視。

3、動態的價格設定

價格是顧客最敏感的消費因素，是銷售最直接的管理槓桿，是酒店贏利增減的主要手段。現時在供大於求、競爭激勵的市場態勢下，幾乎所有酒店都對價格管理由單一靜態價格發展為多重價格、有市場競爭力的優化價格。動態價格包括了協議公司散客優惠價、旅遊團隊房價、會議團隊房價、長住房房價、門前散客浮動價等。對於酒店來說，在制定動態價格時，最有參考價值的資料數據是同一地區向進星級的競爭對手酒店的分類房價。

4、超額預訂控制

由於預售和實際入住存在一定差異，因此酒店通常實行一定比例的超預訂以減少這種預售和實際入住差異時的損失。超預訂的比例究竟多大才合適，就依賴於前廳和營銷部門的協作，對歷史數據的分析以確定一個基本合理的概率。

這方面的工作可以從幾個方面入手：

核對預訂。有些客人提前很長時間就預訂客房，在入住前這段時間內，會有一些客人因為種種原因而無法近期抵達或者取消了旅行，但不是所有客人都會主動通知酒店。前廳部要在客人抵達前通過電話與客人進行多次核對，一旦變更迅速作出調整，並通知相關部門將客房重新預訂或銷售給其他客人。

增加保證類預訂。預收保證金或要求信用卡擔保，將風險合理轉嫁給客人，尤其在酒店營業高峰如節假日、當地重大經貿活動時，更需如此操作。

加強與營銷部門協調。由於大部分預訂客人由營銷部門的協議單位操作產生，而營銷部門的各位營銷員為了擴大本人業績，一般會放寬要求給協議單位，所以有必要在產生超額預定時加強與營銷部門的溝通，加強對超額預訂的控制，減少酒店損失。

一般超額預訂數公式如下：

超額遇到房數=預訂臨時取消預訂房數+預計預訂而未到的客人房數+預計提前退房數-預計延期離店房數。

上述公式每一因素都有「預計」二字，要解決好這一問題，盡可能做到準確並不容易，這就要靠歷史資料（各個營業時段營業數字）的積累和分析，並加強前廳與營銷部門的溝通，確定一個大體合適的比例。

5、節假日和重大活動的價格需求控制

節假日和市場的重大活動往往是酒店獲利的最佳時段。如何利用這一時段獲取最大收益，是酒店管理當局和前廳部最佳發揮管理收益效能這一系統的時候。這一時段的管理格言應該是「該出手時就出手」，該提價時就提價，不必過多考慮其他後續影響問題。否則時不待我，機不再來。在一個市場短暫的「求大於供」的時機，最基本的消費心理就是「求」而不是「供」。

6、團隊銷售和銷售代理的管理

對於團隊銷售如旅行社的旅遊團隊價格，應根據每一階段的市場變化，主要是該旅行社的消費總量和酒店的平均入住率、平均房價的漲落情況和本地市場的經濟景氣指數，適時進行調整控制，而對於銷售代理如網絡訂房中心代理，則可每年進行一次市場情況分析後重新調整新一期的價格。

酒店要增加網絡訂房的銷售量，最關鍵的措施就是要與網絡訂房代理商議一個在本地區酒店有競爭力的房價並給予網絡訂房代理一個「階梯式」的售房獎勵制度，才能做到酒店與網絡訂房代理「共贏共生」。

7、充分使用網絡訂房和訂房中心的資源

網絡訂房和訂房中心的出現和發展，是經濟市場化的一種必然和進步，也是經濟市場化行業細分的一種結果。當今國內兩大網絡訂房公司攜程和藝龍，佔據了網絡訂房業務的80%以上市場份額，它們通過資本運作引進戰略投資者並且股票上市，已站穩了市場地位。

這些網絡預訂房「中間商」的出現，對於單體酒店或酒店集團的成員酒店來說，都是一種可供利用的成本低、收益較好的資源，對於酒店原有的各種營銷手段是一種有益的補充。這些網絡訂房公司起碼都彙集了數千家酒店的預訂網絡，一方面為

顧客提供更大的選擇空間，貼近了顧客的消費心理需求，另一方面又是單體酒店或酒店集團自辦的預訂網絡規模無法比擬的，即使是國內最大的酒店集團，屬下管理酒店也不過百十來家。我們完全沒必要去介意網絡「訂房中間商」存在和發展會拿走酒店的一部分利潤。天下沒有免費的午餐，有得必有失，我們應採取一種「各盡所能，各取所需」的態度，鼓勵成員酒店與之合作，共榮共生，一起發展。

按照美國康奈爾飯店管理學院飯店業研究中心的比爾·卡爾頓在最新撰寫的一份報告中預測：未來幾年，有20%以上的客戶將通過預訂在網上完成。而這一比例在2002年是8.34%。而在東方嘉柏成員酒店的經營報表中，我們可以發現，有相當多的酒店，通過攜程、藝龍和其他訂房中心的訂房量已達到10%—11%左右，因此，對酒店而言，不管是單體酒店或集團公司成員酒店，我們應充分使用這些網絡訂房代理的資源，以增加酒店的收益率。



8、酒店附設資源管理

酒店的附設資源主要是指客房之外的餐飲、娛樂設施和會議設施，這些附設資源對於前廳部的銷售來說，也是一種很好的產品資源。前廳在實施收益管理時，應邀請前廳員工熟悉酒店這些附設資源的情況、銷售價格政策和價格細則，並對前廳員工進行營銷培訓，掌握營銷技巧，才能有針對性地開發這些資源的銷售。

9、經營狀況比較和分析

前廳部應將每一月的各種經營數據，包括入住率、各類房間、顧客細分、各種附設資源銷售情況橫行於歷史上的數據進行比較，最主要是與上一年數據進行比較分析，再結合市場上同類別的競爭對手酒店的資料進行細緻分析，把這些有參考價值的營銷數據作為前廳制定各時期房價政策的決策依據，並向酒店管理當局報告。

10、結合顧客價值的收益管理

不同的顧客的價值是不一樣的，有時顧客的價值不能簡單地用一項利潤指數加以界定。例如在二線城市的酒店，外國客人比較少，這時如果酒店懂得用更優惠的價格吸引較多的外國客人入住，即使這些外國客人的入住價格低於國內客人的價格，而他們帶來的酒店綜合價值，如禮貌禮節的感受，如外國客人的消費習慣的熟悉和借鑒，如消費理念和人文情調的播延，包括酒店外語操練的氛圍的改變等都會產生很好的綜合效應。

應用收益管理理論應注意的問題

1、員工售房實際經驗的作用更值得重視

酒店收益管理系統是計算機智能和人工經驗高度結合的產物，一個成功的前廳收益管理系統，既包括了前廳計算機系統功能所能提供的資料，涉及到的客史資料、各歷史時期的房價收益數字、各歷史時期的房價變化、本地近似星級檔次酒店房價類比數字，同時也包含了前廳員工的售房經驗和前廳房價政策已經售房授權制度等。計算機的資料精確性當然是可信的，但是這些資料時「死」的，是過去式，而市場變化是「活」的，是未來時，因此，人對突發事件如節假日、營業高峰、酒店在特定時段的房價變化的靈活反應和實際經驗更應值得重視。

2、前廳部要有「營銷部」的理念

要做好前廳的收益管理，當務之急是前廳部經理要具備「前廳部也是營銷部」的理念，在做好部門的日常管理行政事務之餘，要在前廳部的員工中灌輸「前廳部是酒店第二營銷部」的理念，並對大堂副理班組和前台接待班組，進行營銷業務的培訓和營銷洽談技巧的引導，並把走進酒店的每一位客人當成營銷對象。「不放走一位客人」應該是前廳在營銷客房時的指導原則。如果說營銷是有距離空間和成本費用的話，那麼走進酒店客人的營銷則是最低成本和沒有距離空間的營銷，也是最有成功機率的營銷。



3、要制定前廳收益管理的獎勵制度

為了推動前廳部的收益管理工作成效，前廳部應制定「超平均房價」和「超入住率」的獎勵方案報酒店管理當局批准實施，以維護員工的工作熱情。前廳部可制定員工售房促銷獎勵制度，才能將前廳部當成酒店「第二營銷部」的理念落到實處。

4、酒店的協議客和門前客的比例分析

酒店房務顧客基本是由三大塊客人組成，即協議客人、網絡訂房客人和門前散客。

一是協議客人。包括：

- 協議公司散客或團體客；
- 協議旅行社的旅遊團隊；
- 協議長住客；
- 協議會議團客。

這些客人的入住通常是由酒店的營銷部門通過與相關企業簽訂訂房合作協議而確定協議優惠價格入住，其中有些協議的價格入旅行團價、長住客價、會議團價雙方可以根據季節和入住房間數、入住天數的多少加以升降挑戰。

二是網絡訂房公司和訂房中心的協議客人。

這些客人的房價一般是一年一簽，基本不變。在一家酒店，由於市場和酒店本身的定位，上述這兩類協議客人的房價收入一般占當期總房價收入的75%—80%左右，並且有一定的預訂入住期。在協議客人中，網絡訂房散客房價最高，但需付佣金，大約占協議房價的8%—10%，協議公司散客房價次之，而會議團隊又次之，旅行社團隊的價格最低。

三是前廳門前散客。

這些客人一般沒有預訂，大體都是當即入住，這類客人的房價收入一般占當期總房價收入的20%—25%左右，門前散客的入住價格比協議客人平均房價要高得多，通常會高出50%左右。因此，前廳的收益管理主要就是調控門前散客這一塊資源，如何提高入住率和入住房價，才能讓前廳的收益管理的功能凸現。

5、門前散客對酒店平均房價的重要作用

為了說明門前散客對酒店平均房價的重要作用，我們以一家300間客房的酒店為例，如果當期該酒店的入住率是70%，平均房價為380元/間，則當期的客房出租收入為：

① $300\text{間} \times 70\% \times 380\text{元/間} = 79800\text{元}$

要實現當期收入79800元，按協議客人總入住率80%，平均房價350元/間，則門前散客平均入住房價要達到500元/間。

② $300\text{間} \times 70\% \times 80\% \times 350\text{元/間} \cdot \text{天} = 58800\text{元}$

；

③ $300\text{間} \times 70\% \times 20\% \times 500\text{元/間} \cdot \text{天} = 21000\text{元}$

。

①=②+③

從上面數字可以看出，門前散客平均房價500元/間比協議客人平均房價350元/間高出了43%。可見，提高門前散客的入住平均房價對酒店當期的平均房價有很大的貢獻率。

6、要關注非標準房類的房間資源的收益管理

酒店的協議客人使用的房間大都集中在普通標準客房，而酒店的豪華房類如豪華房、豪華套房、總統套房、行政房則空置率都比較高，而房況則較好。這些豪華房類的出租由於受到酒店房價政策的限制，通常較難出售。為了改變這種資源閒置的情況，酒店管理者要向前廳部充分授權，前廳部經理再向接待員充分授權，只有用「隨行就市」的理念，才能讓前廳的接待員有賣出豪華房類的洽談空間，從收益管理的終極目標來說，多賣出豪華房類，將對門前散客的平均房價有最大的貢獻率。

7、節假日和重大活動時段的收益管理

節假日和重大活動時段的營業對酒店的總體房務收入有重大的作用，對於平均房價的提升和淨利潤的增加有明顯的拉動效應。除了國家確定的三個「黃金周」，還有每年清明節祭祖掃墓回

鄉高潮，當地政府策劃的重大商貿活動也應作為第四、第五個……「黃金周」進行策劃，對當期的房價進行調整提升，對於低價房如旅遊團隊給予數量控制。

8、對超額預訂控制的協調

酒店應用超額預訂是一項業務慣例，問題是如何確定超額預訂的合理比例。對於這一合理比例的確定，由於酒店的客房銷售大頭來自營銷部門的協議客人，協議公司的散客預訂和團隊預訂佔了絕大部分，留給前廳部隊門前散客預訂的空間並不大。要增加房租收入，就需要前廳部與營銷部門加強協調，對於歷史情況和各協議公司的散客預訂情況的「虛」和「實」作出清醒的分析判斷，可以採取預收定金的方式濾掉「虛」的預訂房，增加「實」的預訂房比例，以確定合理的超額預訂比例。

隨著電腦和信息技術的發展，大多數的酒店前廳的預售和客房管理也進入了數字化管理階段。手工操作和「拍腦袋」的銷售已不適應激烈競爭的市場。應用收益管理的模式，通過大量的客戶數據的微觀分析和比較精確的定量管理，應該說適應於市場和時代發展的需要。酒店業在近十年來的完全市場化情況下，供大於求的基本面並沒有多少改變，價格的競爭仍會長時期地延續下去。國內酒店引進收益管理理論的時間不長，完全開發和應用這種收益管理系統的酒店尚不多，許多酒店在開發和應用這種收益管理系統時仍有「資金投入」和「人才開發」的瓶頸，但這並不阻礙我們對收益管理理論應用的實踐。我們可以在前廳的管理實踐中應用收益管理的理念，在實務操作中加以融會貫通。

飯店管理者的每日課題：如何留住優秀員工

本刊編輯部

近年來，飯店不僅在招收高質量人才時遇到困難，而且面臨著優秀員工流失嚴重的尷尬。員工是飯店最大的財富。在當前這個以人才競爭為主題的環境裡，留住員工，尤其是一批優秀員工，是每一個飯店經營管理者應當認真分析和探討的課題。

把好「進口」關

首先，選擇個人發展目標與組織目標相一致的人才。招聘者應通過一系列的提問、交流和溝通，對應聘者的職業取向、興趣愛好等進行瞭解和把握，盡可能地選擇個人發展目標與組織目標相一致的人才，這樣才會避免日後由於兩者目標不一致或衝突而導致的離職行為。

其次，選擇最合適的人才，而非最好的人才。飯店應在工作分析的基礎上，結合崗位招聘符合職能要求的員工。很多飯店盲目設定了很多的要求，如在學歷、經驗、性別、年齡等方面，都有比較苛刻的要求，這不僅增加了勞動成本，還為以後的人才流失留下了隱患。所以，飯店一定要招聘最適合崗位要求並有潛力的員工，而不是選擇條件最好的。

再次，招聘後期要進行「現實工作預視」。現實工作預視是指通過提供給應聘者有關工作的各個方面的信息(包括積極與消極的信息)，使他們對未來所要從事的工作有一個比較精確的瞭解。應聘者可以事先瞭解飯店和空缺職位的不足，降低自己的預期，避免進入飯店後由於「理想與現實」的差距而產生不滿。如果員工在瞭解飯店真實情況以後，認為不滿意，可主動退出，這樣就避免了日後流失造成的成本。另外，員工還可以通過親身經歷感覺到飯店的真誠，增加對飯店的好感和忠誠度。



健全用人機制

提供「金台階」即為員工設計適合其個人特點的職業發展計劃，讓員工看到個人在組織中的發展方向和前途。新員工到飯店後，部門領導或人力資源管理部門的人員應和員工進行一次有關其職業生涯設計的面談。告知員工飯店的晉陞制度和路線，瞭解員工對自己的職業發展方向的定位。同時結合飯店對員工的要求及員工的特長和能力，設計他的職業發展道路並備案。通過職業生涯設計的面談，使員工對自己今後的努力方向有一個清楚的認識，在不斷追求職業發展、實現自我價值的過程中為飯店做出貢獻，增強對飯店的忠誠度，降低離職率。

重視員工培訓今天，越來越多的人的就業觀念並不只傾向於優越報酬，而越來越傾向於關注自己未來的發展。P&G、IBM等外資企業，都不約而同地把員工培訓作為企業吸引人才、留住優秀員工的重要手段。飯店應根據崗位的要求和員工的實際情況，給員工提供適當的培訓機會，並鼓勵員工學習與工作相關的知識和技能。另外，隨著飯店和外部環境的不斷發展，會產生新的培訓需要。飯店應對培訓需要進行科學的分析，選擇最優的方法和途徑去滿足這些需要。總之，飯店應該有系統地制訂人才培訓計劃，使員工覺得自己每一天都在成長，讓他們領略優越的制度，科學的方法，以及積極向上的氛圍等。

做到人盡其才飯店要通過定期或不定期的考核，瞭解員工的能力和潛力，把員工安排到能發揮出他最大價值的方面，使他有機會充分展示他的才華。這也是人力資源合理配置的過程。

給予參與機會時下，很多飯店都在探索有效的員工參與形式，如任務參與、更多的決策機會、合理化建議、質量改進小組等。飯店通過這些形式，適當地給員工一定的自由度和權力，給他一定的挑戰性工作，刻意地去培養員工的能力。這不僅能充分發揮員工的積極性和主動性，增強員工的成就感，還能在很大程度上為飯店節約成本。

完善激勵體系

物質獎勵激勵物質利益永遠是員工十分關心的問題，給予恰當的物質獎勵往往能起到調動員工積極性和激發員工工作熱情的好作用。目前，不少飯店實行了優秀員工工資制度，即對經過層層考核、評選，最終獲得了「優秀員工」稱號的服務員，在工資上進行獎勵性上調，上調後，有的員工工資甚至能超過領班、主管的工資。但這種獎勵並不是終身制的，在下一年度評選中如果沒有選評上，獎勵性工資將取消。這一措施的實行，能極大地調動起員工的積極性和工作熱情，使員工充分感受到了酒店對他們的重視及他們自身的價值的體現，可謂一舉數得。

精神激勵「要員工快樂很容易，只要我們給他們足夠的錢。」遺憾的是現實中並沒有哪個飯店給員工「足夠」的錢。因為這樣做不現實，給不起，而且任何人都沒有「足夠」的概念。因此，要讓員工快樂，就必須尋找他們精神上的家園，讓員工有家的感覺。心理學家分析，榮譽感是人的生活的第一需要，給員工一些榮譽和尊嚴往往比給員工一些金錢物質獎勵的作用更大。據此，飯店管理者應該充分地掌握員工心

理，在他們付出了汗水和智慧取得了成績的時候，適時地給予他們一定的榮譽感和成就感。

組織氣氛激勵建立互尊、互信、協調一致、和諧融洽的組織氣氛，對飯店和員工的發展都有好處。飯店管理層要對員工和藹可親，保持微笑，使員工感覺飯店濃厚的人情味。人與人交往是靠感情來維繫的，注重與員工之間感情的交流，是打開員工心靈的「金鑰匙」。員工對飯店有感情，就不會輕易離開。

信任激勵信任員工，意味著充分授權。充分授權，意味著管理者相信員工的判斷力和處理問題的能力，信任是對員工的智慧和創造力的肯定。信任能夠喚起員工的責任感和自豪感。管理者對員工的信任是一種很大的獎賞，員工因為得到授權而在工作中更加得心應手，能夠為賓客提供更好的服務，贏得賓客滿意。有人擔心，對員工授權過度會增加飯店的負擔，員工會為贏得賓客滿意而犧牲飯店的利益。任何事情都有它的副作用，關鍵是管理者需要權衡這樣做是利大於弊，還是弊大於利。

禮送跳槽者

如果員工執意要走，或者在他沒有提交辭職申請書之前飯店已有所察覺，就應及時安排與員工進行離職面談。離職面談不僅能使雙方提及爭端，發現更深層次的問題，而且能夠幫助分析爭端，給飯店改進的機會。這些對飯店內部機制和制度的完善、避免更多的員工流失是很有幫助的。那麼，飯店管理者如何才能做好離職面談呢？

面談前：面談應該選擇氣氛輕鬆的地點，在咖啡廳進行面談是個不錯的選擇。面談前應準備與員工相關的資料，比如員工個人的基本資料、績效回顧、參加的培訓，經歷的關鍵事件等。員工會覺得自己受到了重視，對飯店不滿者或許可以由此改變其對飯店的消極看法。

面談：面談時，雙方是一種平等的關係。面談者要站在對方的立場上來考慮問題。在面談中，傾聽是非常重要的。面談中提出關鍵的問題，然後傾聽對方的回答，觀察對方的表情。員工產生防衛情形時，要及時關心他的感受，不要唐突地介入問題。最重要的是要將面談重點記錄下來，便於之後的分析整理。

面談後：面談結束後，應將面談記錄進行整理和分析，並回顧面談過程，從中發現員工離職的真正原因。針對發現的問題提出改善建議，以防類似事情再度發生。



How To List Your Website

本刊編輯部

After you completed the work on your website, you probably would like to build site traffic. You will need to promote it with as many search engines, indexes and web directories, as possible.

Search engine services make possible for net surfers to find information on the web. They don't create the information. They only catalog it and serve it up as answers to inquiries. Design each page with searching in mind. Choose carefully the title for your pages. The search engines will make extensive use of your page titles. If you use the outside vendors to design your website, ask them to use META DESCRIPTION and META KEYWORDS statements in each page. Do not put words into your keywords list that have nothing to do with the purpose and content of your site. Use no more than 20 keywords. Try to use your keywords in the description, which should be no longer, then 150-170 characters. If you build home page that is primarily graphics with links deeper into your site, ask your webmaster to use ALT= part of an IMG tag. Most search engines will index the contents of the ALT= part.

There are many places where you may want to list your website. These include all of the major search engines, yellow pages, hot site award sites, auto link-list sites, what's new and many others.

Pick the categories you want to be listed under carefully.

Major search engines:

- Alta Vista. Submit only one URL (your Home Page) and their spider will examine the rest of your site to a preset depth Alta Vista has established. <http://www.altavista.com/cgi-bin/query?pg=addurl>
- AOL NetFind. Find the most appropriate category or subcategory within the AOL Directory. Submit your site information from the Add URL link on that category page. <http://search.aol.com/>
- BizWeb. After you submit your site to BizWeb they will visit your site and evaluate it. If they find it meets their standards your site will be listed. <http://www.bizweb.com/>
- Comfind. To register your site: From the main search page, enter the category under which you want to be listed. Once the category is selected, click the "Free Listing and Link" button at the bottom of the Geographic Search Page OR at the bottom of any search results page. Simply follow the directions from there. Be sure to select one of their existing categories. <http://comfind.com/>
- Excite. It's sufficient to send them a single link to your site (preferably the home page). The Excite spider can find all related links on your site automatically. http://www.excite.com/info/add_url/
- Hot Bot. The HotBot spider spends a lot of time on the web indexing URLs that it finds. It may have already found yours through a link to your site. Do a search to find out if you are already listed. If not, all you need to give HotBot is your Home Page URL. They will examine and index the entire site. <http://www.hotbot.com/addurl.asp>

- Infoseek A major index of sites on the web. If they haven't already found you, submit your site. When they next update their index, your site will be listed. Infoseek uses the information in your TITLE bar line as the short description and the first 200 words after the BODY tag as the long description. <http://infoseek.go.com/?svx=NotFound&badurl=http%3A//infoseek.go.com/NS/AddUrl%3FDCaddurl.html>
- Lycos. One of the oldest spiders on the web. It gets a lot of traffic and you must be listed here! It takes a few weeks to add new information to the Lycos catalog. Lycos builds the catalog entry from the text of your Web page. There is no need to add keywords or any additional information. <http://www.lycos.com/addasite.html>
- Starting Point. Enter your site directly into their data base, and see it appear instantly in the What's New listing. <http://www.stpt.com/submit/submit.asp>
- Yahoo! It is one of the must list sites for every URL. Here is what they say about submissions: Before you add to Yahoo, please use the search function to see if your page is already in Yahoo. Go to the category in Yahoo where you wish your site to appear, and then click Add URL. The category field below will automatically be filled in for you. Do not type in the category--your addition will not be accepted Hotel sites must be placed in a Business and Economy subcategory - either under Companies- Hospitality ? Travel ? Lodging ? Hotels. Please confine your listing to TWO categories. Pick the categories that are the most valid choices. All others will be ignored. If your site is regionally specific, please add it to the appropriate subcategory under the Regional category. <http://www.yahoo.com/>
- WebCrawler. When you go to their site to list your site, be sure to search first to make sure you are not already listed. On the submit page, you can enter up to 10 URLs at once. You should enter the URL of each page in your site that you want to index and list. <http://www.webcrawler.com/>

There are examples of general search engines and directories:

- Acclaim Search. A directory of businesses categorized by state. Use the form to request a listing for your business site only. <http://valuecom.com/acclaim/>
- Ad Net. Submit your free classified ad to this busy site. <http://www.theadnet.com/>
- Ah-ha.com. Free listings and you can include a lot of information about your company and products if you are submitting a commercial site. <http://www.ah-ha.com/>
- DataBOT. Directory of all sites. Extensive amount of data on the submission form. Submit for free listing. <http://dataBOT.com/>
- EarthFind. A big, busy directory of sites. <http://www.earthfind.com/>
- Explode2000. A directory of general sites. Submit for a free listing. You will rank higher if you place their button on your home page. <http://www.explode2000.com/>
- Extreme Search. A fast directory of general web sites. Submit for free listing. <http://www.extreme-search.com/>
- FindLink. Submit any site to this busy general directory. Select a password and you can make changes to your listing in the future. <http://www.findlink.com/>
- Galaxy. An extensive directory of sites. Submit from the page on which you want to be listed. <http://galaxy.einet.net/>

- Helpware Directory An extensive directory of web sites that offer help to Cyber Travelers and work together to generate traffic for all of the sites in the directory. Requires that you display the button and link on your site. <http://helpwaresites.com/>
- Hits Galore. A busy categorized general directory of web sites. Submit for a free listing. <http://hitsgalore.com/>
- JaZzy Web Sites. A nice categorized directory of general web sites. Submit for a free listing. <http://jzy.com/>
- Jayde Online Directory and Search Engine. This very popular and long running directory. Free listing. <http://www.jayde.com/>
- Link Search. A very fast and nice looking directory of general web sites. Use the form to request a free link. <http://linksearch.gigasites.com/>
- National Directory. Directory of general web sites. Has a spider to crawl your entire site. Also submit into the category you want to be listed in. Do both. <http://www.nationaldirectory.com/>
- Nerd World. Very busy directory of general web sites. Request a free listing. <http://www.nerdworld.com/>
- OmniSearch. A directory of general web sites. Find the page you want to be on and use the Add URL link on that page for a free listing. <http://www.omnisearch.com/>
- PowerSearch.com. A rapidly growing directory of general web sites. Easy submission process that spiders your site and then lets you make changes to the data it collects before final submission. <http://www.powersearch.com/>
- Pronet Global Interactive Business Directory. Results of searches are generated randomly so everyone gets a chance to be in the Top 10. Submit your site only once for a free listing. <http://www.pronett.com/member/goldlink.htm>
- QuikPages. They will add only business Web sites to their directory. <http://www.qpg.com/>
- REX. This rapidly growing free directory of general web sites is an important place to be listed. <http://rex.skyline.net/>
- Scrub The Web. This directory is important to be listed in for any site. Listings are free. <http://www.scrubtheweb.com/>
- Snap. Use the ?Submit your Web site to the Snap directory team? at the end of the results list. <http://www.snap.com/>
- The Yellow Pages. Free listings for web sites of all types. <http://theyellowpages.com/>
- TopTenLinks. There are hundreds of categories and each shows the top vote-getting sites for that category. You must submit to one of these categories. <http://www.toptenlinks.com/>
- USA Online. A huge directory of sites broken down into lots of categories and also by state. <http://www.usaol.com/>
- YelloWWWWeb Pages. Submit your business site to this very nice yellow page directory. Basic listings are free. <http://yellowwwwweb.com/>
- ZDNet Company Finder. Thousands of businesses listed in this directory. <http://xlink.zdnet.com/cgi-bin/texis/cofinder/cofinder/>

There are geographically specific directories, search engines, yellow pages, that restrict their content to sites in or about a specific country, city, or local community. You may search for them using major search engines. Look for state, city sites, local tourists offices, conventions, etc.

The examples of the geographically specific directories are:

- New Hampshire's Mount Washington Valley. An informational directory about New Hampshire's Mt. Washington Valley -The White Mountains area- for vacationers, visitors and business professionals. <http://www.4seasonresort.com/>
- Travel Alaska Online. An informational Alaska state site, for visitors, tourists, vacationers, with trip planner option, weather forecasts, history and culture reviews, hotel free listings, and it's own search engine. <http://www.travelalaska.com/>
- Alcanseek - Search Alaska & Canada. Directory listing exclusively Alaskan and Canadian web sites. Nicely laid out and easy to submit your site. Don't abuse by submitting non-Alaska or Canadian sites. <http://www.alcanseek.com/>

And, at last, specialty directories. These resources accept submissions only from sites that serve the same community that their resource serves.

These are places where you can promote your web site:

- Hotel Direct - Hospitality Worldwide. World Hotel Guide, information of hotels and holiday apartments in more than 10 thousand places all over the world. Free service. <http://www.hoteldirect.com/>
- Hotel Links. A small directory of hotel sites. Submit via email. <http://www.findlinks.com/hotelinks.html>
- InfoHub. A world wide travel directory. Submit only travel related sites for a free listing. <http://www.infohub.com/>
- Localhotels Worldwide Directory of Local Hotel Reservation Systems. A directory of local hotel reservation systems and directories on the web, covering more than 60 countries around the world. Free service. <http://www.localhotels.com/>
- Lodging Deals. Accommodations directory featuring discounted lodging and last-minute deals offered by property managers and owners in the Rocky Mountains and Western states. Low annual fee. <http://www.lodgingdeals.com/>
- Vacancy - Holiday Homes Worldwide. Worldwide directory for holiday homes, apartments, bungalows, chalets and villas to sell or to rent. Easy search form, pictures and all details in English, German and soon French. Fee charged for all listings, including translation. <http://www.vacanca.com/>
- World Wide Travel Source. Accepts submissions from all travel related sites around the world. Free listings or premium paid listings. <http://www.wwtravelsource.net/addURL.htm>

Glossary of Internet Terms

Ad Clicks	Number of times users click on an ad banner.
Ad Click Rate	Sometimes referred to as "click through", is percentage of ad views that resulted in an ad click.
Ad Views (Impressions)	Number of times an ad banner is downloaded and seen by visitors.
Bandwidth	A measure of the speed of a data transmitted through a connection, such as telephone line. (i.e. 56K)
Banner	An ad on a Web page that is usually "hot-linked" to the advertiser's site.
Domain Names	Exclusive name that identifies an Internet site.
Browser	The software used to look at Web pages.
CPM	The cost per thousand for a particular site. A Web site that charges \$15,000 per banner and guarantees 600,000 impressions has a CPM of \$25 (\$15,000 divided by 600).
Cyberspace	Coined by author William Gibson in his 1984 novel "Neuromancer". Cyberspace is used to describe all of the information available through computer networks.
E-mail	Electronic mail. In contrast, traditional post is often referred to as "snail mail".
Encryption	Changing information so that only the intended recipient can read it.
FAQ	Stands for Frequently Asked Questions.
FTP	Stands for File Transfer Protocol, and is a way to move files between your PC and web site.
Firewall	Hardware or software which restricts access from a network (usually internal network of a large company) and the general Internet.
HTML	Hyper Text Markup Language enables text to be formatted for use on a Web site.
Hypertext	Any text that can be chosen by a reader and which causes another document to be retrieved and displayed.
Home Page	The first page visitor sees on an Internet site.
Host	Has an IP address record associated with it. This would be any computer system connected to the Internet via full or part-time, direct or dial-up connections.
Internet	Interconnected computer networks with some common standards that allows them to work collectively as one network.
Intranet	Interconnected computer network within corporation or company.
IP	Internet protocol allowing communication across the Internet. The equivalent of English or French.
ISDN	Integrated Services Digital Network is a fast method of communicating across the telephone network.
ISP	Internet Service Provider is a company that provides Internet access to individuals and companies.
Java	A programming language gaining wide acceptance on the Internet.
Link	An electronic connection between two Web pages or sites. (Also called Hot Link.)
Modem	An electronic device which allows computers to communicate with each other over a telephone line.
Netscape	The company that produces Netscape Navigator, currently one of the most popular Internet browsers.
Network	A collection of links between computers enabling them to talk to one another.
Net	Short for Internet.
Newsgroups	A discussion group on Usenet devoted to talking about a specific topic.

Online Mail	A web site with many pages relating to different companies trying to sell products over the Internet.
Online Services	Companies that provide special services just for their members as well as Internet connectivity. The two largest are America Online (AOL) and CompuServe.
Page	All Web sites are a collection of electronic "pages". Each Web page is a document formatted in HTML that can contain text, images or media objects such as RealAudio player files, QuickTime videos or Java applets.
Page Views	Number of times a user requests a page.
RealAudio	A commercial software program that plays audio on demand, without waiting for long file transfers.
Search Engine	A facility, available across the Internet, to search for Web sites which contain particular words or phrases. (Examples: Alta Vista, Infoseek and Yahoo).
Server	A machine that makes services available on a network to client programs.
Shareware	Software made widely available that can be used for a small fee or free.
Site	A collection of Web pages assembled by a company or person for viewing across the Internet and has a domain name.
SPAM	Unsolicited mass e-mails or mass Usenet postings.
URL	Universal Resource Locator is the form of Internet address used for the world wide web. An example is www.somesite.com
Unique Users	The number of different individuals who visit a site within a specific time period.
Usenet	A large number of discussion forums on different subjects. Also known as news groups.
Valid Hits	A further refinement of hits, valid hits are hits that deliver all information to a user. Excludes hits such as redirects, error messages and computer-generated hits.
Visits	A sequence of requests made by one user at one site.
Web	The World Wide Web is a set of electronic pages of mainly text and graphics available over the Internet. Pages can contain links to many other pages, which can be followed by clicking on. These pages and links are known as hypertext.
Web Site	One set of pages on the world wide web.





2010-2015

中國經濟型酒店行業的前景

經濟型酒店，是指將客戶鎖定在中小企業商務人士、休閒及自助遊客人，房價適中的中小規模酒店。經濟型酒店的概念產生於20世紀80年代的美國，進入21世紀後，經濟型酒店發展步入擴散拓展期。這主要表現在經濟型酒店在發展中國家的市場開拓和這些國家本土品牌的發展。近些年來，中國經濟型酒店的擴張也非常迅速。世界著名的經濟型酒店品牌陸續進入，中國本土的經濟型酒店品牌也同時開始發展起來。

到2008年底，國內經濟型酒店數量達到2805家，客房數為312930間，分別為2000年的122倍和96.7倍。中國經濟型酒店行業的發展可謂火爆。金融危機對於經濟型酒店的發展是個很好的契機，依靠電子商務、電子支付的背後支撐，經濟型酒店發展迅速。受金融危機影響，很多商旅人士都壓縮了出行成本，而經濟型酒店的首要特征就是“經濟”，與高端商務型酒店不同，經濟型酒店一般掛牌價格在200元以內，適合於自助遊、家庭遊和一般的出差人員，高性價比是經濟型酒店與高檔星級酒店對抗的最大優勢。於是，原本住星級酒店的旅客更多地選擇了經濟型連鎖酒店，為經濟型酒店發展帶來了機遇。

China

型2009年，隨著國內經濟復蘇，旅遊業酒店業率先回暖，而經濟型酒店業更帶頭進入快速復蘇階段。截至2009年底，全國共計303個經濟型酒店連鎖品牌，經濟型酒店總數已達到3757家，與2008年同期相比增加了952家，同比增長33.94%。經濟型酒店業得以率先復蘇，一來得益於其提早布局國內二三線城市，這些市場在金融危機中受到的影響不大。二是經濟型酒店不斷細分客戶，擴大了整體覆蓋面。

經濟型酒店擁有廣闊的增長潛力，尤其體現在它的可持續增長能力上。經濟型酒店是中國酒店業中年輕的增長群體，具備強大的可持續增長潛力。隨著中國經濟的發展，國內中小企業人員出差、營銷、採購，事業、機關、團體單位公務，個人辦事，80%以上的人士將入住經濟型酒店。並且近年來90%以上的國內旅遊團隊都是入住經濟型酒店。市場對經濟型酒店需求量非常大。



上海環球金融中心



不斷出現的新品牌和國外經濟型酒店品牌的持續介入，使得中國經濟型酒店市場“硝煙瀰漫”。但是相對於中國眾多的人口、巨大的消費能力和高於國外經濟型酒店發展同階段的經濟增長速度來講，經濟型酒店在中國仍然是一種全新的酒店業態，中國經濟型酒店仍然處在發展的初期，空間仍然巨大。而且，中國二三線城市的經濟型酒店發展水平相對滯後，與消費能力存在較大的差距。對此，2010年3月商務部明確出臺相關政策鼓勵發展中小規模經濟型酒店，因而經濟型酒店在未來幾年將會持續高速增長。

公共泳池安全新法規七月生效

王善言

7月1日起生效的一項加州新法，規定公共及商業用游泳池，如公寓及旅館內游泳池若只有一個水流循環孔，須安裝防止游客被循環孔吸住的設施，否則將面臨罰款，華資旅館經營者及公寓管理者將額外支出，已有業者叫苦連天。

但有業者肯定這項新法，認為雖要花錢改進設施，但對物業所有人也有較佳保障。

加州議會通過將生效的AB1020法案，其實是跟進2007年12月17日通過的聯邦「維吉尼亞泳池及Spa安全法案」(Virginia Graeme Baker Pool and Spa Safety Act)，將使地方衛生部門有權要求業者改進，並糾舉出未依法改進泳池水流循環孔安全設施對象。

兩項法案目的都在減少游客被水流循環孔強大吸力吸住，不能動彈導致淹死或終生殘障等悲劇發生。

AB1020法案規定，加州公共或商用泳池的水流循環孔都應安裝保護蓋。如果泳池只有一個水流循環孔，應加裝自動關掉循環孔吸力的馬達，或讓循環孔吸力減弱的系統。公共泳池包括住家協會、學校、水上公園、公寓經理等管理的泳池，商業泳池主要指旅館泳池。



普安那公園一家家族式華資旅館業者說，生意難做，各項經營成本又增加，現又要花錢改進泳池設施，無異雪上加霜。

南加州台灣旅館同業公會會長鄧永征指出，會員應陸續從縣衛生局收到改進泳池水流循環孔安全設施公函。有些業者選擇將泳池排水孔拆掉，重新安裝兩個功能較先進又安全的循環孔，造價至少1萬元。

也有業者加裝馬達，游泳客若被循環孔吸住，馬達可自動關掉循環孔，造價2000元左右。他建議尚未依法改進泳池安全設施者，儘快與包商聯絡，探討解決之道。否則衛生局每年前來抽檢兩次，若被發現未依法改進，罰款不便宜。

全球最佳飯店 香港四季、半島上榜

在香港四季飯店的泳池內，聽到的不是自己的呼吸聲，而是莫札特樂曲。這是香港四季飯店特有的音樂泳池。

富比世雜誌 (Forbes) 日前公布最新「全球最佳飯店」名單，香港四季飯店榮獲「全球最佳泳池」，得獎的原因除了池畔有絕佳的維多利亞港美景，潛入池水可聽到古典音樂，才是它獲獎的主因。

榮獲「最具歷史氣息」的香港半島酒店，只有81年歷史，但它英國殖民時期的建築風格、內部陳設與裝潢、甚至菸灰缸等用品，都保存得相當完好，英式下午茶的傳統是該酒店的特色，充滿復古懷舊氣息。

這份全球最佳飯店區分16個項目，「全球最奢華飯店」由拉斯維加斯Wynn飯店的高塔套房奪得，旅客一下飛機，就可在機場內專屬的招待所休息、接受最殷勤的服務；高塔套房很寬敞，號稱北美最大。

獲得「全球最佳酒吧」的紐約St. Regis飯店，擁有古色古香的骨董吧台，據悉是「血腥瑪麗」調酒的發明地。

新婚夫妻度蜜月，不妨考慮被評選為最浪漫的美國加州蘇路城堡 (Chateau du Sureau)，外觀就像城堡一般，房間裡的壁爐、燭台等，營造浪漫氣息，讓人捨不得離去。

本刊編輯部

香港四季酒店的游泳池，波平如鏡，潛下可聽見莫札特樂聲，維多利亞港的風光盡收眼底。



至於榮獲「最佳飯店設備」的比佛利山莊Montage飯店，內部裝潢讓評審印象深刻，當旅客就寢時，會發現枕頭上竟然繡著自己名字的縮寫，真是讓人又驚又喜、感動入眠。

就連浴室也有獎，榮獲「全球最佳浴室」的拉斯維加斯米高梅Skylofts精品旅館，以寬敞舒適的浴室獲獎，浴池就像泳池一般，還有燈光紓壓、如香檳般冒著柔細泡泡的池水，配上池畔大螢幕電視。

紐約的川普國際酒店和中心榮獲「最佳景觀獎」，偌大落地窗正對中央公園，擁有絕佳的視野和景觀，尤其秋天楓紅時最美。

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