



南加州台灣旅館業同業公會

旅館會刊

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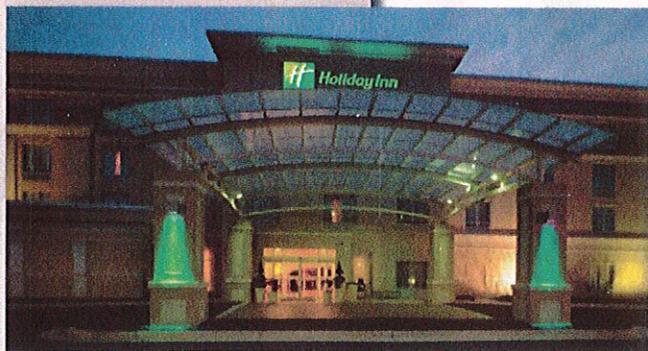
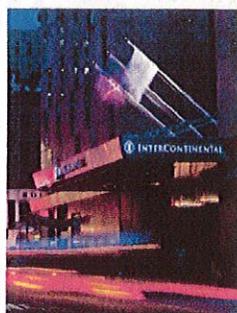
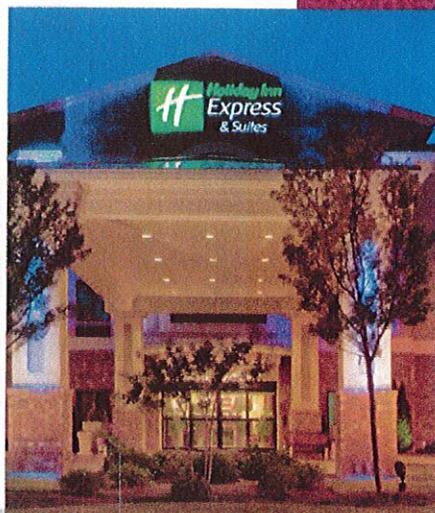
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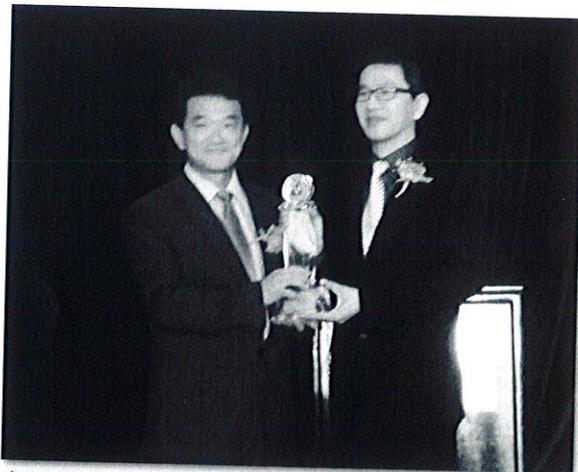
第36屆南加州台灣旅館公會年會報導



僑務委員長 吳英毅致詞



眾議員趙美心 致詞



會長交接



駐洛杉磯台北經濟文化辦事處處長 龔中誠致詞



現任會長汪蔚興 致詞



北美洲聯合總會

會務活動

第36屆南加州台灣旅館公會年會報導



青年部合照



全體理事合照

會務活動

第36屆南加州台灣旅館公會年會報導



會務活動

07-09-2011 立法委員來訪

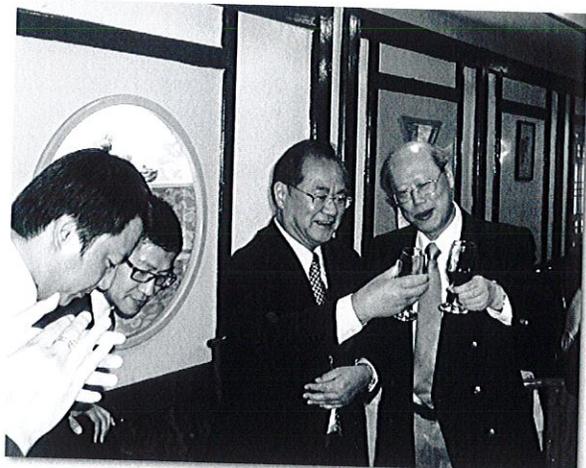


會務活動

08-11-2011 拜訪經文處



駐洛杉磯台北經濟文化辦事處處長 龔中誠與本會拜訪團合影



會務活動

本會參與在 Knott Berry Farm 舉行的建國百年活動



Fairfield Inn host unveiling art event with Wyland Foundation.

Joseph Fan

On Friday Sept. 2nd, 2011 Fairfield Inn & Suites hosted the first Public Art unveiling ceremony in the City Of West Covina. The statue "Ancient Voyage" is an incredible sculpture that was designed by world renowned marine life Artist Wyland. This project encompasses the city of West Covina's culture for environmental awareness and the passion to conserve at Fairfield Inn & Suites. We wanted our artwork to encourage water conservation and guide our youth to a greener planet. Wyland's extraordinary sculpture "Ancient Voyage" along with the tiles at the base of the statue that were designed and hand painted by our local West Covina elementary students is inspiring. West Covina leaders Mayor, Mayor Pro Tem, Councilmembers, presented Certificates of Recognition to the Fairfield Inn & Suites for Providing Greater Access to the Arts for the Residents of West Covina and the Public At-Large. A Certificate of Recognition was also presented to the Fairfield Inn & Suites for promoting awareness of the need to protect our oceans, and enhancing the beauty of the public spaces in our community. The City of West Covina presented Brighton Management with a certificate commemorating the Public Art Unveiling Ceremony for the West Covina Fairfield Inn & Suites by Marriott.



Our master of ceremonies Mrs. Wyland shared experiences about the life of her son "Wyland" who has taught us so much through his artwork.

Children from Christ Lutheran School were present to learn about water conservation and why it is important to keep the ocean clean. They had an opportunity to enhance their education inside the Wyland Mobile Learning Center, which was among one of the many activities for this event.

Fairfield Inn & Suites, West Covina has "The Spirit to Serve" and loves to spread the Spirit to Conserve Water & Energy as well as the Spirit to Recycle. The Fairfield Inn & Suites, West Covina is an energy efficient property and is dedicated to making our future healthier and greener. Energy conservation education was provided directly from Edison; The local Power Squadron taught us all about boating safety; Suburban Water a local West Covina business was here as well to show us how we can conserve water and MSI was excited to inform us all why we should "Recycle Your E-Waste". Every child left with magic seeds for a healthier planet.



THMASC members take special kids to Long Beach Aquarium

Joseph Fan



Aquarium of the Pacific



I would like to express my sincere appreciation to all the donors and volunteers who helped with the Aquarium of the Pacific event on September 10, 2011. With your help, 100+ kids and volunteers from the Special Olympics and McKinley Children's Center visited the Aquarium of the Pacific. To say the least, the participants were thrilled to be there and all took home memories as well as a keepsake to treasure.

A special Thank You to Holiday Inn Bakersfield for financial contribution, Tom Petersen, and Anita Mays of Valkyrie Yachts for their contribution both financially as well as volunteering to guide a group of kids from the McKinley Children's Center through the aquarium during the event.

As the kids were guided through the Aquarium of the Pacific by our volunteers, they learned about sea life in the Pacific Ocean along the way. The kids visited exhibits such as the Shark Lagoon, Lorikeet Forest, Molina Animal Care Center and the Watershed Exhibit.

In addition to teaching the kids about marine life, the kids learned how our water conservation and recycling directly affects the natural balance of the ocean.

The event was a huge success as everyone was smiling and happy at the end. Great Job!

I cannot thank you all enough for your participation and support to help us bring these kids an exciting adventure they will not quickly forget.

With my sincere appreciation,



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

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(中文) _____ Name _____

Address _____ Tel: _____

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本人\公司為 申請加入為新會員 申請加入為榮譽會員
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\$100 元 50 單位以下+旅館通訊

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\$200 元 100 單位以上+旅館通訊

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會員福利

馮聖明



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

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

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

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

會員福利

二、 保險費用（每年九月一日調整一次）

個人	\$343.13
個人+孩子	\$651.95
個人+配偶	\$748.02
全家	\$1063.70

另加\$10手續費每個月。

三、 申請方法

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

四、 付保險費方式

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

五、 常問問題

1. 過去有病歷，已經懷孕，年齡超過65歲時，是否可投保？

馬上加入旅館公會成為會員，每年按時繳會費便可申請。

2. 可否只替經理、會計等主要員工申請？

只要你是旅館公會會員，投保人只要個別填寫申請表來申請。

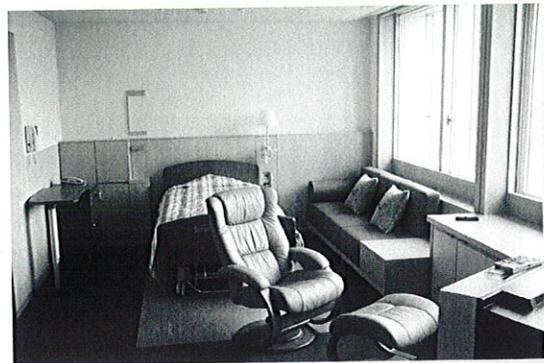
3. 65歲以上是否要退保？

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

4. 替員工買保險，對僱主有什麼好處？

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

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



南加州台灣旅館業同業公會

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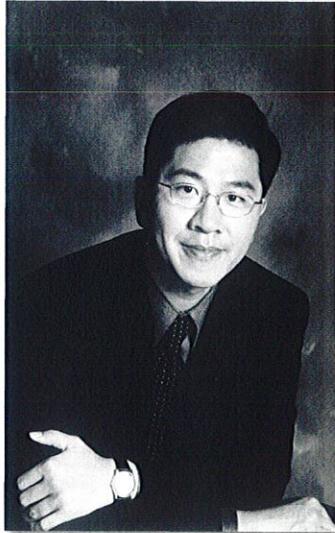
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A message from President



會長 汪蔚興
Wilson Wang
President of THMASC

古人有云：前人種樹，後人乘涼，甫接任會長這份重擔，這句至理名言顯得格外貼切。公會多年來在歷任會長及前輩們辛勤的耕耘下，成功的成長茁壯了36載。邁入了第37屆，加上了近來旅館業及經濟市場低迷，未來的日子裡唯有跟隨過去會長們的腳步，致力於會員福利及推廣會務，傾全力完成大家對我的支持與厚愛。

本年度的會務活動將與理事會協調，舉辦訓練班、會員訪問、新春聯歡、高爾夫球賽、及年會等多項常務活動。除此之外，公會也將與北美洲總會及姊妹會共商其他會務活動，以爭取旅美華人在旅館主流市場中的一席之地。期間也懇請各位同業先進不吝指教，共創旅美華裔旅館人的事業顛峰。

今年適逢中華民國建國百年，身在海外的我們心繫台灣故鄉。在此謹祝賀中華民國國運昌隆、國泰民安。

The joy of the success from the predecessors is the biggest gain in filling the new position. For me, my sincere appreciation goes to all the past Presidents and members of the Taiwan Hotel/Motel Association of Southern California. Without your hard works in the past thirty-six years, I would not be able to enjoy the foundation in this fine institution. In this 37th year of service, as we faced the recent years of economic downturn and hotel market declines, I will commit to work more diligently by following the footsteps of my predecessors.

In this fiscal year, we will conduct many activities such as workshops, visiting regional members, Chinese New Year celebrations, golf tournament, and annual banquet and trade show. In addition to these traditional events, the Board and I will join force with the North America Association and sister associations in organizing national events, so that Taiwanese American hoteliers will gain our recognition and presence in the hospitality industry. For all these efforts, I would welcome suggestions and comments so that we can take our hotel business to a new peak.

This year is the 100th year of Republic of China. Although we are far away from our motherland Taiwan, our thoughts and prayers are constantly present for Taiwan. Here we wish long and prosperous nation for Taiwan.

Regards,

Wilson Wang

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2011 Mid-Year California Hotel Sales Survey

Prepared by: Atlas Hospitality Group

Southern California Highlights

Sheraton Universal



Los Angeles County

The number of Los Angeles County hotel transactions increased 177.8% in the first half of 2011. The total dollar volume rose 272.4%.

The county's average price per room increased 30.4% and the median price per room rose 84.8%.

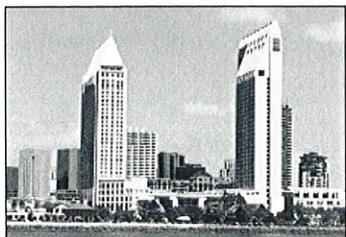
The largest Los Angeles County hotel sold was the 451-room Sheraton Universal in Universal City. The most expensive sale was the 237-room Mondrian Los Angeles in West Hollywood, which sold for \$137 million.

San Diego County

Hotel sales in San Diego County increased 475.0% with total dollar volume up 6,428.4%.

The average price per room decreased 8.5% and the median price per room dropped 28.8%.

The largest and most expensive hotel sale was the \$570 million paid for the 1,625-room Manchester Grand Hyatt in San Diego



Manchester Grand Hyatt

Orange County

In the first half of 2010, Orange County sales decreased 20.0% with dollar volume down 5.1%.

The average price per room increased 15.4% and the median price per room rose almost 31.0%.

The largest hotel sold was the 230-room Hilton Suites in Orange. The most expensive reported sale was the \$19 million plus paid for the 142-room Hyatt Summerfield Suites in Cypress.



Hilton Suites Anaheim/Orange

Inland Empire

Riverside County transactions rose 175.0% and total dollar volume increased 82.8%. San Bernardino County went up 50% in sales and 116.8% in total dollar volume.

In Riverside County, the average price per room increased 34.4%, but the median price dropped 5.8%. San Bernardino County had a 48.7% increase in average price per room and a 29.5% rise in median price per room.

The largest Riverside County hotel sold was the 410-room Renaissance Palm Springs Hotel. The largest San Bernardino County sale was the 309-room Hilton Ontario Airport.

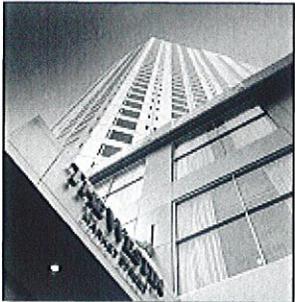
Northern California Highlights

San Francisco County

In the first half of 2011, San Francisco County saw an 11.1% increase in sales transactions and an 84.5% rise in total dollar volume.

The county's average price per room increased 61.0% and the median price per room rose 166.6%.

The largest and most expensive hotel sale was the \$172 million paid for the 676-room The Westin San Francisco Market Street.



The Westin SF Market Street

*Hilton Sacramento
Arden West*



Alameda County

Alameda County had no change in the number of transactions. However, the total dollar volume rose 140.0%.

The average price per room rose 63.1% and the median price per room increased 26.8%.

The largest and most expensive sale was the approximately \$31.4 million paid for the 234-room Hyatt Summerfield Suites/San Francisco Bay Area in Emeryville.

Sacramento County

Sacramento County transactions increased 50.0% with the total dollar volume up 346.4%.

The average and median price per room both rose 367.4%.

The largest hotel sold was the 331-room Hilton Sacramento Arden West.

Summary

Hotel sales, fueled by improved performance and strong pent-up demand, continued to take off in the first half of 2011.

We expect this trend to continue as, historically, trading volume is much higher during the latter half of the year.

In the United States, the four busiest markets accounted for 65% of the \$7.5 billion in hotel sales during the first half of the year. Three of the four were in California: San Diego (\$1.5 billion), Los Angeles (\$606 million) and San Francisco (\$490 million). New York led the country with \$1.7 billion in sales.

According to Smith Travel Research (STR), California's hotel occupancy during the first half of 2011 was 65.3%, up from 61.7% in 2010. Rev PAR rose 11.2% for the state overall. Of the 28 California markets tracked by STR, 12 showed double-digit Rev PAR increases.

Hotels, particularly California hotels, are one of the most desirable real estate investments today. Investors see huge upside potential as prices had dropped to historical lows and revenues are now rebounding.

Investors feel that hotels should offer some of the best returns of any real estate investments over the next five years.

Develop the Right Strategies for Your Hotel Website

本刊編輯部

With more customers booking their travel plans online, it is critical to have a great website. This requires monthly upkeep, a clean look and engaging content to drive more visitors to your site and customers to your hotel.

There are a few key points to consider when designing a hotel website. From a visual standpoint, the website should be attractive, but it is important to keep images at the optimal size so they do not slow the site down. Hotel industry websites attract many visitors and being able to respond to their requests in an agile manner is a must. Keep it simple and clear so that visitors can find what they want. A direct connection to the reservations engine and on-site search functionality are important features to be included on the home page. Visitors should be able to manage their account, search for destinations and make reservations easily.

There needs to be a good catalog that allows the visitor to search by brand, destination, activities, interests and more. The internal search must be fast and precise to find the different hotels that fit a specific search. Today, more people do a search for a hotel in terms of the amenities so the catalog must be able to accommodate this.

Hotels are constantly changing so make sure you can update the catalog database in a timely manner. If your site includes multiple hotels, consider including all the hotels you manage in your catalog.

Having a quick, easy-to-use website with a great design isn't enough to increase bookings. Internet marketing is critical to bring in additional visitors and customers. By utilizing search engine optimization (SEO) and pay-per-click advertising (PPC) campaigns, companies can increase traffic to their site. With Royal Holiday, a company with more than 70,000 members and more than 180 destinations worldwide, WSI has been using a PPC campaign to attract potential new members that can go through the sales process on the site to become new members.





In addition to getting people to the site, keeping visitors on the site longer is important. The goal is to have visitors stay on the site for more than three and a half minutes. In normal season, every visitor browses an average of three pages per visit.

Getting people to visit your site isn't the final step. People that search for hotels online find so many offers that when they land on a site they expect to find the exact content they were searching for that solves their information need. If the content is not precise and directly linked to the search term, the visitor will abandon the site. Therefore, it is important to make sure the content on the site is relevant. Instead of relying only on globalizers like Expedia, rework the contents of your site so that it includes the content customers are searching.

Many hotels, especially smaller ones, do not have a good back office process so that even if the site works fine and the search marketing strategy brings them new prospects, they lose them. Hotels can keep these potential customers by improving the way they answer the phone or follow up on customer requests submitted through the site's contact form. When WSI redid the Royal Holiday website, we installed a live chat feature so visitors could reach a human customer service representative immediately.

Also consider alternative strategies to reach new customers. Royal Holiday utilizes their electronic newsletter. Email marketing through an electronic newsletter is a great opportunity to reach your customer base with a cross selling strategy. For example, a customer that has used the site to book vacations in beach and golf resorts might be a good prospect for a cruise vacation. You can reach the customer through email marketing and direct him or her to the site so he or she can see the full offer from the company. Social media can also be leveraged to contact customers. Most people use social networks so inserting PPC advertising on these sites can attract followers to the social properties, which in turn can direct traffic to the website.

For any website and Internet marketing campaign, persistency and consistency is critical to building a brand. Stop-and-go campaigns are not effective; SEO and social media require consistency and knowledge. Websites need constant improvement and updates so keep this in mind as you move forward.

http://www.hotel

Holiday Inn and Hotel Indigo Have Been Ranked Highest in Guest Satisfaction

本刊編輯部



IHG (InterContinental Hotels Group) [LON: IHG, NYSE:IHG (ADRs)], the world's largest hotel group by number of rooms, is honored to announce that both Holiday Inn and Hotel Indigo ranked highest in guest satisfaction among mid-scale and upscale full service hotels respectively in the J.D. Power and Associates' 2011 North America Hotel Guest Satisfaction Index StudySM. "This tremendous and prestigious honor is the result of hard work and dedication by Holiday Inn and Hotel Indigo team members across our portfolio and we want to thank them for their commitment to delivering such a high level of service to each and every guest," said Gina LaBarre, Vice President, Brand Management, IHG. "Our Holiday Inn global brand relaunch and the attention to detail in every Hotel Indigo location has propelled the brands and helped make us a favorite of leisure and business travelers alike. We are continually committed to delivering a high level of guest satisfaction across all of our brands."

To earn the top satisfaction ranking, Holiday Inn and Hotel Indigo outperformed all other hotel chains in their respective categories, scoring highest in overall guest satisfaction, as determined by seven key measures: reservation; check-in/check-out; guest room; food and beverage; hotel services; hotel facilities; and costs & fees. The 2011 North America Hotel Guest Satisfaction Index Study is based on responses gathered between June 2010 and May 2011 from more than 61,300 guests from the United States and Canada who stayed in a hotel between May 2010 and May 2011.

Holiday Inn recently completed a \$1 billion global brand relaunch, the biggest ever project of its kind in the history of the hospitality industry. The relaunch includes a renewed focus on quality, improved arrival and welcome features, enhanced bedding and showers, a "Stay Real" service culture and a new and up-to-date look, including a redesigned logo and signage. Hotel Indigo offers guests a unique hotel experience with the modern design and intimate service associated with boutique hotels along with the peace of mind and consistency from staying with the world's largest hotel group. With 37 hotels open globally, each hotel is committed to creating memorable experiences by delivering special touches that really bring the neighborhood and hotel to life for the guest.



About Holiday Inn

With over 1,200 hotels worldwide, Holiday Inn is the most widely recognized lodging brand in the world. In fact, Holiday Inn was one of the first international hotel brands to establish a presence in China in 1984. Holiday Inn provides the services that business travelers need, while also offering a comfortable atmosphere where all people can relax and enjoy amenities such as restaurants and room service, swimming pools, fitness centers and comfortable lounges. The casual atmosphere and amenities such as meeting and on-site business facilities, KidSuites rooms, Kids Eat and Stay Free programs demonstrate the long-standing commitment of Holiday Inn to serving travelers and have helped to establish the brand as "America's Favorite Hotel." For more information about Holiday Inn Hotels and Resorts, including IHG's new timeshare brand Holiday Inn Club Vacations, or to book reservations, call 1-800-HOLIDAY or visit <http://www.holidayinn.com/>.

About Hotel Indigo

Hotel Indigo is an upscale boutique brand that delivers a refreshing and inviting guest experience that is truly reflective of the local community. From the locally-inspired murals to the renewal program where the images, music, scent, and menu items change throughout the year, Hotel Indigo delivers a vibrant, engaging and genuine boutique experience that gives guests the confidence to step out and explore the local neighborhood. Each Hotel Indigo property is unique and designed to reflect the local culture, character and geography of the surrounding area while brand hallmarks ensure consistent and reliable service from location to location. No two hotels are the same. For more information or to make a reservation, visit www.hotelindigo.com, Find us on Twitter www.twitter.com/hotelindigo or Facebook www.Facebook.com/hotelindigo.



About J.D. Power and Associates

Headquartered in Westlake Village, Calif., J.D. Power and Associates is a global marketing information services company operating in key business sectors including market research, forecasting, performance improvement, training, Web intelligence and customer satisfaction. The company's quality and satisfaction measurements are based on responses from millions of consumers annually. For more information on travel ratings, car reviews and ratings, car insurance, health insurance, cell phone ratings, and more, please visit JDPower.com. J.D. Power and Associates is a business unit of The McGraw-Hill Companies.



Hotels, and How (Not) to Choose Them

本刊編輯部

If there's one thing even more mystifying than the meaning of life itself, it's the success of the TripAdvisor website. Just how bereft of common sense do you have to be to take the advice of anonymous strangers on something as important as a hotel stay?

If there's one thing even more mystifying than the meaning of life itself, it's the success of the TripAdvisor website. Just how bereft of common sense do you have to be to take the advice of anonymous strangers on something as important as a hotel stay? And that is even without considering how many reviews, if positive, were planted there by the hotel, its staff, and the sneaky little companies that do so for a fee; or, if they are negative, are put up by rivals. Small wonder that the Advertising Standards Authority is to investigate the provenance of the reviews upon which so many, apparently, set such store.

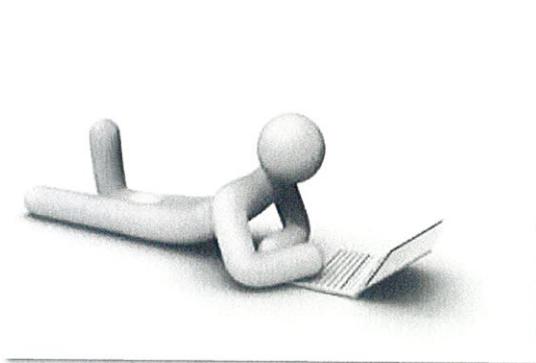
Even if the site managed to expunge all the fraudulent and fictitious reviews, there is still the issue of subjectivity. One person's "firm, comfortable bed" is, if you think about it for a nanosecond, another's "hard, unforgiving mattress" - and one's "fun-loving laid-back staff" is liable to be another's "insolent waitresses lacking respect". All in all, when it comes to choosing a hotel, TripAdvisor is about as useful as a 60-year-old AA Guide.



So what to do? I must have booked hundreds of hotels down the years, and can recall only one truly duff one (of which more anon). The iron rule is never to make a reservation without first calling. However beguiling the website, however impressive the low-light photographs of the conservatory restaurant, never book without first dialling the hotel's number. Countless times I have rung an attractive-looking place only for the phone to take ages to be answered, or, when it finally is, for a cold voice to sound entirely uninterested in who you are and what you want. If they can't exhibit the will to win before they have sold you a room, they are very unlikely to discover it once they have. (Hence a reason to spurn any hotel which makes you ring a central reservations number - you will not be speaking to the people who will actually be looking after you.)

A hotel website can unwittingly reveal a lot. Ones which make much of the alleged personalities and interests of the owners should sound loud alarms. My advice: never book a hotel run by "characters". Similarly, shun establishments whose website is illustrated by line drawings, especially of the main building or its gardens. There is no surer sign that, although Wren-like in appearance and "on the outskirts of a mainly Georgian town", the hotel is actually located next to World of Leather.

How not to waste recruitment costs and effort



本刊編輯部

When people start with you, a thorough induction is absolutely key to ensuring you're not wasting all the time, cost and effort you've put into recruiting the right person.

The first few days in any job will create a lasting impression with any new employee and determine how well they do their job and whether they will want to stay with you. People like (and need) to know what's expected of them. So when people start with you, a thorough induction is absolutely key to ensuring you're not wasting all the time, cost and effort you've put into recruiting the right person.

The benefits

How soon after joining do new hires have to face guests?

The more thorough the induction you give your team, the quicker they'll be up to speed and able to carry out their job effectively. This ensures a better customer experience, as well as putting less pressure on other team members. Training new starters on the information, guidance and skills they need for their job will give them confidence, and, in turn, will give you confidence in their ability to stand on their own two feet, leaving you or your managers to get on with other tasks.

Devoting the time and effort in new team members right from the start creates the right first impression that shows that their role is valued.

What do people need to know?

New hires need to know all of the standards for their job (and have these written down somewhere to ensure consistency). But there are other things as well. Yes, they need to know what their job is. Yes, they need to know about their holiday entitlement. Yes, they need to know about their pay, where they can leave their belongings, health, safety and hygiene procedures. All of those things are very important—but look a little bit beyond that.

Think about your own values and philosophy. What is the type of experience you want your guest to have when they stay with you? And communicate that to your staff.

Where does their job fit into the bigger picture? Where does their role fit in with everybody else's? What does everybody else do? What are all the other services and facilities that you provide? Staff can't upsell if they don't know what you offer.

So if, for example, they are working reception, they need to know what a bedroom looks like and the distinction between a superior room and a standard room. They need to know about the menu offer. If they are in the kitchen, let them know what goes on front of house as well. Give them an opportunity to go into the restaurant, to see a room, and if you have other leisure facilities, let all your staff get a feel for them and experience them first hand.

I was recently conducting some training at a local hotel and all but one of my delegates had never even set foot in any of the meeting rooms, let alone experienced it from a guest or conference delegate's perspective. If your staff is to have empathy with your guests, they need to have some experience from a guest's viewpoint. Okay, they may not all be selling these things all of the time, but they need to have an idea of the bigger picture and what your guests will be experiencing.

When people start with you, a thorough induction is absolutely key to ensuring you're not wasting all the time, cost and effort you've put into recruiting the right person.

Involving your team

Involve your team in the induction process. They know what's needed and in many cases will be more familiar with the practicalities of the role. However, ensure that one person has overall responsibility; ideally their immediate supervisor or manager should enable them to establish their authority and credibility.

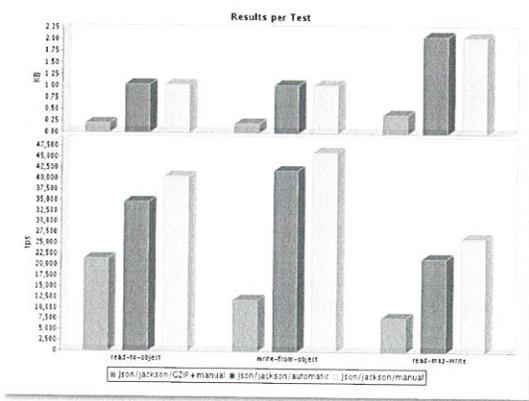
Recognise that you or their line manager won't necessarily be there all the time to keep an eye on new starters, so allocate a buddy or someone they go to with ad hoc questions; someone to look over their shoulder; guide them and support them as necessary ensuring, of course, that this person will be patient and supportive when asked.

However don't fall into the trap of enabling them to pick up bad habits, so make sure whoever is involved with passing on their knowledge is working to the standards you want and expect from your team. We've already mentioned first impressions; don't let cynical or negative employees breed discontent before new starters have had an opportunity to make their own judgements.

You can't do it all at once

Avoid overloading new employees by giving them everything on day one. Prioritise what needs to be covered, and schedule this to take place over the first few weeks. Cover some of the material before they even start. Go through the job description so there are no surprises on day one, and aim to go through some of the contractual arrangements. This won't always be possible or practical, but the more that can be covered up front, the sooner you get the new employee working on the job.





Breakdown big topics such as food hygiene or health and safety. These are obviously important subjects, but they can be dry. Trying to cover everything in one session can be complete overload. Depending on their role, cover on day one the essentials, such as fire evacuation and personal hygiene, and then go into more detail over the coming days.

Build in time for reviewing, checking understanding and opportunities for them to check back and ask questions.

How to approach it

Induction, as with any training, needs to be two-way and interactive. Naturally there will be a lot of information to give about your venue, product information and so on, but ask for their views, feedback, comments, observations and recommendations.

Ensure you make the content relevant. Rather than just giving a list of procedures and standards, ensure you make it relevant to the job and bring it to life with examples. "What this means in reality.....". "You'll see this happen when" "This will affect you when you"

When discussing standards and expectations, give reasons why they are important, and how they help them. If your way of doing something is different explain why you want it done that way; people are unlikely to adopt your approach unless they see a benefit such as saving time; it leads to more tips; it's safer; etc.

It's more than chalk and talk

Strike a balance between what takes place in the training room and what happens on the job. Add variety to how you approach the different sessions and where they take place. Involve new starters in the customer journey; take them out to the car park and let them see what your guests see before they arrive. Go back a step further and see what's on your website, what's been in the press, anything your guests will see before, during or after their stay.

The best way to be introduced to other team members is to see them in their own working environment. When introducing new members to the housekeeping team, for example, take them around the hotel to meet existing staff members as they go about their daily chores. Not only does it give them the opportunity to meet people, but it starts to build teamwork by enabling them to see (and appreciate) what they their coworkers do, the relevance of their job, how it impacts them, and where to find them if need be.

So for the next person you take on, don't waste your recruitment effort and costs by poor induction. Increase the likelihood they will want to stay, do the job to the standard you expect, and become a loyal employee by giving them a thorough induction.

Reputation Management Should Be a Team Effort

本刊編輯部

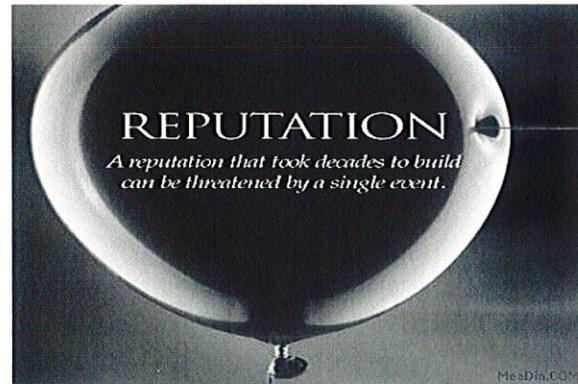
Everyone who works in a hotel has their particular job and sticks to what they do best. But everyone, at some point, touches the guest and has the ability to shape his or her experience. Therefore online reputation management has got to be a team sport—hotel managers should strive to get everyone involved, experts say.

Everyone who works in a hotel has their particular job and sticks to what they do best. But everyone, at some point, touches the guest and has the ability to shape his or her experience. Therefore online reputation management has got to be a team sport—hotel managers should strive to get everyone involved, experts say.

That's not to say the housekeepers should be on TripAdvisor posting responses to reviews. Larger properties should have a dedicated point person, said Daniel Edward Craig, former GM of the Opus Hotel Vancouver and now an independent hotel consultant.

"Whether you have an actual reputation manager or you're not there yet, you need a gatekeeper—someone responsible for monitoring reviews and feedback," he said. "Then you need a champion to make sure you're acting on that feedback and responding to it."

For most hotels, one person can oversee online feedback from the vARiety of different sites—TripAdvisor, Google, Yelp, Facebook and Twitter, to name a few. Craig said, for one midsized hotel, he estimates it takes approximately 10 hours per week to monitor and respond to critical reviews.



"It requires discipline and some streamlining, but if you're spending more than that you should be getting some strong results," he said.

Josiah Mackenzie, director of business development at ReviewPro, said for any major initiative there has to be a point person making sure it's coordinated and set up.

"Who should that be? Choose the position more based on the personality than the person's role in the organization," he suggested. "Are they trustworthy? Detail oriented?"

Get everyone involved

But online reputation has moved beyond monitoring and responding to reviews. Guest feedback now is being used to modify operations and price hotels. And for that to occur, different team leaders need to stay informed on what's being said online. The reputation manager, if you will, must get the information to the right people at the right time.

"The first thing I always recommend is it not just fall to one person at a property but the properties that really do well at reputation management are the ones where everyone is aware what effect their own personal job has on the hotel's reputation," said Brian Payea, head of industry relations at TripAdvisor (<http://www.tripadvisor.com/>), which recently modified its Management Center tool.

TripAdvisor's new Management Center, released last week, gives hotels more functionality and new educational content, such as a library of videos, resources for training new staff, tip sheets, in-depth how-to guides and a blog with updated sources of information. It is intended to work in tandem with third-party reputation management software that aggregates feedback from additional sources.

"Properties where it's really cultural—where positive reviews are seen as positive affirmation—are the ones who really do well," Payea said. "Not just one person but multiple people sign up for alerts."

He said the volume of reviews a hotel is receiving will determine how much time needs to be spent disseminating and responding.

"If you're getting consistently great reviews you don't need to be quite as obsessive, but I definitely recommend responding as quickly as possible," Payea said.

Mackenzie said the hotels most successful in reputation management are delighting customers by making it a "team sport" from operations to revenue to sales.

"Make it very visible—something that can be tracked—and let everyone know, especially the frontline staff, that your job and your interaction with guests plays a huge role in occupancy," he suggested.

As an example, Mackenzie said CitizenM hotels share guest feedback with its teams by printing out reports and placing them in staff break rooms. Another group of hotels incentivized staff members that are mentioned by name on a review, he said.

"It's a flawed strategy to say you can assign one person to reputation management and put it all on that person's shoulders," Payea said.

New to the game

At ZMC Hotels, a management company with a portfolio of 33 branded and independent hotels in 12 states, Ellen Troeltzsch is responsible for monitoring feedback and relaying important topics to each of the 33 hotels. ZMC has been using a third-party aggregator since March and admittedly is only in the beginning stages of using feedback to shape operations.

"We're growing some sort of development plan," she said.

Currently the plan is Troeltzsch will monitor the reviews, draft a response and send it to the respective GM at the property. The GM will change or approve, send it back to Troeltzsch, who will then submit it to the appropriate site. "It's a little cumbersome, but I don't want to keep the GMs out of the loop," she said.

She said GMs are good at being in the lobby and talking to customers but often times don't want to sit behind a desk. For that reason, ZMC is telling GMs if they feel comfortable delegating the reputation management responsibilities they can.

"The ones that have embraced it, get it. We have a couple of properties that have ongoing conversations on Facebook," Troeltzsch said. "It's a new habit and it's one of a lot of new habits they have to get. The pressure is to bring money down to the bottom line and keep their employees and guests happy ... This isn't always on the top of their list. Once they get it, it's easy and fun."

Five Basic Guidelines for Managing Your Hotel's Online Reputation

Did you know that according to a study by World Travel Market (2010), 35% of travelers change their initial choice of hotel after browsing social media? Good reviews can significantly increase your conversion rates as well as impact your average daily rate. Managing your hotel's online reputation, especially your online reviews, is absolutely critical. Here are five basic guidelines to get started with.

1. Create a remarkable guest experience

Give your guests something to write about. Ensuring a great guest experience is the single best way to earn great online reviews. This is not just for luxury hotels! Little things can often make a big difference. You need to find little details that can set you apart from the average hotel experience in your market. And in fact, this may actually be easier for a 3 star hotel than for a five star hotel, where a high level of service and "little extras" have already become a base line expectation.

Show guests you are approachable. Make an effort to ask people during their stay if there is anything you could do to make their stay with you better. Most hotels ask for feedback after a guest has already left (via e-mailed surveys) or with a feedback card at the end of their stay. By that time, if something wasn't right for the guest, you may already have lost a customer. Listening to your guests while there is still time to fix mistakes is a

great, proactive way of monitoring guest satisfaction.

Social media portals like Facebook and Twitter play an important role here, as travelers use them during their trip. Monitoring these sites gives you the chance to react to comments while guests are still at your hotel.

2. Set up listening systems

With hundreds of OTAs and travel sites now allowing users to post online reviews and an immense number of blogs, photo and video sites, social networks and online travel guides out there,

it is virtually impossible to manually check the internet for mentions of your brand. There are tools that can help you monitor these sites, and they range from simple free notification-only alert systems to highly sophisticated online reputation management systems that allow you to not only monitor, but also analyze and react to online reviews and other mentions of your brand.

Which tools are best for you depends on your needs as well as your budget. Small individual hotels might initially be fine with just some alerts and a tracking tool that shows the latest online reviews, whereas established individual hotels and hotel chains will probably need a more advanced system that enable detailed analysis on a brand and individual property level, departmental analysis and benchmarking with competitors.

Remember that reviews are more than just a marketing responsibility, they can tell you a lot about your daily operations, guest satisfaction and overall quality; they can increase or decrease your revenue. Identify what guests are talking about. Are there recurring patterns, specific departments or issues that are frequently mentioned? Make sure you are sharing reviews throughout the organization so each department receives feedback they can act on.

3. Deal correctly with negative reviews

Negative reviews are usually caused by an operational failure followed by a service failure. If you follow guideline #1 and show guests you are approachable and can solve issues when they occur, you are on the right path to avoiding negative reviews. If you do however receive a negative review, you should usually respond (not all sites allow this). Showing that you are listening gives potential customers the confidence that you care about customer feedback. In fact, a negative review with a management response is a great opportunity to demonstrate how you deal with difficulties, should they occur. Write a brief reply thanking the reviewer for their feedback, say you're sorry you didn't meet their expectations and show you are taking their feedback serious and sharing it with the respective departments. If the review mentioned something positive, be sure to mention this in the reply as well! Then take the important next step - share the review with your team and use this valuable feedback to improve your product or service.

4. Manage your own online presence

You can influence what reviewers write by impressing them with a great experience at your hotel. And you can lead by example, by managing your online presence and having your own voice online.

Start by making sure you provide consistent information on all channels. Take advantage of listing management options. For example, TripAdvisor allows you to upload photos of your hotel. Make sure you do this and keep the photos current.

Next, you should define an online communication strategy. Decide who should respond to public comments online. Make a list of all your online presences and ensure that they are monitored and updated on a regular basis, and assign clear responsibilities within the team for managing this. If you create profiles on sites like Twitter and Facebook, make sure in advance that you will be able to regularly post updates. An inactive page or profile often looks worse than no profile.

5. Manage reviews proactively and systemically

Once you have set up monitoring systems and are confident you are aware of everything that is being said about your hotel online, you should get into the mindset of managing feedback proactively, rather than just responding reactively.

If you have acted on previous complaints by guests and used their feedback to make improvements in the hotel, you can mention these to guests at checkout. For example, if you just renovated your spa and added new lounge chairs, you may ask, "Did you have the chance to use our spa while you were here?"

If the guest did use the spa and liked it, let them know you appreciate their feedback and are happy to hear they enjoyed it, as you just renovated the spa and added more comfortable lounge chairs in response to guest feedback. Mentioning a particular aspect of your hotel or service to guests at check-out increases the chance that they will remember this when they write their review.

Reputation

如何控製酒店的營業收入

本刊編輯部

所謂飯店的營業收入，是指飯店企業在某一時期內，通過提供勞務、出售商品或從事其他經營活動所取得的貨幣收入。它包括出租客房、提供餐飲、出售商品、代辦手續、及其他服務項目所得的全部收入。對於飯店企業而言，客房和餐飲是其主營業務收入，而其他則屬於附屬業務收入。加強對飯店營業收入的控制，使其及時得到收回，對於保證飯店資金的正常循環與周轉，促進經營水平的提高，具有極其重要的意義。

一、 飯店營業收入的控制要點

1. 營業收入的時間確認

營業收入是飯店企業的主要追求目標。它在很大程度上反映了一家飯店在某一時期內經營成果的好壞，影響著投資者、管理者和全體員工的利益。營業收入也是確定當期收益的依據，當期費用的大小只有在營業收入確定的基礎上才能予以確定。因此，營業收入確認的時間是否合理，直接關係到盈利的準確性。按照規定飯店應採用權責發生製來核算營業收入：凡是在本期取得的收入，不論其款項是否已收回，都被視為本期收入；凡是不屬於本期形成的收入，即使款項在本期收到，也不能作為本期收入。所以，飯店應當在勞務已提供、商品已發出，同時價款已收訖或已取得收取價款權利的憑證時，才能確認營業收入的實現。當期發生的銷售折扣及銷售退回，應沖減當期的營業收入。

2. 營業收入的數額確認

構成和影響飯店營業收入的因素較多，因而確認營業收入的正確數額則顯得較為複雜。一般來說，影響營業收入的相關因素有：

- 價格。在營業量一定的條件下，飯店營業收入的高低取決於價格的高低。在定價時，既要堅持按質論價的原則，又要符合市場供求規律。除了為提供服務而支出的成本費用及應得的利潤外，飯店產品的價格還可以包括某些稅金。

- 折扣。折扣屬於銷售調整的項目。它對營業收入數額的準確性影響最大。銷售的入賬金額是發票價格減除商業折扣後的淨額。為了鼓勵客戶及時付款，飯店通常會給於一定的現金折扣。一種處理方法是以現金淨收入額作為營業收入，如果將來沒有發生折扣，則將現金折扣作為追加收入記入營業收入。另一種處理方法是以發票價格作為營業收入，當將來現金折扣實際發生時，再沖銷營業收入。

- 退賠。在經營過程中，由於飯店自身的過錯，未達到國家或行業規定的服務質量標準，而造成賓客權益的損失，消費者有權要求退賠。當退賠或折讓實際發生時，原來記入的營業收入就應全部或部分地沖銷。

●壞賬。當客戶無力支付其所欠的應付賬款時，就會產生壞賬。它是飯店企業在營業收入環節中發生的損失費。壞賬實際發生時，應對收益進行調整。這種調整往往不是直接減少銷售收入，而是以費用的形式來沖銷當期收益。

3. 應計收入和實際收入的確認

隨著市場經濟體制的建立，飯店企業的銷售方法亦趨向於多樣化。尤其在採用事後結算的賒銷方式時，實際收入往往會受到客戶是否真正享受折扣、是否具有支付能力、是否符合雙方的合同要求等多種因素的影響。所以，應計收入和實際收入很難完全一致，對營業收入和應收賬款的調整工作常會發生。飯店必須加強管理，及時辦理結算，對結算期過長的款項，要設專人催收，以減少資金佔用。

4. 銷售折扣和過失退賠的確認

飯店高固定成本的特點決定了增加銷售量的重要性，如果沒有賓客前來消費，營業收入就無法實現，失去的也不能彌補。增加銷售量的有效手段就是針對不同的情況給予銷售折扣。需要指出的是，銷售折扣必鬚根據客源結構而定，不能將其變為惡性競爭的工具。另一方面，由於種種原因，飯店所提供的服務可能達不到消費者的要求，從而產生了部分折讓或全額退賠的發生。雖然折讓的原因各不相同，折讓的要求也因人而異，但其產生的原因都是飯店硬件或軟件上的不足。所以，從財務處理的角度來看，折扣和退賠有某些共同之處，但本質和產生的動因是完全不同的。前者是一種積極的經營策略，後者是一種消極的彌補措施，不能一概而論。

二、飯店營業收入的控制目標

1. 實現營業收入真實性

營業收入是補償飯店過去發生的各種消耗，並為企業未來發展提供保證的主要資金來源。飯店應通過內部控制制度的建立，來防止漏記或多記的營業收入；防止非法轉賬而造成侵吞行為的發生；防止各種不合理的收入或支出。

2. 實現應收賬款的合理性

允許客戶短期欠賬，是大多數飯店企業奉行的銷售政策。在控制賒銷業務時，要嚴格審核客戶的資信情況，確定客戶及債權數是否真正存在，防止呆賬、壞賬的發生，保證賒銷的賬款可收回。

3. 實現銷售折扣的適度性

銷售折扣是在特定的條件下運用的一種銷售策略，它是飯店企業在得到一定利益的情況下而相應放棄的一部分營業收入。飯店必須嚴格監督折扣政策的執行情況，檢查客戶是否擁有享受折扣的條件；飯店自身有否相應的得益；防止銷售人員以公謀私。所提供的銷售折扣應以飯店為此可得到的利益為衡量依據。

4. 實現退賠處理的科學性

退賠處理是銷售環節中的一種偶然現象，我們的控制目標就是要將這種現象降低到最低限度。

現代酒店管理理念：99+1=0

本刊編輯部

從酒店業廣為流傳的 $100-1=0$ 的管理理念內涵入手，分析“ $99+1=0$ ”管理思想，闡述這一思想對現代酒店管理理念的意義。

從酒店業廣為流傳的 $100-1=0$ 的管理理念內涵入手，分析“ $99+1=0$ ”管理思想，闡述這一思想對現代酒店管理理念的意義。

一、“ $99+1=0$ ”酒店管理理念的內涵

酒店業中，通常對 $100-1=0$ 的理解是：就對一個客人服務而言，各方面服務都做得很好，但由於一項差錯的產生，使所有良好的服務都付諸東流。因此，許多酒店為克服服務中這一個差錯，付出了巨大的艱辛，也收到了一定的效果。然而，現代酒店管理僅僅停留在避免差錯這一點上是遠遠不夠的。“ $99+1=0$ ”的酒店管理理念至少包含了三方面的含義，即“零缺點”、“零起點”、“零突破”的管理。



“零缺點”管理，就是要求酒店嚴格流轉的管理，儘量避免出現差錯，使酒店產品做到盡善盡美。在這裡，“ $99+1=0$ ”所表達的是，在酒店業的服務中，即使99個方面的服務都做好了，但只要有一項沒有做好，服務的總體效果仍然是零。

“零起點”管理，就是要求酒店不斷提高賓客服務的滿意度。“零起點”意味著對賓客的良好服務永無止境。在取得99分成績之後，如果再取得“1”分成績，就得到了100分。這裡，“ $99+1=0$ ”運算式要求酒店把這100分當成“0”，即新的起點，把完成一次優質的服務當作一個新的起點。當一個客人滿意地離開酒店之際，正是新的優質服務開始之時，賓客滿意度只有起點。

“零突破”管理，就是要求酒店不斷創新，開拓發展。它告誡我們酒店管理者，即使酒店99項工作都完成得很好，也只僅僅做好了99項，還有一項發展創新的工作必須要做。一個酒店如果不能使客人感到常來常新，那麼總有一天會在激烈的市場競爭中被淘汰。在這裡，“ $99+1=0$ ”運算式中的“1”的含義是無創新。因而“零突破”管理強調的是酒店全體員工必須要有創新意識，要有開拓精神，要求酒店的管理和服務在市場中得到發展，而不是一成不變。

二、“ $99+1=0$ ”酒店管理理念的分析

“99+1’=0”酒店管理理念的核心在於酒店的服務中強調品質第一，在管理的效果上強調賓客滿意，在酒店的發展上突出創新意識。換句話說，一個酒店的成功主要取決於酒店產品和服務的品質，取決於能否得到賓客的認可，取決於能否使賓客感到常來常新。“99+1’=0”酒店管理理念，可用一個線性規劃模型表達如下：

目標函數：最大化酒店經濟效益(品質、滿意度、創新)。

約束條件：“99+1’(差錯)=0”；“99+1’(滿意)=0”；“99+1’(無創新)=0”。要實現酒店優質服務，就要求全體員工和各部門都要有品質意識，並共同參與。“99+1’=0”形象、通俗地表達了“零缺點”的酒店管理理念，突出了酒店業的服務中的“1”點失誤，可能會造成全盤皆輸的深刻內涵，要求酒店業的全體員工必須強化品質意識，從我做起，講究整體配合，牢牢抓住優質服務這個服務的永恆主題，完善規範服務，做好細微服務。對於那些對酒店服務缺陷至今還麻木不仁的酒店來說，它同時又是警鐘。因為在酒店業市場競爭激烈的今天，“千里之堤，潰於蟻穴”這句名言更具有現實意義。

目前酒店業的市場依然是一個結構性過剩的買方市場。在這樣一個市場中，酒店業的競爭是必然的。儘管許多經濟專家在分析我國經濟發展週期時都指出我國週期發展的拐點已經出現，經濟轉熱的跡象已經顯露，但是巨大的酒店業供給的壓力，仍然會使酒店業的競爭趨向白熱化。以杭州市為例，據調查，今年下半年至明年初還有3000多間三星級標準以上的客房要投入使用。對至今仍未擺脫平均房價日益下降的杭州市酒店業市場來說，這無疑是一個難題。這就要求酒店

在有效地留住客人上下工夫。要記住，你如果不設身處地地為客人著想，那麼客人是沒有理由總住在你那個酒店的。“零起點”管理就是警示我們的員工從每一個客人滿意度做起。

美國管理大師彼得斯指出，“不創新就是滅亡”，創新是酒店生命的源泉。“零突破”強調了創新在酒店管理中的重要性。它要求酒店從觀念、制度、產品、服務上都要有全新的酒店管理理念來贏得市場。“99+1’=0”酒店管理理念的靈魂是沒有市場等於零。也就是把“市場否決”的指導思想應用於酒店管理和服務的整個過程，以促使市場和酒店的管理緊密聯接，提高酒店業的競爭力，追求酒店業最佳的經濟效益。

三、“99+1’=0”酒店管理理念給我們的啟示

(一)酒店業必須有效提升整體管理水準

在我們強調“零缺點”管理的同時，不可否認，還有許多酒店每天都在產生缺點。之所以產生各種缺點，很重要的一個原因是酒店的整體管理水準不高。經濟學的木桶理論告訴我們：如果有一隻體積很大的木桶，其周圍的木片都很好，只有一塊小木片僅夠到木桶一半的高度，那麼這只木桶的最大盛水量是50%，因為它有一缺口，當水裝到一半時，無論怎麼注水，水位都不可能增高。的確，就酒店而言，只有整個運轉體系品質全面提升了，才會使酒店的管理水準和服務水準得到整體的提高。因此，酒店必須在建立有效的現代酒店運作機制和嚴密的品質保證體系上下工夫，實施酒店運轉過程的有效控制。只有這樣，“零缺點”管理才會達到一定高度。

(二)建立服務恢復戰略，實現客人對酒店從知名到忠誠的轉變

葛研究表明，酒店要發展一個新顧客所花費的成本是留住一個老顧客的2倍。然而，我們的許多知名酒店只顧發展新顧客，而新顧客光顧該酒店以後，卻發現酒店的產品和服務並不是十全十美，因此他對這個酒店就不會很忠誠，更不會把酒店推薦給自己的親友了。這是許多酒店經營不理想的重要原因。為此，酒店必須實施服務恢復戰略。所謂服務恢復戰略，就是對酒店產品和服務的缺陷進行預防性彌補和修正，防止使人產生不滿。第一，制定酒店服務標準。與有形產品相比，酒店的服務在購買之前，是很難被客人所感知的，客人通常無法預知結果。通過制定明確、具體的服務標準，可以消除客人的“模糊預期”，使服務具有可衡量性。如美國的西特爾酒店規定：當客人等候時間比預訂的要晚10分鐘，但不超過20分鐘時，為客人提供免費飲料。如果等候時間超過20分鐘，客人的餐費由酒店支付。第二，引導客人投訴。客人投訴是酒店發現缺陷的一個重要來源，然而許多研究客人滿意狀況的報告顯示，不滿意顧客中只有5%左右的人投訴。因此，酒店管理者應設計方便客人投訴的程式，引導客人投訴，使客人滿意而歸。第三，在酒店內要宣傳服務恢復的酒店管理理念。其目的是使員工理解服務恢復對提高賓客滿意度，加強賓客關係的重要意義。鑒此，酒店應該注意傾聽客人的意見，及時發現他們的困難，確保客人滿意度的提高，實現客人對酒店業的忠誠。

(三)實施酒店業創新策略葛酒店創新策略體現在以下幾方面：

1、樹立新觀念。酒店業應該樹立客人是一種資產的觀念。酒店經營過程是一個“吸資”、

“護資”和“增資”的過程，只有客人這一資產“增值”了，酒店才會長盛不衰。

2、尋求新市場。市場是複雜多變的，當前的酒店業市場是相對過剩與結構供給不足並存的市場。尋找最佳的目標市場，有效地開展行銷手段是酒店實現行銷目標的制勝法寶。但是，我們必須承認的一個事實是，目前許多酒店並不注重市場的細分，每個酒店都認為“全省乃至全國各地都是我們的大市場”。這種忽視客人需求差異的行銷行為，必然會導致酒店促銷無針對性，最終降低行銷效果和市場競爭力。因此，每個酒店都必須根據自身的優勢，確立細分的目標市場，實施差異化的行銷手段和策略。

3、開發新產品。酒店產品不能老化，必須使客人常來常新，這已成為人們的共識。酒店業也應該以需定產，在掌握市場需求的基礎上，及時推出適銷對路的產品，同時要不斷豐富產品的服務內涵，更新產品的服務外延。特別是老酒店，哪怕僅僅是一些點綴、飾品、標記符號的改變，也會給客人創造一種全新的意境，再配上層出不窮的活動推廣，接二連三地製造熱點、賣點，才會使客人常住不厭。

4、研究新組合。要使酒店的創新達到一個新水準，必須研究酒店行銷策略組合，使酒店的服務、培訓、溝通等形成一個整體，有效地吸引客人。

其實，“99+1'=0”的現代酒店管理理念給我們留下的啟示還有很多，本文只是略舉一二，旨在引玉。願現代的管理者更加注重“零缺點”、“零起點”和“零突破”的管理，使我們的酒店業在新世紀裡長盛不衰。

獎勵、處罰員工的學問與技巧

本刊編輯部



罰款不應該是唯一的方式。罰款本來不是為了“款”而是為了“罰”，“罰”有很多的方式，因此，對於員工錯誤的指出，如果從善意的角度來指出，就不需要通過罰款的方式來解決。員工的管理不應該過多地借助處罰的手段來解決，處罰員工是無可奈何的處理手段和辦法。因此，不太主張更多以罰款的方式來解決管理的問題。通過什麼解決呢？仍然是管理程式、管理規則、管理培訓以及管理幹部自身的帶頭作用，當然也並不是說要杜絕罰款，必要的處罰還是存在的，但這是不得已的手段。

企業在管理員工時往往會遇到這樣一個難題：是以激勵為主還是以懲處為主？筆者瞭解到，有的領導在管理中不善於處罰，只善於激勵；有的領導只善於處罰，不善於激勵。尤其具體到一件事情當中，比如員工犯錯誤時就只有處罰，他們認為，不處罰不能起到殺一儆百的作用，不處罰就不能體現規章制度的嚴肅性，不處罰就不能顯示管理者的威嚴。

傳統上，管理中運用更多的方法是處罰，通過處罰來刺激員工更努力、合格地完成工作。比如，《韓非子》認為通過“必罰明威”：領導者管理人力資源重要的手段之一即進行適當處罰，只有對該處罰的行為給予相應的處罰，這樣才能樹立起領導者、管理制度的威嚴。首先，企業領導者不能過分仁慈，過分仁慈企業管理制度就無法得到切實的執行，領導者也不能樹立威信，企業禁令也就不能得到貫徹執行。第二，執行企業管理制度時必須一視同仁，一絲不苟，領導者不能待己（包括親信、親戚）以寬，待人以嚴，否則即使是嚴厲的制度也不能保證企業正常運轉。

經營管理大師松下幸之助認為，經營者在管理上寬嚴得體是十分要緊的。尤其是在原則和法規面前，更應該分毫不讓、嚴厲無比。對於那些違反了規定的人，就應該舉起“錘馮劍”，狠狠地快刀斬亂麻，絕不姑息縱容。松下說：“上司要建立起威嚴，才能讓下屬謹慎做事。當然，平常還應以溫和、商討的方式引導下屬自動自發地做事。當下屬犯錯誤的時候，則要立刻給予嚴厲的糾正，並進一步地積極引導他走向正確的路，絕不可敷衍了事。所以，一個上司如果對下屬縱容過度，工作場所的秩序就無法維持，也培養不出好人才。換句話說，要形成職工敬畏科長、科長敬畏主任、主任敬畏部長、部長敬畏社會大眾的輿論。如此人人才能嚴於律己，才能建立完整的工作制度，工作也才能順利開展。如果太照顧人情，反而會造成社會的缺陷。”



筆者瞭解到，美國法律的嚴厲，給松下留下了深刻的印象。比如嚴重破壞社會治安，有時要判90年的徒刑。這似乎是不可思議的。但鞭子重重地舉了起來，打下去卻比較輕。那些犯人在服刑期間，經過訓練和反省，表現良好即可假釋出獄。出獄的這些人，往往懾于法律的威嚴而很守規矩。這給了松下有益的啟示。松下說：“根據我自己的體驗，用人之道，貴在順乎自然，千萬不可矯揉造作。該生氣的時候就生氣，該責備的時候就責備，越自然越好。”在日本松下公司，誰能受到老闆的責罵，尤其是受到松下先生的責罵，都被看做是一件幸事，是一種幸福，認為這是老闆對自己成長的最大關照。

隨著社會的發展、管理的進步，特別是人本管理的興起，處罰的管理方法，逐漸讓出了主流位置，變成了管理激勵理論中相對不受重視的“負激勵”。各種管理論著對處罰的探討不斷減少，把其當做各種正面激勵的補充部分。而管理實踐者和學習者也願意更多地追捧給員工“胡蘿蔔”的學問，刻意冷落打“大棒”的方法。在實踐中，處罰的方法從來沒有退出歷史舞臺，從來沒有因為人本管理而在實踐中被忽略。處罰之所以不被熱捧，一方面是因為以前的管理重處罰輕獎勵；另一方面是處罰在字面上與人性化的人本管理潮流有衝突，大家可以在實踐中重視而不願意在明面上探討。

正是因為這樣的現實，我們反而認為，在現代化管理的今天，更需要總結研究人本管理時代的處罰方法，不能讓處罰變成“地下行為”——有處罰行動，但不追求合理有效。在現代企業管理工作中，獎勵和處罰都是激勵員工的手段，但不少企業卻片面地理解激勵，以為只要獎勵員工，就能充分調動員工的熱情和積極性。使員工熱愛自己的企業，在工作中盡職盡責。然而，獎勵不一定能收到預期的效果，片面獎勵，弊端多多。具體來說，譚小芳老師認為，有如下幾點——

1、獎勵不能與員工的價值觀畫等號。獎勵的目的在於引起員工某種特定的行為，因此這個獎勵對員工就要有足夠的吸引力，也只有這樣才能使獎勵成為一種動力。可是很多企業在制定企業獎勵計畫的時候，往往主觀地判斷員工的工作基準，對於員工個人價值觀的區分並不是很詳細，因此獎勵計畫往往也就形成了以點帶面——一個標準適應所有的員工的情況。企業對員工的獎勵之所以不能引起員工的興趣，就在於每個人的價值觀並不是相同的。

2、獎勵某一部門或某一個人，對其他部門或其他人可能就是一種處罰。某公司由於業績比較好，總經理決定給行銷部發獎金。這件事情被生產部門的員工得知了，他們想：好，一切都是行銷部門的功勞。我們加班加點的生產而得不到獎勵，那麼我們何必還那麼賣力呢？於是在第二個月，公司的產品的次品率、報廢率、返工率都大幅上升，成本增高，效益肯定也就大幅下降了。這難道是企業進行獎勵的目的？獎勵——競爭——矛盾。使團隊的關係複雜。

利益是驅動人們採取某些行為方式的一種力量，因此利益的分配、再分配等會使團隊中的關係變得複雜。一個銷售部門經理為了使部門內有一種競爭環境，決定在部門內實行競爭管理模式，每個月對銷售量最高的那個銷售人員進行額外的獎勵。但當銷售量最高銷售人員有困難向團隊內的其他人進行求助的時候。很多人會以種種理由躲避。客戶打電話找受到獎勵的人員，可能就不會轉告到他，由此而引發的公司客戶流失。會使企業形象受損。或者偷取其他人員的客戶資料。甚至在客戶面前詆毀自己公司的銷售人員。因而獎勵造成了競爭，競爭最後又演變成了一種矛盾。

3、獎勵會鼓勵、強化過去成功的模式，而喪失創新。得到獎勵的往往是成功的。而成功的經驗卻會鼓勵、強化過去成功的模式而喪失創新。大棒加胡蘿蔔政策，用棒子來處罰錯誤的行為，而用胡蘿蔔獎勵正確的行為。如同棒子處罰原則只會激勵人們去做一件事——躲避棒子一樣，獎勵會讓人們變得經驗主義，形成一種思維的慣性，從而喪失創新的動力。

4、獎勵會讓人不擇手段。人性本惡，利益會讓人不擇手段。獎勵是激勵的一種。但獎勵未必是最好的激勵。從另一個角度來說，處罰才是最好的激勵手段，必要的處罰能起到獎勵所不能起到的激勵作用。處罰的形式很多，小到批評、警告，大到判刑甚至剝奪生命。違反企業規章制度的科學處罰，比如批評、警告、嚴重警告、記過、記大過、降級、撤職、留用察看、開除等。至於觸犯法律的，則由司法機關依法處理，就不是本書討論的話題了。

批評——更具有激勵和約束兩重功能，也是最日常的管理手段。然而，並不是每個管理者都懂得批評與表揚的內在奧秘。黃鳴先生有一句名言：“批評要帶著表揚的票”。可謂是一語道破了玄機。話說美國前總統柯立芝有一位漂亮的女秘書，人雖長得很好，但工作中卻常因粗心而出錯。一天早晨，柯立芝看見秘書走進辦公室，便對她說：“今天你穿的這身衣服真漂亮，正適合你這樣漂亮的小姐。”這句話出自柯立芝口中，簡直讓女秘書受寵若驚。

柯立芝接著說：“但也不要驕傲，我相信你同樣能把公文處理得像你一樣漂亮的。”果然從那天起，女秘書在處理公文時很少出錯了。一位朋友知道了這件事後，便問柯立芝：“這個方法很妙，你是怎麼想出的？”柯立芝得意洋洋地說：“這很簡單，你看見過理髮師給人刮鬍子嗎？他要先給人塗些肥皂水，為什麼呀，就是為了刮起來使人不覺痛。”這個故事後來被管理學界稱之為“肥皂水效應”：就是將批評夾在讚美中。將對他人的批評夾裹在前後肯定的話語之中，減少批評的負面效應，從而使被批評者愉快地接受對自己的批評。



酒店開業籌備計劃與執行

本刊編輯部

如果您做的不是酒店這行，有可能不十分清晰一家星級酒店正式營業前，將有成百上千件工作需要有序完成，極其繁複，如：先設計家具樣式還是先確定弱電佈點位置？先辦理營業執照還是先通過土建消防驗收？先明確目標客源還是先定位酒店產品？在工程進度到什麼階段時可以開始人員招聘工作等等.....如果不能在工作啟動前製定完善、合理的開業倒計時計劃，在籌備過程中將會出現時間資源和人力資源的浪費、分項工作環環不相扣的混亂場面。對於工作計劃，我們是這樣理解的：無論是單位還是個人，無論辦什麼事情，事先都應有個打算和安排。古代孫武曾說：“用兵之道，以計為首”。制定計劃其實就是確定工作理念，提出工作目標，規劃工作內容，制定保障措施，擬訂工作行事歷（確定任務完成時間）。

計劃的種類較多。就一個星級酒店開業籌備來說，按性質分，有整體的綜合性計劃，有部門計劃；按時間劃分，就可分為季度、月份、每週的計劃等；按專業分，又可分为單項專列計劃，如：人員招聘計劃、電器物資採購計劃、印刷品設計及製作計劃等。

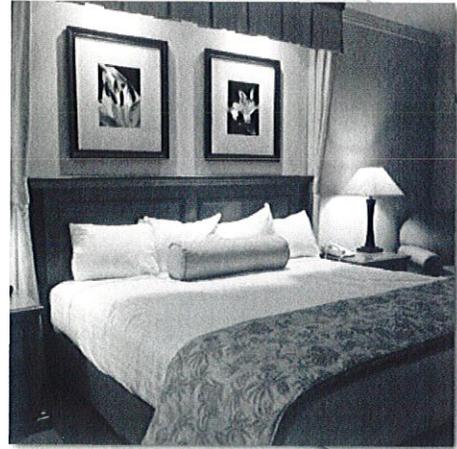
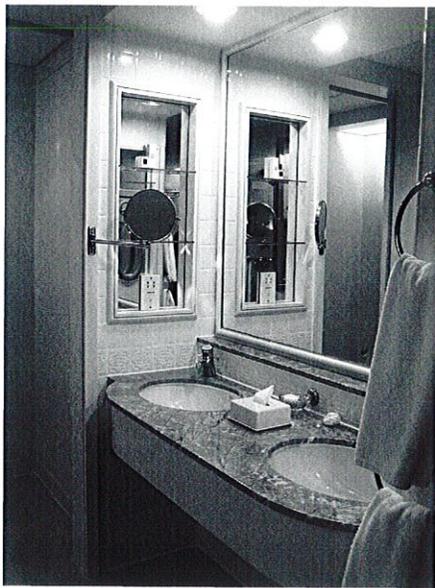
不知您是否知曉微軟公司系列辦公軟件中一款專做整體計劃的project軟件，特別適用於酒店開業籌備。它的優勢在於當你將所有工作內容輸入欄目中後，軟件會自動排列出甘特圖提醒你這段時間工作量過大需要刪減，或這段時間內工作量過少可以增加，並且在每小項工作任務後面軟件都提示填寫所需資源等，為了更直接說明這一軟件的適用性，請看附件中的範例。



籌備計劃又分為製定計劃和執行計劃，兩部分同樣重要！

酒店職業人必須能夠制定出合理科學的籌備計劃，例如印刷品製作清單確定前一定要先完成市場定位計劃，否則如果印刷品均是中英文對照，而入住酒店的客源卻80%以上是韓國客人，印刷品就會令人哭笑不得.....；又如家具樣式、擺放位置未確定前先完成網線、電話線佈線工作，結果寬帶網接口距離書桌1.5米遠，如此管理將在酒店業內落下笑柄。前置任務應與後續工作緊密相連，這是籌備計劃的最為核心價值，比如當牆紙未鋪、樓道佈滿各種電纜、衛生間潔具未見踪影時，銷售宣傳、客戶拜訪工作計劃應該已開始每天執行了，這樣在酒店一開業時，就自然會有一些生意上門，而不會由於前期宣傳不足，出現“門庭冷落車馬稀”的尷尬局面。

另外，計劃制定完成後應交全體籌備組人員通過，並簽字認可。如此計劃才能成為大家自覺為之奮鬥的目標。



執行倒計時計劃是非常講究進度之嚴謹性的，我們知道在一些星級酒店籌備過程中，由於籌備組沒能夠按時間進度完成工作內容，往往會造成一些遺憾。試想樓上地毯已經鋪設完畢，而一樓大廳及門外的地面鋪設工作尚處於“正在進行時”，結果就是泥漿伴著厚厚的灰塵沾滿新地毯；如工程供水任務未按時完成，下管道無法沖洗，浴缸就無法安裝.....每一個環節都必須按計劃時間完成，酒店才能夠順利開業不被延誤。通常大多數業主方考慮客用場所遠遠優先於員工設施，其實員工宿舍、培訓場地、辦公場所這些看似不那麼重要的工作場所常常在酒店籌備、日後經營中起到關鍵作用，要知道如果員工每天處在如廁還需騎自行車前往的狀態中，工作也不可能是高效快捷的。

其實，有了計劃，工作就有了明確的目標和具體的步驟，就可以協調團隊成員的行動，增強工作的主動性，減少盲目性，使工作有條不紊地進行。同時，計劃本身又是對工作進度和質量的考核標準，對團隊成員有較強的約束和督促作用。所以計劃對工作既有指導作用，又有推動作用，做好工作計劃，是建立正常的工作秩序，提高工作績效的重要手段。

如何提高客人對酒店的滿意度

本刊編輯部



眾所周知，目前酒店行業日趨競爭激烈，許多酒店都非常重視提高客人對酒店的滿意度，都紛紛推出貼心服務、超常服務或個性化服務等措施來提高客人對酒店的滿意度，以增加客人的回頭率，提高酒店的經濟效益和社會效益。

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第一，硬體方面，我們可從選址開始考慮以下五個方面：

1) 酒店地理環境：要客人滿意，首先要讓客人感到交通方便、地理環境旺中帶靜，這樣客人滿意度就會高，人流量就會多，酒店生意相對就會

好。如果酒店選在較遠、較偏僻的地方，客人出入不方便，就算酒店裝修和服務都跟得上，但客人還是會有美中不足的感覺。

2) 酒店裝修環境：要客人滿意，就要為客人創造優美的環境，所以酒店佈局要合理、設計要有特色、裝修要高貴雅致，讓客人進了酒店就想欣賞酒店的裝修材料、裝修特色和內在文化氣氛，讓客人有一種溫馨享受的感覺，這樣客人滿意度一定會高。

3) 酒店配套設施：要客人滿意，就要為不同愛好的客人著想，最好能集吃、住、商、娛、游、購於一體，這樣會方便不同愛好的客人，讓客人足不出門就可以達成自己的心願（當然“遊”景區景點一定要外出），這樣客人能不滿意嗎？

4) 酒店設施設備：要客人滿意，酒店的設施設備就要配套齊全、運轉正常、使用方便，比如在夏季炎熱天讓客人感到清涼（證明空調運轉正常），在秋季讓客人感到清風陣陣（證明清風循環系統運轉正常），在冬季嚴寒天讓客人感到溫暖（證明暖氣循環系統運轉正常），總之房間各種配套設備設施運轉正常、使用方便，客人一定會滿意。

5) 酒店物品配置：要客人滿意，酒店的客用物品要高雅有序、整潔美觀、衛生安全，確保客人的視覺效果和使用效果良好，這樣客人滿意度一定會高。

第二，軟體方面：只有為客人提供優質的服務、優良的秩序和安全舒適的環境，才能令客人滿意。

1)優質的服務：我們應該遵照旅遊酒店服務的“八字方針”(熱情、主動、耐心、周到)去做，靈活變通地滿足客人合理要求，營造輕鬆、愉悅的氛圍，為客人提供優質、高效、快捷的服務，這樣客人的滿意度才會提高。

A)熱情 ---酒店人員要樹立良好的酒店意識，遵照“賓客至上、服務第一”和“客人總是對的”的服務宗旨，做到笑迎客人、問候客人，熱情接待客人，語言親切和藹，讓客人感到來這裡開心、體面、有地位。

B)主動 --- 要主動為客人提供方便、提供高效快捷的服務，讓客人感到快捷方便、溫馨體貼。

C)耐心 --- 在為客人服務過程中保持不急躁、不厭煩、態度和藹、辦事認真;客人有情緒、有意見時耐心聆聽、要理解客人，滿足客人的合理要求、關心、體貼客人，讓客人感到親切、溫暖，把服務工作做得盡善盡美。

D)周到 --- 要主動為特殊客人排憂解難，提供貼心服務，做到想客人之所想、想客人之未想、想客人之專想，讓客人感到親切，關懷備至，如家一般的溫暖。

2)優良的秩序：酒店應該保持優良的秩序。要保持良好的秩序，酒店各部門管理人員必須掌控好公共場所的情況，員工要遵守酒店各項規章制度，配合管理人員控制好公共場所的秩序，嚴防意外事故的發生。

前廳要控制小孩在大堂追逐、控制衣冠不整、臭氣熏天的人員出入酒店，控制外來人員在大堂沙發上躺下睡覺或坐姿不雅，控制醉酒人員借酒鬧事，控制不良分子調換(偷竊)客人行李等;管家部和內保人員要控制好客房樓層的秩序，避免小孩、醉漢、特殊人群或非住客在樓層追逐嬉戲、熙熙攘攘、大聲呼叫或亂敲門等形式騷擾客人，餐廳和娛樂場所要特別注意形態可疑的人員，確保客人物品安全，只有這樣，客人的滿意度才會提高。

3)完善的安全體系：酒店是人群消費最為密集的地方，所以酒店必須要有完善的消防安全系統，保障客人的人身安全;要有完善的監控系統，保障客人的物品安全，要有完善的衛生監督體系，確保客人飲用食品安全和客用物品衛生安全，只有這樣，客人才會滿意。

第三，價格方面：勝價比，酒店應根據本地區消費水準設定價格標準，讓客人感到消費超值，這樣客人一定會滿意。

綜上所述，酒店要有完善的管理體系，要為客人提供優美的環境，優質的服務、優良的秩序，營造輕鬆、愉悅的氛圍，讓客人處處感受到親切和藹、快捷方便，安全舒適，溫馨體貼，如家一般的溫暖，才能持之以恆地令客人滿意。

酒店職業經理人應具備的十大管理技能

本刊編輯部

酒店經理人首先是要擁有充足的專業知識。例如酒店管理與戰略、酒店管理知識品牌與行銷創新、融資與資本運營、綠色飯店的評定標準、集團化與連鎖經營等商業知識、政府法規、管理知識等。

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因此酒店經理人應具體掌握好以下幾點管理技能：

一、制定計劃技能

在酒店管理知識的基本職能中，第一個職能便是計畫，在計畫職能的重要性，貫穿於管理的全過程。因此作為酒店經理人的首要任務便是能制定清晰有效的工作計畫。不論是長期的戰略規劃，年度行銷策劃、人員招聘計畫、年度預算等，都需要應用到計畫的能力。制定計畫要分辨有特定目標非例行性的專案管理計畫、例行工作的日常管理計畫與處理問題的處置計畫；另外要能辨別目的與目標的差異，能夠制定合理的目標，而非只應用過去的數字作基礎。

二、制定決策技能

就酒店經理人來說，要制定正確的決策是其中一項重要的能力。計畫與執行的過程有許多的變數，必須不斷的進行決策，錯誤的決策帶來失敗的後果，正確的決策，則奠定成功的基礎，例如人才要從內部培養還是外部聘任？預算如何分配？處處都需要決策，決策時有時間與資源的限制，資訊不足或錯誤的可能，人情的包袱等等。決策的技能又包含前提假設、推論能力，資訊收集整理、分析、歸納的能力，邏輯判斷、搏奕競局理論，面對壓力的心理素質，如何避開心智模式與錯誤的系統思考等。酒店經理人要站在一定的高度，統籌全域，做出決策。

三、執行管理技能

為了呈現有效的結果，酒店經理人不僅需要有周密的計畫、良好的決策，也需要有執行的能力。如何有效的管理品質、成本、服務水準，有賴於酒店經理人的高度技能，管制太多，處處縮手縮腳，效率不高；管制不足，容易出現漏洞，提高成本，品質不保。管制能力的考驗主要有幾方面：分辨該管與不該管的事，將事後處置提前為事前管理與事中管理，（例如品質的問題可能來自供應商的能力，程式式控制制得當，也許也無法有效管制，而需要源流管理或採購管理）。在管理中促進部屬自主管理的意願與能力，由外部控制逐漸演變為自我管理，也是我們常說的：“管的最終目的是不管”。

四、解決問題技能

“能力越大，責任也就越大”，解決問題是經理人重要的任務，也是考驗一個人能力最佳的方式。就酒店經理人而言，也許是服務品質不佳、人力不足、人員流動大、設備老舊等問題需要解決，解決問題需要界定問題、收集資料、分析問題、找出問題根源，針對其根源，運用創造能力，達成解決問題的目的。

五、溝通表達技能

據說智慧、專業技術、經驗只占成功因素的25%，其餘75%決定於良好的人際溝通。酒店經理人半數以上的時間用在溝通上，大多數的工作障礙也都是在溝通中產生的；管理溝通既是一種人際溝通，也是一種團隊溝通。有效的溝通重在傾聽和回饋。溝通需要積極主動，既堅持原則，又尊重他人、開誠佈公，才能追求“雙贏”結果。擅長溝通的組織、進步速度、效率都比較快。

六、激勵考核技能

人們只會去做受到獎勵的事情，酒店經理人要掌握制定合理的激勵制度，經理人應及時、適時地對下屬進行激勵工作。激勵是有技巧的，應該及時、具體、真誠；在需要批評時，應注意改善批評方式；對待不同的員工激勵方式也不同。一個合理的績效考核，應該由上級設定績效標準，經雙方事先溝通、共同確認。有效的績效面談必不可少，包括聽取下屬的自我評估、商討下屬的異議和共同制定績效改進計畫，才能得到員工的積極支援，起到為人事決策和績效發展提供依據的作用。員工期望自己的努力得到應有的鼓勵與

報酬，企業中與員工的士氣也受到考核公正與否的極大的影響。如果要建立持續的績效，需要有公正合理的考核辦法與激勵機制，才能促使人們願意為未來而努力。

七、團隊建設技能

酒店經理人要想將讓各部門、各崗位人員效率更高、相處融洽，就要有良好的團隊建設技能。將500個土豆裝在一隻麻袋裡，只不過成了一麻袋土豆。好的團隊必須具備以下特徵：明確的共同目標、價值觀和行為規範，資源分享，良好的溝通，成員有強烈的歸屬感，有效授權。尊重角色差異，團結合作，互補互助，才能發揮出最大的效益。團隊不同於團體，團體可能只是一群烏合之眾，並不具備高度的戰鬥能力。只有具備三方面的要素才能稱的上是團隊，一是目標要集中，二是團員之間關係要和諧互助，三是工作方法要保持一致與適當彈性。組織中經常需要運用團隊技巧，團隊建設的技能主要有建立共同願景與目標的能力，調和成員差異的能力，制定共同規範、整合新進人員，從經驗學習引進團隊找尋正確方向，促進健康衝突等。

八、成功領導技能

所謂的領導，並不是說你可以隨心所欲，利用權力把自己的意願強加給別人；只有具有影響力，讓別人心悅誠服地追隨你，才是真正的領導。酒店經理人要學會將工作分為必須授權、應該授權、可以授權、不應授權四種類型；遵循權責對等、授權不授責、循序漸進和建立約定等四個授權原則。這樣既保證下屬能分擔工作，又確保下屬不亂用權力。如何使酒店中形形色色的人有效

的一起工作，如何促使部屬從表面服從到真心奉獻，如何使士氣低落的員工重振士氣，如何使成功的人不致得意滿而停滯不前，如何使粗心的人不致釀成大禍，如何使利益不同的人相互支持，這些都有賴於酒店經理人的領導技能。領導技能主要包括分辨部屬的特性與現況，選擇適當的領導風格，情緒的認知，控制與調節，堅定的信念與意志力。

九、培育部屬技能

合格的酒店經理人應當準確地瞭解下屬的水準和需求，協助其學習和解決特定問題，激發他們的承諾、確定行為改變的關鍵點、制定行動計畫、應用於行動、評估和認可。酒店要發展，便需要廣納人才，但是人才不是天生的，況且學校能教的有限，因此能否有效培育部屬便成為重要的關鍵能力，加上現今的資訊流通快速，你不教部屬，部屬在不久的將來也會學到，但是你會喪失專業的領導能力，會使得部署對你缺乏一份尊敬與信服。

十、財務管理技能

收入是酒店的基礎，效益是酒店的核心，利潤是酒店的靈魂。在當今激烈競爭的市場環境下，客源競爭、價格競爭、特色競爭、人才競爭、行銷競爭的大氛圍之中。唯有效益競爭，效益的好壞、優劣、高低才是檢驗酒店經理人業績的硬道理，也是考核酒店經理人的重要核心指標之一。酒店經理人要向管理要效益，要利潤，並爭取更大的利潤空間。作為酒店經理人，要能掌控酒店成本支出，瞭解酒店每日成本支出變化情況。做到自己心中有數，財務數據清晰，同時也要讓部門經理、員工明白，每日酒店正常經營需要多少費用成本支出，需要多少錢，才能確保正常經營，以樹立全員成本費用控制和節約意識。

酒店是一種特殊的企業，有其特定的業務內容、特定的運動規律，酒店經理人在掌握好以上幾點酒店管理知識和技能的基礎上，更要與時俱進，不斷開拓創新，才能與員工共同開創美好明天。

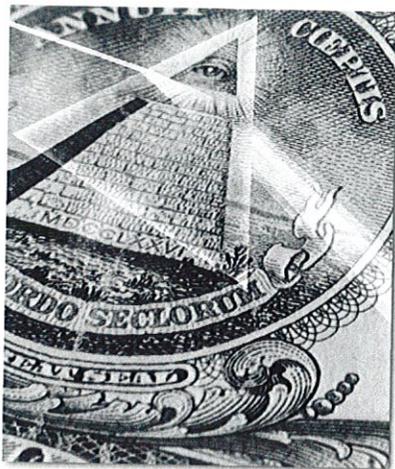


酒店需要採取全面的收益管理策略

本刊編輯部

不管是大酒店還是小旅館，是連鎖酒店還是單體酒店，全球酒店業者一直都致力於酒店庫存的收益管理。酒店需要對客人需求作一些細緻的預測，並根據這一需求向客人推薦產品的適用條件，從而使其收入最大化。對於這一點，酒店經營者是可以理解和接受的。不過，傳統的酒店收益管理很大程度上把重點純粹放在如何使客房收入最大化上，而沒有考慮到酒店客人可帶來的其它收入。

很多企業現在也意識到在所有經營環節採取更為全面的收益管理方案的重要性。這要涉及到兩個不同的要素。首先，酒店需要對客人帶來的全部收益情況進行追蹤，從而根據客人的價值進行更好的細分。這些收益可能是來自於餐飲、水療和活動場地租賃，甚至可以是賭場、酒店中的博彩活動。第二，也是同樣重要的是，經營者需要對每個獨立的收益來源實行統一的收益管理規範，因此酒店的餐廳、水療服務、活動場地租賃、甚至是博彩環節都急需推動收益管理。



可以說，賭場公司已經建立起客戶忠誠度項目的“黃金標準”。毫無疑問，賭場會大力鼓勵他們的常客利用會員卡，去贏取免費的酒店間夜、餐飲以及其它不同的獎勵。而賭場公司所獲得的“回報”，就是關於這些客人的豐富數據：不僅僅是他們如何玩遊戲，還有他們光顧的頻率、最近一次消費的情況、預訂窗口、還有其它無數的有價值信息。賭場公司從這些信息上獲得的回報是巨大的，因為這可以為賭場帶來很多收入。但對於一家非博彩型公司來說，這些客戶信息同樣具有巨大的價值。如果一家度假酒店有一位經常光顧的客人，在高級餐廳用餐，而且經常享用水療和使用房間的小酒吧服務，那麼這位客人的價值就遠遠大於一位身份不明確的商旅客人，因為他只是偶然出差經過，需要一個地方過一夜而已。要是酒店只剩一間空房，將會優先選擇接待熟客。

雖然很多酒店企業都實行了客戶忠誠度計劃，但這些計劃的真正價值在於幫助酒店獲取酒店之外的客戶數據，從而真正掌握客人給酒店帶來的盈利能力，而不僅僅是客房產生的收益。最近出現了關於放棄每間可用房收益（Revenue Per Available Room, RevPAR），轉而使用每間可用客房營業毛利潤（Gross Operating Profit Per Available Room, GOPAR）或者每間可用客房總收益（Total Revenue Per Available Room, TOTALPAR）等其它指標的情況。採用酒店總體收益管理（Total Hotel Revenue Management）的公司在這方面將取得領先，因為他們意識到這一切的核心不是客房，而是客人。

Revenue Revenue Revenue

除了可以了解單個客戶的行為和消費習慣，團體和餐飲收益管理還可以帶來巨大的價值以及收益增長的機會。團體和餐飲收益管理所涉及的因素，都是圍繞以下幾點進行：為活動領域設置測量/價值標準；定義一個團體所能帶來的總收益額貢獻；管理盈利能力強的活動區域和團隊預訂上限；為銷售渠道提供必要的工具，讓其了解酒店的相關策略。

每平方英尺收益 (Revenue per available square foot, revpas) 是一個收益衡量指標，其基礎是把活動場地的每一實際使用平方英尺和每一可用平方英尺所帶來的收益作比較。每平方英尺收益指標同時適用於團體餐飲和本地餐飲活動。另一個可用的衡量標準是對某一天或者某一個特定活動場地每天所產生的收益作橫向對比。

每一團體的間夜餐飲收益 (Catering contribution per group room night) 貢獻衡量的是為一個團隊提供餐飲服務所產生的價值，同時還牽涉到該團隊所使用的酒店間夜數。視頻和音頻設備的使用所產生的收益也可以歸入到這一指標中。另外，對一個團隊為酒店所帶來的輔助性收入進行檢測是大有益處的：他們是否有逛商場和禮品店、停車和使用個人助理等？

設定團體上限參數，並根據這些參數進行動態報價，這種做法可以實現收益的提升。如果你的上限是100間客房，你能夠以高於前25間客房的價格來銷售最後的25間客房嗎？而且，對這些上限進行積極主動的管理可以幫助確保房間可以準確地賣給臨時性的客戶群體。有效的場地管理實踐包括：對場地的使用進行精確的預訂管理以避免空間、針對每一場地定期進行審計、對場地的連續使用進行精確管理，使得場地可以考慮連續多天被預訂。

為銷售人員提供一些統計工具，如每日需求日程表、定價目標和活動區餐飲最低標準，可以幫助他們了解過夜和餐飲所需時間、最佳趨勢以及價格在何時是最高的。這些工具可幫助他們引導客人按照正確的趨勢，在合適的日期和場地消費。



學無止境，當好酒店管理者

本刊編輯部

酒店是勞動密集型行業，服務工作要靠人來完成。我經常說：“一線服務靠的是員工的即席表現。”出現問題，最大的責任在管理者，從領班到總經理都不同程度的承擔著責任。面對責任，酒店的管理者責無旁貸。



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一、 態度影響結果

有人說：態度決定一切。這一點我沒有異議，但是我認為態度的好壞直接影響做事的結果。領班是一個基層的管理崗位，正常情況下，酒店的管理者都是從領班級起步。有些人在抱怨我做了那麼久領班仍然沒有提升呢？為什麼別人就可以脫穎而出呢？原因很簡單：態度不一樣。

這是工作的態度、敬業的態度。我觸動最深的一次幹部任命：十來年前剛參加工作有一段時間，當時在做門童經常跟其他崗位的領班在一起喝酒閒聊，不慎愜意。也習慣了他們酒後的一些抱怨，基本上我一笑而過。然而在一次任命中，出乎意料的一個PA領班成為主管。這時，我才發現他從來沒有和我們在一起過，對他印象最深的是他永遠都在帶著人一起工作。

我也在不斷的去瞭解他，得到的評價是：工作細心、敬業愛崗。現在想想，確實應該對他進行提拔，就憑他工作的態度。這種態度不是一時的，無論你做到什麼職位都要貫穿始終。

二、 修煉個人專業

“聞道有先後，術業有專攻”。酒店的管理者要把酒店的專業知識學精、學透。每一級管理者都帶領的有員工，所以我們要為員工負責。曾經在一次宴請中，和幾位酒店的總經理在一起溝通。席間專門講到了：敬業與專業的問題。兩者都很重要，敬業是做好事的前提，專業是做好事的基礎。其中，談到了廚師靠的是自身的廚藝才能做成美味佳餚，但是如果只有敬業，專業技能不過關，整個接待就做不好。

做哪一級的管理者都要把相關的專業知識學好、做紮實。這是一種積累，通過這些積累來修煉自身的專業。提升個人的專業能力，不管是對員工負責，也是對企業負責。投資人將企業託付給我們，用的就是我們的敬業與專業，一個企業或許涵蓋了投資人畢生的心血，所以管理者敬業與專業必不可少。

三、學會總結得失

酒店的發展步伐是迅速的，古語講“逆水行舟，不進則退”，我們要學會在日常工作中去進行總結提煉，否則勢必跟不上發展的步伐。講一個大家都熟知的公式： $100-1=0$ 。這一公式最早是監獄看守的紀律，後來被引入服務行業與品牌行銷中去。體現的是當客人在酒店消費過程中有一個環節不滿意，那麼此次客人的接待是失敗的，前期做的工作會因為這一個環節的失誤全部歸零。後來有人提出了疑問：客人不滿意會產生連鎖反應，並對此酒店印象定位，他會告知他身邊的朋友，因此客人的不滿並非是在他離店時結束，一個新的公式又誕生了 $100-1\leq 0$ 。這不僅僅是增加了一個符號而已，而是多少服務行業的專家總結出來的寶貴經驗。管理者要學會總結，我們每天會做很多事，有沒有在做完事後進行總結，這一點很重要。總結能夠讓你獲得經驗，總結能夠讓你做的更好。

四、注重培養下屬

判斷酒店管理者是否優秀，並不是看你個人的能力有多強，而是看你團隊的創造力有多大。工作的完成靠的是團隊的協作，因此培養下屬也是管理者的責任之一。

培養下屬是因人而異，方式多樣的。一成不變的培訓就是在複製，效果不好。管理者要善於發現下屬的特長，幫助他去放大。我聽到過這樣的抱怨：我在這一職位上做的時間不短了，為什麼還沒有得到提升？是不是領導對我有意見，是不是……種種的猜測隨之而來。其實，最主要的是要反思自己對下屬的培養。如果很多事都要靠你

親自去盯、親自佈置那麼下屬永遠就得不到鍛煉，你每天現在事務堆中無法自拔，領導怎麼能夠去提拔你呢？注重對下屬的培養我認為有兩大益處：1、提高員工的工作能力，妥善處理遇到的問題。2、完善人才梯隊，有利於個人的職場發展。因此，管理者注重培養下屬無論是對企業還是對個人都是一種負責。

五、在學習中進步

酒店管理是一門學問：管理是其中的一項，經營也是其中的一項。不同的職位側重點不同，領班、主管更多的是在管理工作中去下功夫。然而，部門經理以上不僅要考慮管理還要考慮經營。管理者的職位越高，所承擔的責任越大。只有不斷的去學習，多聽、多看、多總結。我不贊成這樣的想法：反正我現在級別不夠，等我當上了…我在學也不晚。這種心態是錯誤的，你的職位可以不到，但是你的學習力不能降低，沒有人規定知識必須與職位相匹配。當機會真正來的時候，那你要做的就是將理論轉變成實踐了。

沒有學習就沒有創新，酒店的管理、經營都離不開創新，如何創新？不是關在屋子裡想出來的，要深入一線、結合現狀、多接觸新鮮事物、活學活用才能得來的。所以，酒店的管理者要不斷的學習，在學習中進步。

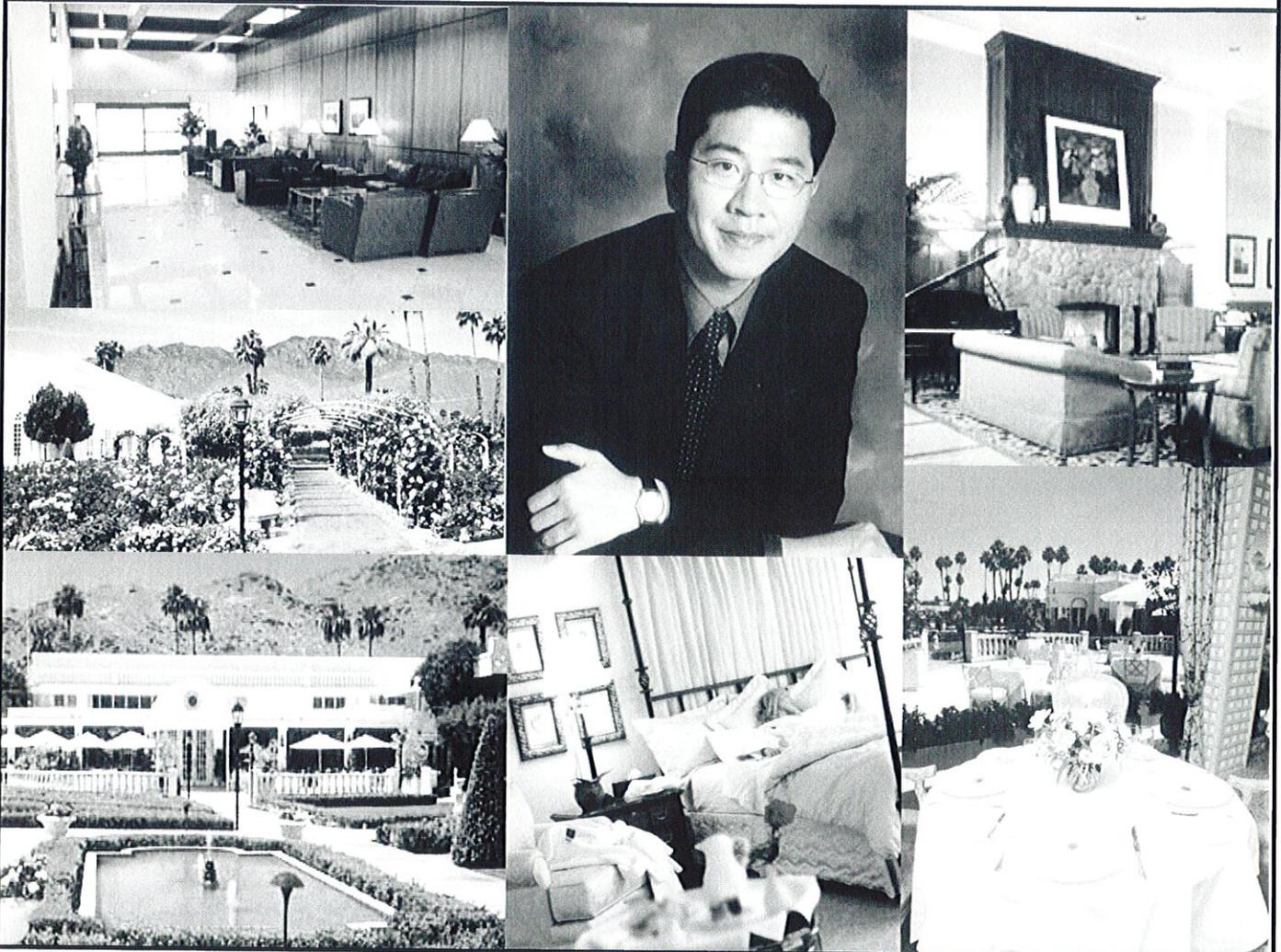
學無止境在任何行業都是如此，當好酒店的管理者不是一時的想法而是要持續的努力。在工作的過程中去豐富自己的閱歷，必將成為合格的職業經理人。

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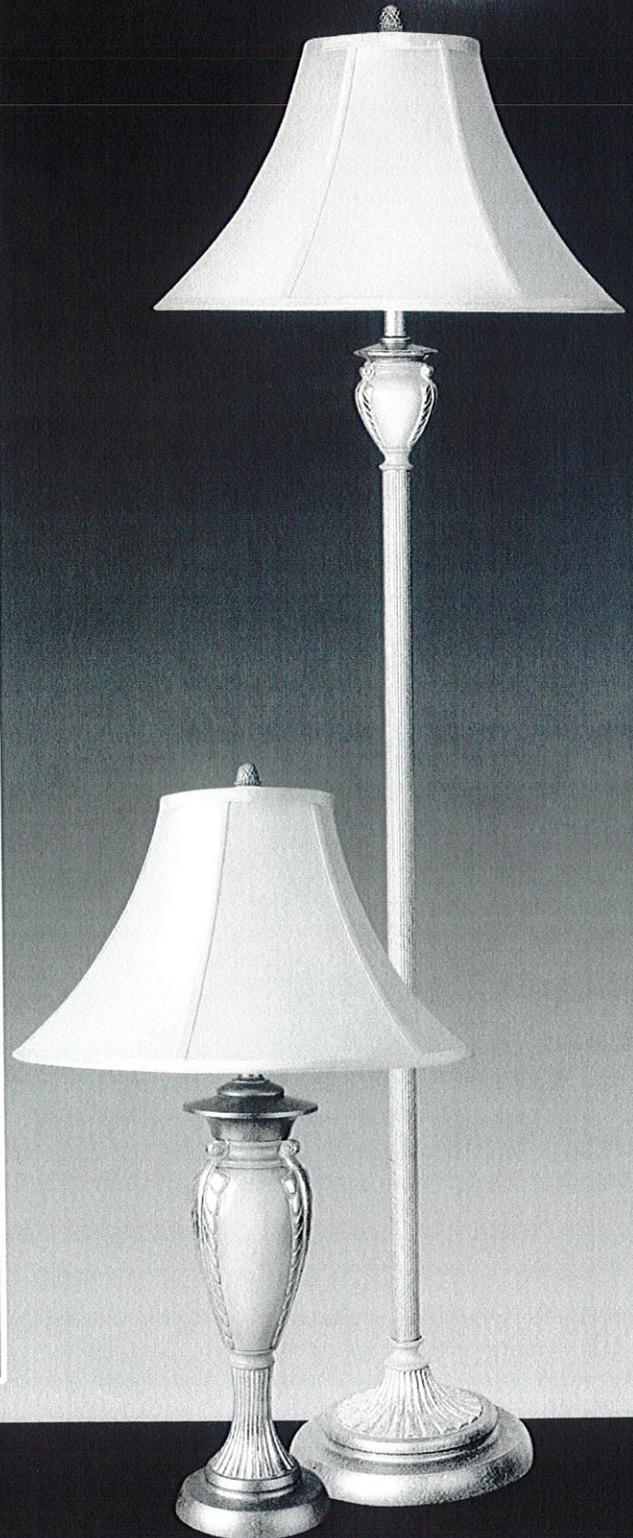
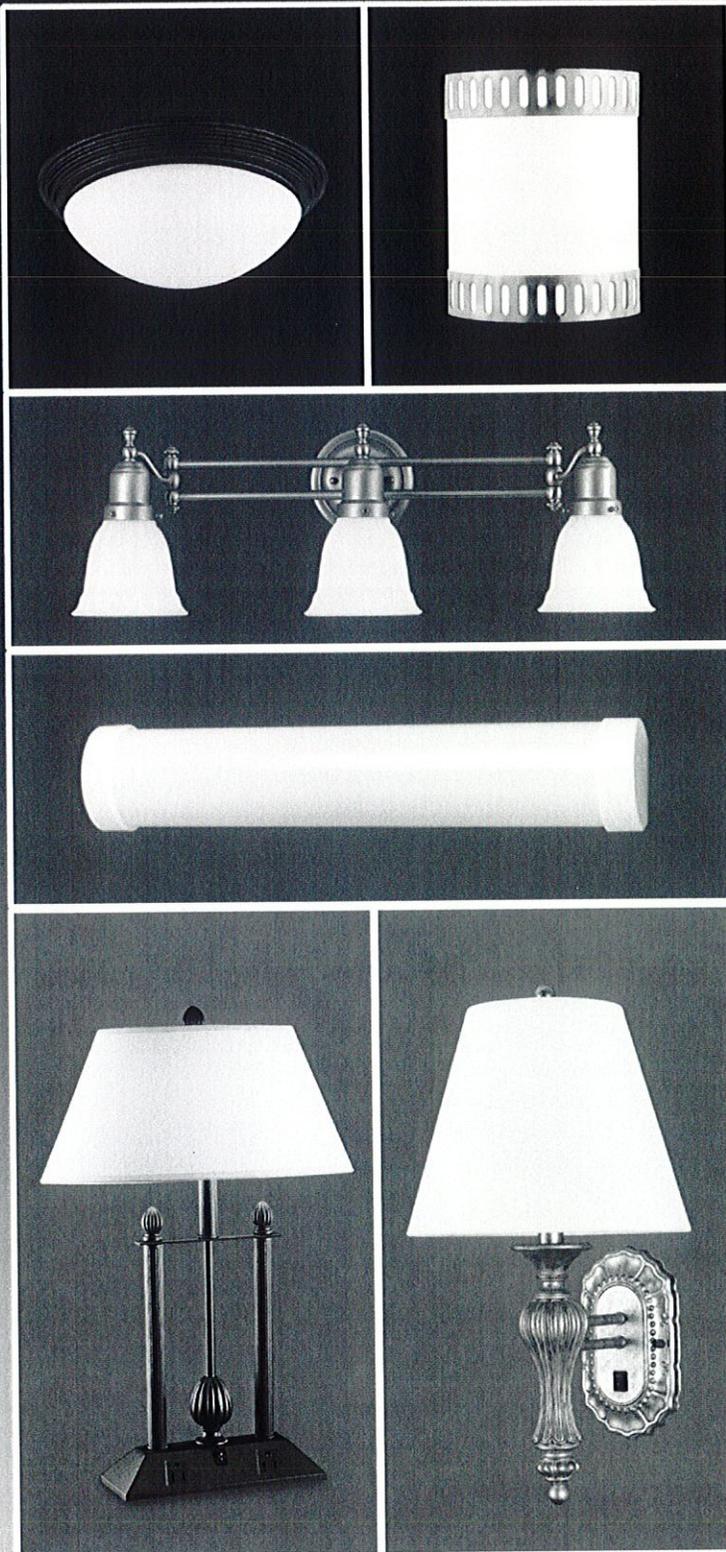
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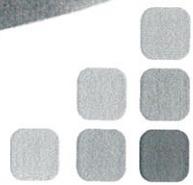


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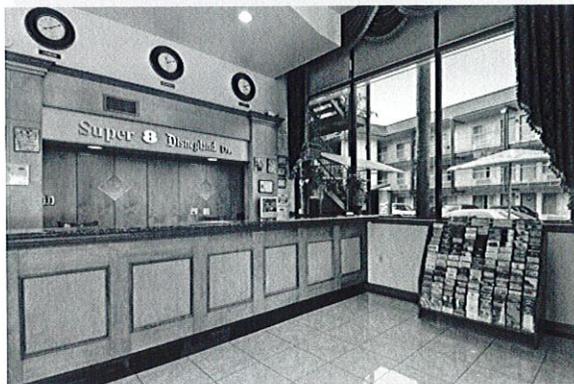
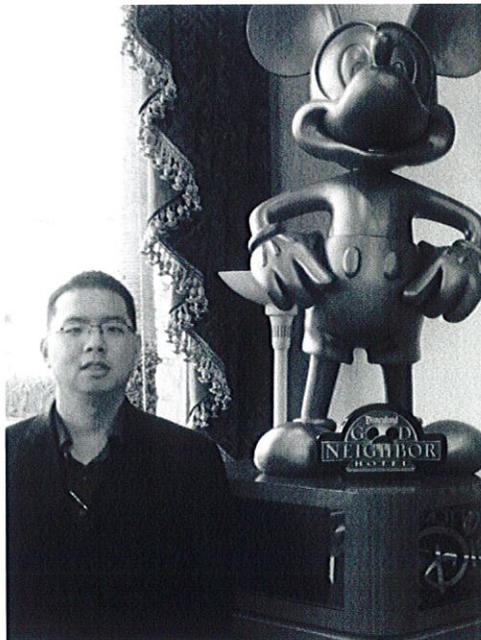
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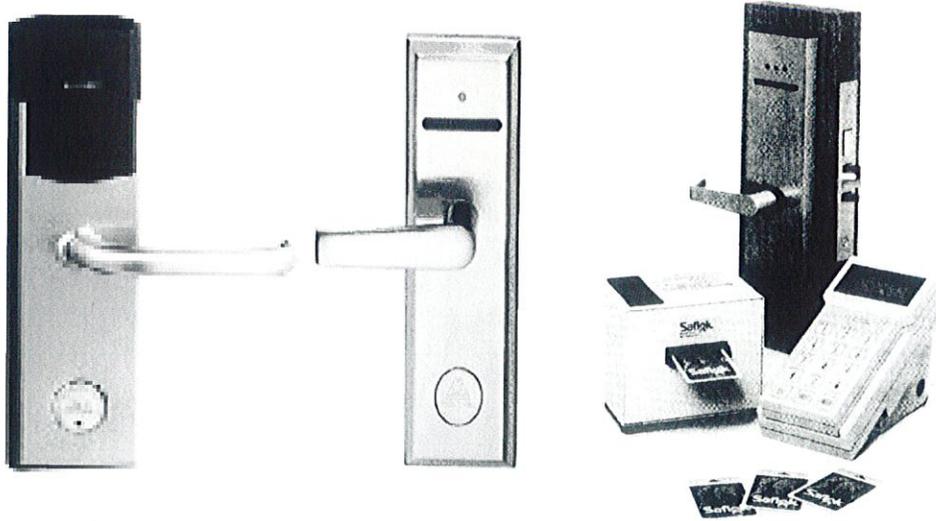
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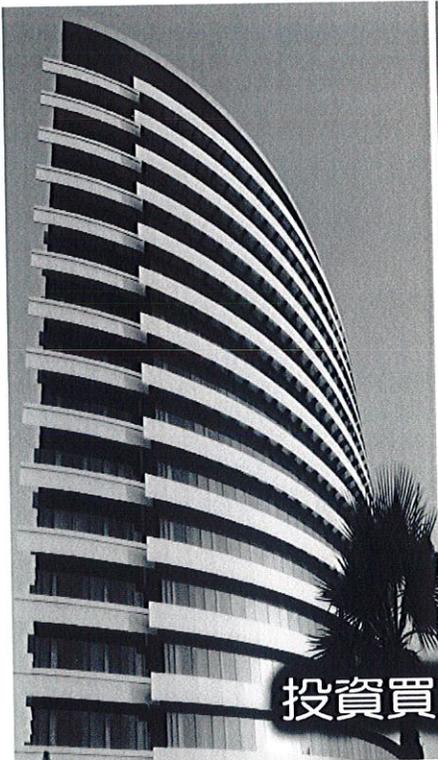
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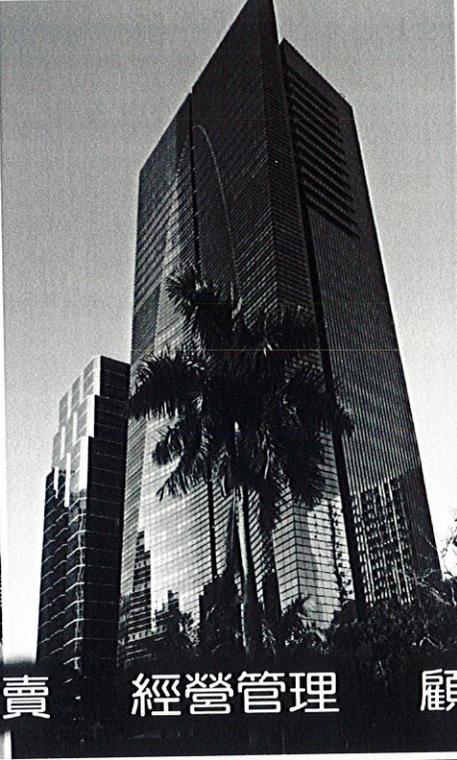


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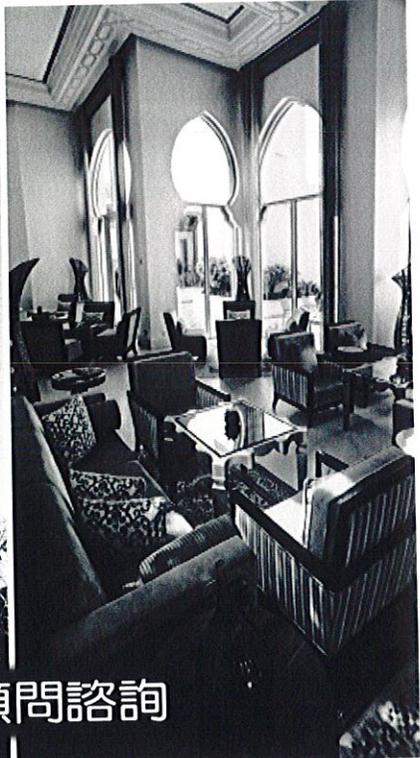
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華人最專業 汪俊宇

Fairfield Inn & Suites



在此，謹向南加州台灣旅館公會的理事長，前會長，會長，副會長，以及所有的會員們，致上我最誠摯的謝意，

感謝您們撥冗蒞臨參與我們位於西柯汶納市的Fairfield Inn & Suites於二零一一年六月八日的開幕儀式。並且非常榮幸的邀請到台北經濟文化辦事處龔忠誠處長及國會議員Judy Chu上台致辭剪綵，

以及西柯汶納市市長，市議員們到場光臨，共襄盛舉。非常感謝開幕儀式當天所有嘉賓與朋友贈送的花籃及禮物。

位於西柯汶納市的Fairfield Inn & Suites全新開幕，旅館總共有一百一十間房間，旅館內設有商務中心，會議室，健身房，游泳池及溫水池。旅館靠近大型商場，聖蓋博，核桃市，鑽石壩，羅蘭崗，迪士尼樂園，加州州立大學波姆那分校，波姆那世貿中心。

誠摯的感謝
范約瑟

With my greatest respect and gratitude, I would like to thank the Chairman, President, Vice President, Board Members and Council Members of the Taiwan Hotel & Motel Association of Southern California for attending the Grand Opening ceremony on June 8, 2011 at the Fairfield Inn & Suites in West Covina, CA. In addition, my appreciation goes out to the Director-General, Taipei Econ & Cult Office in LA. I would also like to thank the City of West Covina Mayor, City Council Members and Congresswoman Judy Chu. Thank you for your support and for attending our grand opening.

I would like to express my sincere appreciation for the flowers and I am truly humbled by the gifts we received for the Grand Opening of the Fairfield Inn & Suites in West Covina,

The Fairfield Inn & Suites celebrated its Grand Opening in the City of West Covina, CA. There are 110 rooms and the amenities include a Business Center, Meeting Room, Fitness Center, Pool/Spa. The Fairfield Inn & Suites, West Covina is located near the Westfield Eastland Shipping Center, San Gabriel Valley, Walnut, Diamond Bar, Rowland Heights, Disneyland, Cal Poly Pomona and the Pomona Fairplex.

With Sincere Appreciation,
Joseph Fan

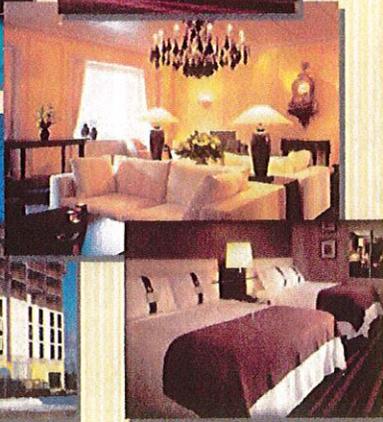
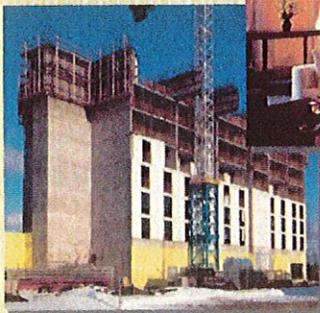
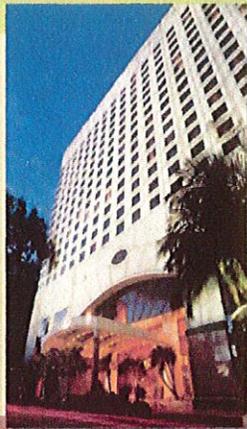
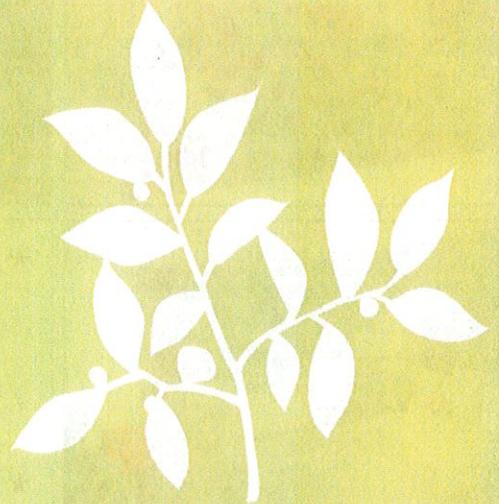
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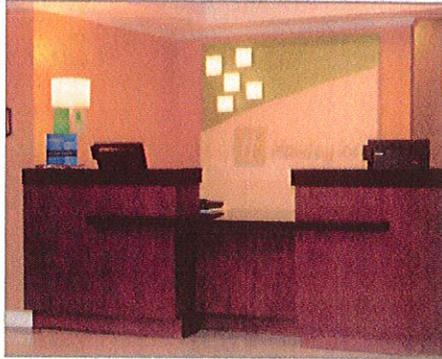
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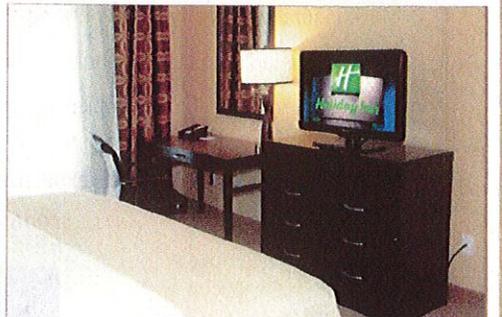
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- ★ C F KENT公司是美國希爾頓集團(HILTON)，萬豪(MARRIOTT)等五星級酒店的合約供應商，過去五年已完成希爾頓300多家，以及萬豪200多家酒店的家具工程。
- ★ 我們還完成了HOLIDAY INN, RAMADA以及BEST WESTERN等130多家集團酒店的家具工程。
- ★ 我們是南加州台灣旅館同業公會的特約供應廠。
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