



北美洲臺灣旅館公會聯合總會暨所屬分會青年部返國參訪團

主辦單位：中華民國 僑務委員會

北美洲臺灣旅館公會聯合總會

協辦單位：中華民國 觀光局

南加州臺灣旅館業同業公會

台北市旅館業同業公會

高雄市旅館業同業公會

國立高雄餐旅學院

台中市亞都麗緻大飯店

台中鄉林集團

日期：二〇〇八年四月二十七日至五月一日

拜會中華民國僑務委員會

4 / 27, 28 visit OCAC



搭乘長榮航空返底國門



僑務委員會專車迎送



歡迎蒞臨僑委會



委員長 張富美致詞



互贈錦旗



總團長 許清松致詞

專題演講：台灣總體經濟發展

4 / 28 Seminar and dinner at OCAC



全體與委員長合照



委員會親切的閒話家常



僑委會第三處處長 李叔玲致詞



行政院經建會 副處長 高仙貴，專題演講：台灣總體經濟發展



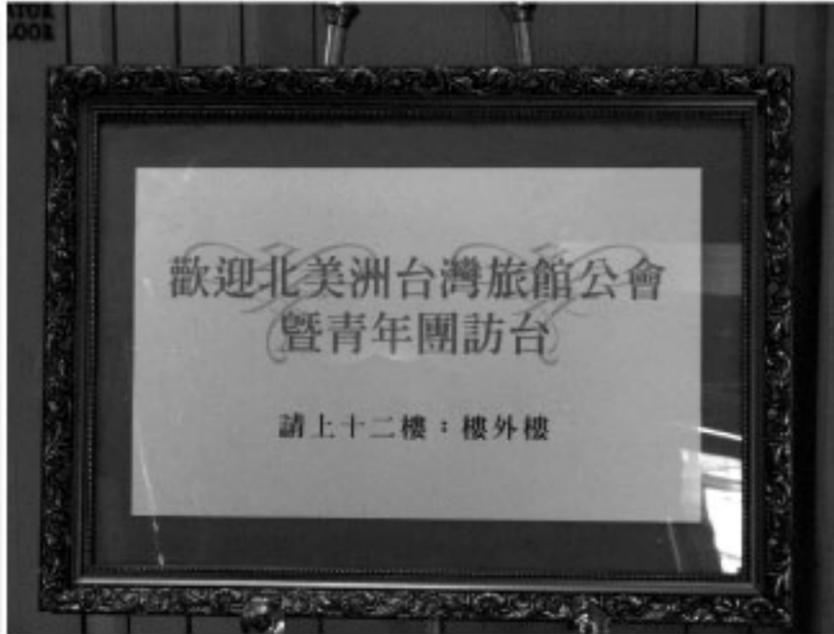
學員聚精會神聽講



課後接受僑委會宴餐

專題演講：台北地區旅館業現況及經營概況

4 / 28 Taipei Seminar



拜訪台北市旅館同業公會



互贈錦旗



徐銀樹理事長介紹理事



合影留念



總團長代表接受禮物



專題演講：台北地區旅館業現況及經營概況
主講人：台北市旅館同業公會——徐理事長銀樹

台北市旅館公會晚宴

4 / 28 Taipei Dinner



徐理事長於宴席前致詞



榮譽總團長邱垂煌致詞



南加州旅館公會會長汪俊宇致詞



有緣千里來相會



盡情的來溝通



賓主盡歡

參觀台北市旅館同業及City view

4 / 29 Taipei city view



參訪台北市旅館同業--Taipei Golden Palace Waikoloa Hotel



櫃台設計



房間設計



合影留念



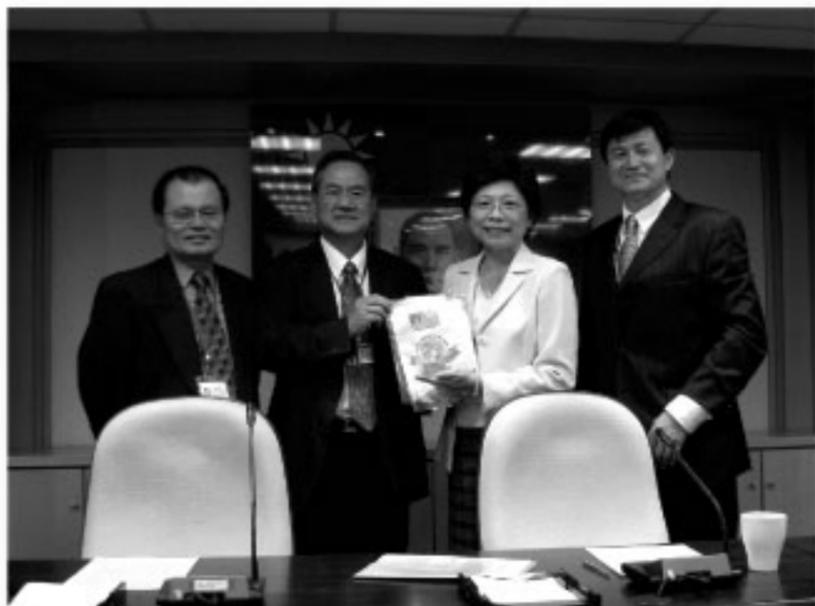
參觀國父紀念館



於國父紀念館前合影

拜訪中華民國觀光局

4 / 29 visit Taiwan Tourism Office



觀光局局長賴瑟珍高禮遇的接待



觀光局局長賴瑟珍致詞



全體團員與觀光局局長賴瑟珍共聚一堂



聚精會神



每個人得到溫馨



總團長許清松代表團員接受觀光局贈禮

專題演講：我所看見的未來

4 / 29 Taicung Seminar by Hotel one, Stanley Yen



主講人：亞都麗緻 總裁 嚴長壽 Stanley Yen



互贈錦旗



團員個個聚精會神



團員深得見解



亞緻大飯店

Hotel one, Taichung

4 / 29, 30 Dinner at Hotel One



亞緻大飯店晚宴的接待



細心的為我們準備菜單，上印有訪問團字樣



共聚一堂



分享精華



早上再從新出發



巴士往必南投涵碧樓出發

日月潭、涵碧樓、南投

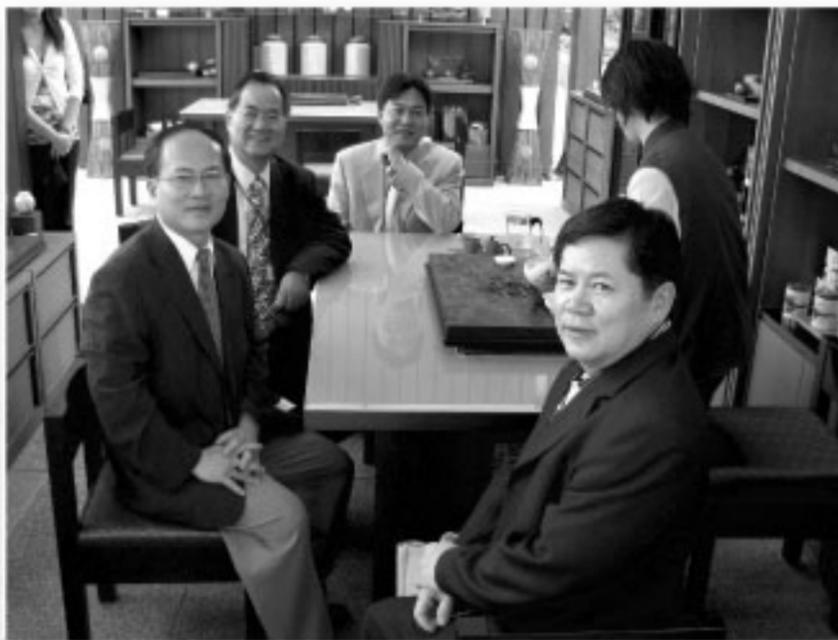
4 / 30 Lulu Resort tour at Sun Moon Lake



鄉林集團 賴董事長正鑑接待我們



於涵碧樓午餐



體驗南投特有的茶香



從涵碧樓鳥瞰日月潭



互相溝通交流

專題演講： 從涵碧樓經營策略看台灣未來觀光發展

4 / 30 Lalu Chien Yi Lai speech



主講人：鄉林集團賴董事長正鑑



互贈錦旗



共聚一堂



高雄市旅館公會晚宴

4 / 30 Dinner with Kaoshung Association



高雄市旅館公會晚宴



高雄市旅館公會會長曾福興致詞



總團長 許清松致詞



豐富的飲食與熱情的友情



有朋自遠方來不亦樂乎



參觀國立高雄餐旅學院

5 / 01 visit Kaoshung Hospitality College



國立高雄餐旅學院



互贈錦旗



國立高雄餐旅學院接待人員報告



共聚一堂



團員與學生大家互相交流



校園參觀

參觀高雄港及造船場

5 / 01 visit Kaoshung Port and Shipyard



高雄港



乘遊艇逛高雄港



參觀造船場大家合影



參觀打狗英國領事館、僑委會惜別午宴

5 / 01 visit Da-Go British Consulate Office and Lunch



參觀打狗英國領事館



全體合影



僑委會惜別午宴及心得分享



共聚一堂



團員與學生大家互相交流



台北市旅館同業公會 理事長
徐銀樹



學歷：

- 1.日本亞細亞大學經營學院經營學士
- 2.日本大學生產工學研究所管理工學碩士

現職：

- 1.中華民國旅館商業同業公會全國聯合會副理事長
- 2.台北市旅館商業同業公會理事長
- 3.台北京都商務旅館董事兼總經理
- 4.台北北投漾館時尚溫泉旅館董事
- 5.祥好建設開發股份有限公司董事
- 6.中華民國觀光導遊協會名譽理事
- 7.行政院觀光發展推動委員會MICE專案小組委員
- 8.交通部觀光局旅館業諮詢輔導委員
- 9.台北市政府觀光委員會委員
- 10.台北市國際工商協會常務理事
- 11.台北市商業會國際商務關係委員會委員
- 12.國立台灣海洋大學海洋資源管理學系兼任講師
- 13.私立台北海洋技術學院海洋休閒觀光系
兼任助理教授
- 14.中華民國旅館經理人協會顧問
- 15.台灣省旅館商業同業公會聯合會顧問
- 16.高雄旅館商業同業公會顧問

榮譽：

- 1.交通部觀光局88年度全國優良觀光產業旅館從業人員獎
- 2.交通部觀光局90年度全國優良觀光產業旅館從業人員獎
- 3.台北市政府交通局95年度推動一般旅館優質住宿環境輔導計畫感謝狀
- 4.台北市政府交通局96年度提升旅館業整體服務水準等辛勤卓越感謝狀
- 5.交通部觀光局96年全國優良觀光產業團體工作人員獎
- 6.台北市政府97年熱心市政公益特別貢獻獎

亞都麗緻旅館系統 總裁
嚴長壽



現職：

- 1.亞都麗緻大飯店董事長
- 2.亞都麗緻旅館系統總裁
- 3.台灣觀光協會名譽會長

曾任：

- 1.美國運通國際股份有限公司總經理
- 2.圓山大飯店總經理
- 3.台灣觀光協會會長
- 4.台北國際旅展主任委員
- 5.中華美食推廣委員會主任委員
- 6.青年總裁協會亞太區副主席，1992世界大會主席
- 7.亞太旅行協會理事
- 8.世界傑出旅館系統亞洲區主席

榮譽：

- 1.中華民國觀光獎章
- 2.國際觀光金舵獎-柏林
- 3.十大傑出企業領袖獎-溫哥華
- 4.亞太旅行協會傑出貢獻獎
- 5.1998年 第五屆菁鑽大章獎
- 6.1998年 傑出公關獎
- 7.1998年「總裁獅子心」入選金石堂年度最具影響力的書
- 8.1999年「總裁獅子心」獲得金書獎
- 9.2002年「御風而上」入選金石堂年度最具影響力的書
- 10.2003年「御風而上」獲得金書獎

Feed back from the Young Adult Group

鄉林集團 董事長
賴正鎰



學歷：

南台科技大學電機工程系

現職：

1. 台灣省建築開發商業同業公會聯合會第3、4屆理事長
2. 台中市商業總會第22、23屆理事長
3. 台中市警察之友會第11屆理事長
4. 國立自然科學博物館文教基金會第1-4屆會長
5. 台灣省商業會第20屆監事
6. 中華民國中商建設研究會中區聯誼會第12屆會長
7. 中華民國不動產協進會第10屆常務理事
8. 台中市北屯扶輪社第10屆社長
9. 台中市表揚好人好事運動協會理事長
10. 台中市台灣區各縣市同鄉會聯誼會創會長
11. 台中市建築投資商業同業公會第七屆理事長
12. 國立台中高工文教基金會第1、2屆董事長
13. 台中市建築人聯誼會會長
14. 台中市雲林同鄉會第六屆理事長
15. 中華民國第32屆十大傑出青年
16. 中華民國83年全國好人好事代表
17. 台中市中興獅子會會長
18. 鄉林集團董事長

There's only one simple word that can describe my experience from our Taiwan trip: Amazing.

The idea of organizing a group of young adults visiting trip to Taiwan was extremely difficult from its very inception. Yet with the support of every THMAC Board member, and the strong backing of OCAC (Oversea Compatriot Affairs Commission) in Taiwan, our trip went flawlessly and each participant not only received valuable experience, but also made friends that will for sure last a lifetime.

The trip was filled with plenty of hospitality industry information as well as local culture learning. We spent 4 days traveling from Taipei, Tai Chung, and then Kaoshiung when we had the chance to take the newly opened High Speed Rail back to Taipei. As we visited different cities and hotels, we can certainly feel the different hospitality practices compared to what we have here. We even had the chance to meet with many successful Taiwanese entrepreneurs who shared their visions and experience with us. I'm sure their success stories often come from years of hard work and persistence, and should be a constant reminder and source of motivation for all of us.

On behalf of the Young Adult group, I'd like to take this opportunity to truly thank all of the THMASC Board Members who worked diligently to make this trip happen. I hope we'll be able to build on the success of this trip and bring benefits to all of the current and future THMASC members. Have a great summer and we'll see you at the Annual THMASC Banquet!

Kevin Chen,

GM Super 8 Anaheim Disneyland Drive



Feed back from the Young Adult Group

This trip was rewarding in many ways and I am glad that my parents sorta made me go. I got to travel all over Taiwan for free, stay at nice hotels for free, learn about the Taiwan hotel industry and most importantly made friendships that will last for a lifetime. Thanks to all the organizers for all their hard work and making it possible

Shan Su



The trip to Taiwan was very amazing to me, even though I travel to Taiwan quite often in the last two years, I have never discover why the customer service in Taiwan is much better than what I have in my properties. The professor Yuan and Professor Lei's seminar is very useful as well, even though many of us knows that customer are the boss but many of us do not know how to effectively giving good examples to our own team members about how important the customer are to us and how they are suppose to properly treating them. Other then that, I believe the tours to various level of hotel and motel is very useful as well, it gives me the updates of what Taiwan's hospitality business are doing to make their product stand out versus the other. I truly believe by keep on improving at this rate, when the proper timing comes, Taiwan will be one of the toughest competitors to most of the international country.

Derrick Chen



The itinerary for this Taiwan hotel tour was spectacular because we had opportunities to interact and listen to celebrity Taiwanese hoteliers, successful Taiwanese hoteliers and Taiwan's future hoteliers. Furthermore, we were also given first-hand experiences (accommodations) and tours of the wide variety of hotels in the Taiwan market. The tour gave us a better understanding of unique Taiwan hotel market, which was sort of a mystery to me because its quite different than the U.S. hotel business model.

The Taiwan hotel tour also gave me a great opportunity to meet other second generation hoteliers with similar backgrounds from around the U.S.. This similarity allowed us tour members to quickly become great friends during this short trip. Overall, the itinerary and new friends made during the trip made this tour a great experience.

James Yin



Everything about our trip was wonderful and fantastic. The programs were very educational and informative. I met some very interesting 2nd generation Taiwanese Americans and felt very alive. It would be nicer if we have more time to bond with each other. May be some introductory sessions can be created for everyone to introduce themselves at the beginning of the trip. Also space out the programs to allow time to digest the materials and more varieties on local tours. Again, thank you for organizing such a special trip that meant a lot to me.

Vida Cho



Feed back from the Young Adult Group

If I have to sum up my experience in Taiwan in one word, it would have to be exhilarating; this trip has lit my enthusiasm for the hospitality industry even more than before.

This trip to Taiwan has opened my eyes to the hospitality industry from the global level. Even though this was not my first time to visit Taiwan, I have to say that it has given me an even greater appreciation for the warm Taiwanese hospitality and beauty. To experience the Taiwanese hospitality from a different perspective was truly an honor and privilege.

The highlight of the trip would have to be the speech that was given to our group by the godfather of hospitality industry in Taiwan - Mr. Stanley Yen. He was truly and inspiration for all of us and a great example to follow. After listening to his speech, I am inspired to be the best manager that I can be.

I would encourage anyone who is interested in discovering their roots and experiencing the Taiwanese hospitality industry to come and join the program - you will not be disappointed.

Lucy Liu



I really enjoyed meeting everyone in Taiwan and visiting the different government offices. I thought it was very helpful to see the hotels and the hospitality side of Taiwan. The speech presenters were all very inspiring, especially Stanley from Hotel One. I would definitely recommend this training program to the youth group in the future. Thank you for giving me this opportunity to join the program.

Gina Hong



I first want to thank you for taking the time to send us the photos from the trip. I will make the review of the trip short. I enjoyed most of the site seeing that took place, especially the Sunmoon Lake it was beautiful. Visiting the different hotels and boutiques were great because I was able to see the different styles of each one. I also personally enjoyed listening to The Hotel One speaker; probably because it was English lol but he had a lot of great information for people in the hospitality field. I think if there were translations for the other speakers I may have truly understood the messages they were sending. Most importantly, I had a great time meeting new people. Almost everyone got along and it felt like a big family atmosphere. I think everyone made a couple new friends from this trip so in overall it was a great trip.

Tony Tung



I would like to thank THMANA, OCAC, and all the people involved in organizing this year's trip to Taiwan. I think it is a great idea to get the youth more involved in THMANA, and I am truly grateful that I had this opportunity to meet more Taiwanese people in the hospitality industry. Not only did I build great relationships during this trip, I was inspired by speakers like Stanley Yen (ÄY³ø¹Ø) and hotels like Lalu Hotel (²{°Ñ¼Ó). OCAC really put together an impressive itinerary for us. We managed to travel from Taipei to Taichung to Kaoshiung and back in a brief span of five days (not enough time to take in everything!). I really hope this hotel program continues because it is both educational and rewarding. Everywhere we went we were treated like VIP! Aside from some minor setbacks and language barriers, overall I had a good experience and met some really nice people. Our group already had so many inside jokes and memories to take home with us that by the end of day five, I knew I was leaving this tour with some amazing friendships... and even a place to call home in Southern California!

Jennifer Hsu

返台簡記



汪蔚興 Wilson Wang

北美洲台灣旅館公會聯合總會 秘書長
南加州台灣旅館業同業公會 副會長

當天空泛灰，陣雨綿綿，這樣的日子當是慵懶偷閒的最佳時光，春天裡的台北，給了我們最好的理由，但鄉情難卻，眾人拖著在飛機上累積的疲憊，但帶著踏上故里雀躍的心情，正準備開始一連串的訪問行程。

年輕果然是本錢！這一票二十來歲的青年們把精力感染了全車的人，三、二位五六十歲的長者頓時回到了年輕的時光，拼了命的沒日沒夜地與年青小夥子們上山下海，沒同行的朋友們，我只能說，你們放棄了一次返老還童的機會，這損失……可大了！

星期一晨，天邊微光，雨停了，但雲仍然逗留在台北的天空上，彷彿它們也感覺到美國回來的陽光，翻滾不止，卻遲遲不肯散去，一行人在用餐後立即出發，前往拜訪這次主辦的大功臣：中華民國僑務委員會。

一行人浩浩蕩蕩地抵達了僑委會，這批陣仗卻嚇壞了警衛人員，除了引導停車與人員的動線，他們亦不斷地拭汗及用無線電向上級通報我們的到訪，直到將我們帶到七樓的貴賓簡報室才算鬆了一口氣。

與僑委會過去的互動，以往僅侷限於僑居地的駐外單位代表們，雖然受益良多，但對僑委會甚是陌生的老友這次直奔大本營，在聽取李叔玲處長的介紹後，對我們這個長期照顧我們的朋友才又多了一層認識。更難得的是張富美委員長的親臨，歡迎青訪團的致詞，合影留念與共享午餐的親和力，都在團員們心中留下了深刻的印象。

下午的座談會，地點就在下榻的台北國賓飯店，陳柏睿（Kevin Chen）的網路行銷講題涵蓋了許多業者在經營上遺漏的細節，也帶給所有團員和與會的聽眾們許多網路行銷的「撇步」，接著Kevin的主題，我臨時被指派來為加州旅館市場做簡介，雖然講課對我並不陌生，但這樣大的陣仗倒是頭一遭，在為大家介紹了加州市場機制與近期的發展後，今天活動的重頭戲正式登場了。

台北市館公會與南加台灣旅館同業公會已有多年的姊妹會情誼，這次青商會的訪問行程，當然必須向地主前輩請教、取經，理事長徐銀樹口才極佳，課內容與風格生動有趣，贏得了無數的笑聲與掌聲，趣味的內容，亦將兩岸開放對台北旅館業經營變化與發展的觀點細細道來，一針見血，加惠了所有的年輕人對台北旅館業的認識，更帶給與會人員對未來家鄉發展多的瞭解與信心。

家鄉人是熱情的，午後的座談會在徐理事長精彩演說後落幕，並將濃烈的情誼于台北老爺酒店以晚宴延續著，席開八桌，姊妹會的老朋友、新朋友熱情的招待我們，並於宴會後參觀了位於附近的丹迪旅店，這是一間約40房的小型現代化旅館，由理事周小姐投資經營，於2007年經整體重整裝修以嶄新的面貌重新開業，館內以摩登淨亮的白光與色調組成，並配有開放式的餐飲空間與Apple Mac電腦，整體上給人視覺上的清新感與慵懶的舒適感。

返台簡記

次日早晨，徐理事長再安排了另一家層次與規格不同的主題式旅館，金殿唯客樂飯店，這家位於內湖區的主題式旅館。是棟全新的建築以近二億的資金營造完工。每間客房皆以歐洲風格為主的豪華裝潢，加大的浴室，配上高級浴缸，雙淋浴間，超大型壁畫，及加厚的防火門，這家特殊的高層次規格更贏得「超級星光大道」的青睞，成為第三屆參賽者的下榻特約旅館。

告別唯客樂飯店後，青商團下一站的訪站來到了觀光局的辦公室，觀光局駐洛杉磯的蘇鈺堡主任即將任滿榮調回國，新派任的林信任主任亦在此會中與公會的成員見面，更特別的是觀光局的賴局長也特別延推了原有的約會，親自到場接待青商團的到訪，也為台灣的觀光事業做了詳盡的介紹，會後更招待全團到了聞名的「朝桂」享用午餐。

在豐盛的午宴後，青商團一行人即驅車南下台中，途經湖口時在湖口休息站小作停歇，並享用了當地的名產小吃，以及台北市旅館公會所貼心準備的蓮霧，在小作休憩後於下午三點抵達了台中麗緻Hotel One。

Hotel One是一棟辦公及旅館的複合使用的大樓，旅館住房樓層位高30~45樓，以居高臨下的位置讓住客們俯覽台中市景，居臨天下之感。

第二天活動的高潮在切切的期盼下終於四點登場了，麗緻餐旅集團嚴長壽總裁在亞洲的旅遊業執牛耳，素有旅館教父之稱，嚴總裁為旅館業的人員培訓及推廣管理理念多年來付出許多心力，在數十年間的事業生涯中，亦寫了三本與旅館業相關的暢銷書，並正在撰寫第四本新作，嚴總裁也為許多大型會議演講，此次嚴總裁破格為青商會特別從台北趕到台中，由此可見嚴總裁對新生代的重視。

次日清晨Hotel One的早餐令人垂涎三尺，豐盛的中日及西式餐點，令人吃了還想再吃，看來想要維持身材的團員們，回家後得多努力些囉！！在飽餐之後，全團受到Hotel One員工的觀送下緩緩地驅車離開台中這個現代都市，向世外桃源前行，延途行經的羊腸小路，也讓許多人見識到台灣名產及名勝——檳榔樹及檳榔灘。

看到一棵棵密集高聳的檳榔樹，讓人不禁想起一幕幕土石流的驚險畫面，濫植造就了當地的經濟繁榮，卻也形成了危安的隱憂，但願地方能在未來有效的管理，以避免人身及財產的損傷。

翻山越嶺後，美麗的湖光山色一映入簾，平靜的湖水，岸旁的翠影輕戈，「清靜優雅，世外桃源」早以不足以形容日月潭令人讚嘆的美景，設身溶合在其境，涵碧樓帶給人們不單是景觀的震撼，而是多對身歷其境，身處清境的期待。

曾經是蔣公行館涵碧樓於1997年由鄉林集團購得，近年來持續的推陳佈新，歷經了18.6億的投資與改建於2002年3月3日開幕，新館以現代及自然的建築設計，將大自然匠心獨俱的美景帶入室內，溶合了美、優、雅、靜，日月潭涵碧樓擠身世界知名的度假勝地，更成為全球華人的驕傲。

賴鎰董事長在百忙之中親自接訪我們這群初出茅蘆的小朋友，演講的過程中，與大家分享了他的幼時的清苦，求學時期所經歷的點滴，更和大家細數當年隻身北上求學，以二房東的前衛思維省去了住宿的費用，為青年才子們開啓了對人生進取的新典範。

返台簡記

賴董事長在演講後，又親自設宴款待等我們，一道道鮮美精製的在地佳餚，加上甜美濃烈的小米酒，讓所有人齒留香，意猶未盡。

餐後賴董又親自帶領全體團員參觀全館，每一個角落，每一幕美景，賴董亦細細數來其歷史背景，設計及興建背後的努力，訪後亦親自送我們上車，在館前攝影留念，更致贈每人二本賴董的大作，事後在車上經僑委會隨行的吳處長及張科長告知，才知道這樣高規格的招待，賴董連外賓亦不曾如此過，對青商團而言，這是段引以為傲的回憶。

恐怖啊！！救人哦！！這青年軍似乎不知道什麼叫做累，驅車南下的路上，他們並沒有利用時間稍作休息，他們……他們竟然在後面現起了撲克牌！天哪！晚上還有高雄旅館公會的晚宴，難道他們不知道嗎？

抵達高雄國賓飯店，夜幕已悄悄地落下了，眾人在迅速地將行李拖入房間後便立即出發到河邊海產市中店，接受地主們熱情的招待，席開十桌，座無虛席，我們終於感受到南台灣的熱——天氣熱、人情更是火熱，他們的熱，更炒起了全場的氣氛，卡拉OK不絕，敬酒聲四起，連青商團成員也殺紅了眼，舉杯仰首一飲而盡，一瓶瓶的威士忌轉眼即告罄，年青人的力量不容小覷。

晚宴在歡笑乾杯聲中漸漸地落幕了，回到了旅館，大家仍然意猶未盡，唉……即來之，則安之，在招兵買馬後，一行十四人驅了四部小黃衝至Horny Dogs那是間小酒吧，有團員中識途老馬領路的兵臨城下，老闆和團員Richard噓寒問暖，員工們則著為傢俱搬家，替我們併桌，不久前飲下的威士忌似乎從未在他們的體內留下任何痕跡，

在Horny Dog，眾人的歡笑與勸酒聲此起彼落，好不熱鬧呀，結束後又有人興起主意，在老闆的指引下，我們五人又殺至腳底按摩館，唉……好日子不過，找罪受，但巨痛後帶來的舒暢，也算勉強算是種享受吧。

回到旅館時，已是凌晨四時了，小憩片刻後，便集合前往高雄餐旅學院拜訪，在那裡，年輕人與年輕人的交流，讓這票小員頓時像大哥哥，大姊姊，和一群未成年的學生交流但別小看這些學生，他們可是出類拔粹，不遑多讓，校園內備有一流的師資，也有完善的設備，更備有實際的旅館房間，接待室、酒吧、廚房及飛機座艙，在精心的接待與觀摩後，我們一行人便出發至真愛碼頭，準備遊愛河及高雄港。

風平浪靜，在高雄港內穿梭是個嶄新的體驗，高大的貨櫃輪與雄壯的軍艦，都在近距離的觀賞著，船上隨行的解說員，盡心地為我們細數著高雄港的輝煌歷史，不知不覺中，遊艇靠上了一所建築物，而那泊的所在，正是世界聞名的遊艇大王——高鼎遊艇Jade Yachts。

船上了船塢，放眼過去是一枝枝高高矗立著的鷹架，放在其後的是一艘即將完成的高級遊艇，雖然我對遊艇不熟悉，但總算也坐過范約瑟的豪華遊艇，眼前這艘相當具規模，又高又大，相信價值不菲對我這種小老百姓，便暫目望梅止渴一下吧！

返台簡記

除了那巨大的遊艇令人?舌結目外，令人訝異的也是那高規格的接待，董事長韓碧祥先生親自主持接待會議，並細述他如何從一個油漆學徒轉身為造船大王，更令人津津載道的是他傳奇的LV豪華遊艇承包案，也是他涉入遊艇製造，自中信造船延伸創立高鼎的轉捩點。

在參觀完高鼎後，離別的氣氛逐漸籠罩在眾人之中，在結束了高雄港遊後，全團即驅車至此行的最後一站——英國打狗領事館，這座二級古蹟於1865年由英商建造，是台灣因北京條約在台灣所建的第一座「洋房」，其名「打狗」，則是以當時地方的名稱所命名，除了臨海外，這座歷史文化的?居則是著名學府——台灣國立中山大學。

全團在這裡享用了午餐，當然，天下沒有白吃的午餐，由於當年的領事館亦具有海防的功能，於是便將它建在一個小丘上，要上那兒全團的人便一步一階地爬上頂端，對男生還好，但卻苦了女生，尤其是因正式服裝而穿了高跟鞋的女生。

大家在用餐後，藉機欣賞了一下美景的海景，在爬下階梯後，一行人便搭上了遊覽車，駛向了左營高鐵站，經過了五天四夜的朝夕相處，生死與共（喂...太誇張?吧）後分離總是會來臨的，抵達了高鐵站，大家便搭上了北上台北的列車，延途在停靠了台中及板橋後，以僅90分鐘的時間抵達了台北，台灣近年來的進步實是有目共睹的。

公會籌辦這次遠途的青商訪問團，其目的是為了提升新生代對旅館業及故鄉的了解，在短暫緊湊的行程後，我們可以很篤定地向大家報告：此行圓滿達成任務。



在此謹感謝僑委會的鼎力相助，全細膩的規劃與聯絡，也要向徐銀樹理事長領軍的台北旅館公會、觀光局、嚴長壽總裁、賴正鎰董事長、曾福興理事長帶領的高雄旅館公會、國立高雄餐旅學院的師生們及韓碧祥董事長，更要感謝許清松總會長、汪俊宇會長、邱垂煌僑務委員的居中斡旋，以及吳宣蓉和陳睿柏的呼朋引伴，當然也謝謝所有團員的參與以及你們一路所做出有紀律的傑出表現，在此也期盼2009年，風雲再起，訪問團再次成行。

HOW TO FIND AND BUY DISTRESSED HOTELS IN THE UNITED STATES

As Presented at the
Taiwan Hotel and Motel Owners Annual Conference
Los Angeles, California
June 15, 2008

By: **Catherine DeBono Holmes, Esq.** of
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Opportunity to Buy Distressed Hotels in the United States

Finding and buying existing hotels that are underperforming can be a better alternative to building a new hotel in many markets in the United States

There are risks to building a new hotel that are not presented to a buyer of an existing hotel:

- Risk and expense of obtaining local government approvals for building and operating a hotel
- Risks of new construction, such as costs exceeding budget and delays due to weather, lack of building supplies or lack of skilled labor to complete construction

Existing hotels that are performing below their competitors in the same city or area may present an opportunity to buy at a discount price and improve the hotel's performance:

- A hotel may be in need of general renovation to make it more attractive
- A hotel may need a new brand to attract new guests through a better reservation system
- A hotel may be in need of a significant upgrade in physical quality, amenities and brand to bring up its quality level to attract more upscale guests
- A hotel may need new management who are more capable and efficient than existing management

Existing hotels also present risks to a buyer that must be evaluated and reduced to the greatest extent possible:

- Liabilities of prior owner may in some cases be automatically assumed by buyer
- Environmental liabilities attach to every owner of real property
- Employee liabilities of prior owner may attach to new owner
- Tax liabilities of prior owner may continue to burden property after purchase by new owner
- Recorded covenants that burden the property will continue to apply to new owner

How to Find Distressed Hotels Available for Purchase:

Determine Acquisition Criteria:

- Preferred locations
- Preferred property type
- Size of property
- Cost - a minimum and maximum range buyer is willing to pay
- Current and potential cash flow yield of target hotels
- Potential appreciate in asset value of target hotels
- Ability to replace management and/or brand of target hotels

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Contact Potential Sources of Target Hotels and advise them of Acquisition Criteria:

- Hotel brokers (such as CBRE, Cushman & Wakefield, many local brokers listed in Hotel Brokers International)
- Asset managers (such as HVS International, Pinnacle Advisory Group, many local asset managers listed in Hospitality Asset Managers Association)
- Hotel Brands (such as the brands buyer already has relationships with)
- Industry consultants (such as PKF, Manhattan Hospitality, Warnick & Company)

Identify and Evaluate Potential Acquisition Targets:

Analyze the local hotel market -

- What number of available rooms at Target Hotel and total available rooms in local market
- What are the historic and projected occupancy rates for Target Hotel and other hotels in local market
- What are the historic and projected average daily room rates for Target Hotel and other hotels in local market
- What are the historic and projected Market Penetration (Target Hotel occupancy rate as percentage of Total Market occupancy rate divided by Target Hotel available rooms as percentage of Total Market available rooms) and Yield (Target Hotel RevPAR divided by Total Market RevPAR)

Analyze the physical condition of the Target Hotel:

- Design concept
- Configuration:
 - Mix of guest rooms and suites
 - Banquet and meeting space
 - Parking
 - Restaurants and bars
 - Recreational facilities
- Construction materials used relative to maintenance and durability
- Compliance with current and proposed building codes in local area

Evaluate Target Hotel Brand and possibility of improving RevPAR through change of brand

Evaluate management of Target Hotel - cost control, operating efficiency, marketing capability

Evaluate the potential for improved RevPAR versus the seller's asked price and cost of improvements of the Target Hotel

Evaluate the historical earnings, comparable sales prices per room for other hotels in local market

Make a decision whether to make an offer buy Target Hotel

How to Make an Offer and Negotiate Term Sheet for Purchase of Hotel:

- Make an initial preliminary and non-binding offer to purchase at a stated purchase price
- Initial offer is just to determine if the seller is willing to consider an offer at the stated purchase price
- Buyer may do this directly with Seller or through hotel broker or other intermediary

If Seller is interested in negotiating, prepare a detailed non-binding Term Sheet including the following basic terms:

- Purchase price and any adjustments that may be made either pre-or post-closing
- List of Hotel assets included and excluded from purchase price (usually land, building, FF&E, OS&E, food and beverage inventory, and transferable licenses are included, but cash, accounts receivable, prepaid expenses, and other deferred charges are excluded)

- Any approvals required for third-party financing as condition to closing
- Any financing terms requested to be provided by Seller (such as installment payments)
- Required condition of premises (such as whether any repairs are required to complete closing)
- Any other conditions required from Buyer or Seller to complete the sale
- Restriction on Seller offering Target Hotel to any other purchaser during negotiations with Buyer (this is very important to prevent Seller from trying to find a better offer while Buyer is negotiating)
- Proposed closing date

Complete negotiation of Term Sheet and have both Buyer and Seller sign it

- Term Sheet is non-binding, but provides the principal terms that Buyer and Seller have agreed to that will be in Hotel Purchase Agreement
- Term Sheet will require Seller not to shop Hotel while Hotel Purchase Agreement is being negotiated

How to Negotiate and Close a Hotel Purchase Agreement:

Draft a Hotel Purchase Agreement to include all of the following terms:

- Purchase price and terms of payment (such as deposits, closing payment and installments or third-party financing)
- Deposit amount, escrow holder (usually an escrow company in the U.S.) and terms under which Seller may retain deposit if Buyer does not perform
- Contingencies that will allow Buyer not to complete purchase without penalty, which may include:
 - Buyer obtaining third party financing of a specified amount
 - Buyer entering into separate agreement with a specified Hotel Brand that will allow Buyer to operate Hotel under new Brand or existing Brand (as Buyer decides)
 - Buyer obtaining required licenses (such as liquor license)
 - Buyer completing and approving due diligence review within a specified time period
 - If Buyer does not approve due diligence review, Buyer should have right to receive return of deposit
 - Buyer should have right to receive from Seller for due diligence review all documents requested by Buyer, including the following:
 - Five years' of Hotel financial statements and tax returns
 - Occupancy and average daily rate for last five years
 - Capital expenditures for last five years
 - Architectural and engineering plans and specifications
 - Copies of all inspection reports including health, fire, building and elevator inspections
 - Copies of all studies, including recent appraisals, market studies, environmental / engineering reports and marketing plans
 - Copies of all trademarks, tradenames and copyrights
 - Copies of all material agreements, including agreement with Hotel Brand, Hotel Manager (if independent), management employees and labor unions
 - Preliminary title report and pro forma title policy (which will show all existing liens and covenants that apply to property)

- Copies of all licenses material to operation of Hotel
- Copies of any pending lawsuits and details of any threatened lawsuits against Seller or Hotel
- Lists of hotel employees, salaries and benefits
- Lists of major group accounts
- Lists of major suppliers

- Hotel Assets included and excluded from purchase
 - Legal description of land
 - Description of all personal property being sold (major items should be listed in schedules to Purchase Agreement, such as vehicles, furniture, major equipment)
 - Description of business assets being sold (such as contracts being assigned to Buyer, licenses and any other rights or obligations being transferred to Buyer)
- Title insurance commitment and any Exceptions to Title
- Seller deliveries - any data and information that must be delivered by Seller to Buyer at closing (such as Hotel books and records, guest information, etc.)
- Seller representations - all facts and statements made by Seller on which Buyer is relying to purchase Hotel (such as condition of Hotel, Seller ownership of Hotel, no undisclosed claims and many other facts about Hotel)
- Buyer representations - all facts and statements made by Buyer on which Seller is relying to sell Hotel
- Pro-rations and Closing Expenses - allocation of prepaid costs and expenses and Closing costs and expenses between Buyer and Seller
- Risk of loss prior to closing - usually Seller bears risk of damage or loss of Hotel until closing
- Employee issues - usually Seller will terminate all employees on day of closing and Buyer will re-hire some or all of them (state laws must be consulted to make sure Buyer is not liable for Seller's employees after closing)
- Closing documents and procedures

Complete negotiation of all terms of Hotel Purchase Agreement and have both Buyer and Seller sign the Agreement

Complete all due diligence necessary for Buyer to make final decision to buy Hotel:

- Financial audit of Seller financial information
- Engineering inspection of all physical components of property, including mechanical, electrical, - plumbing, structural elements, telephone systems, computer systems and decor
- Legal verification of all contracts, licenses, permits necessary for Buyer to operate Hotel
- Title search - review of all factors that could affect Buyer's ownership of Hotel
- Property tax verification

Complete all other requirements and conditions for closing:

- Review all schedules prepared and delivered by Seller to Buyer
- Obtain all necessary third-party financing required to complete purchase

- Complete calculation of all pro-rations and closing costs
- Buyer sign new agreement with replacement Hotel Brand (if Buyer changing Hotel Brand)

Conduct closing of Hotel Purchase Agreement

- Buyer deliver purchase price to escrow - to be delivered to Seller upon completion of closing
- Seller deliver property deed to escrow - to be recorded by escrow agent with local government office
- Buyer and Seller each deliver all other documents required by Hotel Purchase Agreement to be delivered at closing
- Buyer and Seller make any announcements necessary to employees of Hotel
- Buyer proceed to remove any items with logos of Hotel Brand, if Brand being changed immediately by Buyer

How Buyer can obtain value from Hotel Attorneys and Consultants when buying a Hotel:

Hotel Attorneys are familiar with Issues and Process:

- Hotel Attorneys can help Buyer identify good Consultants
- Hotel Attorneys can help Buyer review Seller documents and identify problems that need to be solved before completing purchase
- Hotel Attorneys can help Buyer draft good Hotel Purchase Agreement to protect Buyer from unexpected problems and risks
- Hotel Attorneys can keep process of negotiation with Seller moving
- Hotel Attorney can help Buyer negotiate best possible agreement with new Hotel Brand or Hotel Manager, based on experience with same Hotel Brand and/or Hotel Manager for other clients
- Hotel Attorneys can make sure all required documents are delivered to Buyer at closing

Hotel Consultants can help Buyer Analyze Local Market and Possibility for Distressed Hotel to improve performance:

- Hotel Consultants can help identify sources of Target Hotels in local market
- Hotel Consultants can gather and analyze local market data and Target Hotel performance data
- Hotel Consultants can help Buyer identify new Hotel Brand that is best for local market
- Hotel Consultants can help Buyer obtain all necessary permits and licenses to operate Hotel

Conclusion:

- Buyers have opportunities to purchase distressed Hotels in the United States
- Experienced Hotel Attorneys and Hotel Consultants understand the issues and procedures and can help Buyers be successful in purchasing Hotels in the United States
- For more information about the issues and procedures involved in buying Hotels in the United States, contact:

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The United States Hotel Industry

Presented to the Taiwanese Hotel Owners Association

June 15, 2008

By Bruce Baltin

Senior Vice President

PKF Consulting

SUPPLY AND DEMAND

We have just come through a period of strong demand growth, coupled with limited growth in supply due to high construction costs from 2003 through 2007. Thus occupancies rose to historically high levels while growth in Average Daily Room Rates has exceeded inflation (growth in Consumer Price Index).

Demand growth has been healthy in all three major market segments, corporate travel, conventions and conferences and leisure travel. Thus demand growth from 2003 through 2006 exceeded the overall level of economic growth.

With the current softness in the U.S. economy and instability in the capital markets, demand growth moderated in 2007 and in 2008 has slowed down to near zero. Thus supply growth, albeit modest by historical levels, is greater than demand growth, leading to declining occupancies for the first time since 2002.

We expect occupancy to decline by about one to two points this year on a national level. In 2008 we expect growth in room rates to exceed inflation, but only slightly, leading to an approximate 3.0 percent growth in REVPAR (Revenue Per Available Room).

TRANSACTIONS

Through the middle of 2007, there has been a substantial amount of capital available for hotel investment, leading to a high volume of transactions at low capitalization rates and high prices compared to historical levels.

With a deep reduction in capital available for debt, lenders are being more conservative in their underwriting and more selective in deals being financed, leading to a slowdown in the volume of transactions. Deals are still being done, with capitalization rates increasing, lower loan to value ratios and more modest revenue growth assumptions than the past several years.

In contrast to the very large and complex deals underwritten by Wall Street over the past several years, the deals being done currently tend to be more single lender transactions, thus smaller and more straight forward than those of recent years.

This trend is being influenced more by the overall capital markets than by industry fundamentals as those remain strong compared to other sectors of the real estate market.

HOTEL BRANDS

Branding is playing a significant role in the industry as the number of hotel brands is growing.

Hotel companies are putting more effort into defining and positioning hotel brands.

Brands are being targeted to demographic and psychographic market segments.

Boutique hotels have been playing an ever increasing role in the industry, but some of those also are evolving into Brands.



Bruce Baltin

Senior Vice President
PKF Consulting

Bruce Baltin is a Senior Vice President and head of the Los Angeles office of PKF Consulting, a national consulting firm specializing in the hospitality and real estate industries. PKF Consulting is a wholly-owned subsidiary of Hospitality Asset Advisors International, a U.S. corporation with nine offices in the U.S. and an Asia division based in Singapore.

In his 27 years with PKF Consulting, Mr. Baltin has had wide-ranging experience in the hospitality industry, engaging in market demand studies, valuations, economic and operational consulting, and in dealing with leases, franchises and management contracts. His industry experience includes hotels, resorts, clubs, restaurants, theme parks, and national and state parks.

He has frequently been quoted in the national and local press and regularly testifies as an expert witness on various industry issues.

Prior to joining PKF Consulting, he taught at the University of Nevada, Las Vegas and was Corporate Operations Analyst for the Sheraton Corporation of America. He has lectured on hotel management at UCLA Extension and has also taught extensively at the School of Hotel Administration at California Polytechnic Institute, Pomona. He is a member of various professional and community organizations.

Consumer Trends - Differentiating by Design

Presented to the Taiwanese Hotel Owners Association

June 15, 2008

By Raj Chandnani | Vice President, Strategy, WATG

Mr. Chandnani will provide an overview of consumer trends, both from a demographic and psychographic perspective. He will elaborate on the forces affecting consumer expectations and hospitality design now and in the future. In anticipation of the next generation of guests, he will provide a glimpse of some forward-looking concepts that showcase innovations in the hotel industry and the Hotel of Tomorrow (HOT) Project.

1) Global Tourism

- a) US \$7 trillion in 2007
- b) 80% leisure travel
- c) US continues pole position in terms of economic impact, capital investment and international demand (but that is changing)

2) Global Demographics

- a) In 2011, the eldest baby boomers will reach the legal retirement age of 65
- b) Working class increases
 - i) 700,000 by 2020
 - ii) 1.3 million by 2040
- c) China and India
 - i) 2.5 million 2007
 - ii) 2.8 million in 202
 - iii) 3.1 million in 2040

3) Investment Trends

- a) Consolidation
- b) Public markets undervaluing sector
- c) Hotel companies moving towards "asset-light" model
- d) Hospitality gains credibility with institutional investors
- e) Opportunistic private equity investors
- f) International real estate transparency
- g) Cross-border investments
- h) Grappling with the credit crunch

4) International Trends

- a) Sustainability
- b) Rising expectations
- c) Lifestyle brands
- d) Rising middle class
- e) Multi-generational travel
- f) Low-cost carriers
- g) MICE (Meetings Incentives Conventions & Exhibitions)
- h) Spas and wellness
- i) Alternatives to traditional lodging demand
- j) User generated content gaining importance over pricing

5) Who are the customers of tomorrow, and what do they want?

- a) What are their desires and needs?
- b) What are they willing to pay for?
- c) How can you better serve them?
- d) To design for them and cater to them, you need to know everything about them

- e) "Why should I have to conform to fit into your world because of your unwillingness to understand and embrace mine?"
- 6) Why are they coming?
 - a) Business travelers - comfort, convenience and connection
 - b) Leisure travelers - memorable experiences, recreation, escape and entertainment
 - c) Incentive groups - rewards
 - d) Adventure travel
 - e) Eco-tourism
- 7) Demographics
 - a) Population diamonds split the population by sex, and stack the population by age groups in a line graph
 - b) Theoretically, the diamond should look like a bell curve, with the largest number of children and a smallest number of senior citizens
 - c) The working class supports children through education and senior citizens through social security
- 8) Mature Generation
 - a) Ages 80-103
 - b) Childhood influences - Roaring 20s, World War I
 - c) Coming of Age - Great Depression, World War II
 - d) Attitude towards the Establishment - "We invented it"
 - e) Notable figures - John F. Kennedy, Ronald Reagan, Walt Disney, John Wayne, Walter Cronkite
 - d) Attitude towards the Establishment - "We can get along without it"
 - e) Notable figures - Michael Dell, Michael Jordan, Courtney Love
- 9) Silent Generation
 - a) Ages 62-79
 - b) Childhood influences - Great Depression, World War II
 - c) Coming of Age - American High
 - d) Attitude towards the Establishment - "We inherited it"
 - e) Notable figures - Dick Cheney, Alan Greenspan, Martin Luther King, Jr, Martha Stewart, Elvis
- 10) Boomers
 - a) Ages 44-61
 - b) Childhood influences - American High
 - c) Coming of Age - Consciousness, Revolution
 - d) Attitude towards the Establishment - Anti
 - e) Notable figures - Bill Clinton, Donald Trump, Oprah Winfrey, Bill Gates
- 11) Generation "X"
 - a) Ages 23 - 43
 - b) Childhood influences - Consciousness, Revolution
 - c) Coming of Age - Culture Wars
 - d) Attitude towards the Establishment - "We can get along without it"
 - e) Notable figures - Michael Dell, Michael Jordan, Courtney Love
- 12) Millennials
 - a) Ages 0-22
 - b) Childhood influences - Culture Wars
 - c) Coming of Age - Optimism
 - d) Attitude towards the Establishment - Trusting
 - e) Notable figures - Sarah Hughes, Britney Spears

13) Psychographics

- a) Ideals
 - i) Moved by ideas, not impulses
 - ii) Focused on "should"
- b) Achievement
 - i) Values self-improvement
 - ii) Seeks approval from valued groups
 - iii) Makes choice to enhance position
- c) Self-Expression
 - i) Seeks adventure
 - ii) Emotionally liked to action
 - iii) Resist social control

14) Experience Economy

- a) Consumers are looking to "experience" affluence, break boundaries, explore cultures and create memories
- b) Trading Up suggests that you can classify consumers into neat little categories based on demographics
- c) When traveling, many consumers are aspirational, and experiment with a lifestyle that they do not necessarily accustomed to
- d) Brand shave evolved to align with the lifestyles of their targeted consumers
- e) When consumers aggressively seek out specific brands, that is known as "brand charisma"
- f) The hospitality industry can capitalize on established brands through co-branding
- g) Fashion merging with hospitality

15) Confluence of consumer trends

- a) Split presence
- b) Brand shave evolved beyond products and lifestyle
- c) Sustainability
- d) Authenticity
- e) Multi-generational travel
- f) Tipping point with wellness
- g) Delight in the details

16) LOHAS Customer

- a) Sustainability
- b) Alternative medicine
- c) Health and wellness

17) Designing for the future

- a) Personalize the guestroom experience
- b) Script new rituals and experiences

18) Design trends

- a) Bedding
- b) Residential ambiance
- c) Thoughtful and personalized details
- d) Orient towards the view
- e) Engage the senses
- f) WOW factor
- g) Larger guestrooms and percentage of suites

19) Evolution of guestroom design

- a) Modern aesthetics
- b) Strong connection to exterior
- c) Essence of local
- d) Innovative layouts
- e) Open spaces
- f) Conceals technology

g) Modern furnishings

h) Sophisticated clientele

20) Technology

- a) Millennials grew up in a world of technological innovations
- b) They don't know of a world without technologies, and they anticipate new technologies
- c) As a generation, they experiment and adopt new technologies much quicker than society as a whole

21) Guestroom Technologies

- a) Voice over internet protocol (VOIP) phones
- b) MP3 docking stations
- c) Jack-packs
- d) Slingbox
- e) Microsoft Surface

22) The Hotel of Tomorrow Project

- a) Robotics and animation
- b) Total connectivity
- c) Nanotechnology
- d) Personalization
- e) World flattening
- f) Creative commerce
- g) Try-vertising
- h) Modularity
- i) Renewable resources
- j) Hotels as power stations



Rajesh Chandnani

Vice President,
Strategy
WATG

Raj Chandnani oversees Strategic Planning and Consulting for WWATG. He has a wide range of hospitality industry expertise focusing on diverse segments, including consumer trends, travel and tourism, gaming, timeshare, residential and spas.

Chandnani is actively involved in the business development efforts in terms of identifying new project opportunities and forging strategic relationships. He also works closely with the firm's clients, and provides a wide array of strategic consulting for proposed development, including visioning and concepting, competitive positioning, supply and demand analysis, financial modeling and operator selection.

Chandnani has specialized in commercial real estate and hotel advisory services since 1994. Prior to joining WATG in 2001, Chandnani was as associate director with Insignia/ESG Hotel Partners, where he spent six years in a variety of capacities including asset management, investment sales, financings and portfolio due diligence. He was previously with PKF Consulting in Los Angeles, and has also taught classes on strategic planning, financial management, real estate finance, hotel development and tourism at UCLA, USC and Cornell University.

Mr. Chandnani was instrumental in WATG's collaboration with Mobil Travel Guide in the recent launch of their Spa Ratings. Chandnani is a board member on the Center for Hospitality Research, member of the Urban Land Institute's Hotel Development Council and has spoken at several industry conferences around the globe. He is a graduate of Cornell University's School of Hotel Administration.



**Marta
M.
Fernandez,**
Partner

Practice Summary

Marta Fernandez's practice focuses on advising management clients in all aspects of labor and employment law.

Ms. Fernandez's experience includes State and Federal employment litigation, wage and hour issues, National Labor Relations Board practice, management/union relations, discrimination claims, administrative proceedings and general advice and counseling for clients in labor and employment areas.

Ms. Fernandez's health care, hospitality and retail industry experience covers many areas as well, including: union prevention strategies, union negotiations, arbitrations, NLRB trials, wage and hour audits, State, Federal and administrative litigation, management training, and day to day counseling and advice.

Additionally, she also serves as co-chair to JMBM's Latin America Hospitality Practice Group.



Robert E. Braun
Partner

Practice Summary

Robert Braun's practice, spanning more than 20 years, focuses on corporate, finance, and securities law with an emphasis on emerging technologies, hospitality businesses, healthcare business transactions and financial institutions.

Bob counsels clients on regulatory, corporate, and strategic functions, including national and international matters. His practice includes business formation, franchising, financing, public and private securities offerings, mergers and acquisitions, venture capital financing, and joint ventures. Bob has extensive experience in software development and licensing, Internet privacy and electronic commerce transactions.

Bob has also represented clients in the negotiation of hotel and spa management and franchise agreements.



**James
R.
Butler, Jr.,**

Chairman,
Global Hospitality Group

Practice Summary

Jim Butler is one of the top hotel lawyers in the world. GOOGLE "hotel lawyer" or "hotel mixed-use" or "condo hotel lawyer" and you will see why. Jim devotes 100% of his practice to hospitality, representing hotel owners, developers and lenders. Jim leads JMBM's Global Hospitality Group? - a team of 50 seasoned professionals with more than \$50 billion of hotel transactional experience, involving more than 1,000 properties located around the globe. In the last 5 years alone, they have assisted clients with practical advice on more than 100 "hotel-enhanced mixed-use" projects, a term Jim coined to fill a void in industry lexicon. This term describes one of the hottest developments in real estate - where hotels work together with shopping center, residential, office, retail, spa, sports and entertainment facilities to mutually enhance the entire project's excitement and success.

Jim and his team are more than "just" great hotel lawyers. They are also hospitality consultants and business advisors. They are deal makers. They can help find the right operator or capital provider. They know who to call and how to reach them. They are a major gateway of hotel finance, facilitating the flow of capital with their legal skill, hospitality industry knowledge and ability to find the right "fit" for all parts of the capital stack. Because they are part of the very fabric of the hotel industry, they are able to help clients identify key business goals, assemble the right team, strategize the approach to optimize value and then get the deal done.

Jim is frequently quoted as an expert on hotel issues by national and industry publications such as The New York Times, The Wall Street Journal, Los Angeles Times, Forbes, BusinessWeek, and Hotel Business. A frequent author and speaker, Jim's books, articles and many expert panel presentations cover topics beyond the condo hotel phenomenon and hotel-mixed use, such as negotiating, re-negotiating or terminating hotel management agreements, development, acquisition and sale, hotel finance, complex joint venture and entity structure matters, workouts, as well as many operating and strategic issues.

Jim Butler is a Founding Partner of Jeffer, Mangels, Butler & Marmaro LLP and he is Chairman of the firm's Global Hospitality Group?. If you would like to discuss any hospitality or condo hotel matters, Jim would like to hear from you. Contact him at JButler@jmbm.com or 310.201.3526. For his views on current industry issues, visit HotelLawBlog.com.

獅子變成垃圾桶



使命必達的總裁有話要說

———— 嚴長壽

梁惠明

二十三歲，他從美國運通公司的傳達小弟做起，二十八歲，他已經是美國運通的總經理，三十二歲，他成為亞都飯店的總裁。

這是亞都麗緻總裁嚴長壽的履歷表，兩行，就帶過了二、三十年的歲月。

但是背後洋洋灑灑，信手拈來條條皆精采的故事，卻是說上三天三夜也說不完的天方夜譚，只是，別人的天方夜譚是神話，他的卻都是使命必達的成功案例。

多年前，國內的機械公會都是前往日本取經、參與機械展，沒有人要到遙遠又語言不通的德國參展。但是接獲使命的嚴長壽，為了打破這項不成文的規定，努力分析了兩國展覽的優劣，以鏗而不捨的磨功和合理的論述，成功說服了機械公會的成員前往德國，不但為自己獲得第一次前往歐洲旅行的機會，也促成台灣從此在德國機械展中不缺席的機緣。

這個故事，透露出幾個可以提供年輕人參考的成功要件：

第一：知己知彼

嚴長壽認為，知道自己的潛力優勢，認識自己，才能找到適才適所的未來。年輕人必須不斷問自己內心的感受，而不是聽從社會潮流，停留在舒適圈中載浮載沉。找出自己的優勢，才能培養更加精銳的競爭能力。

看自己是如此，看事業也相同。嚴長壽以亞都飯店為例，說明當亞都飯店因為東區興起而失去地理優勢的時候，他如何細心歸納出亞都的長處，幫助亞都轉型，再創新的高峰。知道自己的潛力，才有利基尋找優勢，放大格局。

第二：熱忱！熱忱！

為什麼同樣一件事，有的人做可以成功，有的人卻徒呼負負？很大的原因就在於有沒有熱忱。當人能對最微小的工作細節，抱持著用心的態度，熱忱就會被激發出來。

嚴長壽在新書《做自己與別人生命中的天使》中，提起藝人九孔的故事。當年九孔一心想演戲，卻苦無機會，只能蹲在攝影棚的角落，希望有露臉的可能。有一天，製作人王偉忠看到他，隨口撻下一句：「你也想演戲？沒有角色可以給你演，真想演，你就演隻『蚊子』吧。」這種接近屈辱的說法，大多數人都會覺得受辱而一走了之，但是九孔卻當下變身成一隻大蚊子，臉部肌肉開始抽動，手當成翅膀飛舞，嘴巴也嗡嗡作響，這番爆笑的轉變，為九孔打開了一條活路。

沒有熱忱，九孔還能轉身就化身為斑蚊嗎？沒有熱忱，誰能夠忍耐在飯店工作時遇上「奧客」無理的胡鬧？沒有熱忱，怎麼能夠讓餐廳放棄早就習慣的菜色，轉而創新菜單，提供更獨特的服務？但是就這麼簡單的兩個字，卻讓許多年輕人早早打了退堂鼓，形成「別人成功我失敗」的分水嶺。

第三：到底為何而做？

嚴長壽語重心長的說：「所有工作都是一樣，你的出發點，會決定工作的價值」。有的人追求高薪，有的人嚮往高位，有的人看到工作的另一面。



嚴長壽有一次在德國搭計程車的經驗，讓他深深感動。這位德國運將在車上放的是巴哈的音樂，細問下他發現，原來司機本來是教授，後來待業，轉行開計程車。車上的巴哈音樂，讓司機自己舒適，也讓乘客感受了他的精緻服務。

嚴長壽突然領會到，原來文化可以讓任何一個人在任何一個城市都從容，當你有這個自在的時候，不管你做什麼工作，你都會讓自己覺得，工作是一個「工具」，但人是很富有的；如果有這樣的心態去面對時，自己就會變天使，當你用這樣的心態去面對別人時，你就會是別人的天使。

在這個理念之下，嚴長壽把亞都這個地點不佳、年代久遠的舊飯店，轉型打造成為台北市文化界的地標，給了飯店新的形象，也讓更多人獲得滿足。

許多人愛問嚴長壽：「你的成功秘訣是什麼？」，他總是用垃圾桶來形容：別人不屑做的、不願做的事，他都會甘之如飴的搶過來做。光是這點，許多人就完全做不到。

不論是雄心大志的獅子，還是你丟我撿的垃圾桶，嚴長壽總是抱著keep on going的熱忱，永遠使命必達，默默在亂局中，伸出他獨特的高倍望遠鏡，看到更多完成不可能任務的方法。

總裁有話要說，我們應該好好的洗耳恭聽。

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