



北美洲台灣旅館公會 聯合總會

**Taiwan Hotel & Motel
Association of North America**

第四期
年刊





第四期年刊

這一年有著無數的感謝及感恩！



總會長 李昭寬

President's Letter to the Members

Mr. CK Lee

Time flies, now its time to pass this honor when I am still clearly remembering the moment of receive the honor. I couldn't smooth implementation of the services without the hard works by all previous presidents, support from all the directors and helps from our all departments. Director General, Director of Cultural Center of Consular Division, Taipei Economic and Cultural Office in Houston. I am hereby to express my deepest appreciations.

Undertaking difficulty, perseverance, wisdom of moving forward always is our goal. In the past three years, with the support from previous presidents and all directors , and Communicating of Taiwan Hotel & Motel Association in Florida, South California, New Jersey, Southwest area/Houston & New Orleans . The Association of North America has expanded and steady growing. North Californian & Arizona which we just contacted this year may join our association in the future. The Association had hosted a lot of interest programs, such as the literature of Series of Hotel, sharing the experiences. The discussion of how to manage the Hotel, How to develop the new hotel, how to get finance, how to remodel etc... The members would exchange ideas about investments, developments, labor & new law in different areas and enhance for communication of Mainstream of Hotel - Media Company and Government. We will work harder and stay together for our achievement.

Economic crises have obviously damages the hotel business operation. However, we leaned how to find the business opportunity during the crises during Taiwan Hotel & Motel association of North America holds the fourth second council in New Orleans this January. We believe, we could turn this crisis to a new business opportunity when combine the new technology with tradition hard working attitude. The power of new generation thought the training program for young associates could be another appearance.

Last year which was 1st training program for Young Associates, not only had new generation's participation but also enhance the commutation with all associates. The result is remarkable. , the 2nd training program will completed on May 19, 2009 and we will continue to cultivate the youth associates.

We trust there are outstanding people from every generation, Our business is not only to transfer the duties The most important is to commutate with new generation, exchange the new idea and past the honor to next generation.



總會長的話

總會長 李昭寬

時間過得真快，記得才剛剛接棒，轉眼又是要交棒的時刻。

「一柱難撐大廈」這一年來如果不是歷任會長的鋪路，各分會所有理事的支持和我們政府各部首長（處長、僑教中心主任、副主任）的鼎力相助、多方的庇蔭下讓我能順利地推展旅館公會的業務。在此我要向大家致最深最大的謝意。

創業的艱辛，守成的毅力，推展的智慧一直是我們執持的目標，總會過去三年承蒙各位前會長及理事們的努力，將南加州、美南、佛羅里達州、紐奧爾良、紐澤西等區的台灣旅館同業公會在不斷地交流溝通、合作之下已經逐漸的壯大，未來北加州，今年們更連繫亞歷桑那州希望不久也會加入我們的陣容。總會舉辦過許多有意義的活動，如旅館系列的講座，分享大家的經驗，如何經營旅館之甘苦談，如何蓋新旅館，如何籌資，如何改建等等。交換各地區有關投資、行銷、勞力、新法律方面之觀念及新知，加強對主流有關旅館方面之媒體公司、政府方面之溝通及交流，我們今後會更努力朝著這個目標，大家團結共同一致打拼。

金融風暴的侵蝕力顯而易見旅館的營運，不無受到影響，但今年一月份我們在紐爾良舉辦第四屆第二次理事會中的實務參訪上我們領受到危機中的商機。如果我們能善于運用新的科技給合我們傳統踏實的做法，相信各種危機也是另一種轉機和生機。

而新一代的培訓，新苗的培育又是另一種生機的再現。

去年第一屆青年返國參訪團，不僅讓新生代投入參與也促進了總會與各分會的交流，成效卓著。

今年第二屆青年訪問團也將在5月19日成行，來年我們會繼續推展青年才俊的培育。

相信「代代有都精英」我們的務不只是職務的交接，更重要的是新血的交流，新意見的交換和新手的交棒。

台灣旅館業看好紐奧爾良商機，北美洲台灣旅館公會聯合總會召開第四屆第二次理事於紐奧爾良考察卡翠納颶風後復甦情景。

北美洲台灣旅館公會聯合總會，由總長李昭寬召集於1月18日至19日在路斯安那州紐奧爾良市的Baronet Plaza Hotel舉行三天的理事會，除了來自美南休士頓、紐奧爾良代表外還有自佛羅里達、加州、紐約與紐澤西的理事們共30餘人參加，另駐休士頓台北濟文化辦事處處長陳方正、組長賴澄民與休士頓華僑文教服務中心主任盧景海也都到會，除了參觀紐奧爾良名勝古蹟與卡翠維颶風復建工作外，其就多項會務進行討論，與會代表還辦高爾夫球賽，參觀電影「亂世佳人」場景橡樹園農莊，以及夜遊密西西必河。

會中也請紐奧爾良的市議長，帶著市政府中經濟委員會主任到會中報告城市發展現況。

會議中一項重要的議題是籌組館公會青年回台訪問團第二代培訓班，自去年第一次開辦以來，碩果口碑都不錯，今年第二代培訓薪火相傳仍是我們的重點。

參訪團預定於5月19日出發，一週的行程中有4天在台灣各地參觀，今年參訪團重點放在宜蘭、花蓮地區，活動內容包專題演講與研習，以交換彼此心得，參訪團採自費參加，團員年齡限制在40歲以下，報名請聯絡：

謝坤增：713-502-3951或陳美芬：

281-380-1180，日期至2月15日截止。

第四屆 北美洲台灣旅館公會聯合總會理事名單



總會長
李昭寬



顧問
邱垂煌



顧問
陳美芬



顧問
許清松



副總會長
林宣昭



副總會長
楊喬生



副總會長
吳定達



副總會長
許文忠



副總會長
李春紅



祕書長
謝坤增



財務長
張榮森



當然理事
汪蔚興

2009 Taiwan Hotel & Motel Association of North America



當然理事
盧景林



理事
汪俊宇



理事
范約瑟



副總會長
陳翠玉



理事
吳國寶



理事
岳良佐



理事
鄭春暉



理事
陳展南



理事
楊麗燕



理事
鄧永征



理事
葉洪志

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第四屆理事名單

第四屆北美洲台灣旅館公會聯合總會理事名單

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<p>財務長 張榮森 John Chang Admiral Motel 4703 N. Main St. Houston, TX 77009 Fax:713-861-2362 Cell:713-861-6124</p>	<p>副總會長 林宜昭 Herman Lin Win Time Hotels Group 9335 Kearny Mesa Rd. San Diego, CA 92126 Tel: 858-695-2300 Fax:858-578-7925 Cell:619-813-9536 Herman.lin@yahoo.com</p>	<p>副總會長 楊喬生 Johnson Youn Golden Florida Realty & Invest. 5399 W Hwy 192, Ste. 310 Kissimmee, FL 34746 Tel: 407-396-0015 Fax:407-363-7578 Cell:407-908-1473</p>
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<p>理事 岳良佐 John Yua 9301 Airline Hwy. New Orleans, LA 70118 Tel:504-261-6468</p>	<p>理事 陳展南 Chan-Nan Chen Mo Do Inn 1040 Freeport St. Houston, T X 77015 Tel:713-455-6473 Fax:713-637-6139</p>	<p>理事 楊麗燕 Diana Lee Lee & Yang Enterprise Corp. 1108 Highway 35 Ocean TWP, NJ 07712 Tel: 732-531-1007 Fax:732-531-6472 leeyangenterprise@yahoo.com</p>
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勤業惠僑

馬英九



中華民國九十八年四月

英九

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利僑富國
促進睦誼

僑務委員會
委員長

吳英毅



敬頌

長官賀詞

北美洲台灣旅館公會聯合總會
第四屆年會誌慶

同 道 相 益
臻 榮 旅 業

交通部
觀光局
局長

賴瑟珍



敬賀

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第四屆年刊誌慶

近悅遠來
大業日新

駐休士頓臺北經濟文化辦事處

中華民國九十八年五月

友會賀詞

北美洲台灣旅館公會聯合總會
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會 氣 匯 聚
開 創 新 局

南加州台灣旅館業同業公會
會長汪俊暨全體理事

友會賀詞

北美洲台灣旅館公會聯合總會
第四屆會員大會誌慶

僑 澤 永 銘

臺北市旅館商業同業公會

理事長 徐銀樹 暨 全體理監事

友會賀詞

北美洲台灣旅館公會聯合總會
第四屆年會誌慶

嘉惠僑梓
任重道遠

高雄市旅館商業同業公會
理事長劉坤福暨全體理監事

敬賀

北美洲台灣旅館公會聯合總會章程

第一章：總則

第一條： 本會定名為「北美洲台灣旅館公會聯合總會」以下簡稱本會。
英文譯名為「Taiwan Hotel & Motel Association of North America」簡稱為(THMANA)。

第二條： 本會係以北美各州（或區域）並認同台灣之旅館公會為普通會員所組成，而各旅館公會之服務區域不得重疊。

第三條： 本會係非營利事業之財團法人，依法向有關機關辦理登記。

第四條： 本會會徽如附圖（待公開徵求後表決）

第二章：宗旨

第五條： 本會設立之宗旨如下：

1. 團結北美各區域旅館公會之力量，相互合作共謀會員之權益與福祉。
2. 促進各會員之互助及聯誼、交換旅館經營理念與經驗，提昇經營層次，共謀會務之發展。
3. 融入美國主流社會，加強各會員聯繫，擴大經營視野、開拓旅館業之國際觀與競爭力以提昇旅館同業之形象與地位。
4. 加強與美國及台灣有關機關各種工商及財經資訊之連繫，作為同業改進之參考。
5. 舉辦旅館專業之講習、進修、解決經營上各種困難，以提高經營效率。
6. 本會不具任何政治色彩。

第三章：會員

第六條： 會員分為普通會員及贊助會員二種，經二位普通會員以上推薦，並經理事會審查及表決通過後，始得加入本會為會員。

- A. 普通會員：各州（區域）之旅館公會為普通會員。
- B. 贊助會員：各公司行號、社團或個人認同本會及熱心捐助本會者得以加入本會為贊助會員。

第七條： 會員之權利

1. 普通會員具有發言、建議、提案、表決、選舉與被選舉權，但贊助會員僅有建議權利。
2. 參加本會舉辦之各項活動。

第八條： 會員之義務

1. 遵守本會組織章程及履行本會各項決議，並善盡心力達成任務。

第四章：理事會

第九條： 理事會為本會最高權力機構，每年至少應開會一次，如有必要時由三分之一理事連署後得召開臨時大會，由總會長於開會日十五天之前發通知會員參加。理事會，應有過半數以上理事出席並經出席理事超過半數以上同意，決議始生效。

第十條： 由普通會員推選一至五名擔任本會理事，任期與總會長相同。

第十一條： 理事會議應有過半數理事之出席，並經出席理事超過半數以上之同意，其決議始有效力。

第十二條： 理事因特別事故而無法出席理事會時，得以書面委託其他理事代理，但每一位代理人代理一人為限。

NATHMA-By Law

第五章：總會長，副總會長，秘書長及財務長

第十三條：總會長由各區域公會推薦人選輪流擔任，任期一年，每年自七月一日起至次年六月卅日止，各區域旅館公會輪流擔任總會長，不得連續輪空兩次。

第十四條：副總會長得由各普通會員選派一人擔任，任期與總會長相同。

第十五條：秘書長及財務長均由現任總會長提名，經理事會通過後任命之，任期與總會長相同。

第六章：名譽總會長及名譽副總會長

第十六條：名譽總會長及名譽副總會長：由總會長提名，經理事會過半數以上同意後任命之，任期與總會長相同。

第七章：顧問委員會

第十七條：本會得設顧問委員會，其名額及推選辦法由理事會訂定之。

第十八條：工作委員會為推行本會會務，視實際需要、經理事會召開會議決議，得設各種工作委員會，各委員會設召集人及副召集人各乙名，委員若干名，不以會員為限。由總會長提名，經理事會通過後聘任之，任期與總會長相同。

1. 會員審查委員會。
2. 法規委員會。
3. 會務委員會。
4. 財政委員會。
5. 選舉委員會。
6. 公關委員會。
7. 會員權益委員會。
8. 年刊編輯委員會
9. 網際網路委員會

第八章：會議及議事規則

第十九條：討論同一議題時，每人發言不得超過三分鐘，並以一次為限，但經主席許可後得以延長時間及次數。

第二十條：臨時動議案，必須說明理由後，由理事二人以上附議始成為議題，或否決理事會以前決議案，必須由五人以上理事連署附議，經全部理事三分之二表決通過後始生效力。

第二十一條：所有表決議案，得以舉手或投票方式行之。

第二十二條：除依本會章程規定外，有關會議規則以ROBERT RULES OF ORDER的程序法為準。

第九章：會址

第二十三條：本會會址得由理事會指定法定辦公地址或以每屆總會長之辦公地址為本會當然會址。

第十章：經費

第二十四條：理事會由總會長副總會長，各級幹部、理事、榮譽職人員自由樂捐外，得向有關單位募捐，以充實本會開支，其不足部份由總會長負責解決之。

第十一章：附則

第二十五條：本章程經籌備會（理事會）出席人員三分之二以上審議表決通過後實施，如有未盡事宜，修改或增補時亦同。

第二十六條：為便於推行會務，理事會得訂定章程施行細則

第二十七條：本組織章程經二〇〇五年六月十一日理事會通過後實施。

如何做好房地產

李昭寬

賺錢就是做房地產的目的，好的房地產就會賺錢，賺大錢的地產就是好的房地產。

以下幾點就是我對如何做好房地產的看法？

(一) 好的地點，所有房地產專家、學者都一致同意說，房地產的三要素是 **Lectio**、**Lectio**、**Location**，說來好像有點過份，但是好的地點，的確是好房地產最重要的條件，好的地點就是好的開始，好的開始就是成功的一半，在都市內有發展潛力的新興區，就會有很多好地點可以選擇，土地價錢節節昇高的地方就是地地點，雖然有點貴，但買下來是不會錯的，不會吃虧的，在 **Houston** 我們還有一家銀行叫美南銀行，那就是我們以高價買下的好地點，我們經營得如意稱心，在 **Las Vegas** 的大華超市前面，我們花了 30 萬把一個日本餐館買來，要拆掉，準備要開華泰銀行的分行，就是因為地點好。

(二) 好的時機，**Good Timing** 是決定這筆房地產成功的因素之一，在最適當的時機買進或賣出的房地產就會賺大錢的，通常我是比較注意買時的進價，至於賣時的價位，我不很計較，只要過得去就放手，留點錢給新來的人賺，才能抓進再來的好時機，從 2000 年到 2006 年間在 **Los Angeles** 經營房地產的人，大家都賺很多錢，只要有做就有賺，那就是 **Timing Right!**

在 80 年代中休斯經濟蕭條時，做房地產的朋友們都叫苦連天，相反的在同一時期的加州景氣繁榮，不動產節節升高，經營房地產的人，何止輕鬆，買低賣高就在轉眼之間。當時加州有個 **Broker** 跟我說：你拿個石頭往後一丟，**You hit it!**，在那個時期我在南加州也做了一點小投資，也賺不少錢，時勢造英雄，說得一語當真，1978 年我在 **Phoenix Az** 買了一塊 12.6ac 的地，就因為 **Timing Right** 當時正在 **Booming** 七年之後我以進價十倍的價錢賣出。可見好的時機能抓住就是能做好房地產。

(三) 好的膽識，要當機立斷，要有勇氣承擔風險，這也是做好房地產所應具備的條件，勝敗兵家常事，不進虎穴焉得虎子，計算一下，只要賠得起，看好就買，不要顧慮太多，才不會失去機會，常常會聽到朋友說，某某不動產他沒有買到，或他不敢買，結果讓別人賺了大錢，我自己也有這樣後悔的經驗。

(四) 好的伙伴，不動產經營是須要很多人的意見，多人的意見總比一個人強，就像開銀行，有董事會，許多董事一起商量就不會做出錯誤的決定，三個臭皮匠勝過諸葛亮，就是決定錯誤風險也是大家一起負擔，就不會有一牛足成干舌恨的事情發生。多人的力量生意也可做得大，但選擇好的合伙人也是很重要的一環，若能同心合力，取長補短又可輪流渡假，輕鬆愉快，凡事可成也。

(五) 好的進價：以最低的價錢買下的不動產就容易經營成本低、負荷少、將來賣出就會賺大錢，常人多說好的進價就是會成功的不動產。
 • 1974年我在台北新莊有七甲土地當時我因急著要出國，把那土地以1200萬賤賣給一位市議員，12年後他把那個地賣18億台幣，可見低價買進是有較好的機賺大錢。

(六) 好的經驗和知識，房地產的知識與經驗也是這行成功的要素之一，有豐富的經驗和知識的人做起房地產來就會比別人輕鬆，賺錢的機會也大，例如說如果你對該地區的都市計劃，區域的劃分以及建築法規或者該都市發展趨向，有很清礎的了解，你就會知道那個地段做那種公寓，或那種旅館，以及那個地段該做那種Shopping Center，在那個Corner應該建Gas Station，或者Pharmacy以及那一個Corner是適合建銀行，都有正確的主意，在Freeway邊上，在Downtown，以及Macro Area等地點該做那一種生意最適合，如何能最有效的運用該不動產的最高價值，等等這一些都要有豐富的房地產知識與經驗的人，才不做出錯誤的決定。
 • 我自己也學了好多年。

(七) 資金，資金是所有生意最基本的條件，不放頭款，在今天已經是不可能的事，不要妄想無本得利的事，但資本少也不要怕只要經營得當，小本變大本的。貸款也是資本來源之一，如果你的信用被某一家銀行看好關係密切，那你的資金就沒有很顧之憂，但你必須能以最有效的運用本金與貸款的比例，印度人最喜歡10% Down，我各人是喜歡30~50% Down，比較安全，借多一點錢可以做大一點生意是沒錯，可是Payment多負擔重，就會有週轉困難的憂慮，磨刀恨不利，刀利傷人指。

(八) 好的耐心，萬事起頭難，人生不如意的事十之有八九，萬一你做的生意不賺錢不用怕，只要不Give Up總會等到轉機的時候，不屈不撓就是成功之母，90年代加州景氣蕭條，我有幾?土地久久都賣不掉，到2000年初加州景氣又恢復了，那些土地都以比買價的幾倍價錢賣掉，只要有耐心的等，總會等到的。

如果你們也能夠做好以上六、七點的話，那你就是個會做好房地產的人，你們就會賺大錢，以上。

祝各位身體健康，萬事如意，謝謝。

作者簡介：美南銀行董事長，現任北美旅館總會會長，曾任美南旅館公會理事長、旅館開發商。



三十年來美南台灣旅館業的成長

陳英男

筆者旅居休士頓已屆卅餘年是旅館業主也是旅館經紀人，前後擁有旅館六、七家，有些透過旅館聲譽卓著的陳先生仲介出售，李先生（昭寬）也籌組由旅館業者組成的華資銀行（美南銀行）筆者暨家屬也是董事成員之一。打從1970年代末迄今華人的旅館業著絕大多數來自台灣，近年來經由筆者的引荐已有六、七位中國大陸的新移民亦開始進入旅館業，的確炎黃子孫刻苦耐勞勤儉持家經營有成致富者大有人在，有人資產已逾數千萬元，可見這行業的營利頗為豐富。

旅館業是華人所最愛，不僅擁有地產而且又屬生意是雙重的特性，有些人亦可由此辦身份（綠卡）居留，地產增值更不在話下。1980年代初直至2000年初，2001年的911恐襲紐約的世貿大廈，和最近（2008年中期）的金融大海嘯和景氣的低迷，我們華人的旅館業仍屹立不搖，是地產業的天之驕子，難怪旅館業者日衆，筆者熟知華人的旅館業，大致可分三段時期各有不同的特色：

一、1970年末迄80年代末：家庭式的經營，連鎖旅館漸露曙光，但單打獨鬥者居多。

美南旅館的開路先鋒當屬謝先生（坤增）夫婦以美金3萬元起家如今已曾擁有過4家之多他也是少數幾位的開發商之一。與李昭寬先生



幾乎同時自建旅館。當時另有陳先生（清亮）夫婦在San Antonio，休市西北區等；張榮森和陳展南也是早期的先鋒之一各有旅館，林先生（大滑），和陳先生（英男）等在休市內也經營；卓先生，葉先生（德雲），林先生（Bobby），張先生（新興）和吳先生在布希機場擁有一家規模大的獨立型旅館（內設餐飲部）。李先生除自建一家Travelodge外也在1988年在醫學中心擁有一家250餘房的旅館Tider II，連在Rice上大學的子女亦參與經營。遠在加州洛城的有旅館祖師的黃先生（逢春）也帶了數位高徒如吳先生（國寶），加州的邱先生（垂煌）也參加投資在Telephone的Skyline旅館，另黃先生也在Gulf Fwy和Pasadena, I-10/Memorial等處各擁數家旅館。這段期間，尤其80年代中期至末期，正值休市景氣低迷，百業俱廢法拍屋到處可見，唯獨旅館似未聞有被查封法拍情事。這段期間，華人的旅館業主大約有40餘家，範圍包括遠在San Agelo（離休市約370餘哩），Galeveston的尤先生和吳博士等等真是無遠弗屆。



二、1970年代迄1990年末：聯鎖旅館居多數，公司組織專業經營，美南台灣旅館公正式於1991年夏成立，會員日多迄今已有18年的歷史，成立的宗旨是集合會員與廠商洽談有折價優惠；保障會員間的權益，排解各類紛爭如與聯鎖組織（Franchisor）之爭執；培育第二代的精英延續公會薪火相傳等等。公會迄今已近百位（也有榮譽會員）。這段期間，會員們所擁有的旅館以聯鎖旅館居多數如吳先生的Howard Johnson；葉先生的Flag Ship海上大旅館（內有餐飲），還有蜜月套房250餘房；許先生的（文忠）的Quality Inn；和曹先生（禮訓）Pasadena Inn，筆者與合夥人陳先生（智樺）遠在Wichita Falls的Econolodge 100房間，華人的另一大手筆的李（英傑），朱先生和吳先生（國寶）的Ramada Inn和洪先生的Howard Johnso等同時一口氣買下了3家已關門大吉的旅館投下200餘萬成聯鎖旅館是華埠地區的地標之一；台灣的宋大夫一舉買下經由筆者做仲介的3家旅館也由此辦了綠卡身份。這段期間

也有一些員各有獨立型的旅館，如陳先生與曹先生的96客房生意極為興隆，?先生和鄭嘉明先生他們都是獨立型旅館的經營高手等等。這段期間華人擁有的客房旅館約3800客房，幾占全市旅館的8%聲勢不小。

三、2000年代迄今，營造商出籠，幾乎全為聯鎖高檔次。

李先生（昭寬）和數家中小型的獨立型旅館大都在興建中即售出，不可諱言，財源滾滴而來，是旅館界的大亨之一；許文忠先生在2004的華埠自建一家極高檔次的Hilton Garden（120餘套房內有餐廳，咖啡廳）生意極為興隆，他也是旅館界的大亨之一。這段期間來自中國大陸的新移民約有5、6位也由專家顧問的陳先生推薦來此擁有5-6家聯鎖旅館，總計這段期間總計華人的旅館數也已達70餘家左右，佔有全市旅館的10%左右，積極打入主流社，提高華人的經濟地位，並也參與政治活動。

本公會已於1990年末與台灣高雄－南加州旅館公會締結姊妹會，更於2006年加入新成立的北美旅館公會總會，本會的陳美芬榮任第二屆總會長，李昭寬即擔任第四屆總會長，今年的總會也即將於今年6月16日與美南旅館公會同時舉辦，預料年會定起高潮，屆時名流政要齊聚一堂，也預祝本總會暨美南旅館公的第18屆年順利成功。

編者按：陳英男是休士頓台美旅館投資負責人，曾任美南旅館公會理事長，美南新聞長年地產專欄作家。

金融風暴下的全國旅館的走勢

陳英男

正值景氣蕭條百業待興下，旅館業雖呈現些微走低，但仍較其他行業走俏。呈現好轉的美景，根據旅館業雜誌，旅館連鎖組織，專業化研究雜誌等之公佈資料顯示，目前全國旅館業之近況是：房間需求降低，新建築旅館供應減低，每日房間租金（**daily Rate**）下降。旅館出租率（**Occup. Rate**）些微降低，商業性的旅遊和會議中心的使用減少，汽油的上漲週日家庭的休閒旅遊遞減，也使得每日租用的所得（**Rev pars**）無形中減少。

一、 旅館業的現成事實一覽表（**Quick Facts**）就去年（**2008**）一年和今年前三個（**Jan~March 2009**）之比較：

1. 客房出租率，今年三個月（全國）平均是**47.7%**較去年的**52.6%**下降。
2. 房間需求的成長，今年前3個月下降**6.4%**較之去年的**0.2%**成長減少。
3. 房間的供應成長：今年前3個月的**3.3%**較去年的**1.9%**成長較快。
4. 平均每日的租金的年度變化：今年前3個月的**\$100.46**較去年的**\$104.46**，年度變化今年前3個月減少**3.6%**，而去年卻增加了**6.3%**。
5. 可租用的每日每房的平均收入：今年前3個月的**\$47.97**較去年的**\$54.98**，而年度的變化今年前3個月降低**12.7%**，去年全年較前年卻增加了**4.2%**。
6. 收入的成長：今年的前3個月減低**9.8%**，而去年卻增加**6.2%**。

7. 主要的經濟活動力明顯下降：今年非農業的在職員工預計將下降**280**萬人，較之去年全年的在職員工的**300**萬人下降，顯示對旅館房間的需求呈負面的影響。而且全年的期中較去年的期中（**Mid-Term**）至少下降了**3%**，這是指美國國內生產毛額，它會影響旅館業的房間需求量。

8. 新的聯邦小型商業貸款（**SBA Loan**）的新規定，歐巴馬政府為刺激經濟計劃對申請政府的小額貸款（最多可貸到**500**萬美元，即**SBA**的**504 Program**）的一些營運作業費用（**Processing Fees**）和保證貸款費用如同一般銀行的**Origination Fees**則一律取消，此對**SBA**的**7a Program**並不適用。

9. 新增的旅館房間開發商預計今年將造推出**13**萬房間較之去年推出的**12**萬房間，顯示遠景仍不錯，經濟會漸露曙光。由於新增建的房間增加，會迫使業主降低租金以保持市場的優勢和收入。

10. 貸款市場的萎縮，銀根緊，貸款機構的保守和條件的嚴苛亦會使開發商營造完工延後或取消有些建計劃



8. 新的聯邦小型商業貸款(SBA Loan)的新規定，歐巴馬政府為刺激經濟計劃對申請政府的小額貸款（最多可貸到500萬美元，即SBA的**504 Program**）的一些營運作業費用（**Processing Fees**）和保證貸款費用如同一般銀行的**Origination Fees**則一律取消，此對SBA的**7a Program**並不適用。

9. 新增的旅館房間開發商預計今年將造推出13萬房間較之去年推出的12萬房間，顯示遠景仍不錯，經濟會漸露曙光。由於新增建的房間增加，會迫使業主降低租金以保持市場的優勢和收入。

10. 貸款市場的萎縮，銀根緊，貸款機構的保守和條件的嚴苛亦會使開發商營造完工延後或取消有些建計劃11. 購買現成的旅館仍然有點具挑戰性，雖然地方性，州際性的地區商業根行或抵押商業貸款機構願意貸出的金額在400萬到600萬，但他們更願減少貸款風險，故較小額貸款如在400萬以下較容易。

二、經濟和市場的現況

就當前的經濟情況影響於旅館業主是：

1. 全球性的信貸市場的結凍，影響業主設法減少員工薪資，設法遣散或解僱員工甚或縮短營業時間。以知今年前3個月的解僱員工全國計（約）有9800人較之去年同期（前3個月）的5600人者多。

2. 雖然經濟前景暫不被看好，但新移民為生活計，仍對旅館業興趣多多，只是貸款機構趨向保守，貸款門檻標準高，更要求較多的頭期款，有些要求35%以上如無經驗可能要更多如40%的頭款。因此如符合SBA的貸款條件仍以**504 Program**為宜，有些地區性的銀行對新建的旅館較不受歡迎。尤其獨立型的旅館極難獲得貸款，有些新旅館更要求要室內走廊式的建築（**Interior Corridor**）或室內小型無跳板的泳池（最高深度不超過5呎）。

3. 現成旅館的成交價而言：

(1) 就過去12個月的成交價（中間價**Median Price**）是每房間6萬左右較前年12個月的價格格降低5%，較2005年高峰期已降低9%這都是由於急速的降低房間的需求量之故。

(2) 全面服務的連鎖旅館（有餐飲酒吧和會議廳或禮品店），其平均中間價為每房間為7萬4300元。

(3) 有限經濟型（無餐飲酒吧）的連鎖店每房成交價格為5萬5600，至於少數極有名的高檔次的連鎖旅館如**Hilton**、**Marriot**或**Ritz Carlton**等往往成交價為每房中間價的10萬左右。

總之，旅館的價值在未來的歲月將受市場需求和信貸市場的緊縮的壓力些微的降值。當然就增加房價的趨勢以刺激旅館收入增加，當然會影響（降低）RevPARs自然也降低其價值。

4. 旅館地產的指數（Hotel Property Index）

就指數為100Base Point，超過100者有改善，低過100為降低水準，就目前的指數全國只有3個市場：紐爾良（New Orlean）居第一位，休士頓和舊金山分列二、三，指數都超過100，其中紐爾良和休士頓沾了颶風Katrina和Ike的光，一些無家可歸（房間損傷）只有湧進旅館避難。就全國的旅館市場在去年最後3個月的表現其指數最大的降低分別是紐爾良，聖地牙哥和舊金山等處。

三、 今年內的全國市場的預測

1. 就價值指數（2008年）而言：最大為紐爾良（109.52），其為休士頓約105.94再為舊金山的102.08，其餘的26個主要市場均低於指數100，以Phoenix的91.98居殿後。

2. 租屋率：以紐約市的81.9%居冠，其餘如舊金山的75.0%，邁阿密的71.5%，波士頓的66.35%，費城的65.3%，洛杉磯的71.3%，表現最差的如Norfolk的55.1%，底特律的55.3%，達拉斯的58.9%都未見起色。

3. 平均每日租金：最高為紐約市的276.02元，舊金山的156.34元，華盛頓DC的153.31元，紐爾良的118.18元，洛城的127.94元，聖地牙哥的141.96元，休士頓的100.17元，底特律的86.81元，聖路易斯的87.19元Norfolk的88.63元表現較差。

4. 前述的平均每月租金大致指星級的旅館在較低檔次的如Motel 6、Red Carpet、Econolodge，大致其ADR也都在70元以下除非較新設備在熱門的地段如醫學中心，商業中心或著名的旅遊據點等處可能也會有80元以上。

5. 有些獨立型的旅館大致在50元以下，如在較水準低落較偏遠或不受歡迎犯罪率較高的地區往往在30或40元上下（全文完）

本文取材自Hotel Management, Smith Travel Research等此敬謝

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Best Management Practices

Discipline Issues

One of the most difficult tasks for management and human resource professionals is disciplining and/or discharging an employee. Many times in evaluating whether to discharge an employee, there are competing interests. For example, a supervisor may be at “the end of his rope” with an employee and demanding that the employee be discharged. On the other hand, there are issues with the employee which may open your company to liability if the employee is discharged. It is extremely important to handle these situations with care in order to avoid a costly lawsuit for your company.

The first thing you should consider when disciplining an employee is whether you have a handbook that governs the way this situation should be managed. Many handbooks provide guidance on how to handle certain types of disciplinary issues. If the issues fall within a policy set forth in the employee handbook, that policy should be followed. Many handbooks do have some type of disclaimer stating that the handbook is for guidance only and does not create a contract, and the courts give such disclaimers a lot of weight. However, if the handbook is not followed, an employee may still attempt to assert an action based upon the provision

of the handbook. While you may have a good legal defense, the costs associated with defending such a lawsuit are high. Thus, following the provisions of the handbook may prevent such a lawsuit.

Furthermore, the handbook should be applied consistently to all employees. Even if you do not have a handbook, it is very important that you treat all employees equally. Do not discipline one employee for violating a policy if you allowed another employee to violate the same policy (under comparable circumstances) without discipline. Most, if not all, employees feel they have been treated unfairly when they are discharged. Those feelings are usually intensified if the employee feels he or she has been treated differently than another employee under the same circumstances. When an employee feels that he or she has been treated differently than another employee is usually when that employee attempts to find a claim to file against the employer. If the handbook is followed consistently and/or all employees are treated consistently, a discharged employee will be less likely to claim that he or she was treated differently than another employee under the same circumstances.

The most important thing for managers and human resources professionals to do is document performance and/or disciplinary issues in the employee's file. Although there are occasions when an employee is discharged for one significant performance issue, most of the time there is a history of many minor yet pervasive performance and/or disciplinary problems with the employee. To avoid a costly lawsuit, it is imperative that the issues have been documented in the employee's personnel file and that the employee be made aware of those issues. When an employee is counseled on performance and/or disciplinary issues, the issue(s) should be put in writing. If there are terms for improvement or probation, those should also be clearly set forth in the document. The supervisor should meet with the employee and go over each issue. The supervisor should sign the document. The employee should also sign the document acknowledging that he or she received it, that he or she understands the issues, and that he or she understands what is expected of them in the future.



Documenting performance and/or disciplinary issues is important because the employee cannot later deny that he or she was reprimanded or that he or she knew the consequences of further issues. When such issues are clearly documented, it is much more difficult for an employee to bring a lawsuit claiming the employer violated the law.

Are you prepared to fight for business in '09?

Well, it's déjà vu all over again, the hotel industry is facing severe business challenges; how we react to those challenges will determine how quickly we can return to some semblance of profit growth. We have been through this before, but, this time, we have no idea just how severe it will get or how long it may last. I've heard from hoteliers all over the country; apparently many hotels are already feeling the pinch. What will you do?

Our industry has always tended to be reactive, rather than current, to changes in the economy. After all, hotels don't create travel; they serve it. There is little hotels can do to induce people to travel. People don't travel for the purpose of staying in hotels; they stay in our hotels because our hotels are located where they want or need to be.

When they do travel, they will continue to choose a hotel based upon whether or not its location, facilities, and amenities present the best value in the market. The question is how well will hotels compete for a larger piece of a shrinking travel pie. There are business people, all over the country, devising ways to reduce travel in 2009 and leisure travelers will, no doubt, follow suit.

When times get tough, we always have choices. Perhaps the easiest choice is to simply dig a hole, jump in, and curl up into a fetal position until the economy recovers. Of course, cutting costs and sitting-out the recession could easily lead to permanent damage to your business base.

Before you decide to sit it out by drastically reducing expenses, consider the bad consequences which are caused by lowering service levels. Sure, there is always some fat which can be cut-off without causing a negative impact on service, but caution, there is rarely any fat contained in your marketing program. Cuts in marketing should be done as a last resort only.

The Travel Pie is Getting Smaller; Will Your Slice Shrink Too?

There's no doubt that the competition picture heats up during a downturn. Upper-scale hotels will compete with mid-scale hotels, mid-scale with limited service hotels, and so on. That upscale hotel down the street will now be after your business. Can your hotel compete? Are you ready to join the battle?

For most hotels, it will be important to maintain a balanced attack among all sales channels. Personally, I don't agree with those articles suggesting that hotels should consolidate all their efforts into the Internet and electronic channels, alone. In my opinion, some of those articles are a bit self-serving. I believe that now is the time to escalate direct group sales efforts, refine front desk training, practice revenue management, and create new local sales partnerships.

It is also time for every hotelier to understand the power of the Internet. If you don't believe, by now, it may be too late for you. Experts agree that, today, more than 70% of all travelers use the Internet to research and/or book hotels online. Certainly, the vast majority of hotels have an online presence, but the quality of that presence differs substantially.

For hoteliers who want to stay in the game, your Internet presence is critical. You simply can no longer ignore how well your website is performing. I don't mean how many visitors your site gets, but how many reservations its producing.

For most hotels, it isn't a matter of increasing Internet spending, it's simply a matter of "spending it right". I sometimes shudder to see the big dollars being spent on website designs, SEO, and marketing efforts which are generally dysfunctional. This writer, along with many others, have published numerous articles highlighting the many do's and don'ts of hotel website design and marketing. Now that every penny counts, take the time to learn how to make your site a real business generator.



Strengthen Your Marketing Efforts

If all the data about the power of the Internet are correct, marketing on the Internet should become the central focal point for growing your slice of the pie in 2009. It is no longer adequate to simply have a website. Your hotel's website can be used to support your entire marketing program; it's a matter of learning how.

Your website can be used to announce and promote new packages and promotions, Re-think your information distribution methods; do you find that you are still printing brochures and rate cards with more and more left over every year? Are you using your website to promote group sales with "Hot Dates" and an online RFP? Are you using your site to publish guest experience testimonials? Are you selling location and activities first and your hotel second?

Take a good look at your website. Can people find it in a generic search? When they find it, does it look like a homemade template? Does the text sell area attractions as well as the hotel? Does the text drive visitors to your booking page? Did you pay a ton of money to have it developed and promoted, but it still doesn't produce business as it should? Does the developer of your site act like a vested partner in the performance of your site; if not, it may be time to change.

2009 will probably be a difficult year for our industry, but it's time to work smarter, and harder, to secure your place in the marketplace. Make marketing your first priority in 2009

Hotel reservations sales training tips – Circa 2009

For veteran hoteliers who are experiencing our industry's fourth economic down-turn in the last twenty years, it is interesting to see how consumers are reacting to the latest media-driven "fire sale" stories that "hotel discounts are there for the asking." In past down-cycles, such as in the early 1990's after the savings and loan crisis, again after 9-11, and once more in spring of 2003 when we were facing the treat of the Iraq war and SARS virus, guests increasingly turned to the Internet to find what they perceived as the absolute-best available rates.

Not surprisingly, during the most current economic down-cycle, guests still check the Internet first, although this is no longer a simple task. With the emergence of "meta-search" engines such as SideStep and Kayak, with more than 20 million guest reviews on TripAdvisor alone, and with new information being posted every day on social networking sites, prospective guests now have an overwhelming amount of information - and misinformation - available to them.

After spending countless hours online reading every hotel review, looking at every hotel photo (including seeing the real truth by visiting the "traveler photos" at TripAdvisor and video shorts at YouTube), and even trying to take the mask off opaque channels by visiting websites such as BiddingForTravel.com and BetterBidding.com, many of today's value-driven deal-seekers eventually become very confused and even stressed by their decision-making process.

Here in 2009, an increasing number of these multi-tasking maximizers in the end revert to a very old-fashioned tactic that is "so 1980's", which is to call the hotel directly and talk to an actual live person. What a concept! For evidence, just ask those fielding reservations calls how often they get asked right up-front "Where are you?" by callers who have checked YellowPages.com for a local phone number just to make sure they can reach an on-premise agent.

According to numerous travel experts, the most famous of which is Peter Greenberg (a.k.a. The Travel Detective), this is the very best way to get the absolute lowest rate. Many guests are also discovering that this is a great way to get a feel for the level and style of service they will receive as a guest.

As a result of these trends, it is more important than ever to carefully train your reservations (and front desk) salespersons to capture and convert every possible inquiry, while simultaneously increasing average rates by better-presenting higher-rated accommodations, packages and promotional offerings. Here are sales training tips for your next reservations meeting:

- **Level The Playing Field On Rate Parity.** Despite all of our focus as an industry on this issue over the years, all too often callers want to book with a voice agent they've connected with personally, but the reservations agent's system doesn't show the same rate the caller sees online, frustrating both parties.

- **Train Your Staff In "Channel Conversion" Techniques.** So many of today's hotel reservations sales inquiries occur only because consumers want to double-check a best-rate. Converting these calls into bookings not only saves distribution costs and OTA commissions, but it also ensures the caller won't end up selecting a different hotel off a menu at an OTA website.

- **Don't Give Up When Caller's Say "Just Give Me The Rate."** It cannot be denied that a segment of today's callers represent the extreme version of our value-driven deal-seekers who start off with a direct, blunt question of "I just need to find out the total price..." spoken forcefully. Step One is to seemingly-concede: "Certainly, let me check that for you right away..." and then to ask the Inventory Search Questions needed for quoting availability and rates, such as the dates and number in the party. Step Two is to then ask "While I'm checking that rate for you, are there any questions I can answer for you about the hotel or area?" which will often open the door to a conversation vs. fulfilling a transaction.

- **At the same time, we must honor caller's who respond with "No thanks, just give me the rate."** Let's remember these callers have already invested precious time researching price online, so we need to respect their quest to price-shop for the best available value. When caller's insist on a rate and decline information on the hotel, Step Three is to proceed with quoting the lowest available rates first. But then after seemingly conceding, agents can immediately resume control by then asking questions such as "How does that sound?" and/or "Will that meet your needs?" and/or "Is there something special you are looking for?"

- **To the extent possible given your reservations systems and procedures, provide your**

agents with the ability to reference "Normal" (such as "rack" or "high season") rates to position lower rates as already being a good value. For example: "This rate normally runs X, but for the dates you are looking at we can extend you a special rate of Y."

- **So many hotels are running special rate offers, discounts, and promotions.** Of course many callers seek these rates over periods of peak demand, such as during holidays, events, or other special circumstances. When callers ask for these rate offers by name, indicate that they are "sold out" vs. "not available."

- **If you can't secure the reservation during the first attempt, train your agents to leave the "next step" on their to-do list.** At minimum, invite the caller to become a guest and express interest in having them call back. Where operational systems allow, offer to e-mail links to the accommodations discussed, and add a short personal note regarding their situation or story. (This is an especially important step for resorts and luxury hotels who want to outsell their competitors.)

Certainly, today's callers are more aggressive than ever in seeking the best rate. Some reservations agents - and even a few managers - seem convinced that "all the caller wants to hear these days is the rate." So what are we to do? Just give up selling and quote rates all day? Well if you want just as much business as all of the other hotels in your market are getting, just keep doing the same things the other hotels are doing, which is conceding to the rate question and allowing buying decisions to be made on price alone. On the other hand, if you want to capture more business than your competitors, focus your attention on the "store-front window" to your hotel, which ironically is once again your reservations and front desk team.

Hotel management and marketing in a recession - Insights and suggestions to thrive, not just survive

Revenues are down, or flat at best, and you're now looking for ways to cut expenses. For some reason, this is where the minds of hoteliers turn from driving profit to basic survival. Having been there, I understand how difficult it is to operate a hotel in times like this. Making those decisions, what to cut, what to keep, is one of the hardest parts of your job.

It's time to prioritize operational and marketing functions; you don't have to do everything, but you do have to do the right things. While prioritizing those functions, choose those which provide the best return-on-investment no matter what the cost. Shoot for the near-term and long-term results you will need to grow your business. Blindly cutting programs just because they may require a continuing investment is very short-sighted.

The best way to convince yourself to continue spending in a recession is by understanding that hotel marketing requires a sustained effort and results are cumulative and tend to compound. When the economy turns around (and it will), your hotel will be in a much better position.

The arguments for continuing to spend in a weak economy are tried and true and are based upon solid economic realities. Should your competition cut too much, while you decide to maintain your marketing spending, you'll have an excellent opportunity to gain market share. The Internet should produce at least 30%, or more, of your total business; yet we see too many hoteliers that are not totally engaged in this marketing tool.

Opportunities to pick-up new business will present themselves; travelers don't disappear, they simply look for more value-based alternatives. Travelers

will grow conservative, but they don't vanish. Building business can be thought of in much the same way as building a retirement fund; slowly and cautiously.

Trips will be shorter, more compact with less ancillary spending. For now, there will be fewer business dollars in the marketplace, but, even slight improvement in the economy, will encourage companies to return to normal, or near normal, travel schedules. Having already reduced corporate waste and having trimmed operating expenses, companies will return to a travel solution to grow their revenues. They can't function without it.

Some Change Is On The Horizon

Of course, only the foolish will continue to operate "normally" in a recession. Sharp operators will implement new marketing and operational strategies. Consider new co-promotional strategies to leverage relationships in your market. Create new value-based promotions and make new value-added deals with companies and groups. Connect with your transient business base with more one-to-one contact and personal service. In order to build business, you need to keep the business you get; just think about how much it cost to get that business in the first place.

Learn how to use TripAdvisor to solicit and retain business; consumer-generated comments have become a stalwart force in the hotel selection process. TripAdvisor even provides an RSS feed, which will automatically notify hoteliers when consumer comments are posted. Monitor good and bad comments; you can learn from them.

This is a good time to hone your skills in revenue management. Even in a recession, there will be business spikes, which will give sharp operators the opportunity to boost average rate and maximize occupancy. Don't leave money on the table. Average rate drives profit. Remember also that often your published rates define your product and service. Rates that are too low erode your superior presence in the marketplace.

Step-up your training efforts for all customer-contact hotel associates, especially sales. Climbing out of this economy will require good skills, practice, and knowledge. There is no longer any time to let people develop naturally and at their own pace. Many of these training programs are very affordable and don't rule-out Webinars and WebCasts.

The basics never change and they never fail. Don't even think about going beyond the basics until they are learned and practiced until perfected. I see too many sales people who are anxious to get into the more sophisticated sales techniques without first nailing-down the most fundamental principles, first. Time is your most precious commodity; don't squander it.

Recessions always result in compressing the marketplace; that big-box, full service hotel down the street will now be after your business. As the business pie shrinks, the number of hotels in your competition set will increase; everyone wants to grow their slice of the pie. Hotels which present the best value to consumers will succeed, not hotels with the lowest rates. Resist the overwhelming urge to just reduce rates; that has never worked and usually starts the dreaded downward spiral.

Be smarter about what actually motivates people to choose a hotel; it's value. Packaging and value-added programs are excellent vehicles to appeal to travelers in tough times. One of my mentors taught me long ago, "don't sell out of your

own wallet"; talk to your guests and find out what motivated them to choose your hotel, don't simply use your own judgment.

This is an excellent time to define or rediscover the core values of your brand or independent hotel basic operating standards. Trying to be something you are not, or can't be, is simply wasting time and effort. We have hotels designed to serve various markets because there are various traveler segments in the marketplace. Move forward with creative strategies to serve your core audience, while reaching out to one or two new related segments of business; but don't bite-off more than you can chew.

Focus on spending time to do the right things and to do those things right. The Internet and other forms of electronic marketing are very under-utilized in our industry; too many franchised hotels are leaving this market completely in the hands of their franchise. Yet, only 20% of consumers, who search for hotels on the Internet, search by brand name.

Some franchises do an excellent job, but some do not. Unfortunately, some franchises still resist allowing their members to help in this effort by having their own proprietary websites, even when reservations are directed to the franchise booking engine. Someday, I hope this changes, if only for the overall financial health of their franchisees and the industry as a whole.

Your presence on the Internet can produce an added boost to sales; take another look at your site and compare it to the other hotel sites in your market. I don't know of any marketing expense which can provide a faster, more long-lasting return on your investment.

Above all, stay positive. Don't allow yourself or your staff to buy-into the recession woes. Many hotels will thrive, not just survive, in this economy. You will do, what you believe you can do.

The Taiwan hotel industry favors New Orleans business opportunity.

Taiwan Hotel & Motel association of North America holds 2nd meeting of No. 4 council in New Orleans and visit the recovery scene after Hurricane Katrina

The 3-days meeting was convened by Mr. CK Lee , Chief association president of Taiwan Hotel & Motel association of North America on January 17 , 2009 at Baronne Plaza Hotel in New Orleans, LA. There were more than 30 directors attended the meeting, including the representatives from Florida, California, New York , New Jersey ,Southwest of Houston & New Orleans. Mr. Jim Ching-Hi Lu, Cultural Center of Taipei Economic and Cultural Office in Houston, Mr. Joseph F.C. Chen, Director General, Taipei Economic and Cultural Office in Houston and Mr. Cheng-Min Lai ,Director, Consular Division, Taipei Economic and Cultural Office in Houston were also join the meeting.

The members visited the famous scenic places & recovery sites after Hurricane Katrina and discussed the all conference subjects. The association has held the Golf tournament, trip to movie scenes of Gone with the wind, Oak trees farm, a walking tour of the bank of the Mississippi River in New Orleans. During the meeting, President of city council and members of economic Deployment Committee of City of New Orleans came and talked about the current development actives.



One major topic was preparing 2nd training program for young associates visit Taiwan. We have received compliments after the accomplishment of 1st year program 2008. We would like continue the training problem and treats as an important target.

The delegation will leave on May 2009, The young associates will visit the cities of Taiwan for 4 days during the 1-week trip and will focus on I Lan , Hua lien area. The actives includes keynote speech & dissociation. The Training problem for associates under 40 years old and the trip is at their own cost. Please contact Mr. Ted Hsieh 713-502-3951 or Mrs. Mafen Chen for enrolment of the program. Please note the deadline on 15th February, 2009.

有降必會昇

汪俊宇

南加州台灣旅館同業公會會長

歷史常扮演著一個有趣的角色,常會不斷的重覆發生,7月1990至3月1991年8個月的經濟衰退而導致從2月1900年至3月1991年的旅館業的衰退,此種衰退部份起源於儲貸銀行的營運脫軌,而起因亦來自於借貸於不良的資產及信用有問題的借貸人,如同前FDI及RTE的總裁William Seidman所言八十及九十年代的儲貸銀行問題主要來自房地產之不良貸款,美國國會在1981年通過一個法令允許儲貸銀行將其借貸的貸款出售以便尋求其他投資,此法案之通過更是鼓勵銀行出售其貸款。而華爾街看準了儲貸銀行在此方面欠缺經驗,於是向儲貸銀行以折扣價購買其貸款且建議其購買政府債券,而華爾街在其中賺取豐盛的費用,而此亦導致1990-1991年的經濟衰退。

而同樣的模式在此波不景氣中發生,地產業在1997年至2006年之間上漲124%,由於華爾街參上一腳,而使得貸款變的容易,此亦刺激一般美國百姓向銀行用其住家借貸第二貸款,而當貸款利率低時較無任何問題,銀亦樂於借出貸款尋求利率收入。

銀行一般以銀行存款借貸給借款,但由於華爾街亦想分享此地產榮景。華爾街利用投資人的錢經由股票集資的型式借貸給房產,不止如此,更進一步的開放貸款給一些高風險的借貸人此亦為借貸危機的來源,此種貸款從1994年的3百50億,成長到2006年的6兆美元。

問題更嚴重的是為了賺取更多的利潤,一種高風險的貸款工具資貸產生,次貸提供一種無收入、無工作、無資產的貸款,並同時提供變動貸款,此種貸款提供初期低利率,甚至初期的付款低於此低率,而將其應付而未付的利息,加在本金上。

據估計在2004年至2006年之間約有三分之一的這種貸款利息低於4%但是此種利息在過了最初的低息期會大幅增加,有時甚至付款為原來月付款的一倍,而由於此種借貸給信用差貸款人的貸款,本身具有高風險,使得很多此種貸款發生問題,此外,此種投資股票型態的貸款,在股票評估師的高評估上得以容易的賣給投資者,高評估此種股票的情況下,很多投資者認為此為高品質的股票產品,以至於2004-2007年間,很多銀行,投資銀行、保險公司等均以為此種投資安全可靠,且利潤佳,在此情況下,紛紛下來投資,此亦刺激房價的上升,但問題是一旦壞帳增加的情況下,房價開始下滑,此亦影響此種貸款股票的價格,所以在2007年當貸款壞帳增加時,此種股票價格下降,而使得股投資者產生巨額損失。

8. 新的聯邦小型商業貸款(SBA Loan)的新規定，歐巴馬政府為刺激經濟計劃對申請政府的小額貸款（最多可貸到500萬美元，即SBA的504 Program）的一些營運作業費用（Processing Fees）和保證貸款費用如同一般銀行的Origination Fees則一律取消，此對SBA的7a Program並不適用。

9. 新增的旅館房間開發商預計今年將造推出13萬房間較之去年推出的12萬房間，顯示遠景仍不錯，經濟會漸露曙光。由於新增建的房間增加，會迫使業主降低租金以保持市場的優勢和收入。

10. 貸款市場的萎縮，銀根緊，貸款機構的保守和條件的嚴苛亦會使開發商營造完工延後或取消有些建計劃11. 購買現成的旅館仍然有點具挑戰性，雖然地方性，州際性的地區商業根行或抵押商業貸款機構願意貸出的金額在400萬到600萬，但他們更願減少貸款風險，故較小額貸款如在400萬以下較容易。

二、經濟和市場的現況

就當前的經濟情況影響於旅館業主是：

1. 全球性的信貸市場的結凍，影響業主設法減少員工薪資，設法遣散或解僱員工甚或縮短營業時間。以知今年前3個月的解僱員工全國計（約）有9800人較之去年同期（前3個月）的5600人者多。

我深信，機會時至，但我們需非常有耐心的等待及做好準備工作，這次與上次不同之處在於銀行比上次更有耐心而願意給借貸者延期貸款，而與貸款者配合。

事實上由於旅館收入及租房率的減少而減少其每房間所產生的淨收入（Revpar），而由於股票型貸款的欠缺靈活性將有一些問題貸款。

而此波中旅館經營能力及財力雄厚的個人或集團，且有冒險的精神，將是此波後的贏家，尤其以善於與曾行談判及建構買賣方式的投資者，更亦求取佳的機會。無論如何，機會將來，在不久的將來我們會知洗牌的結果。



What's come down will goes up

By: Gerald Wang

Current of President of Taiwan Hotel, Motel Association of Southern California

The funny thing is the history do repeat itself sometime. United States experienced an 8 months recession during July 1990 to March 1991 and our Lodging Cycles of recession during that period of time is 13 months during February, 1990 to March, 1991. The cause of the recession of our Lodging Industry and real estate market may be arise from the slowdown in the Saving and Loans failures. And the Saving and Loans failures may be caused by lending to the unqualified assets and borrower. L. William Seidman, former Chairman of both the Federal Deposit Insurance Corporation (FDIC) and the Resolution Trust Corporation, stated, "The banking problems of the 80's and 90's came primarily, but not exclusively, from unsound real estate lending."

In September 1981 the Congress passing a bill allowing the S & L to sell their mortgage and use the cash generated from the sell to seek for better returns. That it made the S & L eager to sell their loans. The major Wall Street firms were quickly take the advantage that the S & L is lack the experience by buying from S & L at 60% - 90% of the value of the loan and then package them into a government-backed bonds (like Ginnie Mae, Freddie Mac etc.) S & L were buying those bonds and holding \$150 billion by 1986, in the meantime they were charged substantial fee for such transaction. The federal reserved also trying to wring the inflation out of the economy.

The price of the typical American house increased by 124% between 1997 and 2006. That encourage the USA household to take a second mortgage secured by the appreciation of their prime resident at lower interest rate. While the interest is low there would be no problem. And the lender is enjoy their return by providing the loan to their customer.

The original mortgage model is for a bank to originating a loan to the borrower. With the advent of securitization that is created by the Wall Street, the traditional model has given away and transferred to investors through the MBS(Mortgage Backed Security) and CDOs(Collateralized Debt Obligations). With this kind of new model of lending. Lenders began to offer loans to higher risk borrowers. The amount of subprime mortgage raised from \$35 billion in 1994 to \$600 billion in 2006. The problem is the subprime mortgage is offered "no income, no job and no assets" loans. The lender also offer the adjustable-rate mortgage (ARM), of which allow the homeowner to pay the interest or pay a variable amount that could be less then the interest with any unpaid interest add to the principal during the initial period. An estimated on-third of ARMs originated between 2004 and 2006, the interest rate is below 4%. But the problem is the interest is increased significantly after some initial period, even sometime doubling the original monthly payment. People with poor credit the amount of default loan is beginning to raise while

the loan payment beginning to increase. The other problem is the rating agency granted a high ratings to the MBSs means that mortgage with high risk of default rate can be sold easily to “warehouse” that actually shifted the risk from the mortgage originator to investors. High ratings encouraged investors to purchase securities backed by subprime mortgages of which helping finance the housing boom. The problem is the reliance on agency ratings were led many investor to believe that the subprime mortgage as high quality securities to invest. Many institutional investor, investment bankers in particular issued a large amount of MBSs mortgage during 2004-2007, essentially betting that the housing prices will continue to rise and the borrower will continue to make the mortgage payment. The investment strategy is profitable during the housing boom, but it resulted a large losses when the mortgage began to default and the house price began to decline. Beginning in 2007, the individual investor and the institutional lender holding the MBS begin to suffer significant loss resulting from the high default rate of mortgage and the decline of the value of MBS loan.

The Saving and loan crisis of the 1980s and 1990s is so similar to the subprime mortgage crisis that is occurred right now of year 2008-2009. Looks like the history do repeat itself.

There is no doubts that we all face the midst of an unprecedented economic crisis that creates challenges for us. However, we have persevered through hard time before.

Looking back of the US recessions during July 1990 to March 1991 that is lasting around 8 months of which impact our lodging industry around 13

months from Feb 1990 to March 1991. And under the government actions of emergency economic stabilization act of 2008 and creating (“printing”) \$1,3 trillion of currency (so far)-total outstanding currency=\$10.6 trillion. The implications could be result to the following:

1. Slow on the US bank deposit.
2. Lower US dollar
3. Increased costs for imported goods and service.
4. Higher interest rates.
5. Possible high inflation, more U.S. dollars relative to the value of goods and services.

We all face the midst of an unprecedented economic crisis that creates a challenges for us. However , we have persevered through the same hard times and opportunity before. I do believe from last crisis and opportunities. This is the time of opportunities that occurred once in our life time. It just the matter of risk taking that anyone willing to take that will reward in a big time.

I believe the opportunity will knock and we need a lot of patient. The different this time compare of the downturn last time is the lender also has been patient giving the owner of extension instead of take back the property. The realities of the RevPAR declines come in the level of defaults especially in the CMBS realm. I also believe the winner going to be those who really know the operation and financial sound group that willing to take the risk. And for those who know how to structure and negotiate with the lender or owner also will take the advantage of this once in the life time opportunities. But one thing for sure there will be an opportunity and we will know who is going to be the winner at the end of this turmoil in the years to come.

收益管理在實踐中的巧妙應用

「可變價格」和「需求基礎價格」,是酒店根據不同房源需求狀態,運用收益管理原理對於同樣客房提供給顧客不同房價的兩種理論價格。這種理論價格如何被顧客接受,是酒店實行收益管理中必須解決的一個基本問題。

為了減少顧客對於同樣客房,在不同時間酒店提供不同價格的困惑,酒店行業推出了「Best-available-rate」BAR的概念來幫助顧客理解。這一概念可以用一名顧客預訂一個酒店三個晚上的住宿來解釋,按照酒店沒有實行收益管理的前提,酒店會給出三個晚上一個同樣的平均房價;如果酒店實行了收益管理的方法,會根據三天不同的房源情況,每天給出不同的房價。這個概念的推出,極容易幫助顧客理解酒店的價格政策,可以幫助酒店順利推行收益管理的方法,從而在同樣數量客房的銷售結果上,得到比原來高的收入和利潤,並同時保證顧客的滿意指數。

顧客對於酒店的房價往往存在一個期望和現實的差異。一般酒店,對於接到一個三天住宿的預訂,往往會基於這段時間的平均客情和價格行情,提供給顧客一個適用於三天的平均實際房價。

「BAR——最合適的可售房價」,是一種能試探顧客對於房價期望和現實差異反應的有效方法,送呈給顧客的是「每一天最合適的可售房價」,顧客在理解和接受的基礎上,會覺得酒店對於顧客在價格上體現的公平和公正。比如說,一名顧客要求一周內的三天預訂,酒店根據「BAR——

最合適的可售房價」原理,告訴顧客,前兩天的房價為¥860,但是第三天由於客房緊張,房價需要¥1060,三天合計房價為¥2780;另外一種方案,酒店提供三天的實際平均¥960的銷售價,三天合計房價為¥2880。通常情況下,顧客一般都會選擇第一方案,並且為酒店的公正而滿意。目前許多連鎖經營管理酒店集團和在線預訂公司,對於多天住宿顧客的預訂要求都採用這一方法報價。這一方法是保證酒店收益最大化和保證顧客滿意指數最大化的一個平衡槓桿。

作為平衡收益和顧客滿意指數最大化的槓桿,實行「BAR——最合適的可售房價」有幾個關鍵因素:

同樣的產品,在不同的需求情況下出售不同的價格,在不同的住宿天數下出售不同的價格,這是酒店行業推行的收益最大化的戰略。按照酒店行業的慣例,顧客喜歡要求價格的折扣、喜歡要求產品的升級、喜歡沒有價格折扣但得到酒店贈送的禮品等等。對於顧客的這些期望,酒店都有規定和限定。酒店採用不同的價格防護欄,目的是保證收益的最大化。從顧客的角度來看,無論酒店採用何種價格防護,顧客期望購買的產品物有所值。一般顧客都比較熟悉類似航空公司的變動價格制度,並且接受這樣的變動價格,利用同樣原理,將變動價格原理推行到酒店行業,顧客應該是接受的。

公正性和接受性

顧客接受可變的價格,必須是公正的價格,顧客的接受,是對酒店的支持。所以對酒店來說,公正的價格政策是社會誠信度和顧客誠信度的一種表現。做到了這種根據供求變化時對於社會和顧客的誠信,酒店同時可以得到顧客滿意指數和收益最大化的雙贏。

對於服務行業來說,由於在享用服務前很難估價採購價格的合理性,公正就顯得更為重要。顧客對於價格的合理性,只能根據對於價格的期望和服務的期望來參考判斷。對於價格的期望是顧客想像中的能夠提供怎樣的服務,對於服務的期望是顧客想像中提供服務的成本。參考價格是顧客以前支付價格的參考,是其他顧客支付價格的參考。顧客以此來判斷酒店價格的公正性。如果酒店的利潤增加導致顧客滿意指數的下降,說明酒店的價格並非公正。

不公正的價格一定是顧客不接受的價格。如果顧客被傷害,就會放棄對該酒店的選擇,酒店將無利可談。

合理性

顧客對於價格是否合理的判斷,還依賴於對於酒店名譽的認識。酒店名譽度高,價格的合理性接受程度高,酒店的名譽度低,價格的合理性接受程度低。反之,合理性的價格能夠提高酒店的名譽度。

誠實性

作為一家誠信的企業和酒店,最起碼的標準是不能佔顧客的便宜,如果當顧客發現酒店有利用市場權利而對顧客不誠實,酒店就會在顧客心目中失去地位,也就是會失去顧客。

溢價和折扣

顧客對於價格的認識,主要是基於參考價格和期望價格,酒店的參考價格一般就是門市價,顧客在預訂時得到的報價,總希望是得到折扣而不是溢價。在顧客的心理上,想得到的價格是比期望的低。但現在大多數酒店制定的門市價和實際出售的平均房價相距太遠,這樣的門市價,變得不可參考,同時也失去了原有的意義。

酒店的房價會隨著市場需求的變化而變化,顧客瞭解到酒店房價的可變性。通過調查表明,顧客對於「BAR——最合適的可售房價」概念是接受的,並認為這一概念和方法的推行對於顧客是公正和誠實的。

實行收益管理的酒店,如何通過「BAR——最合適的可售房價」方法的運用,可以實現既得到酒店收益的最大化,又贏得顧客滿意指數的最大化。這種價格理論和方法的運用,前提是酒店需要建立系列合理的價格體系,在整個酒店管理系統中,這是一個十分重要的子系統。管理需要邏輯,制定價格同樣需要邏輯。符合邏輯的價格,顧客容易接受。

旅館買賣的重要法律問題

賴清陽律師事務所

隨著美國經濟的持續強勁增長，現在房地產市場也熱鬧非凡，因而很多華人在此期間也紛紛投入房地產投資中，但有許多第一次介入房地產市場的華人，因苦於不熟悉美國地產法律而在買賣過程中蒙受不小的損失，在此，筆者就多年來從事法律服務及地產買賣的經驗，總結出一些在房地產買賣中應特別注意的事項作為投資者的參考。

一、聯鎖旅館的加盟談判(Franchise Negotiation)

A. 加盟期限(Term)

一、加盟期限(Term)：美國各行各業的聯鎖營體系都有一個簽約期，旅店業一般要求為十五年左右，但在談判中申請加入時，可要求簽三至五年的實驗期(Window)，以避免稍後發覺不合適而要求提前解約帶來的罰金，此罰金一般為每個房間美金在四千元左右，以一個一百個房間的汽車旅館為例，提前解約的罰金在40萬美金左右，最高可達百萬美元之數，而且在簽約時往往要求經營者以個人資產擔保，故此加盟期限一定要小心，談的好，提前解約時的罰金可低至每個房間最高罰款500-1000美金(Liquidated Damages)。

B. 加盟費用(Initial Fee)

二、加盟費用(Initial Fee)：申請加盟聯鎖體系，批准後先要交一筆一次性的加盟費，一般每個房間300-500美金，100房間的旅館約2萬至5萬加盟費，但若該聯鎖體系急于擴大規模或

開發新區，談判恰當可要到2000-20,000美金的折扣，除此一次性費用外，業主每月還需交納權利金(Royalty)，廣告費(Marketing)，房間預定(Reservation)及銷售服務費(Sales)等不同的費用，一般在每月銷售額的6%-9%之間，但此費用也不是一成不變，談的好可在開始幾年內少交一些，以一個求9%的聯鎖體系為例，談判的好，可以第一年交5%，第二年6%，第三年7%，第四年為8%，第五年以後為9%，若不了解這一點，一開始就交9%會損失不少。

C. 權益保護(Area of Protection or Exclusivity)

二、權益保護(Area of Protection or Exclusivity)：在談判時非常重要的一點就是如何保護自己入盟後的權益，首先應該注意到的是地域範圍或經營範圍的保護，即在一定的地域範圍內不允許有同樣的聯鎖旅店存在。這點因地區的不同變化很大，在大都會地區可能僅能在方圓二哩內受到保護，但在人煙稀少的地區談到二十哩範圍也不奇怪。故各人應根據所談旅館的具體位置提出要求。

D. 聯鎖店的轉讓費(Transfer Fee)

所謂轉讓費是指業主要轉賣時要支付給聯鎖體系的錢。一般來說，聯鎖體系都略過不提，因此買賣時需重新申請。若是談判的妥，可要求在經營一至五年間付5000美金的轉讓費，六至十年間會付一萬美金，在經營的十一到十五

年間轉讓，則會付到一萬五千萬美元，若在入盟談判時不注意這點，可能會在轉賣時支付巨額轉讓費而拖延時間蒙受不必要的損失。

E. 入盟修繕的允許時間(Punchlist Timetable)

五、入盟修繕的允許時間(Punchlist Timetable)：擁有的旅館在申請加盟連鎖體系時，一般來說或多或少都有一些不符合要求的地方，連鎖體系會要求業主在一定時間內完成修繕工作以符合要求(Capital Improvement)，當然有些過分的要求，所以業主要爭取到較長較合理申請免(Wavier)時間為佳，若能談到2-3年內完成則相當不錯。

F. 其他

六、其它，不同的連鎖體系在旅館品質檢查(軟硬體是否符合要求)，帳目調查(核實營業額)，員工受訓及參加年會等各方面均有具體要求，以上各點在入盟談判時也需留意，以免入盟後發現負擔過重而造成進退的兩難局面。

一、完稅證明(Hotel Occupancy Tax)

二、完稅證明(Hotel Occupancy Tax)，在美國，旅館業主需要向政府繳納旅館稅(Occupancy Tax)，逾期未繳的旅館稅會被課以高達15%的罰款，更嚴重的會致旅館被查封或使旅館成為稅款的抵押品，即過了一定期限不繳旅館稅，政府可強制拍賣該旅館而將拍所得先付未繳稅款，一般來說，旅館稅的繳付期限根據各個地方不同有按月繳也有按季收取，故在買旅館時，記住一定要賣方出示完稅證明，未繳部分要求賣方在過戶時必須全部付清，如發現未全部付清，為防在過戶時因忙亂而出錯，最好要求賣方在過戶時將應繳稅，直接付給買方由買方自己去稅局完稅。

三、合同取消的權利(Rights to Terminate)

合同取消的權利(Rights to Terminate)，由于買方不可能一下子將想買旅館的各種情況能了解得十分清楚，故在簽訂買賣合同時應明確要求賣方在雙方買賣洽談期間，賣方提供一切有關該房地產的資訊，包括該旅館的全部或部分地產是否有可能或已有規劃，將被政府征用或沒收，合同中應寫明過戶前一旦有此情況發生或發現有事實與提供資料不符的情況，買方可單方面終止合同或修正價位以保護自己的權益。

四、員工的面試與聘用(Employee Interview & Fringe Benefit)

員工的面試與聘用(Employee Interview & Fringe Benefit)買方可能對賣方原有的員工並需要全額留用或根本就打算全部更換，在合同中也應該注意寫明此點，否則在買下後發現員工不合格或人淨于事而使自己陷于被動，一般來說，在過戶後的一段時間內，買方至少會留用一部分原有的員工。因此，可要求在過戶前七天與所有員工面談以決定留用及重聘人員。

同時應注意要求賣方在過戶前必須將所有舊員工(包括以後留用與不留用的)的累積福利以及獎金等全部付清，以免過戶後變成買方的負擔。

五、原有合約(Rights to Cancel The Lease)

原有合約(Rights to Cancel The Lease)。賣方可能在其經營時有許多的合約在身，如參加連鎖體系，租用設備等，買賣時應注意要求賣方提供有這些合約的詳細內容，其要求賣方在過戶前中止那些買方不喜歡的合約，在買賣過程中賣方要與他人簽訂新的合約，若這些合約將延續到過戶後，則賣方也必須向買方通報，以免買方在過戶接手後才發現一些自己不喜歡的合約。

六、 實地考察及費用 (Free Stay)

實地考察及費用 (Free Stay) 在買賣過程中，買方必定會花一定的時間與精力來調查準備購買之旅館的實際經營狀況。對大多數人來說，最普遍也是最有效的方式就是在該旅館住幾天，實地考察該旅館的每日住房率，房價，客源及客人的素質等等，這樣就會牽扯到一個考察費用問題，一般來說，買方可要求賣方在考察期間提供一些免費的房間，以供考察與檢查時之用，通常這個要求在檢查期間及過戶日前，總共約十五個房間日左右比較合理。

七、 日用品庫存量 (Inventory)

日用品庫存量 (Inventory) 旅館的運作離不開一些日常用品。如毛巾、免洗水杯、衛生紙、肥皂、紙巾、電燈泡等，買方務須注意讓賣方在過戶時必須至少有維持兩個星期正常運作的日用品庫存量，以免過戶後立刻發生因日用品短缺而讓客人抱怨。

八、 管理與培訓 (Training & Franchise Compliance)

管理與培訓 (Training & Franchise Compliance)，對很多第一次買旅館的人來說，他們或許從親戚朋友處了解到一些有關旅館管理的知識，但真的經營起來立刻會感覺不夠用，因此，除了連鎖體系的培訓外，買方可要求賣方提供幾個星期的免費培訓以熟悉旅館管理的基本程序與技能，若賣方原來就委托管理公司經營，買方也可要求過戶後繼續由該管理公司管理兩星期，且由賣方支付該筆管理費。

九、 市政檢查 (City Inspection)

市政檢查 (City Inspection)，美國各地皆有自己的地方法律，如防火、防盜、安全、衛生等均有一定的規章法律要求，旅館必須符合所有的要求後才能開始營業，因此在過戶前也要注

意讓賣方提供全部有效的檢查合格文件，以免接手後因旅館的某些方面不符當地政府的要求而被迫停業。

九、 動產 (Personal Properties)

動產 (Personal Properties) 買賣旅館是一種房地產生意，但旅館也包括一部分不屬於房地產的生財器俱 (又稱動產)，如電視機、電話機、計算機、家俱、空調、廚房設備、桌椅等等，在過戶時一定要注意列明詳細清單，否則可能會在過戶後發現只買了一幢空房子或少了許多經營必須的產。

十、 餐飲執照 (Licenses & Permits)

餐飲執照 (Licenses & Permits)，美國各地要均要求經營飲食業者必須持有執照，如一個旅館也同時經營酒吧，餐廳，而買方又希望過戶後繼續經營的話，在買賣時要盡可能要求賣方在過戶後繼續租用該酒吧與餐廳，直至買方再申請並拿到營業執照，以免因過戶後無執照，無法經營酒吧餐廳，而使生意中斷流失。

十一、 預定房 (Pre Lease or Advance Bookings)

預定房 (Pre Lease or Advance Bookings)，一般來說，若買的是連鎖旅館，一定有一些房間已被客人預訂，尤其是大型旅館，預定房甚至會訂到兩年以且預訂房的比例很高，此時，要注意研究預訂單，看訂出去的价格是否合理？預訂客的質量是否高標準 (退單可能性是否有罰款及付方式如何)？若不注意這些，可能在今後兩年內受到不小的損失。

俗話說，好的開始是成功的一半，房地產的投資與經營成功與否，經營管理固然十分重要，但若買賣時不注意，草率簽約，以致一開始就背上了沉重的包袱，給後期的經營帶來很大的壓力，因而特提供上列各項供大家參考。

酒店業，網路行銷很重要

互聯網就像一個通往世界的視窗，它使這個世界變得更小了，使酒店與客戶的溝通顯得更自由、更及時、更近距離、更多樣式，讓酒店市場行銷的對象變得無窮。互聯網給酒店行銷帶來了什麼？它是一個很好的資訊平臺。

在信息量豐富、即時溝通、市場呈加速度變化的資訊時代，酒店再也不能以昨天的方式來思考或解決今天的問題，不能以過去傳統的手法來操作今天的事業。互聯網加快了人與人之間的溝通與瞭解，資訊變得空前重要，誰先一步掌握資訊，誰就領先於市場。

酒店通過互聯網宣傳企業形象，比以往的宣傳方式更快捷、更清晰、更全面、更互動，使無形服務有形化。酒店可以利用多媒體技術，把酒店整體的設施設備、內部環境裝飾、各種特色服務等在互聯網上動態地表現出來。客人可以更快、更便捷地瞭解酒店，他們足不出戶便可以在自己的家裡或辦公室裡得到視覺上的形象化的享受，獲得身臨其境的感覺。酒店可以更細緻、更周到地在第一時間回饋客人所需要的資訊，雙方達成互動。但酒店在宣傳的同時，要做到“誠實”。酒店在網上的圖片、宣傳資料也要與客人在酒店親眼看到的一致，甚至超出他們的期望。酒店在互聯網上公佈的價格要與在其它各個途徑的報價保持一致，讓客人對酒店產生信任感。

它為酒店增加了一種富有競爭力的行銷手段。

酒店的網站，是酒店在互聯網上的一個視窗，類似于傳統名片的作用，但又是一個比傳統的雜誌、電視、報紙和其它廣告形式更有成本效益的廣告方式。

酒店集團的網站，可以讓客人在網站上看到集團不同地區各個酒店的情況，瞭解每個酒店的客房及價格資訊，進行網上預訂，為集團提供的“一站式服務”而感到滿意，集團各酒店更是可以達到網上資源分享。



互聯網行銷對單體酒店的幫助更大。在沒有互聯網之前，連鎖酒店有分佈在全球各地的銷售網路，有其獨立的訂房系統，在客源上有一定範圍的壟斷優勢。此時，單體酒店缺乏競爭力，但有了互聯網，單體酒店可以通過跟各訂房網合作，同樣實現資源分享，利益共用。另外，單體酒店能在面對市場變化時表現得更靈活，能根據市場的變化快速調整應對策略。相對連鎖酒店雖然有整體的行銷模式和策略，能形成轟動效應，但它不可能適合所有的市場，往往容易患“水土不服綜合症”。它讓酒店看到很多新的機會。

互聯網的到來，給酒店帶來了很多便利。它效率更高、成本更低、資訊更準確、溝通變得更互動。

互聯網有利於酒店拓展潛在客戶市場，使全球行銷成為可能。互聯網打破了時間和空間的限制，覆蓋了整個世界。酒店通過互聯網可以將自己的資訊迅速傳送到世界各地。世界各地的客戶也可以通過網上流覽，馬上獲得酒店的所有資訊，甚至立即完成網上購買。互聯網行銷擴大了酒店的市場範圍，大大提高了酒店的行銷能力，酒店積極拓展全球市場，真正實現全球行銷的夢想。



互聯網為客戶關係管理提供更好的技術支援。酒店可以對客戶按消費水準實行分級管理，即實行SPG優先客人計畫。根據不同消費積累積分，經常與客戶溝通，告訴客戶以他目前的積分可以享受哪些消費、有哪些優惠、有哪些獎勵等，由此酒店對不同消費水準的客人也可展開有針對性的促銷活動。

互聯網?明酒店提高服務品質，酒店可以廣泛收集記錄客人的愛好及要求，對這些資訊進行分析，根據客戶需求的變化不斷開發特色服務，為客人提供個性化服務。在滿足個性化消費需求的驅動下，隨著酒店對客人資訊的積累，酒店可以針對不同賓客的不同需要，設計、生產個性化產品，實現大規模定制化服務。

然而，很多銷售形式還是互聯網所無法取代的，比如面對面的交流依然很重要；偶爾給客人寄上一封熱情洋溢的感謝信，或是一張酒店的明信片、生日卡，都會給客人帶來額外的驚喜。所以互聯網行銷並不是唯一的行銷手段，它要與傳統行銷相結合。行銷的關鍵一點是瞭解客戶，然後選擇與他們溝通的最佳途徑。酒店應該將互聯網行銷編入酒店的整個行銷戰略裡，酒店需要仔細考慮其行銷戰略目標，確定最有效的行銷手段。

會飛的五星級飯店 Hotelicopter

旅館「搞飛機」真是越搞越帶勁了，這個月初才剛為大家介紹了「波音747巨無霸客機青年旅館」--座落在斯德哥爾摩國際機場，第一家由波音 747 巨無霸客機 改裝的旅館，但這架波音747再怎麼酷，終究是一架已經不會飛的飛機了嘛，房間再乾淨整潔也長得就是 Youth Hostel 的斯巴達，吸引背包客是夠了，但對於....，會飛的高空廁所，絕對好過地面的 king size 彈簧床！

所以今天介紹給大家的這座「Hotelicopter」，一看就知道是 Hotel 跟 Helicopter 的混和字，旅館加上直昇機！沒錯，這是目前為止世界上唯一「會飛的旅館」而且還是「五星級」的，到底這家 Hotelicopter 有多強多豪華，請跟著來一趟圖片導覽吧！



首先，這可不是一般普通的直昇機（看圖片就知道，根本就是直昇機界的大怪物），這是目前為止全世界「最大的直昇機」Mil V-12，前蘇聯早在上個世紀的60年代就製造出來，全世界一共只有兩架，從圖片上我們可以看到，它左右雙翼分別有一個螺旋槳，光那個螺旋槳就有直徑35公尺那麼巨大，當這兩個螺旋槳都運轉起來之後，整個直昇機的寬度可達到67公尺，就這點來看，剛剛提到的那架波音747就輸了！

根據資料，全世界就這麼兩架的Mil V-12，其中一架停放在俄羅斯的 Monino 航空博物館裡，另一架一直放在製造公司 Mikhail Leontyevich Mil helicopter plant 的工廠裡，今天這座被改裝成五星級飛行旅館的 Hotelicopter 就是原本停在工廠裡的那一架，在2004年被業者買下來改裝到現在終於完工並呈現給世人。

接下來我們來看看內裝吧！

房間裡的床都是 Queen Size！.....用的是頂級亞麻床單，還有專用小吧台、咖啡機、無線網路一應俱全！



內裝風格簡約，富現代感，上上網也很方便。



Hotelicopter裡共有十八間頂級客房！機艙內左右兩側都可以有房間，世界上最巨大直昇機的英明果然不是蓋的。且這些房間都有隔音設備以阻擋大怪物飛翔時的怒吼聲。

衛浴設備看起來也相當有質感。五星級飛行旅館當然也是有服務員跟 Room Service 的，可惜沒有照片...

Hotelicopter 預定在今年夏天（6月26日）進行首航，但它當然不是你想住 就可以隨時 Check in 的啦，它的入住方式是以「主題航程」為主。目前已推出有三段航程如下：

夏季首航（Inaugural Summer Tour - 14 days, 2009年6月26日-7月10號）：

從紐約甘迺迪國際機場起飛，十四天中將會在Charleston，巴哈馬，牙買加，多明尼加共和國，再回到邁阿密，會後回到紐約甘迺迪機場結束。

加州之旅（California Tour - 14 days, 2009年7月17日-7月24號）：

從鳳凰城天空港國際機場出發，將會在洛杉磯，聖地牙哥，聖塔芭芭拉，舊金山，拉斯維加斯等機場停留，最後回到鳳凰城天空港國際機場。



歐洲之旅（European Tour - 16 days, 2009年7月31日-8月16號）：

從倫敦希斯羅Heathrow國際機場起飛，途經都柏林，巴黎，巴塞隆納，羅馬，法蘭克福，哥本哈根，最後回到倫敦！

每一個航程詳細的飛行時間、每一站的停留時間在剛才附上的連結裡都看得到。

旅館所有人可選擇申請的移民身份

賴清陽律師事務所

旅館所有人申請移民身份或非移民可有幾種選擇：1. 百萬投資移民 (EB5 VISA)；2. 條約投資簽證 (E2 VISA)；3. 跨國公司主管簽證 (L1 A VISA)。這幾種選擇要依據旅館所有人的國籍、投資金額、僱員情況來決定。

1. 百萬投資移民 (EB5 VISA)

百萬投資移民對所有國家的申請人都適用。每年有一萬個名額。假如投資 50萬美元或一百萬美元，可以申請百萬投資移民。一般來講，需要滿足的條件是：(1) 投資至少50萬美元；(2) 提供至少10個就業機會（投資「問題企業」例外），並且新增的10個就業機會要維持兩年；(3) 申請人要在美國投資的公司裡從事管理工作。當然，還要提供投資資金的合法資金來源證明。

投入資金的形式可以多種：(1) 創建一家新公司；(2) 購買現存的公司進行改組；(3) 向現存公司注資，保存其組織結構，但增加其淨資產或僱員達1.4倍，或者投資「問題企業」。所謂「問題企業」是指過去12-24 個月淨資產損失在20%以上的企業。

如果投資美國一般地區，需要投資100萬元。50萬美元投資是指在「目標就業區」的投資。所謂「目標就業區」是失業率達全國平均失業率的1.5倍的地區或美國政府預算與管理部門指定的偏遠地區。

當百萬投資移民申請批准時，申請人獲得兩年有效的「臨時綠卡」。在「臨時綠卡」批准滿兩年前的90天內，投資申請人可向移民局遞交申請轉為永久綠卡。投資人若要維持綠卡身份，需要滿足幾個條件：(1) 兩年「臨時綠卡」期間，保持在美國的投資金額；(2) 在美國有長期居住地址；(3) 每次離開美國不超過6個月，如果超過12個月需要有關移民文件；(4) 向美國稅務機關及時報稅；(5) 遵守美國法律。

百萬投資者可以同時為配偶和21歲以下的未婚子女申請「臨時綠卡」。

百萬投資是真實的投入資金，因此會產生風險，這是百萬投資移民不利的地方；但另一方面，通過百萬投資，申請人可以較快地拿到綠卡，而且是一步到位，不用頗費周章地先申請非移民簽證，再申請綠卡。

2. 條約投資簽證 (E2 VISA)

來自與美國有特定協議的國家或地區的投資人，可以申請條約投資簽證 (E-2 treaty-investor visa)，比如：哥斯達黎加、台灣、澳大利亞等。一般來講，需要滿足的條件是：(1) 投資人是簽約國人；(2) 所投資金占公司所有權的50%以上；(3) 投資金額與公司業務規模相當；(4) 提供與公司規模相當的就業機會；(5) 投資人擔當公司的管理決策職位。

申請E2 簽證關鍵是，投資的金額要超過投資人及親屬在美國維持正常生活的費用，一般為15萬元以上。E2 簽證申請人可以同時為配偶和21歲以下未婚子女的申請E2 簽證。配偶可以同時申請工作許可。

申請E2 簽證的時機比較重要，一般來講，投資資金到位，公司基本結構搭建完成，包括場所、管理組織結構，員工薪水支付2-3 個月，即使公司沒有開始盈利，也可以遞交E2 簽證的申請。

E2 簽證可以在美國駐外國領事館申請，也可以在美國境內向移民局遞交申請。E2 簽證處理時間為2-3 個月。E2 簽證第一次批准時間為兩年。一般最長有效期為5年，因國家不同而異。E2 簽證延期有兩種方式：(1) 在海關申請延期；(2) 在美國境內遞交延期申請。E2 簽證到期前，持有人可以出境，等入境的時候，直接向海關的移民官要求延期，但需要備齊

申請延期的所有文件。理論上講，E2 身份的可以無限期維持，也就是說，E2持有者可憑E2簽證和簽證延期長期在美國生活，但假若有長期在美國生活的計劃，轉換成綠卡更為方便。

3. 跨國公司主管簽證 (L1A VISA)

如果申請人在過去三年中，有一年在本國擔任公司主管，且有計劃在美國分公司擔任主管，申請人可以辦理跨國公司主管簽證(L1A VISA)。如果美國分公司還沒有運營，L1簽證的最初審批期限為1年；如果公司已經在美國運作一年以上，L1簽證的最初有效期為3年，可以延期，但最長為7年。

外國公司與美國公司的所屬關係，在L1A VISA的申請中需要特別證明。兩公司所屬關係可以是(1) 外國公司擁有美國公司50%以上所有權，或美國公司擁有外國公司50%以上所有權；(2) 兩公司50% 以上所有權共同被第三方公司所有；(3) 如果美國公司是合資公司，50%的所有權屬於申請L1 VISA的外國公司。

申請人必須在美國公司履行管理職責，這一點需要重點提供證明。其中包括(1) 申請人的聘任書；(2) 美國公司組織結構圖；(3) 申請人將會領到與其職位相當的薪水證明；(4) 申請人管理職責的詳細描述；(5) 申請人擁有適合管理工作的學歷和工作經驗證明。



申請L1 A簽證可以在美國公司剛剛成立之時遞交，也可以在公司運作盈利以後。如果是新成立的公司，對公司的規模有一定要求。一般來講，公司的註冊資本（一般來源於外國母公司的投資）大約在10萬元左右；僱用的員工，除計劃申請L1簽證的主管以外，至少要有2-3位；最好支付員工工資2-3個月以後遞交申請；有固定的辦公地點。

還應當注意的是，美國公司必須是有經營運作和生意往來的公司，而不僅僅是外國公司的一個代辦機構。這一點可由訂貨訂單和銷貨收據來證明美國分公司的經營運作之實。

外國母公司在第一次遞交L1A簽證的時候，也需要提供註冊登記證明、最近三年財務報表、僱員名單、組織結構圖等，證明其經營運作的正常狀態。然而，在L1A簽證延期的時候，如果外國母公司產生了變故或註銷，只要提供證明有另外一家外國公司存在，它與美國分公司共同擁有一個所有人或同是一家第三方公司的分公司，L1A簽證延期可以得到批准。

目前，L1簽證的審批時間為三個月左右。申請人的配偶和21歲以下的子女可以申請L 2 VISA。配偶可以同時申請工作許可。

適用旅館所有人申請移民的方式有多種，要視投資金額、有無海外公司、以及投資人國家與美國有無百萬投資移民的條約等因素決定。也就是說，不同情況，要進行個案分析，取長補短，以求申請成功。賴清陽律師事務所從事移民法律業務多年，成功案例無數，真誠希望為旅館所有人排憂解難，打通在美國打拼的第一步，以最快的速度，取得合法身份和綠卡。

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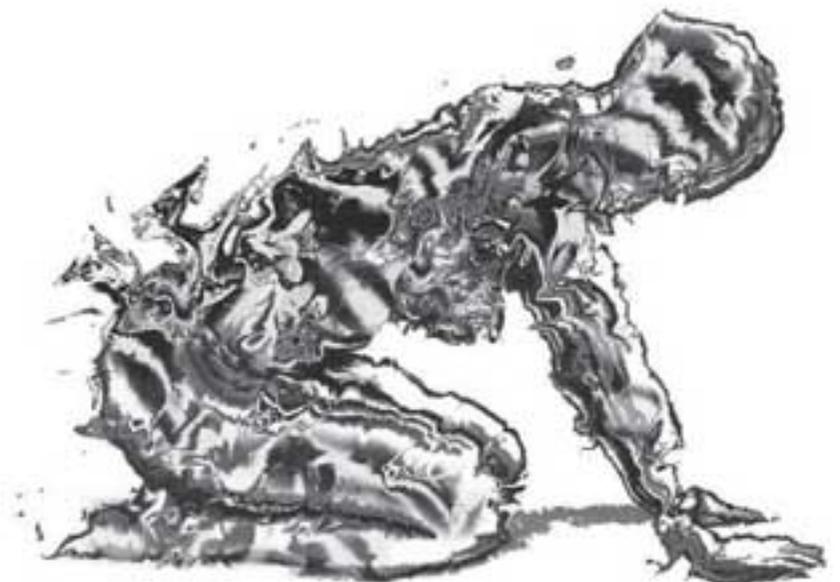
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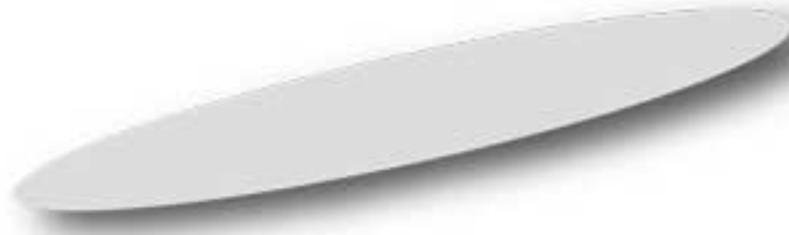
Discipline Issues

One of the most difficult tasks for management and human resource professionals is disciplining and/or discharging an employee. Many times in evaluating whether to discharge an employee, there are competing interests. For example, a supervisor may be at “the end of his rope” with an employee and demanding that the employee be discharged. On the other hand, there are issues with the employee which may open your company to liability if the employee is discharged. It is extremely important to handle these situations with care in order to avoid a costly lawsuit for your company.

The first thing you should consider when disciplining an employee is whether you have a handbook that governs the way this situation should be managed. Many handbooks provide guidance on how to handle certain types of disciplinary issues. If the issues fall within a policy set forth in the employee handbook, that policy should be followed. Many handbooks do have some type of disclaimer stating that the handbook is for guidance only and does not create a contract, and the courts give such disclaimers a lot of weight. However, if the handbook is not followed, an employee may still attempt to assert an action based upon the provision of the handbook. While you may have a good legal defense, the costs associated with defending such a lawsuit are high. Thus, following the provisions of the handbook may prevent such a lawsuit.

Furthermore, the handbook should be applied consistently to all employees. Even if you do not have a handbook, it is very important that you treat all employees equally. Do not discipline one employee for violating a policy if you allowed another employee to violate the same policy (under comparable circumstances) without discipline. Most, if not all, employees feel they have been treated unfairly when they are discharged. Those feelings are usually intensified if the employee feels he or she has been treated differently than another employee under the same circumstances. When an employee feels that he or she has been treated differently than another employee is usually when that employee attempts to find a claim to file against the employer. If the handbook is followed consistently and/or all employees are treated consistently, a discharged employee will be less likely to claim that he or she was treated differently than another employee under the same circumstances.





The most important thing for managers and human resources professionals to do is document performance and/or disciplinary issues in the employee's file. Although there are occasions when an employee is discharged for one significant performance issue, most of the time there is a history of many minor yet pervasive performance and/or disciplinary problems with the employee. To avoid a costly lawsuit, it is imperative that the issues have been documented in the employee's personnel file and that the employee be made aware of those issues. When an employee is counseled on performance and/or disciplinary issues, the issue(s) should be put in writing. If there are terms for improvement or probation, those should also be clearly set forth in the document. The supervisor should meet with the employee and go over each issue. The supervisor should sign the document. The employee should also sign the document acknowledging that he or she received it, that he or she understands the issues, and that he or she understands what is expected of them in the future.

Documenting performance and/or disciplinary issues is important because the employee cannot later deny that he or she was reprimanded or that he or she knew the consequences of further issues. When such issues are clearly documented, it is much more difficult for an employee to bring a lawsuit claiming the employer violated the law.



human resources

