



洛杉磯台美商會

Taiwanese - American Chamber of
Commerce of Greater Los Angeles

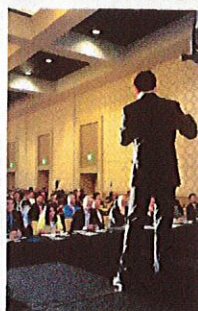
● 2016 投資論壇特別報導

2016



Taiwan-US Investment Conference

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洛杉磯台美商會2016會刊

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洛杉磯台美商會2016年會刊

目 錄

洛杉磯台美商會歷任會長名錄
洛杉磯台美商會組織系統一覽表
洛杉磯台美商會2016年度理事會
中華民國總統 蔡英文女士賀詞
中華民國副總統 陳健仁先生賀詞
中華民國僑務委員會委員長 吳新興先生賀詞
中華民國經濟部部長 李世光先生賀詞
中華民國駐洛杉磯台北經濟文化辦事處 夏季昌處長賀詞

| | | |
|---|-----|-----|
| 會長的話 傳承與責任..... | 汪俊宇 | 18 |
| 關於洛杉磯台美商會..... | | 19 |
| 洛杉磯台美商會組織章程..... | | 22 |
| 2016 投資論壇特別報導..... | 汪俊宇 | 26 |
| 淺談通訊服務..... | 楊明賢 | 54 |
| 美國政府擴大加班費範圍..... | | 58 |
| Chinese Investment Trends in U.S. Hotel Real Estate..... | | 54 |
| 公益平台文化基金會..... | | 63 |
| EMCA..... | | 68 |
| To Increase Rents or Not to Increase Rents that is the Question!..... | | 70 |
| The Man Who Built Simplehuman Into the Apple of Housewaret..... | | 72 |
| 會務活動..... | | 74 |
| 洛杉磯台美商會理事暨會員芳名錄..... | | 102 |

廣告索引

封底 大通銀行
封面裡外頁 長榮航空

封面裡 中華電信
封底裡 皇佳銀行

| | | | |
|----|----------------------|-----|--------------|
| 86 | 敬業會計師事務所 | 96 | 美富銀行 |
| 87 | 普林食品 | 97 | 國泰銀行 |
| 88 | 中華航空 | 98 | 傳舟山 |
| 89 | Hotel Indigo Anaheim | 98 | 台灣會館 |
| 90 | 萬豪酒店 | 99 | 溫玉玲 |
| 91 | American Greenpower | 99 | 台灣日報 |
| 92 | Cal Lighting | 100 | 劉雅薇 |
| 93 | 殷清隆 | 100 | 曹善玲 |
| 94 | 金龍旅館實業公司 | 101 | vpa graphics |
| 95 | Mallin | 101 | 羅安雅 |

發行人：汪俊宇

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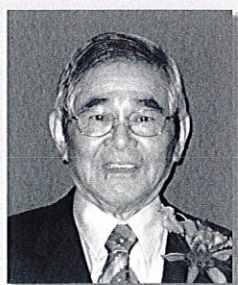
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徐鳳耕 林怡君

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洛杉磯台美商會歷任會長芳名錄



王桂榮
Ken John Wang
1980 - 1986



卓敏忠
Min C. Cho
1986 - 1988



蔡明燦
Major Tsai
1988 - 1990



周麟
Lin Chou
1990 - 1992



黃三榮
San John Huang
1992 - 1994



張正宗
Bob Chang
1994 - 1995



顏樹洋
Rosano Yan
1995 - 1997



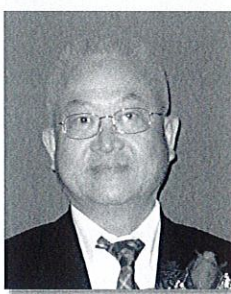
林國彥
Kevin Lin
1997 - 1999



賴俊吉
John Lai
1999 - 2000



李木通
Tom Lee
2000 - 2001



黃榮貳
Jung Hwang
2001 - 2002



呂庚寅
Keng Lu
2002 - 2003



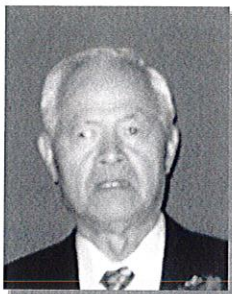
詹凱臣
Mark Chan
2003 - 2004



楊信
Jackson Yang
2004 - 2005



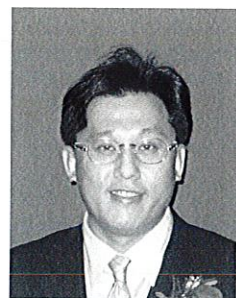
吳東昇
Tom Wu
2005 - 2006



林基龍
George Lin
2006 - 2007



林永源
Y.Y. Lin
2007 - 2008



傅舟山
Jeffrey Fu
2008- 2009



莊武增
Mike Chuang
2009- 2010



陳美珠
Suzanna Chu
2010- 2011



田詒鴻
Alan Thian
2011- 2013



陳柏宇
Paul Chen
2013



溫玉玲
Lynn Wen
2014



葉協豐
John Yeh
2015



汪俊宇
Jerry Wang
2016



學習 · 友誼 · 商機 · 網路

洛杉磯台美商會

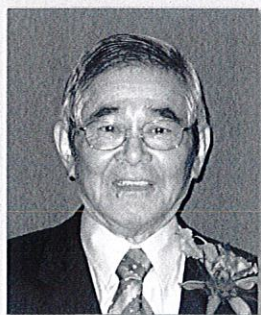
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洛杉磯台美商會2016年度理事會



創會會長
王桂榮



會長
汪俊宇



首席名譽會長 顏樹洋



名譽會長 林國彥



名譽會長 賴俊吉



名譽會長 李木通



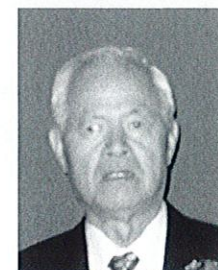
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名譽會長 楊 信



名譽會長 吳東昇



名譽會長 林基龍



名譽會長 林永源



名譽會長 傅舟山



名譽會長 莊武增



名譽會長 陳美珠



名譽會長 田詒鴻



名譽會長 陳柏宇



名譽會長 溫玉玲



名譽會長 葉協豐



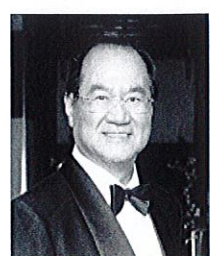
任期顧問 殷清隆



榮譽顧問 黃趙企晨



副會長 何巧玲



副會長 許清松

洛杉磯台美商會2016年度理事會



副會長 陳玲華



副會長 李立華



副會長 吳宣蓉



秘書長 劉玟玲



副秘書長 陳慶恩



財務長 王梅鳳



理 事 羅安雅



理 事 葉敏芬



理 事 曹善玲



理 事 張家珍



理 事 雍海萍



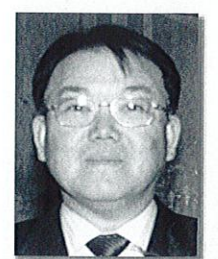
理 事 劉雅薇



理 事 呂世豪



理 事 楊炯和



理 事 劉憶明



理 事 賴淑遠



理 事 王政中



理 事 羅明訓



理 事 楊明賢



理 事 陳祥寧



理 事 陳少敏



理 事 徐鳳耕

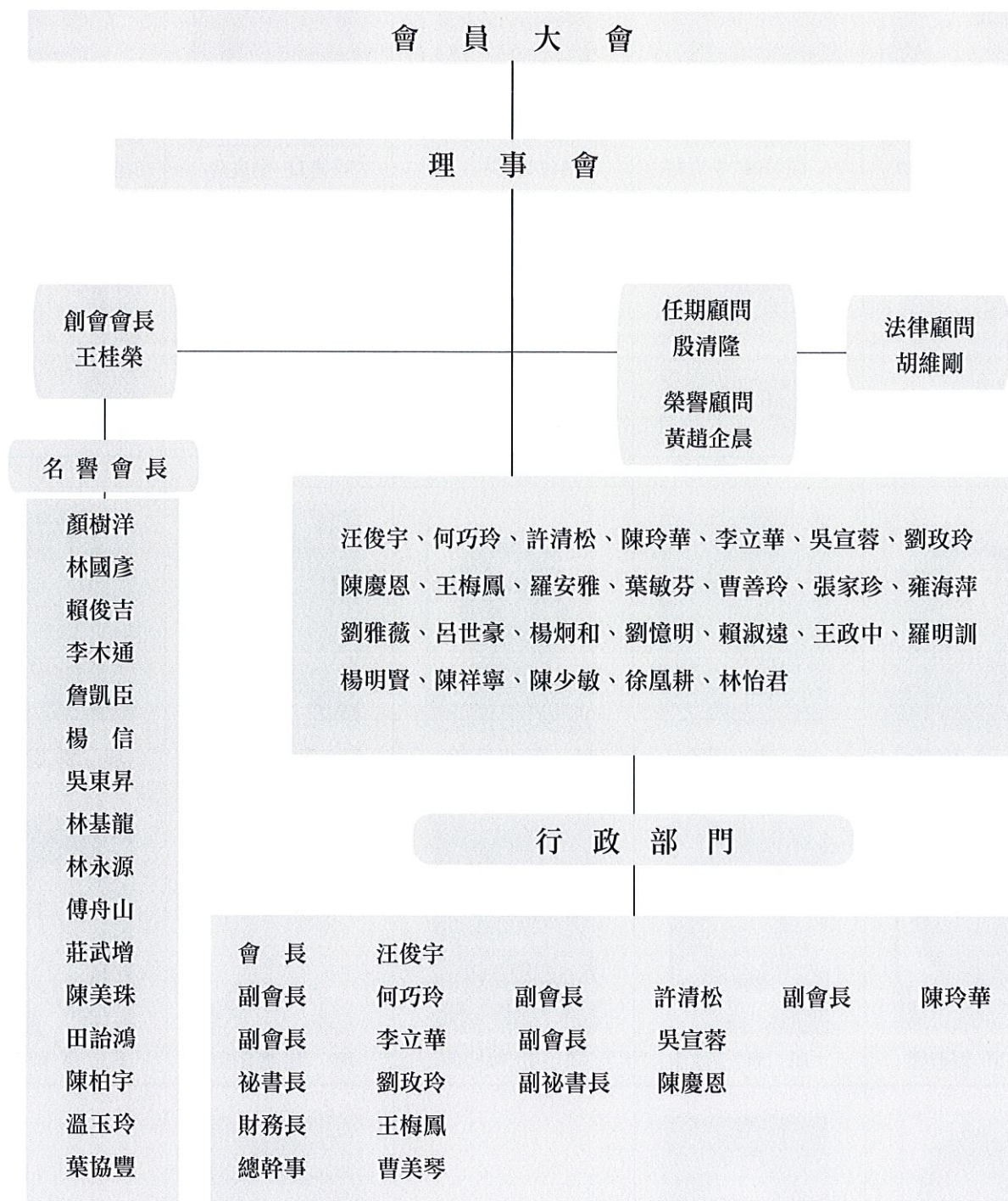


理 事 林怡君



總幹事 曹美琴

洛杉磯台美商會組織系統一覽表



美國洛杉磯臺美商會第三十六屆年刊紀念

勵僑弘邦

蔡英文



中華民國一〇五年五月

英文用箋

美國洛杉磯臺美商會第三十六屆年刊紀念

前瞻精進

陳建仁



中華民國一〇五年五月

建仁 用箋

洛杉磯臺美商會發行第36屆特刊

團結臺商
共創繁榮

僑務委員會
委員長

吳新興



敬題

洛杉磯臺美商會第三十六屆年刊誌慶

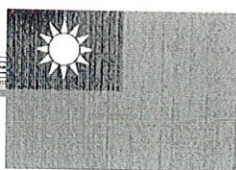
萬商雲集
共展經貿

經濟部部長

李世光



敬題



洛杉磯臺美商會二〇一六年年刊發行 誌賀

洛 城 翹 楚
臺 商 之 光

駐洛杉磯臺北經濟
文化辦事處處長

夏季昌



敬賀

中華民國一〇五年六月八日

洛杉磯台美商會2015年6月1日至2016年6月份活動

- ※ 6月14日2015年旅館公會40週年年慶，在座多位也是旅館公會的一員，本會有贊助一桌，會長葉協豐及顏樹洋、林國彥名譽會出席。
- ※ 6月16日早上11點到下午1點參觀Panda Express總部，當天10:45在停車場先集合。活動將依照參與人數分組，分批參觀他們的中央廚房、行政管理、電腦系統等等，信這對於從事旅館業、餐廳業的理事們而言，是一個很好學習的機會。
- ※ 6月16日下午4點，邀請世界日報郭社長演講，分享他個人的經歷；4點45分則是邀請南加州愛迪生公司負責人，分享如何申請獎勵辦法及退款等事項。
- ※ 北美洲台灣商會聯合總會第27屆第三次理監事會議於6月18日到6月21日在洛杉磯Hilton飯店舉行。
- ※ 中華民國馬英九總統於7月16日過鏡洛杉磯在Universal Hotel僑宴，名譽會長顏樹洋、林國彥、傅舟山、莊武增、溫玉玲；副會長：汪俊宇等出席。
- ※ 特奧運動會於7月22日在哈崗社區活動中心舉辦的歡迎晚宴，是由駐洛杉磯臺北經濟文化辦事處夏季昌處長、洛杉磯華僑文教服務中心翁桂堂主任、後援會，及各大社團，聯合款待遠道而來的80位中華隊選手，名譽會長顏樹洋、溫玉玲參加晚宴。
- ※ 商會於8月8日舉辦會員聯誼聖塔芭芭拉駝鳥樂園一日遊，報名踴躍由會長葉協豐帶隊參加理事及會員有名譽會長顏樹洋、林國彥夫婦、賴俊吉、吳東昇夫婦、陳柏宇，副會長汪俊宇及青商幹部及會員共有42位參加一日遊，車上並與會員及青商交流，分享創業、就業、生活理念，晚上8時30分回到商會結束一日遊。
- ※ 8月27日在Holiday Inn Diamond Bar與American Greenpower-USA、Green太陽能公司舉辦綠色能源新產品發表研討會（能源與環境研討，電力公司節能燈退款講座與企業省電節能解決方案特別邀請 SCE Manager Mr. Paul Yeh 現場提供節能燈退款資訊）。
- ※ 商會於9月15日在辦公室舉辦健康講座邀請仁愛醫院林元清院長就《常見骨科疾病探討》專題演講。
- ※ 會長葉協豐、名譽會長吳東昇、理事許清松出席雙十國慶綜藝團（明華園）於9月19日在東洛杉磯演出。
- ※ 商會於11月5日在辦公室舉辦健康講座邀請Dr David Jacob 專題講述《骨骼健康的重要與保健》。
- ※ 洛杉磯台美商會於十二月五日（星期六）上午十時在888海珍飯店舉辦一年一度會員大會，除會務、財務、青商部活動報告及例行活動外，同時舉行理事選舉，並於會員大會後召開第一次理事會議改選會長，選出汪俊宇為2016年新會長。
- ※ 會員大會是台美商會在一年中最重要的活動，理事會特別邀請敬業會計師事務所陳柏宇先生及信託專家尤信硯律師做專題演講，會後在888海珍海鮮飯店（8450 E. Valley Blvd, #A121 Rosemead）午宴招待，理事會也為每位出席參加的會員準備一份精美紀念禮品致贈會員及來賓。
- ※ 洛杉磯台美商會為與僑界各社團增進友誼、文化交流的經驗。聯合南加州台灣旅館業同業公會、內陸華人協會、台美文化生活協會、美西華人學會等社團訂於12月12日上午11時至下午3時在Diamond Bar Golf Course舉辦佳節聯誼餐敘。出席貴賓有經文處陳銘師副處長、陳盈連組長，經濟組林若蘭副組長，外貿協會李惠玲主任及世界日報陳德安主任，星島日報張秋杰先生。
- ※ 商會於12月12日在聖蓋博希爾頓飯店舉辦TPP座談會，出席貴賓有楊信前世界商會總會長、北美洲總會田詒鴻前總會長、商會葉協豐會長。主辦單位為洛杉磯台美商會、北美洲台灣商會聯合總會國際外交事務委員會，指導單位為：中華民國僑務委員會、洛杉磯華僑文教中心、駐洛杉磯台北經濟文化辦事處經濟組。

- ※洛杉磯台美商會與世界工商婦女企管協會南加州分會、幫幫忙基金會共同舉辦「寒冬送暖」冬令救濟發放物資活動，發放對象為聖蓋博谷地區兩千五百名低收入家庭。
- ※羅省中華會館於2016年1月1日在羅省金龍大酒家舉行就職典禮，商會贊助一桌會長汪俊宇及秘書長劉玖玲出席。
- ※洛杉磯台美商會於2016年1月30日（星期六）下午6時假（Pacific Palms Resort）棕櫚大飯店（One Industry Hills Parkway, City of Industry）慶祝創會36週年及一年一度新春晚會暨會長交接典禮，從下午四時開始還特別安排經貿交流活動展示會。
- ※晚會備有豐盛中式晚餐，歌唱表演等精彩表演及抽獎活動，獎品豐富，有中華、長榮航空公司捐贈洛杉磯台北來回機票及商會會長、副會長、會務顧問、理事捐贈禮品等等不勝枚
- ※晚會邀請中華民國總統府資政暨富邦文教基金會董事長袁健生先生發表專題演講《台灣經濟的發展與台商角色》。並將邀請各社團領導人、主流社會貴賓及會員出席。預計出席貴賓將達六百人，為南加州僑社盛會之一。
- ※2月13日在華埠舉辦的金龍花車大遊行，往年商會都是與經文處、旅館公會合作一部花車，今年商會為支持經文處商會理事反皇佳商業銀行贊助特別單獨訂製一部花車參加遊行。
- ※商會花車遊行隊伍壯觀，有原住民山地舞前導，商會隊伍手持商會及皇佳商業銀行Banner，緊接後面即是會的大花車，沿途得到很多的鞭炮聲口哨及掌聲，花車遊行非常成功。
- ※這次台灣遭到地震災難，會長汪俊宇率先捐出\$5,000，名譽會長田詒鴻也不落人後認捐\$5,000，許清松副會長認捐\$3,000，商會捐款目標為\$25,000楊信名譽會長答應商會理事捐款到達此數字也Macth相同數額。商會理事以大愛之心這次賑災共募得善款\$52,000。
- ※商會於2月27日在Double Tree Hotel舉辦台商回娘家聯誼，商會會員有50名參加聯誼，經文處陳銘師副處長，經濟組陳若蘭副組長及外貿協會的李惠玲主任出席，商會的顏樹洋、林國彥、吳東昇及任期顧問殷清隆都出席聯誼活動。
- ※柯文哲台北市長於3月15日訪洛，商會商會會長汪俊宇、傅舟山名譽會長、殷清隆任期顧問夫婦、劉玖玲秘書長及青商理事出席共贊助一桌半。
- ※商會會長汪俊宇、林國彥名譽會長、陳美珠名譽會長李立華副會長、劉玖玲秘書長出席3月17日在好萊塢希爾頓飯店歡迎馬英九總統的僑宴。
- ※會長汪俊宇、殷清隆任期顧問、陳美珠名譽會長莊武增名譽會長出席世界華人工商婦女企管協會於2016年3月26日在棕櫚泉飯店舉辦金冠獎頒獎典禮。
- ※台美商會組團一行16人由理事葉敏芬擔任團長參加台灣520總就職典禮。
- ※洛杉磯台美商會於5月28日（星期六）上午8時由商會主辦商會青商及台美菁英協辦在 JW Marriott Los Angeles L.A.首次舉辦2016台美投資論壇。
- ※投資論壇為一整日的大型活動，除將討論創業及2016年科技最熱門的話題外(包含如何建立新創、大數據及電子商務、品牌建立及行銷、投資及融資、虛擬實境、機器人及工業4.0、科技未來走向等)，會中也將有pitch competition (創新idea競賽)。
- ※會中邀請到來自台灣及美國成功的企業創辦人予會分享其經歷，有Seville Classic Inc.董事長暨僑務委員楊董事長信Simplehuman 創辦人Frank Yang；Vizio創辦人William Wag；前無名小站創辦人Wretch Chien；活動中也邀請了數位嘉賓蒞臨指教，駐洛杉磯台北經濟文化辦事處的夏處長季昌及駐洛杉磯台北經濟文化辦事處的陳副處長銘師等。

會長的話

Waves of Transformation

會長 汪俊宇



作者簡介： 現任洛杉磯台美商會會長
現任金龍旅館實業公司 總裁

Following a series of strong leadership in our association, we have been able to continue the growth in the midst of a constantly changing business world. Over the past decade, the business landscape has changed significantly with the introduction of start up web-based companies infiltrating our business models. There are companies such as Alibaba and Amazon, which have succeeded in connecting customer with products through a click of a button. Amazon has, in fact, gone as far as recently introducing Amazon Prime Now, which delivers products to consumer on-demand and in-person within a few hours. In our industry specifically OTA (Online Travel Agencies) like Priceline, Expedia, Hotwire, etc. has transformed the way consumers books hotel rooms generally giving hotel owners the ability to invest little with high return. However, there are other companies that act as our competitors while challenging our ability to thrive in our old business practices. There companies are all part a recent trend in the sharing economy with business like Uber, Lyft, Couch Surfing, AirBnB which have all targeted the way which the millennial generation is traveling.

As the young entrepreneurs enter the scene, they share enormous talents. Most are technologically savvy and determined. But most lack the knowledge of how to develop new business and how to obtain funding for their projects. It is the goal of our association to play a role in narrowing the gap and be able to assist the youth in the industry to stay competitive in the changing business world.

Hence in this events, we invite bright minds, great entrepreneurs, and investors around the world to give panel discussion, to share their experiences and to provide insights in the future trends. Taiwan-US Investment Conference 2016 will became a bridge to connect the current industries with young entrepreneurs and talents. Let us all dream together, work together and make a difference.



關於洛杉磯台美商會

學習 · 友誼 · 商機 · 網路

洛杉磯台美商會「Taiwanese-American Chamber of Commerce of Greater Los Angeles」簡稱為TACCLA，為一非營利組織，創會於1980年，迄今已歷34寒暑，由於時序的遞嬗及累積，商會不斷的成長發展，在南加州，以及全美，都是頗有聲譽及規模的社團。本會並於2000年由會長李木通成立青商部，鼓勵台美人第二代來參與商會活動，融合不同時代環境，讓商會傳統得以延續傳承。這都是歷年來主事的先生女士們無私的傾注心血，不間斷的呵護灌溉，才得以造就商會今日的氣象。



1980年，一群來自台灣的菁英，學有成的留學生和在此間開展新機的工商各界移民志士，於北美異鄉葦路藍縷，慘澹地經之營之。他們深刻地體認到，只有團結才能圖存，經由互助才能共榮。於是王桂榮、林啓清、丁紹昇、黃三榮、徐麟泉、周麟、劉家宏、卓敏忠、蔡明燦、楊嘉猷、陳十美諸君協力擘劃下，「洛杉磯台美商會」於焉誕生，並公推王桂榮先生首任會長。

Taiwanese -American
Chamber of Commerce
of Greater
Los Angeles

草創時期，會員人數自屬有限，但因普遍受到僑民社會的肯定與認同，會員與日俱增，不數年而發展成南加州地區一個組織健全、運作穩適，聲譽日榮的民間團體了。理事會乃正式向加州政府註冊，同時也向國府僑務委員會登記備案為海外僑團。至此，商會的發展綱舉目張，規模大立，深受僑界期許，鄰近地區如柑縣、聖地牙哥等地僑界也風聞紛紛成立台美商會，馴至今日，北美各地已有38個地區台美商會，其共同組成「北美洲台灣商會聯合總會」。更使台灣商會的網路擴及世界各大洲，無遠弗屆。

洛杉磯台美商會的宗旨為：聯合台僑華裔互助合作；協助此間僑民融入主流社會，提升族裔的社會地位。「互助合作，服務人群」是台美商會全體會員的共同信念。服務不是流於口號，而是具體行動，態度是積極入世的，只要是力之所及，勇往直前。商會的工作旨趣是極為清楚的，就是：「凝聚所有來自台灣的僑民的力量，共同協力拓展生存的空間，為開創更美好的明天而努力。」台美商會會務的推展，要言之，目標在實踐本會的宗旨，擴大服務工商僑界，期望對此間僑民的共存共榮，能提共實質的助益，行有餘力，則希望對母國故鄉，亦能有回饋。

本會舉辦的各項活動，依性質及功能可分別為四：（一）健全組織的發展：定期持續吸收優秀的新會員，擴大商會的社會基礎，以增加服務僑界，社會之效果。（二）促進資訊交流：多方蒐集有關台美及其他地區的經貿等資料，供會員運用。定期發行刊物，加強與在台及世界各地台灣商會交換互助合作。（三）推展工商服務：商會服務之對象不限於會員，對擴大社會群眾，請求支援者，無不適時伸出援手，盡力而為。（四）致力融入社會主流：本會雖非政治團體，但有助於我少數族裔之出頭天，爭取各種平等地位，融入主流社會之事務，均出錢出力，全力以赴。

商會常年的活動是多樣的，活潑的，如：經濟、稅務、投資、理財、醫藥保健、企業管理、保證消費者、電腦常識、法律知識等專題講座，到外地工商考察，以及球類比賽，會員聯誼，救助貧困等各項單元活動，率皆有益世道人心，都是在實踐本會的宗旨。從運作的主軸，清晰地映現出人道關懷的精神。商會對會員間的婚喪喜慶，人情往來，都不疏忽。故「人情味濃厚」，可說是洛杉磯台美商會的寫照。

目前洛杉磯台美商會擁有會員488名，會員從事的行業有：銀行、地產、醫師、藥師、生化檢驗、律師、會計師、建築設計、食品製造、餐廳、旅遊、運輸、證券投資、財務管理、保險、印刷、工業製造、健康器材、家電製品、電腦銷售、音樂器材、工程顧問、旅館經營、傳播媒體等，涵蓋面很廣泛，只要出席會員聯誼會就會覺得生趣盎然。

本會已於1998年12月 23日遷往自置之會館辦公室，地址是1045 E. Valley Blvd., # A211, San Gabriel, CA 91776，電話：626-288-6208，傳真：626-288-9632。E-mail:info@taccla.org ； info.taccla@gmail.com

會館得以自置，仰賴前後會長、理事及全體會員鼎力支持，全力襄助，使有所得，然今後會務之拓展，仍需會員時賜建言，同心協力藉以會務更上層樓，更祈會員抽暇撥冗光臨指導。



洛杉磯台美商會

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Tel: (626) 288-6208 Fax: (626) 288-9632

www.taccla.org info@taccla.org

恭賀

本會名譽會長 楊 信先生



榮獲 中華民國僑務委員會 華光專業獎章

中華民國 行政院 政務顧問



本會名譽會長 林國彥先生



榮獲 中華民國僑務委員會 海華專業獎章



本會名譽會長 吳東昇先生



榮獲 中華民國僑務委員會 海華專業獎章



深耕僑社 實至名歸

會長 汪俊宇
 副會長 何巧玲、許清松、陳玲華、李立華、吳宣蓉
 秘書長 劉玫玲
 副秘書長 陳慶恩
 財務長 王梅鳳
 理事 羅安雅、葉敏芬、曹善玲、張家珍、雍海萍、劉雅薇、呂世豪、楊炯和、劉憶明
 賴淑遠、王政中、羅明訓、楊明賢、陳祥寧、陳少敏、徐鳳耕、林怡君
 名譽會長 顏樹洋、賴俊吉、李木通、詹凱臣、林基龍、傅舟山、莊武增、陳美珠、田詒鴻
 陳柏宇、溫玉玲、葉協豐
 任期顧問 殷清隆
 榮譽顧問 黃趙企晨

同賀

洛杉磯台美商會組織章程

第一章 總則

第一章 總則

第一條：本法人組織定名為「洛杉磯台美商會」，英文名稱為（TAIWANESE-AMERICAN CHAMBER OF COMMERCE OF GREATER LOS ANGELES）簡稱為（TACCLA），依加州公司法組織之，領有聯邦免稅許可案（NON-PROFIT ORGANIZATION）。

第二條：本會宗旨如下：

1. 促進來自台灣，在大洛杉磯區從事工商業者之交誼及服務。
2. 促進台灣及美國經濟文化交流。
3. 提高在美台灣工商業者社會地位。

第三條：本會辦公室應設在洛杉磯區內，地址由理事會選定。

第二章 會員及會員大會

第二章 會員及會員大會

第四條：會員之權利及義務

1. 會員分為：永久會員、公司行號會員及普通會員三種。

永久會員須繳付一次永久會員費。享有章程明定之各項基本權利，可行使理事選舉之選舉權。年資滿一年者方具有理事候選資格。公司行號會員須繳付會員費，其金額由理事會決定之。該公司行號會員得指定一名代表人行使章程明定之權利義務，其理事選舉權及被選舉權與永久會員相同。公司行號會員代表人之異動，得由該公司行號以書面推派並變更之。惟公司行號會員代表人當選為理事或擔任其他行政職務者，其代表人身份若有更動，則其所任理事或其他職務即自動喪失。普通會員須每年繳付年費一次，享有理事選舉權，但無被選舉權。其他享有之章程所明定之各項基本權利義務，與永久會員、公司行號會員相同。

2. 申請加入本會為永久會員或公司行號會員者，須有理事兩人之推薦，並經理事會審查，超過三分之二理事同意通過之。

申請加入本會為普通會員者，須有理事一人或普通會員兩人之推薦，其經理事會審查，多數決議通過之。

3. 本會會員應遵守及尊重本會組織章程及加州公司法之規定，若有違規或有任何行為損及本會名譽者，須接受理事會之議決。

4. 會員已繳交會費，一律不得要求中途退還。會員如不繳年費，應視為自動退出。

5. (1) 本會設洛杉磯台美商會基金。基金設管理委員會，由當然委員及選任委員組成。本會永久顧問為當然委員。選任委員之名額由理事會決議定之。選任委員由會長提名，經理事會同意後任命之，任期一年。

(2) 基金之款項不得支付本會經常費用。基金之動用需經基金管理委員會委員三分之二以上出席，出席委員三分之二以上通過，並提交本會理事會通過後，才得動用。

第五條：會員大會為本會之最高權力機構。

第六條：會員大會分年會及臨時會兩種。

1. 年會每年召集一次。
2. 臨時會之召開，由理事會決定之。

第七條：會員大會的召集，須在開會日十五天前通知全體會員。決議事項須經出席半數以上同意即通過。

第八條：會員大會由會長擔任主席，會長因故缺席時，由副會長一人擔任主席。

第三章 理事會

第九條：由理事組成理事會，並由理事選出會長及副會長，商會會務及其他法則應以加州公司法為基準，理事會依此法則管理商會。

第十條：本會設理事，理事名額最高為卅一人。由永久會員及公司行號會員中選任之。

1. 投票選舉採無記名限制連記法，至多圈選不超過核定理事名額之人數。
2. 當場投票當場開票。
3. 通訊及授權投票不受理。
4. 缺席競選有效。

第十一條：理事、會長、副會長及行政人員任期：

1. 會長任期為一年，連選得連任一次。
2. 副會長三人，任期與會長相同。
3. 理事會每年改選一次，理事連選得連任。
4. 理事因故不克出席理事會議，得以委託書委任其他理事代行其職務（理事職權見章程第三章），惟一位理事只能代理一張授權書，並以當次會議為限。
5. 理事改選日期，以每年之十一月或十二月為之。
6. 理事組成理事會，選舉正、副會長。其他之行政人員則由會長提名，經理事會半數以上同意通過任用之。

第十二條：理事有下列情形者應立即解任。

1. 喪失會員資格。
2. 提出書面辭呈經理事會議決通過。
3. 理事未履行其義務，經理事會決議免除其職務。

第十三條：理事會應每兩個月至少召開會議一次。負責行政職務之理事應每月集會一次。

第十四條：理事會開會須有過半數理事出席。其決議事項，除其他條款所明定者之外，須出席理事人數半數以上通過。

第十五條：理事會下，設有專業小組委員會，各小組推選理事一名為召集人，得邀請本會會員參加小組委員會委員。

第四章 組織及管理

第十六條：本會行政部門包括會長（PRESIDENT）、副會長（VICE-PRESIDENT）、秘書長（SCERETARY GENERAL）、副秘書長（ASSISTANT SECRETARY GENERAL）、財務長（TREASURER）、副財務長（ASSISTANT TREASURER）、總幹事（EXECUTIVE SECRETARY）。

第十七條：會長應負責召開大會及理事會，其為大會及理事會之當然主席會長出缺時，由理事會推選副會長一人遞補之。若副會長亦出缺時，應由理事會重新選舉會長及副會長。

第十八條：理事會得聘請名譽會長一人，名譽會長須擔任過本會會長並對商會有卓越之貢獻者。名譽會長係榮譽銜，並非行政人員。

第十九條：

1. 本會設會務顧問，分為永久顧問與任期顧問，除下列條款外，兩者權利義務與理事同。
2. 本會會長卸任後，由下屆會長提名，理事會通過後，聘任為本會永久顧問，惟永久顧問連續二年未盡義務者，得以除名。
3. 理事會得聘請對本會有傑出貢獻之資深理事（10年以上）為本會任期顧問，由當屆會長提名，理事會同意後任命之，其任期與該屆會長同。理事會得聘請社會賢達人士若干名為本會榮譽顧問。
4. 被解聘之顧問，一年以後始能再提出申請，由理事會決議之。

第五章 附則

第二十條：本會辦事細節由理事會訂定之。

第二十一條：如本會章程有未盡事宜，應依加州公司法之規定為基本準則。

第二十二條：本章程之修正經由2002年12月之會員大會表決通過，並即刻生效。

第二十三條：本章程之修正經由2005年12月之會員大會表決通過，並即刻生效。

第二十四條：本章程之修正經由2006年12月之會員大會表決通過，並即刻生效。

第二十五條：本章程之修正經由2006年12月之會員大會表決通過，並即刻生效。



洛杉磯台美商會
TAIWANESE-AMERICAN CHAMBER OF COMMERCE
of Greater Los Angeles

1045 E. VALLEY BLVD., #A211, SAN GABRIEL, CA 91776
TEL: (626) 288-6208 FAX: (626) 288-9632

青年部入會申請書

Youth Division Membership Application

Name: _____ (Chinese) _____

Birthday: _____ Spouse Name: _____

Occupation: _____

Company: _____

Mailing Address: _____

Phone: _____ (day) _____ (night)

E-mail: _____ Fax: _____

Referred by: _____

Applicant signature: _____ Date: _____



洛杉磯合美商會
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TEL: (626) 288-6208 FAX: (626) 288-9632

入會申請書

中文姓名 _____ 英文姓名 _____

出生年月日 _____

配偶中文姓名 _____ 英文姓名 _____

職業及公司名稱 中文 _____

業別 _____ 英文 _____

公司地址: _____

通信地址:(住宅) _____

連絡電話: 公司 () _____ 住宅 () _____

連絡 Fax: 公司 () _____ 住宅 () _____

連絡 E-Mail: _____ WEB SITE: _____

永久會員會費 \$1000

公司行號會員會費 \$1000

普通會員年費 \$100

※支票抬頭: TACC

申請 () 永久會員

申請 () 公司行號會員

申請 () 普通會員

推 1. _____

薦

人 2. _____

申請者簽名 _____ 日期 _____

會員組審查 _____ 日期 _____

2016



Taiwan-US Investment Conference

WAVES OF TRANSFORMATION

MAY 28, 2016
JW MARRIOTT, LA LIVE

PRESENTED BY
Taiwanese American Chamber of Commerce LA

HOSTED BY:



**Taiwanese-American
Chamber of Commerce
of Greater Los Angeles**



**Taiwanese-American
Junior Chamber of Commerce
Los Angeles**

IN PARTNERSHIP WITH:



Taiwanese American Professionals - Los Angeles

CONTACT

TACC-LA

1045 E. Valley Blvd. #A211

San Gabriel, CA 91776

+1-626-826-7083

+1-626-922-2333

+1-626-288-6208 (Chinese)

info@investtaiwanus.com

LOCATION

JW Marriott

Los Angeles LA Live

900 W Olympic Blvd.

Los Angeles, CA 90015

TIME

8 am - 9:00 pm

**MAY 28, 2016
JW MARRIOTT, LA LIVE**

**PRESENTED BY
Taiwanese American Chamber of Commerce LA**



Taipei Economic and Cultural Office in Los Angeles

3731 Wilshire Blvd., Suite 700, Los Angeles, CA 90010

Tel: (213) 389-1215 • Fax: (213) 383-3245

洛杉磯台美商會汪會長俊宇惠鑒：

本(2016)年5月28日洛杉磯台美商會在吾兄領導之工作團隊精心擘劃安排下，成功於洛杉磯市中心萬豪酒店(JW Marriott Los Angeles L.A. Live)舉行「2016 台美投資論壇」，出席各界代表達400餘人，場面盛大，議程精闢，邀請與會之講員俱為各專業領域之俊彥，經由與會者之意見交換，對當前之經濟情勢得有深入剖析，成果深獲各界好評，對台美經貿關係進一步之發展提供實質助益。仍期盼貴會一本「互助合作，服務人群」之理念，充分發揮南加台商之實力，由民間的角度為促進台美經貿更上層樓提供助力，順祝貴會會務昌隆，所有會員商務發達，迭創新猷。

夏事昌

敬啟

駐洛杉磯台北經濟文化辦事處處長

中華民國 105 年 8 月 17 日

Dear President Gerald Wang of Taiwanese American Chamber of Commerce of Greater Los Angeles (TACCLA):

On May 28, 2016 in Los Angeles, the TACCLA, under your leadership and with devoted teamwork, successfully held the "2016 Taiwan-US Investment Conference" at JW Marriott Los Angeles LA Live, which attracted more than 400 representatives from various related professions to attend. The program of that conference which included distinguished speakers from professional fields, in-depth economic analysis about the development of US economic and trade relations with Taiwan, as well as plenty of networking opportunities for participants to exchange views demonstrated a great success. The achievement of this event is widely applauded. Therefore I am fully confident that the TACCLA, in accordance with its founding purpose of "mutual cooperation and communal services", will continue to develop the strength of Taiwanese American entrepreneurs in the southern California, and bring Taiwan-US economic and trade relations to new heights. Lastly I wish your esteemed Chamber of Commerce continued prosperity, and all members of TACCLA great success.

Steve Hsia

Director General, Taipei Economic and Cultural Office in Los Angeles

August 17, 2016



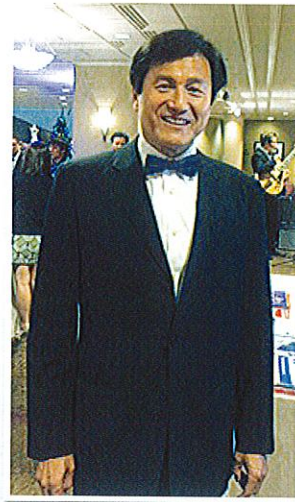
東向的另類思考 (Think Outside of the Box)

汪俊宇 洛杉磯台美商會2016年會長

當政府在五加二的思維上，加上青年子弟面對低薪資及部份傳統有優勢的產業因成本增加的壓力，如中部的機械業因成本增加而需外移至工資低廉地區的不得不的選擇，而美國的加州進台灣僅十二小時航程的距離，亦由於其是進入美國的西部門戶，似乎提供一個互補的機會。

加州由於在許多先進科技上擁有領導的地位，如電子業、大數據、Virtual Reality、E-Commerce、國防業、生物科技、電影、電視、娛樂及動畫等，均與台灣合作的空間，尤其經過加州延伸到其他各州的不同的產業，如波士頓的自動化及機械人的產業。

台灣與美國規比有相業廉價的生產成本，而台灣有著精緻的生產技術及文化，對美國而言，可以降低其生產的成本，而對台灣而言，可經由與美國的合作，將增加台灣的技術及工業之提昇，尤其Hollywood的影業產業，一個無煙囪的產量，正好與台灣的細膩思維可有密切合作的機會，而同時由於產業的附加價值較多，亦可提昇台灣的基本工資，增加台灣年輕人的就業機會。



洛杉磯的台美商會在今年（2016）的五月廿八日，在洛杉磯大會堂的大型豪華旅館，JW Marriott, LA Live, Los Angeles舉辦了第一次的台美投資論壇（Taiwan-US Investment Conference 2016），其反應熱烈，參加人數近七百人，且以年輕人為主，因以英文為主，主流人士方面的相關人士亦踴躍參加。本次投資論壇是為達到以下的目標：



1. 轉型：由於傳統產業面對如Liben、Aifbnb對傳統產業如計程車及旅館業的衝擊，而轉型所需的自動化，Industry 4.0 big data, E-Commerce等方面對傳統產業能提昇競爭力的新知的轉型。

2. 傳承：提供給青年一代的經驗及機會：舉辦經驗傳承的座談，其中以世界台灣商會前總會長楊信先生（Jackson Yang）及其公子 Frank Yang，對其如何創業及如何傳承的經驗為例，做了一個精辟的說明，座無虛席。此外，Vizio的老總William Wang亦提供他的創業經驗，亦為精彩，此外並有Pitch Competition，其由數十位青創的青年，在經過劇烈的競爭後，產生了十組人員，以三分鐘介紹及二分鐘Q&A面對多位創投公司、投資家及銀行家上，提供他們的構想，以便吸引投資者及資金。

3. 台美關係：借此機會邀請台美方面的政府官員及有關的商業領袖在此平台上交流及彼此提供溝通及合作的機會，由於台美投資論壇的會議全程用英文進行，增加在主流的見光度，並能加強未來的合作機會，以達到雙贏的局面。

洛杉磯台美商會、台美青商部及TAP（Taiwanese American Professionals）舉辦這個活動的主要目的為提供一個平台，而藉此整天的活動中，有效的提供各方面接觸、交流及達到一個可能合作的Win Win Situation。

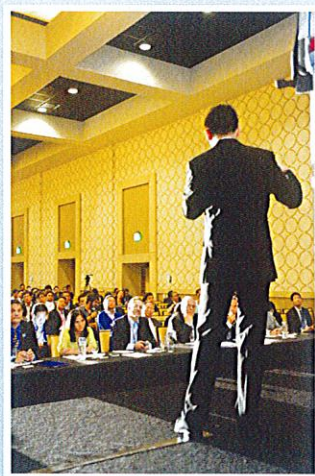
在老、中、青台商、台美政府雙方及企業界的支持下，從二月一日開始到五月廿八日開幕，在短短三個月中完成，而達到某種的結果，而在我們經費有困難之際，世界台灣商會前總會長楊信先生慷慨解囊，提供午餐近四萬美元的經費，加上我們北美總會田總會長、商會 Jennifen Li副會長、Paul Chen前會長、許清松副會長暨僑務委員、我們的陳慶恩副秘書長、顏樹洋、陳美珠、莊武增名譽會長，多位商會顧問、理事們及企業界在資金上的大力支持，而完成了此次的論壇及達到某種效果。

1. 由民間以台美投資論壇，大大方方的在美國西部第一大城洛杉磯舉辦。

2. 成功的提供給台美青年、科技專才、投資家與傳統企業家的交流及產生機會。

未來的期待

未來如果在台灣政府方面，能提供一些資源及各方面的繼續支持，而能以傳承及永續的方向，不斷的擴大及舉行。



PANEL 1A: BUILDING YOUR STARTUPS

Platinum Salon A-C

Find out what the secret sauces are behind the top startups in Los Angeles and Taiwan. A panel of startup founders will tell you how they got started, how they assemble and manage their teams, what kind of failures made them go big, and what their future plans are. If you are looking to start your own startup, or want to work for one, this is the place to be!



Ben Lee (moderator)

Professor at University of Southern California

Working in the Communication Management program as an Associate Director at USC, Lee coordinates faculty efforts with key staff functions in admissions, academic advisement and career development. As a scholar, Lee is curious about human performance – how individuals and organizations survive and thrive, especially in volatile and uncertain environments.



Nick Desai

Co-Founder & CEO, Heal

Nick is a serial tech entrepreneur leading vision, strategy, recruiting, and fundraising for Heal. He's raised over \$47 million in venture capital for his four start-ups since 1998. Before starting Heal, Nick was CEO of FitOrbit - the leader in internet-based weight loss coaching solutions funded by Spark Capital and health insurance giant Anthem Blue Cross.



Hana Chang

Co-Founder & CEO, Bounty Hunter

As a freelance web developer and a singer, Chang understood the difficulty of having your talents noticed by other companies. She would use her passion to create Bounty Hunter, a platform that allows ideas and artwork to enter creative competitions for companies such as Google, Blizzard, Microsoft and many more.



Brian Marvin

Co-Founder & COO, Brinhub

With his background in publishing and marketing, Brian Marvin had prior experience with launching online and digital based companies. At Brinhub, Marvin works to empower digital publishers with an audience that has automated E-Commerce capabilities.



Marc Fisher

Co-Founder & CEO, Dogtown Media

Having worked for a decade designing, developing and launching digital products for tech startups, Fisher started Dogtown Media, a mobile technology studio. Based in Santa Monica, Fisher is also a professor at Santa Monica College, teaching Mobile App Design classes.



Renee Dua

Co-Founder, Heal

Dr. Renee Dua previously served as Chief of Medicine at Valley Presbyterian and Simi Valley Hospitals before founding Heal with her husband Nick. She is board certified in nephrology, hypertension, and internal medicine. Dr. Dua received her M.D. degree from Rosalind Franklin University and completed her fellowship in nephrology at USC following her residency at UCLA. der, Heal.



Bruce Chen

Co-Founder & CEO, Installments

A graduate of the National Taiwan University, Bruce Chen has been instrumental in the field of science and technology. He is the former Chief Strategy Officer of eBay Taiwan and an original founding member of SINA US.



Albert Khasky

Co-Founder & CTO, Brinhub

As the creator of the Brinhub software platform, Khasky was able to use his past experiences at Sometrics and American Express towards to the free to play platform. His success has led to partnerships with Zynga and Riot Games, where player can earn currency in exchange for prepaid card activity.

PANEL 1B: BIG DATA & E-COMMERCE

Platinum Salon F-J

Today, big data has become essential to every industry that is out there. The emergence of big data has allowed companies to study the fundamentals of how they operate, interact with customers, how their customers shop and many other aspects. Not only does big data allow companies to gain deeper insights into their operations, marketing and customers, it also allows them to make decisions on improvements to the company.



Subash D'Souza (moderator)

Organizer at Big Data Day LA

Subash D'Souza is a Big Data Architect at Toyota Motors, North America. He leads several data oriented groups in Los Angeles and is the organizer of Big Data Day LA, the premier big data conference in LA. Subash was a recipient of the Toyota Innovation Award for the Executive Product Challenge.



Harrison Tang

Co-Founder & CEO, Spokeo

Harrison Tang founded Spokeo in 2006 with four friends while studying for his Masters in Electrical Engineering at Stanford University. Today, Spokeo is the leading people search engine, serving more than 18 million unique visitors per month. As CEO, Harrison is responsible for the overall direction and product strategy for the company.



Erik Huberman

Founder & CEO, Hawke Media

In 2013, Erik Huberman started Hawke Media, the fastest growing digital marketing agency in Los Angeles. Before founding Hawke Media, he was a Digital Marketing Strategist in Residence at Science Incubator where he helped grow Ellie.com's sales to \$1 million in just four months. Erik makes frequent appearances on TV, podcasts, and publications as a digital media commentator, and was recently named to the Forbes 30 Under 30 list.



Raj Babu

Founder & CEO, AgileiSS

Raj is the Founder & CEO at AgileiSS LLC, a Los Angeles, CA based Cloud & Data engineering services company. He is also the Co-founder of Magnus Unum a Big Data services company. Raj has a strong, deep and hands-on technical expertise as Solution Architect for Big Data/ Data Lake /BI & Analytics solutions and he has successfully designed, implemented and has deployed over 100+ large implementations.



Douglas Cohen

Data Scientist, Snapchat



PANEL 2A: BRANDING & MARKETING

Platinum Salon F-J

Branding and marketing is essential to any new business. The panelists will be discussing and sharing their own experience with branding strategy for startups and how to make a first presence in the market.



Terance Wolfe (moderator)

Professor, USC Marshall School of Business

Dr. Terance Wolfe is recognized for his work in strategic planning, executive development, and organizational change and assessment. He has authored journal articles and has been a presenter at major conferences in the US and abroad. He consults for various private, public, and non-profit organizations and has been a member of the Asian Business League, Academy of Management, and the World Affairs Council.



Kevin Randolph

EIR, Los Angeles Cleantech Incubator

Kevin Randolph has had a 40 year career as a c-level executive, advisor, mentor and coach to various industries. He has raised hundreds of millions in capital and created billions in economic value and thousands of jobs on a global scale. His largest project was in building a pan-Asia communications company, in which 20 acquisitions were successfully completed in 18 months.



Nick Desai

Co-Founder & CEO, Heal

Nick is a serial tech entrepreneur leading vision, strategy, recruiting, and fundraising for Heal. He's raised over \$47 million in venture capital for his four start-ups since 1998. Before starting Heal, Nick was CEO of FitOrbit - the leader in internet-based weight loss coaching solutions funded by Spark Capital and health insurance giant Anthem Blue Cross.



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Eric Rice

Founder, 25 Ventures

Eric Rice has experience in all sectors of the startup world, having founded 10 of his own, and co-piloted 80+ startups. Mr. Rice is Co-Founder of 25 Ventures, which is a startup incubator that helps take ideas from scratch, or startups in their infancy, and turns them into independent companies. Mr. Rice is also the CEO and Founder of TrepScore.



Eden Chen

Co-founder Fishermen Labs

Eden Chen is a serial entrepreneur and is the founder and CEO of multiple companies. Before co-founding Fishermen Labs, Eden led tech and finance efforts at Reality LA and founded Lightmark Capital, a Los Angeles based hedge fund. Eden has been featured in Bloomberg, Reuters, and the LA Business Journal and current is on the advisory boards of numerous startups and non-profit organizations.

PANEL 2B: FUNDING & INVESTMENT

Platinum Salon A-C

Getting funding is essential for and startup eager to scale up. The panel will discuss about how startups get funding and what investors are looking for.



Yvette Lin (moderator)

Founder & CEO, SUDO

After several years of experience in venture capital, Ms. Lin realized that human resources is the most significant success factor in the internet and technology industry. Ms. Lin's platform Sudo Recruit builds a bridge between companies and talent for Internet elites. Prior to founding Sudo Recruit, Ms. Lin was an investment associate at AppWorks Ventures, Asia's biggest start-up accelerator and an investment banking analyst at Yuanta Securities, the leading securities firm in Taiwan.



Kitty Lo

Founder & CEO of Manhattan Hotel Group

Kitty Lo is a successful investor and entrepreneur whose publicly traded company in Taiwan specializes in investing in U.S. hotels. Ms. Lo invests in several major hotels in California, New York and New Jersey.



Tony Huang

Venture Partner, WI Harper Group

Tony Huang is a veteran of Silicon Valley and Asia's venture capital industry with extensive experience in venture lending, direct investment, venture fund investment, and corporate development, with emphasis on US and Asia cross-border transactions. During his career, Mr. Huang has been responsible for providing over \$200 million in venture debt financing to over 100 companies, invested in 25 privately-held technology startups, sponsored over 20 venture capital fund investments, and established an extensive network of relationships with venture capital firms, limited partners, entrepreneurs, corporate executives, and service providers on both sides of the Pacific.



Jennifer Zhang

Partner, Cybernaut Zfounder Venture

Jennifer (Chenchen) Zhang is a serial entrepreneur and angel investor who has worked at a number of incubators and startups in both the U.S. and China. Ms. Zhang is a partner of Cybernaut-Zfounder Venture (Cybernaut LA), a top venture capital firm in China and the Co-Founder and COO of PlusYoou, the biggest US-China Startup platform in Southern California. Ms. Zhang is also a frequent columnist and contributor to TechCrunch, Sina.com, 36Kr and other mainstream tech media in China.



Donna Lee

Entrepreneur in Residence of K5 Ventures

Donna has is an Entrepreneur in Residence for K5 Ventures, an early stage venture fund. She has broad legal, management and executive experiences from major law firms and a Fortune 500 company. Prior to joining K5, she was the CEO and founder of an acquired startup that focused on enhancing the in-game experience. She raised multiple rounds of funding from across the US and now she helps K5 portfolio companies meet their milestones and raise their next rounds of funding.

LUNCHEON

Platinum Salon D-E



JASON HSU

Founder and CEO **Rayliant Global Advisors**

Jason Hsu is the Founder & Chairman of Rayliant Global Advisors, a leading provider of Smart Beta strategies in Asia with an estimated \$4.0 billion in assets managed using Rayliant's strategies. Jason is a well-established leader in Smart Beta research and has over 40 published papers in academic journals. He is an associate editor of the Journal of Investment Management and serves on the editorial board for several other Financial and Investment journals. Jason is also an Adjunct Professor of Finance at UCLA and sits on the board of directors for the Anderson School of Management. Jason is the recipient of numerous professional awards and was previously named to the list of Institutional Investors "20 Rising Stars of Hedge Funds" list.

PASSING THE TORCH OF LEADERSHIP INTO THE NEXT GENERATION

Platinum Salon D-E

Unveil the secrets of Jackson and Frank Yang on how to build a multi-billion business empire from scratch. Through their investments into the community and numerous charities, Seville Classics and simplehuman have elevated the image of Taiwanese American owned businesses in the United States.



JACKSON YANG

Founder and CEO **Seville Classics**

Jackson Yang founded Seville Classics, the leading global manufacturer and innovator in the housewares and storage industry. His journey as an entrepreneur began from his humble roots in Taiwan, where at the age of 16, he started his first international business. He built Seville Classics from scratch after immigrating to the U.S. in his early 40's and has since turned it into a business that earns over \$200M in annual revenue. In addition to running his company, Jackson is the Chairman of First General Bank and is President Emeritus of the World Taiwanese Chambers of Commerce.



FRANK YANG

Founder and President **Simplehuman**

Frank Yang founded Simplehuman, a globally recognized homeware and lifestyle company and brand known for its cutting edge innovations in redesigning the trash can. In his role as President and Lead Designer, has instilled in his company the vision of building and designing "tools for efficient living". Simplehuman currently owns over 500 patented innovations and has garnered international design awards from reddot, the International Housewares Association, and I.D. Magazine.



PANEL 3A: VIRTUAL REALITY & TECH

Platinum Salon A-C

With Oculus Rift, Playstation, HTC and Samsung being the leaders in the virtual reality industry, they're looking to make a big splash in 2016. Join the panel to gain an insight for the future of the virtual reality industry.



Marc Fisher (moderator)

Co-Founder & CEO, Dogtown Media

Having worked for a decade designing, developing and launching digital products for tech startups, Fisher started Dogtown Media, a mobile technology studio. Based in Santa Monica, Fisher is also a professor at Santa Monica College, teaching Mobile App Design classes.



Phil Johnston

Co-Founder, VIRT

Phil Johnston is a young entrepreneur on a mission to make the world a closer place with virtual reality. As the founder of Las Vegas based Virt Inc., he has brought his experience in business consulting to VR, developing new solutions for business in VR. Virt's first solution is a 360-degree video robot that creates virtual walkthroughs of real-world spaces in real estate, retail, and hospitality.



Daniel Kenyon

Co-Founder & CEO, Furious M

Daniel Kenyon has over 25 years experience in executive management, and award winning product and business development. As Founder and CEO of Furious M, he leads a team of innovative new talent and industry veterans harnessing technology to revolutionize creative impact and commercial success in transmedia entertainment. Before starting Furious M, Daniel served as Vice President and Director for several major companies, including Oracle and PeopleSoft.



Nonny de la Peña

CEO, Emblematic Group

Nonny is pushing technological boundaries for narrative endeavors, including creating virtual reality environments for news, documentary and entertainment. To date, she has built multiple virtual reality constructs including a Formula 1 Singapore Grand Prix experience, Use of Force, which premiered at the Tribeca Film Festival, Project Syria, a commission by the World Economic Forum and Hunger in Los Angeles, which premiered at the 2012 Sundance Film Festival.



Kuangwei Hwang

Founder & CTO of Vrideo

Kuangwei was previously Lead Engineer at online video technology provider ZEFR. Prior to ZEFR, he was Senior Software Engineer at BetterWorks, which had acquired his start-up, PureConduit. Kuangwei has also been an engineer at Cisco and AMD, and holds BS and MS degrees in Electrical and Computer Engineering from the University of Illinois at Urbana-Champaign. He's an instrument rated pilot.



Christina Heller

Co-Founder & CEO, VR Playhouse

Christina is the CEO and Co-Founder of VR Playhouse, a creative studio and full-service virtual reality production company based in Los Angeles. Beginning her career in media as a political journalist and host of an award-winning political radio program, Christina gained a global perspective and a knack for connecting with people from all walks of life.

PANEL 3B: ROBOTICS & INDUSTRY 4.0

Platinum Salon F-J

Industry 4.0 is the fourth industrial revolution that is driven by the Internet. Industry 4.0 is a collective term that includes: contemporary automation, manufacturing technologies, robotics, and data exchange. Industrial production of the future will be characterized by the strong individualization of products meeting the conditions of: being highly flexible with large series production, having an extensive integration of customers and business partners in business and value-added process, and the link of production and high-quality services leading to so-called hybrid products. Join the panel to find out how you can shape the industrial revolution.



Keith Kaplan (moderator)

Co-Founder & CEO, Tesla Foundation Group

Keith Kaplan is currently the CEO and Co-Founder of the Tesla Foundation, which accomplishes its mission through the power of research and education to create, promote, and protect Innovation. Mr. Kaplan has traveled the world talking about the integration of cyber autonomy into our everyday lives. From meetings with the White House, appearing on major TV and Radio stations, authoring articles in major publications, and speaking at major conferences and symposiums globally. Mr. Kaplan is a creator, consultant, and team member in the creation of emerging technology and is an expert in the integration of new technology into the marketplace.



Sylvia Kohn-Rich

Senior Engineer, The Aerospace Corporation

Dr. Sylvia Kohn-Rich is a "rocket scientist" with the soul of an entrepreneur. Dr. Kohn-Rich teaches at USC, works for Boeing, Northrop Grumman and Aerospace, and consults for videogame companies on artificial intelligence in Los Angeles.



David Banhart

Co-Founder & CFO, Arkisys

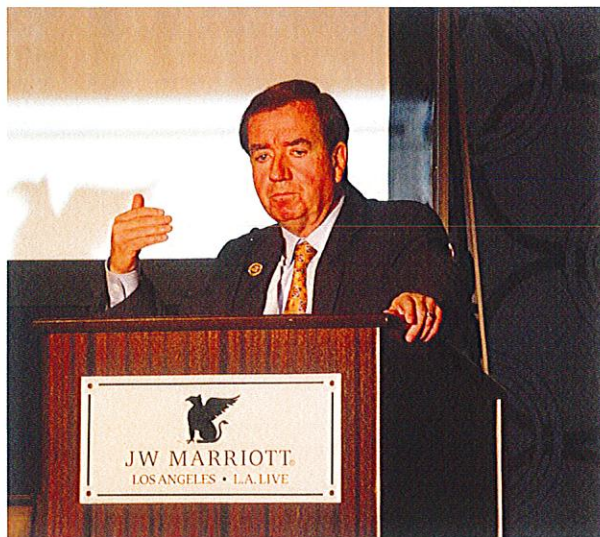
Dr. David Barnhart is the Founder and CEO of Arkisys, a company seeking to develop company-to-company "space" commerce, and expand revenue sources by providing new functions and applications for what can be done in Space.

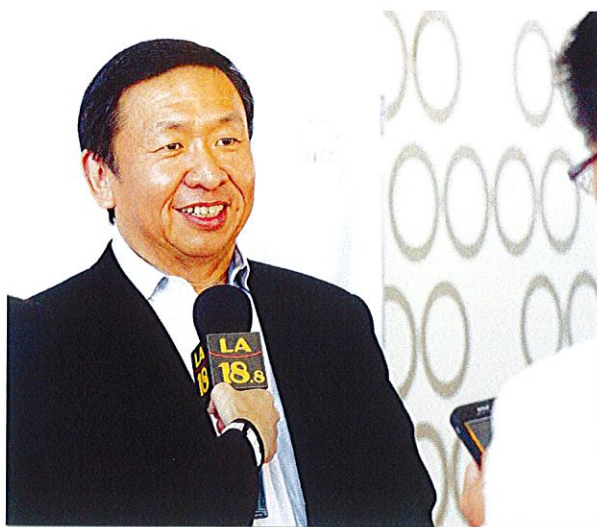


Dankai Liu

Flight Systems Manager, NASA Jet Propulsions Laboratory

Dr. Dankai Liu is the Chief Engineer and Project System Engineer for the Orbiting Carbon Observatory re-fly mission (OCO-2), NASA's first mission dedicated to studying atmospheric carbon dioxide measurements.











2016 Taiwan-US Investment Conference - A Dream Comes True



By 李立華 Jennifer Li

Vice Chair of 2016 Taiwan-US Investment Conference, and Vice President of TACCLA



My expectations were high when we started preparing for the 2016 Taiwan-US Investment conference in Los Angeles. Nonetheless, after completing the intensive one-day conference on May 28, 2016, I must admit that even my lofty expectations were exceeded.

President Jerry Wang of the Taiwanese American Chamber of Commerce of LA (TACCLA) met with me twice in January of this year and invited me to serve as Vice Chair to help organize this conference. Initially, I was hesitant. My schedule was very hectic, and I was concerned about whether I could provide the support that was needed for this conference. However, I was attracted by the term "Taiwan-US" because the link between these places means so much to me; I came from Taiwan and have stayed in U.S. for more than 30 years. I was also touched by Jerry's passion - his drive to share the E-commerce technology and "big data" with an older generation of businessmen and his desire to create a platform for young Taiwanese Americans to connect with potential investors. I was amazed by his enthusiasm for organizing such conference, but was it really possible to fulfill this dream in less than four months? I decided to do what I could to help. Jerry graciously agreed to hold preparation meetings on days when I could meet (most days I am working 75 miles away from the greater Los Angeles area). I began by selecting the theme of "Waves of Transformation" to capture the trans-generational, trans-industry, and trans-pacific threads of the conference.

Each Sunday between February and May, we met at the TACCLA's conference room, I felt rewarded to engage in discussions with so many talented members of the Taiwanese Junior Chamber and the Taiwanese American Professionals of Los Angeles, not only because of their ideas, but also because they were so capable of executing the plans that were made. I frequently felt that I was simply a mentor, helping these young professionals while they did all the hard work. I got to know many of them during this time, several of whom are similar in age to my daughter, and I enjoyed our frequent discussions and debates either at meetings, or through LINE and emails. I began to realize that this is how chemistry forms, mentorship develops, and friendship grows, week after weeks, regardless of age and generation. On May 27, the night before the conference, more than 40 young and energetic volunteers filled the room for our final meeting. We all stayed up until midnight (overnight for some), further solidifying bonds while we completed final preparations.

The one-day programs focused on these topics: Taiwan and the Trans-Pacific Partnership, the Future of Branding and Marketing, Virtual Reality, Robotic Industry 4.0, Pitch.Co, Bootstrapping to Success, and Passing the Torch of Leading to the Next Generation. There were also interviews with successful businessmen. Upon listening to so many speakers on these subjects, I was inspired by their stories; I realized that, with only one day, there was not sufficient time for in-depth discussion of some topics. Nonetheless, attendees were able to engage with the panelists, and a pitch session, in which attendees could see the task of how each of 10 Pitch teams conveying their creativity in 3 minutes, provided attendees with valuable perspective as how an entrepreneurial mind pitches one's idea to potential investors.



As this was the first effort to conduct such conference and bring Taiwan to the mainstream business community, there is certainly room for improvements. However, many great accomplishments have been reached. Most importantly, we created this unique and educational conference, providing a platform for discussion that links two business communities between Taiwan and U.S.

I strongly believe that, when businesses grow and thrive, regardless of the communities from which they come, our regional and national economy will prosper too. I hope that this conference serves as foundation for our Taiwanese community in the greater Los Angeles area, facilitating future development, and I would like to thank our superb team and all of the 670 participants for making this dream come true.



2016台美投資創業論壇執行長 &
TJC LA Advisor

張鈴窈 Ling-Yao Chang

創業是每個人想要努力的目標與夢想，投資也是大家找尋的機會與方向。過去如此，現在如此，未來亦同。然而隨著知識的提升、普及，科技的進步發達，各種行業、產品的生命週期變得非常短，如果仍延續舊的思維或做法，相信很快的將被淘汰出局。而現今一代的年輕朋友大部分在優渥的環境下學習、成長，能力、眼光可能提升了，但敏感度、抗壓性顯然下降了。因此，如何讓即將接棒的年輕朋友能很快的站穩腳步，進而發揮更強大的力量，為其個人、國家、社會創造更美好的未來，成為各國各界的首要工作。因此協助青年開發、創業的平台紛紛設立。

洛杉磯台美商會一直有著傳承與創新的理念，也感受到時代的變遷和趨勢。今年-2016，我們用行動告訴大家，想要透過一個平台將這理念付諸實行，「台美投資創業論壇」因應而生。台灣的新生代-台美商會青商部在台美商會大老們的授權、支持、指導之下，積極的規劃籌辦這次的投資創業論壇。籌辦期間洛杉磯台美商會青商部的夥伴們，從一個月一次的開會，到後來每個星期密集的討論；從原本的大方向



討論到各項細節，讓我們在每一項環節中都跟著在學習在成長，每一次的聚會都是腦力激盪跟互相學習的過程。整個團隊就只有一個信念，就是要把這次的活動辦得盡善盡美，並達到預期的目標。

這次是台美投資論壇活動的第一屆，規劃的討論主題有創業及2016年科技最熱門的話題(包含如何建立新創、大數據及電子商務、品牌建立及行銷、投資及融資、虛擬實境、機器人及工業4.0、科技未來走向等)。會中更舉辦pitch competition (新創想法競賽)，任何融資少於300萬美金的新創團隊皆符合報名資格；最後決選出10組參賽隊伍，安排簡報，由數家風險投資人參與評審並共同討論反饋，如此將有更多機會接觸到潛在投資人，並找到合作機會或是合作夥伴。大會最後安排簡單的餐敘晚會，提供參加者活絡人脈的社交場合。

本次活動成敗的最大關鍵，應是如何讓我們端出的大菜讓人眼睛為之一亮。講員組的夥伴可辛苦了。在團隊的努力之下，成功邀請到來自台灣及美國成功的企業創辦人蒞會分享其經歷，包含：

Seville Classic Inc.董事長暨僑務委員楊董事長信；simplehuman 創辦人Frank Yang；Vizio創辦人William Wag；前無名小站創辦人Wretch Chien；台灣的新創企業：由幫助過200間新創公司、共獲得超過美金六千一百萬融資的Yvette Lin所創辦的Sudo Recruit；得到美國500 startup融資、在美國被孵化的台灣新創企業Bounty Hunter以及

全台灣唯一入選Google Startup Grind的Installments；數家一年內融資超過500萬美金的新創；被富比士評選為30歲以下成功創業之菁英；USC大學創業相關課目的教授；數家風險投資人(Venture Capital)。

這麼多參與講座的菁英成功企業家、專業人士於會中分享了他們創業的經歷和甘苦，最新的思維和未來的趨勢分析，提供給參與的朋友參考與借鏡，這對欲創業或創業中的朋友，會是無窮的寶藏，將讓其創意想法或新創企業成長茁壯。從現場反應熱烈及各個充滿自信的神情，我知道我們找對了講座，當然更感謝講座們無私的分享與傾囊相授。

我們還設有市場行銷策劃組，這組組員透過網路平台媒體，例如：臉書，WeChat，Line或其他網路社群等對這項活動有興趣的組織團體合作，也跟LA當地的社團組織相互合作，共同將這項活動推廣宣傳出去，透過所有人的宣傳跟努力，當天活動約有將近600人來參加，這應是一場吸引人且成功的活動。而這樣的成果，個人相信本會未來和這些網路社群的互信、互動會更上一層樓，且將間接幫助參與本會活動的所有朋友，可預見的是本會未來的活動將吸引更多的朋友注意和參加。

另外的贊助及媒體公關組，工作人員透過E-Mail、電話，隨時跟所有贊助廠商或贊助人、中文英文媒體記者朋友們保持聯繫，也擬了中英文的新聞稿及安排新聞記者會，積極宣傳這項活動，論壇當天也邀請記者朋友與會，進



行第一手資料的傳達、發佈。所有的規劃都在大家的努力下，逐步達成預期的效益。

一天的激情雖然落幕了，但留在每個參與者心中的激盪，將如海上波浪一般，不斷的擴張，綿綿不絕。而在活動中所學習到的智慧、信念、創見、經驗、友誼，將為心中的目標與夢想產生正向的加乘作用。感謝青商部參與籌劃、服務的夥伴，利用個人休閒的時間共同來完成這艱辛的任務，有你們真好。

最後要感謝台美商會的大老長輩們，從母會的創立、成長、茁壯，進而培養、指導、提攜年輕的青商部，讓我們這輩青商夥伴能更早更踏實地融入社會並站穩腳步。這次又辦了青創論壇，提供更多年青朋友學習成長的機會，如此的胸襟和遠見，一直都是我們景仰、學習的典範。願這次的活動成果是符合長輩們的預期。

2016 Taiwanese American Chamber of Commerce Junior Chapter President

Ken Shen

I have been involved with the Junior Chapter for almost 3 years now - starting as a member, to Vice President and finally, the President for this year. Members and Board of Directors from the junior chapter consist of students, working professionals and young entrepreneurs. We represent the first and second generation of the local Taiwanese community and are highly educated and well versed in both English and Chinese. Although we are young and full of ideas, many of us lack experience and exposure to the competitive business environment.

The senior Board and its members on the other hand, are visionary entrepreneurs. Most of them migrated to the USA over 20 years ago and have worked hard to achieve the American dream. Even though they may not be as tech savvy as we are, their experience and mindset to building a successful business is a valuable asset that continues to help the development of the junior Board and members.

This core dynamic is what led the Investment Conference to arise – for the two generations to work together and unite the local Taiwanese community while creating a better future for all of us.

With the support of the senior board members and President Gerald Wang, we turned the impossible into a reality. We created a successful event in just three short months! Throughout those months, we had weekly meetings and daily offline discussions as we built the Investment Conference from scratch. Although the junior chapter was at the forefront running the show, the senior board was the mastermind behind the conference.

The senior and junior board worked together as team, like father and son. Even though there were some disagreements along the way, we learned to appreciate and understand the differences between the two generations which resulted in a stronger unified team! The senior board members provided their experiences and guidance along the way, which set a great example of how closing the generation gap and working together makes us stronger than working alone!

As the President of the Junior Chapter, I am honored to be able to work with such phenomenal leaders from the senior board, as well as great minds from the junior board. I am looking forward to working together for the next project! With this, I would like to end with the value of entrepreneurship:

1. Be a Visionary and Believe in Yourself
2. Take Calculated Risks
3. Learn the Value of Team Work
4. Work Hard and Don't Hold Back!



TAP LA President
Jeanette Low



TJC LA Vice President - Albert Hsu

What an amazing experience it was to have been a part of the inaugural Taiwan-US Investment Conference! TAP-LA was honored to be a co-organizer of the event and witness as a small seed of thought grew into fruition far beyond our expectations. When the planning process started just four months before the scheduled conference date, I was skeptical as to how it would all turn out. After seeing the dedication and passion from everyone on the planning committee, my confidence grew stronger each week. Even if the event would not turn out as hoped, we knew that each and every team member gave his or her all.

Sure enough, after many long meetings and late nights huddled in front of the computer, we watched as the registration numbers increased, the buzz about the event grow, and the program start to form with each speaker commitment. On Saturday May 28th, the culmination of our efforts materialized with over 500 attendees and 40+ speakers. Every sleepless night quickly became something of the distant past.

Working with the Taiwanese American Chamber of Commerce has been such a privilege and life changing experience. Being a second generation Taiwanese American, I tend to network with other Taiwanese individuals also born here in the states. However, this partnership was eye opening for me and showed me that the passion for the Taiwanese American community transcends beyond our birthplace. I walked away from this experience not only with the lessons we learned during the conference, but a lifetime of friendships and slightly improved Mandarin skills. I look forward to many more successful conferences in the coming years!

We have been looking for a powerful ticket-selling system combined with the check-in tool for a long time but unfortunately, most of tools aren't quite friendly but also charge a lot of service fee for the future maintenance and service. In 2015, it was our first time to try using Eventbrite as our main ticket selling channel and also to help us solve the inefficient check-in process. As a result, we got a lot of positive feedback from either our partners and also all the attendees. So that makes us to decide to use eventbrite as our main ticket selling channel for the investment conference.

There are three major reasons I would like to talk about in the following points. First, in terms of marketing, nowadays most people know about your event by some important online platform such as Facebook, Instagram etc, and Eventbrite is mainly designed to get most of the people's attention who are interested to be notified by all kinds of activities. Eventbrite is not only a trustable ticket selling channel, but also it helps to get more ticket sales. By integrating the eventbrite with the Facebook ads function, people will get their most interested events on their facebook timeline and which can helps to get more click chances from people in the targeted area.

Second, Eventbrite use a good discount management mechanism and also the analytic system support by big data diagram to help organization create many kinds of promotions and some of the promotion methods are truly amazing. Everytime when you try to understand who is your target audience, it can easily help you with a analytic diagram telling you what ages or gender would be a most possible audience for this event, and then you can use this data base to promote those specific groups without wasting your money and effort on some



Last, I really appreciate eventbrite provide us a such powerful cloud based check-in tool which can helps you to check-in for your attendees anywhere and anytime. Event organizers are able to check-in anybody within 5 secs and print out your customized badge at the same time. Everyone with the same eventbrite account can have a big overview on the check-in status and it helps organizer control timing and pace for the event. Besides, the check-in system is mobile friendly and everybody with you cell phone is able to use the app on ticket selling and also the attendee's check in. In view of the above, I personally would recommend to keep using eventbrite in the future event and try to utilize all the functions they provide and it will make our event even more successful.

TJC LA Vice Treasure and Leader of PR Team
Amy Lin

As an individual who has only been working for employers, anything related to entrepreneurship, investment, or start-up is very unfamiliar to me. This event really opens my eyes toward the related world, as well as lets me link to the most recent technology movement. And what I cherish the most is that it provides the best chances for me to network with people in the related fields. By interacting and working with them, it really opens my eyes. It also gives me the best practices to team with various people, no matter with TACC's team, TAP or external parties. It polishes my communication skill, teamworking skill, multi-task skill and problem solving skill. A lot of times, I and other teammates have to conquer the difficulties based on our judgments, for this is the first year to hold this event. I found that although it's challenging, but all of us really learn a lot, which we can't easily learn from other chances, and although there is time that we don't agree with each other, but for the whole event's good, we still are on the same way leading toward the end, with the improvement of our personal skill.

As a leader in the marketing and PR team, I am really grateful and happy to do whatever I did. This is the perfect performance platform for me to apply what I have learned and what I've been thinking. We have the pressure to push the ticket sales, so we tried every single way we could think of, different type of social media, media, partners... etc. For we have limited time and budget, this really gave us difficulties to achieve our goals. By utilizing social media ads, we tried and improved, in order to be cost-efficient. We also tried hard to build our own media networking, especially the mainstream. Although we ended up building more networking in Chinese, but we have got a lot of resources that we could be utilizing in the future. Also, we tried so many kinds of promotion, in order to sell the ticket, such as the student discounts, co-working space discounts, meet-up...etc. I then learn that as long as you tried, there is a way you will be successful, for that you don't give up.

TJC LA Board of Director
Ashley Chang



I think overall the conference provided a decent experience for our attendees but there are definitely rooms for improvement. For example, we could ask all staff come to the preevent meeting so that we can make sure every one of them knows clearly about event schedule and their responsibilities. By doing so, the event might be more organized and we won't be having one person doing a ton of stuff while others have no clues wandering around.

However, I think the event is a great representation of how capable TJC is when organizing large events, reacting with difficult situations, and delivering great works under time constraints and pressure. The members who helped organize the event worked really hard and it almost felt like we've completed the mission impossible!



Sending the post-event survey to get feedback from our attendees is absolutely a brilliant idea to evaluate how successful the Investment Conference was. I would suggest that if we were not able to have a review meeting after the event, we should totally send a survey to our staff to get their feedback as well (not just the core members but the whole crew). I believe that with all the learnings and insights we had from this year's conference, we can take the 2017 conference to the next level!

**TJC LA Board of Director &
Leader of Speaker Team
Charles Huang**



The goal of the business association is to promote and foster the business and professional development of its members. The goal of the investment conference is to bring bright minds and savvy businessmen together to learn new trend and strike new deals. That's exactly what happen with the 2016 Taiwan-US investment Conference, Taiwanese American Chamber of Commerce of Greater Los Angeles (TACC) and Taiwanese American Junior Chamber of Commerce (TJC) with the help of Taiwanese American Professional (TAP), were able to put together a 600 people conference within 6 months!

The conference attracted many young professionals, entrepreneurs and students; the venture capitalists and angel investors also come out in drove. Attendees are attracted by the wealth of programming and keynote speakers, from hottest Virtual Reality to the Future of Silicon Beach by Taiwan born William Hsu, co-founder and managing partner of Mucker Capital, a premier pre-seed investment firm in Santa Monica. People are also inspired by the interview with William Wang, founder and CEO of VIZIO, on how he secured Taiwan manufacturing and investment and made VIZIO into a household brand in the USA. Attendees are most impressed by the dynamic duo of father and son, Jackson Yang, Honorary Chairman of World Taiwanese Chamber

of Commerce and founder of Seville Classics Inc. and Frank Yang, the founder and chief designer of simplehuman, discuss in length on how to pass the torch of leadership to the next generation, as many Taiwanese American business are family owned and are currently facing the same challenge.

The conference also attracted a lot of media attention as many of the Taiwanese government officials, representative from the Los Angeles City official, as well as the local elected officials also attended the conference. TACC and TJC are confident that business and trade will be more vibrant and friendship will be stronger between Taiwan and the United States from the relationship we build from this day forward. We would like to thank Director-General of TECO-LA, Steve Hsia and his team, especially the Science and Technology division, California State Treasurer John Chiang, Congresswoman Judy Chu and Congressman Ed Royce for supporting the 2016 Taiwan-US Investment Conference.



**TJC LA Board of Director
Chloe Tsai**

5/28 TW-US investment conference was an event that the TACC team started from scratch and brought to life. In four months, we invited world famous CEO and industrial leader William Wang (CEO of Vizio), William Hsu (Co-founder of Mudker Capital), and Keith Kaplan (CEO of Tesla Foundation) to participate.

Big data and e-commerce are two important points constantly being mentioned in this conference. What is "Big Data" why is it important? Big data is a term for data sets that are so large or complex that traditional data processing applications are inadequate. Challenges include analysis, capture, data curation, search, sharing, storage, transfer, visualization, querying and information privacy. Big data can be characterized by 3Vs: the



extreme volume of data, the wide variety of types of data and the velocity at which the data must be must processed. Understanding big data is also an important factor in winning the game of e-commerce, we see Amazon as a very good example for being an e-commerce leader in the market now.

Besides the new knowledge learned from the conference, I have also enhance my skill of event hosting and preparation which cannot be learned from my current job position. Hosting a big event is not easy, however, by breaking it down step by step, and coordinating between each department of TACC, we were able to run a large successful event. I feel very fortunate to have joined the TACC team and have the opportunity to work with people I now can call friends. We are making a difference for the Taiwanese American community and I hope to bring more opportunities for those who have entrepreneurship on their mind.



**TJC LA Vice Secretary
& Leader of Pitch team**

Jeffrey Lin

To encourage young generation to pursue their dreams, take the challenge to start up their own new business or companies, TACCLA held a pitch competition, called PITCH.CO, in Taiwan-US Investment Conference to promote the entrepreneurial culture among young people. The competition brings together the brightest early-stage startups for a live demonstration and battle. The competition was held as the last but best one of the whole day programs. The final winner was honored with a round trip Elite class flight ticket sponsored by EVA Air. TACCLA hopes the inauguration pitch competition among Taiwanese American community throws a sprat to catch a whale and more young generation can realize their ideas as entrepreneurs.

PITCH.CO is open to all startups that funding received under \$3MM in funding. As the first-year start-up competition held, PITCH.CO committee received more 30 startup teams applied from different countries. It is very encouraging to see one team applied particularly from Taiwan. The top 30 startups that applied received phone interviews by the committee. The final 10 startups were advanced to the final Pitch competition on 5/28 and presented on stage in front of hundreds of audiences including our judge panels, potential key investors, partners, and customers. The presentation includes 3 minutes of presentation followed by 5 minutes Q&A session and feedback from by the judging panel. The final winner was announced in the VIP reception in the evening and honored with our winning prize.

The committee invited 6 distinguished judges as PITCH.CO judge panel. They are all remarkable co-founders or CEO representing different renowned venture capitals, angel funds, incubators, etc.

The final 10 teams cover all different businesses such as biomedical industry, fitness industry, computer science, gaming, traveling, big data, machine learning, etc. The final winning team is Storytime Studios, Inc. The cofounders are Robin Johnson and Max Woon.

There was a VIP reception followed after the pitch competition. It provided a great opportunity for all pitch competition participants to network with each other to share their experience or talk about future collaboration opportunities. Every participants got chance to consult our distinguished speakers and invited entrepreneurs who stayed late with all participants and were all very willing to help young people run their startup successfully. The pitch competition was held for the first time at Taiwan-US Investment Conference. Due to its success, the committee decided to continue and hold this competition every year. TACCLA encourages every young people who are ambitious, aspiring and passionate



at starting-up new business to team up to join start-up competitions. We believe in that the potential of the youth can be inspired through learning from each other by exchanging views, and this is the way for the youth to pursue the excellence and final success. In the mean time, TACCLA welcomes all successful entrepreneurs and investors who are interested in helping young generations to join us to support them to make their dreams come true.



**TJC LA Board Of Director
Jenny Chang**

This is my first year as a TJC board member, and it was a privilege to be part of the preparation team for 2016 Taiwan-US investment conference, which was also its first year. To look back, it seems amazing how an initial thought can grow rapidly and immensely within 2 months and finally successfully achieved. The accomplishment of this conference, of course, results from a great number of people and groups who put in lots of time and effort without being defeated by any challenges. The purpose of this conference was to bring together the mainstream entrepreneurs in U.S. and the Taiwanese American entrepreneurs, and to bridge the possible gap that may occur due to the differences in culture and resources. It was also held to create a platform for the Taiwanese Americans to take a deeper and closer look of the opportunities and potentialities we have in the U.S. market. While we wish the attendees have enjoyed an educational feast, we as one of the hosts definitely benefit as much during the preparation of the conference – The scale of the conference pushed us to think and react on how to make it visible to the mainstream.

TJC Board of Director & Leader of Sponsorship Team - PinYi Wu

The success of Investment Conference is all about team works and dream big. When this idea was firstly generated, no one believe that it will happen. However, we did it. Thanks for the support of TACCLA President, Mr. Wang, TACCLA Board of Directors, and other team members, we finished such a historical event that no one tried before. Inspired by Entrepreneurship, connecting with Taiwan and finally created by Taiwanese American, this event was targeting to enhance the power of startup spirit and ignite more people to devote creating their own business.

Nothing happened in just one night, lots of efforts and discussions are required before anything happened. We were like in a mess in the very beginning, then things started getting better and more organized when everyone got a more clear idea of what we are doing. Splitting the big group into several sub teams: program, marketing, sponsorship and operation, perfectly cooperated to make things happen. I was assigned to sponsorship team, not that very active in the beginning, but the most important as everything is getting clear then narrowed to the cost. The more sponsor we could get, the less stress we had. Planning a event is one thing, gathering people joining in is another. We spent a lot of time in catching up everyone's eyes, so does sponsors. Thanks for the strong marketing team, we got one of the best marketing plan to promote this event. Therefore, sponsorship team got enough attention from either social media or Taiwanese community. By sending invitation letter or meet/ invited sponsor in person, my team succeeded in funding from companies and individuals to have enough support and let people do things in the best way with less worry about about cost. At the same time, my communication and promoting skills have also made enormous progresses.

If we didn't work together like a swarm of bees, we would have never achieved success as sweet as honey. Thanks for an excellent job team.



Leader of program book - Vicky

It's the most pleasure project that we have done together.

The project was accomplished by 3 girls spent a lot of quality time together. It's an iconic accomplishment of creativity, friendship, and hardworking.

Firstly, we had groups brainstorming for structure of the program book.

Secondly, we self-learned the Photoshop skills to accomplish the task. Finally, we pull together every single piece of our work to make a perfect program book.

It's been a great pleasure to work with each member of this team. We had a great time and learned a lot from each other.

new people just by hanging out at the conference and meeting friends' friend. It was an extremely successful networking event for me. I have since built many professional and personal relationships with the people I met at the conference. Most people I met were Taiwanese, both ABC or people from Taiwan. Being at a "Taiwanese" conference vs. other conference, people definitely felt more at ease to reach out and talk since we have the common background - we are all Taiwanese. One thing I do want to point out is, we spent more time networking in the hall than listening to the speakers. People we met at the conference were more interesting than the panelist. But that is just my two cent. Also, what we liked about the conference was general attendees were mostly millennial professionals. We thought the attendees would mostly be older generation and was a bit hesitant to attend in the beginning, so that was really great.

2. Panelist (conference content) & Program

There were some good speakers like Sang Han, William Hsu, William Wang. The topics selected were very relevant and one point with what's currently "buzzing". That was one of the initial attention and interest draws for my friends and I, the topics. We really liked that lunch was provided, but no one was really listening to the speakers that spoke during lunch, so you might want to do something differently next time.

3. Ticket Price

I thought the ticket price was reasonably priced, I bought the early bird and I had promo code. One of the reasons why I thought it was reasonably priced is because the event was hosted at J.W. Marriott, and I can say a lot of attendees thought the same. Since I am giving a honest feedback, I don't think I would of attended if it was hosted at Pacific Palm Hotel.

Attendee
Alice Twu



I will break my feedback down into different categories and elaborate them separately. Overall, as an attendee and from the feedback I got from other attendees, the conference was very successful and well organized. The venue was great and the schedule was on point.

1. Network

The amount of network we accomplished that day was the biggest take away for the most of us. I reconnected with a few friends I haven't seen in years and has since rebuilt the connection. I also met a lot of



Speaker feedback

Eric Rice (25 venture) He's fascinated by the business opportunities that the conference can bring together.

Mike Miller (wildhorse lab) He was impressed by the list of the panel speakers and think the conference could be a launchpad for the things to come.

William Hsu (mucker capital) Impressed by the turnout, hope that we have more time for the attendee and speakers to mingle in the hallway. Also, have an App to match the Speaker/Mentor with Attendee/ Startup. The goal is to allow the exchange of idea and opportunity to network.

Future Technology by Keith Kaplan have favorable mentions. However, less than 30% of the attendee thinks the panel session are memorable.

Simplehuman and Seville Classics grab the lion share of sponsorship recognition, follows by EVA Air, Taiwan/USA Career Association and Royal Business Bank.

Most attendee heard of the event from Social Media or through a friend. 70% of the survey responded were satisfied with the event; however, the real matrix is that of the people satisfied with the event close to 90% of them would recommend the conference to their friend or colleague.

Survey Analysis

Only a small portion of attendee did the survey for the conference. But here are some takeaway from the data we acquired.

Overall, the conference scored 4.15/5, they were most impressed by the venue 4.62/5 and the staff 4.27/5 and less impressed by the speakers 4.04/5 and the food 3.42/5.

Most attendee complains about lack of networking time and the too many speakers (conflict of sessions or lack of depth in panels). Interestingly, the Keynote sessions are most memorable to them, topping out by interview with William Wang of Vizio, Passing the Torch of Leadership with Jackson Yang and Frank Yang also received high praise. The Introduction of Silicon Beach with William Hsu and Bootstrap to Success with Eric Rice are well received. Even TPP by Steven Cheung and

While most attendee were impressed by the first year of the conference, they think there were many rooms for improvement for the next conference. However, ask them personally if they would attend the next event? The response is 4.15/5 would come back next year, which is nearly identical with our conference satisfaction rate. All the survey voted for the next event to be held on weekend, with less 20% of people think this could be a two/three days event, with one request to be able to host the event in OC.

The survey is 60% male, 65% of people age from 30-40, of various industries dominated by Consumer Electronics or Information Technology, but we also have strong turnout from people in Banking, Real Estate and Marketing as well. We attracted about 30% people from Taiwan and out of town, and we believe we can get the Taiwan government and companies more involved for the next conference.

淺談通訊服務

楊明賢

作者：洛杉磯台美商會理事
中華電信全球公司總經理

隨著科技發達，這幾年來電信技術、服務、價格、選擇性已大幅的改變，其中最重要的是頻寬大幅的增加，這個改變不但讓很多應用都能透過行動通訊與固網通訊來達成，另一個重點是單價成本降低，讓大家都消費得起。

電話 (Telephone)：

傳統的電話線，經過許多年的改良，是通語音與傳送傳真，品質最好的工具，它的頻寬標準為64Kbps。而行動電話因本身頻寬小，所以用到電話的頻寬也僅9.6Kbps至14Kbps。後來隨著科技進步，有網路電話，英文是VoIP(Voice over Internet Protocol)，即是用網際網路(Internet)來傳送，頻寬從8Kbps, 16Kbps,至84Kbps都有，看品質需求，以及頻寬環境；環境就是指網路的性質，沒有品質控管的Internet環境，即所謂的Best of effort，亦即盡力傳遞而不保證品質，會隨著互連網路之頻寬不足而受影響無法使用或聽不清楚；有些業者是採用Internet加上傳統電話網路來提供較高品質的電話服務，而不是全程採用Internet，成本與網路本身品質不同，當然品質是不同；在商務使用之電話，必須有品質管控，才能得到穩定的電話品質，在網路本身就是專線型加上品質管控，才能保證穩定的高電話品質，才不會影響商務。網路電話會持續的發展，未來會有高清(High Definition)的電話在行動網路與固定網路上通訊，也會逐步將電話、視訊、簡訊等整合成單一平台應用，叫UCaaS(Universal Communication as a Service)。

海底光纖電纜：

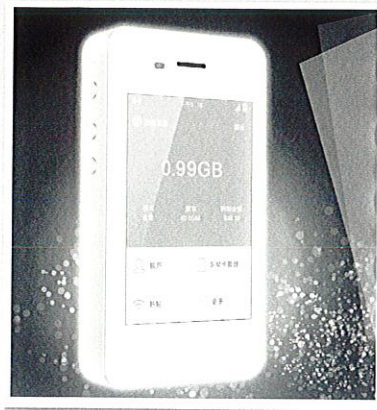
顧名思義，海底光纖海纜就是布在海底連接跨國的網路，而且是採用光纖技術；海底光纖電纜及陸地上用的光纖與鐳射元件、中繼器，在技術上主要差異是布在海底的中繼器必須考慮至少25年零故障的穩定度。中繼器是光纖海纜能跨洋千哩延伸的利器，因鐳射光長程傳遞在光纖上會隨著距離而衰竭，目前約每70公里必須有一個光放大器來將鐳射光再放大，重要元件是光直接放大的滲鉕光纖及鐳射，利用不同波長的鐳射光，透過拍頻技術將能量轉移到主波長，讓光能量能往下個中繼器繼續傳輸，在訊號不失真下將光訊號由甲地傳到乙地，當然也應用其他技術如等化器與不同特質光纖來管控光訊號色散與衰竭，所以造價會比較高。從台灣到美國至少1萬2千公里的距離，近幾年來傳輸的頻寬也一直提昇，從很早期的同軸海纜僅140Mbps，約可送2,187條電話(64Kbps)。之後因光纖、分波多工、光調變、光直接放大等技術不斷演進，到最新的一對光纖可傳送100個波長，每個波長可載送100Gbps的頻寬，一條光纜約布建四對光纖，可以傳達40Tbps，約等於6億多條電話線，整體建設成本是增加，但由於載送容量大幅增加下，單位成本也相對降低。

網際網路(Internet)：

Internet的通訊方式及價格也隨著技術不斷演進而改變，大部份的人曾體驗用數據機(Modem)撥接上網的年代，幾Kbps的頻寬，而且收費是按通訊量，昂貴無比。但今日的技術大部份使用光纖了，不過因成本及需求不同，提供服務與價格，在家用與商用有別，家用以共享為主，商用以獨享為主，前者便宜，兩種服務之技術與成本有很大的不同。共享就是在一個社區的住戶分享一定量的Internet頻寬，在同一時間使用客戶數少於設計容量時，使用起來就比較順，但反之，就會不順，甚至不能用。獨享就是電信業者提供的頻寬從辦公室至電信業者的機房均有一定的頻寬保證，且只有該申請的客戶單獨使用，別家客戶不會共享，所以通訊品質相對穩定且安全性相對高，一份錢一份貨。Internet不論公開或封閉型網路，都有配置一個IP位址，就好像每住家都有一個地址一樣，讓郵差能按地址送信到家，IP位址不論固定或機動配置，都是單一的，有了IP位址才能建立設備間的通訊。

行動電話：

行動電話是每個人感受最深的服務，幾乎人手一支手機。讓我們體會到的不僅行動系統一代又一代的更新，智慧型手機、平板電腦、穿戴式裝置也一直不斷更新，就拿iPhone來講，幾乎每一至兩年更新一款，加上其他手機廠商那就更多變化與選擇了。行動通訊的裝置因可移動性又是智慧型，所以如同一部筆電可帶著走，因此在筆電可以呈現的大部份功能，都可以在行動通訊裝置來複製與呈現，最多的差異可能僅在版面大小，瀏覽方便性而已。在筆電上的每一功能塊叫iCon，移到手機等行動通訊裝置時，大家稱它為App



，按下了App，功能就在那，很方便，也不必去設定什麼，所以老少咸宜，快樂使用智慧手機。也由於App及移動方便性，社群網路如臉書、Twitter、LinkedIn等蓬勃發展，而把行動業務中的簡訊與行動電話的營收幹掉了一大部份；再從WhatsApp至Line，以及WeChat，除了原類似簡訊功能的Instant Message外，增加夾檔、貼圖，最近增加了網路電話及網路視訊的功能，全民瘋狂，把電信業者僅剩的簡訊營收幾乎全部消滅了，而電話的營收也受了很大的衝擊。迫使電信業者必須另尋獲利的加值服務，以填補失去的營收。

行動通信是一種無線通訊，早在1940年時美軍就用手持式的無線對講機，重量約有25公斤重，重的原因是電池及其他無線的元件無法縮小。慢慢的演進，1979年AMPS(Advanced Mobile Phone System，稱先進行動電話系統)類比蜂窩式移動電話系統在美國芝加哥試驗後，終於在1983年12月由AT&T於美國投入商用，稱第一代的行動通訊(1G)，使用800MHz頻段，採用FDMA技術。台灣是於1989年引進，所謂類比式，即將聲音訊號直接以調頻(FM)訊號調變來發送與接收，因類比式易受干擾及保密差，所以會有雜音外，也容易被竊聽。因體積大又重，攜帶不方便，價格貴，用得起的人不多。

第二代行動通信(2G)做了一些改變，包括可以少量傳送數據(Data)，用WAP上網服務，其中最常用就是簡訊(Short Message Service, SMS)功能，除了電話外，使用者也可以用簡訊來溝通。第二代在電話功能上，改善了類比式訊號的缺點，而把語音訊號數位化，即將300Hz至3400Hz的語音訊息經過8千次取樣、量化、編號為1或0的數位串，用1或0的數位格式來傳遞與儲存，因訊號為1或0，所以可透過一組1與0的數位串進行攪拌後，訊號被竊取後在短時間內也無法解開，達到加密避免通話被竊聽的問題。第二代除了增加簡訊功能外，也可以提供小量的數據傳輸如電子郵件、資料傳遞等。由於手機及服務費用降低，使用的人就愈來愈多了，有了需求，就有發展，有了發展，投入研發的人就多，也帶動了行動電話產業與服務之蓬勃發展。

第三代行動通訊(3G)考慮到高速資料傳輸的需求，在語音服務外，大幅增加了頻寬應用包括數據上網與多媒體服務，臺灣約在2005年開啓3G行動電話服務，宣告行動電話進入高速數據傳輸時代，促成可由智慧型手機、平板電腦或其他行動裝置，進行玩遊戲、看電影、瀏覽網站，或透過社群網站與人交談等。以上講的是2G及3G，其實2G後來有2.5G，3G後來有3.5G或3.9G，主要就是在增加傳送的頻寬。

第四代(4G)行動通訊技術是3G之後的延伸，以Long-Term Evolution (LTE)系統為主，規劃以數據通訊為主要目的，所以第四代行動通訊是沒有規劃電話通訊，必須透過3G原有行動電話系統來提供行動電話服務。因此，電信產業已在研究Voice over LTE的技術與應用，然而因有太多免費的App軟體，行動電話變成不是很重要的溝通工具了。LTE本身的數據通訊速度在使用

20MHz之頻寬下，下鏈可達300Mbps，上鏈可達75Mbps；追求高速寬頻，而LTE-Advanced號稱可以在靜止時達下鏈1G、行動時達100Mbps，上鏈則為500Mbps及50Mbps的速度。

台灣自2014年啓用第四代行動通訊至今也不過1年多，行動業者尚深思如何回本時，5G行動通訊在美國已展開試用，繼Verizon於2015年進行場測5G技術，且預定2017年投入服務，AT&T也宣佈2016測試5G技術，韓國也是積極的投入，台灣電信產業也熱衷於5G的發展，想信號稱在最佳理想的行動通訊速度於靜止時可達10Gbps，小於1毫秒之低封包延遲之5G服務也許很快實現，比較有把握商用時間應該在2020年。



行動通訊的SIM卡：

從2G起手機必須裝置一個薄片稱用戶識別模組(Subscriber Identity Module, SIM)，SIM的主要功用是儲存用戶的資料及認證加密的服務，例如：電話名單、短訊息和安全程序參數等相關資料。智慧型手機發達後，用戶將電話名單等資訊存在SIM卡就非常少了。

SIM卡由Mini-SIM、Micro-SIM、Nano-SIM、Embedded SIM、Embedded WLCSP、Virtual SIM、eSIM、SIMless等體積愈來愈小，直到沒有SIM卡，應該稱軟體SIM，SIM卡主要是在用戶

識別，與Access Point Name (APN)搭配來連接手機與行動網路，手機SIM顯示的APN名稱若與行動業者識別的相同時，行動網路與手機即建立通訊。

最近市面上有一種4G LTE WiFi Hotspot採用eSIM及雲端科技，在不必要更換SIM卡下，可以通達100多國家，且不是漫遊，而是使用當地行動業者的服務，不必攜帶多國家的SIM卡、不必為更換SIM卡、設定的煩惱，重要的是不必付昂貴的漫遊費用。

我們再探討一件可能未來會影響行動通訊營運的因素，大家可能在機場用Wi-Fi時有些經驗，把手機的Wi-Fi打開，看到許多Wi-Fi網路，有些是免費、有些是收費的，收費還有價差，若不顧慮通訊安全，也許就選免費即可，若有此顧慮時，也許選擇付一些錢取得較安全的Wi-Fi網路。若未來智慧型手機是用eSIM，即軟體SIM，可以改變APN名稱選擇那一家行動業者，那就像選擇Wi-Fi那樣去選擇行動業者，沒有漫遊、不必事先去買當地的SIM，手機一開機就可以選擇業者，多方便呀！而且還可以租天、租月，且可以選擇最優價格的電信業者。

行動通訊技術：

俗說有線就是無限；無線就是有限。前句意指如光纖、銅線等布建的通訊網即是有線，可以無限量的布建；後句是指使用無線通訊頻寬，因頻寬資源有限制，所以無法無限量的布建。因此行動頻寬，政府採用標售方式租賣給行動通信業者。因無線頻寬有限，為增加通訊容量，通訊科技就想辦法把有限的頻寬擴大化；技術方面從1G採用FDMA(頻率分割，即將所有頻寬切成每個

通道，一個通道供一個電話路使用)，使用系統有AMPS、TACS、NMT；2G採用TDMA(用時間分割技術來分配通道給用話者)，使用系統有TDMA、PDC，GSM→GPRS/EDGE；3G採用CDMA展頻(分碼多工存取，用碼來分配通道給用話者)，使用系統有CDMA→EVXDO，UMTS→HSDPA，TD-SCDMA；4G採用OFDMA(正交分頻多工接取，可以彈性分配給不同使用者所需要的資源。當使用者不再需要傳輸大量數據時，也可以快速地把資源分享給其他人使用，故在分配給每個用戶的資源上，OFDMA比原本CDMA的技術更有彈性)，除了OFDMA接取技術外，也引用了多輸入多輸出(MIMO)之傳輸技術，能利用發射端的多個天線各自獨立發送訊號，同時在接收端用多個天線接收並恢復原訊息，使用系統有LTE。MIMO的概念為利用多根發射天線與多根接收天線所提供之空間自由度來有效提升無線通訊系統之頻譜效率，以提升傳輸速率並改善通訊品質

結語：

科技的產物不斷的演變下，讓科技人想創新的服務，因為各種技術產物與環境的成熟結合，水到渠成，順利推上舞台。電信網路、行動裝置、雲端運算、軟體應用之結合，物聯網讓智慧家庭、智慧城市、居家照顧、遠距醫療、工業自動化等一一呈現；讓Over The Top(OTT)應用滿足通訊、娛樂；大數據的分析，讓機器可以猜透人想要什麼，給予建議；智慧型手機、平板電腦、iPad、穿戴式裝置，無論在家、在公司、在移動中都能無縫連接網路，連接全球資訊，建立人與人、人與機器、機器與機器的通訊。室內的Wi-Fi，室外的Wireless(行動通訊)，隨著頻寬不斷提昇，涵蓋率愈來愈普及，通訊將愈來愈方便。

美國政府擴大加班費範圍 420萬勞工收入勢增



本刊編輯部

美國政府日前宣佈擴大勞工加班費適用範圍，預料新規定可以讓美國勞工的年工資收入增加12億美元，但有僱主團體警告稱，這項改革可能產生副作用。

美國總統奧巴馬日前指示勞工部，擴大勞工加班費適用範圍，有資格申請加班費的受薪員工收入標準將會提高一倍，年薪將從2萬3660美元提高到4萬7476美元，薪資水準低於這個門檻的勞工，每周如果工作超過40小時，就可以依法申請加班費。

這是美國40年來首次大幅調整加班費法規，美國勞工部預計，將有420萬名勞工受惠。在未來10年內，當地勞工的年工資收入，將增加12億美元。

白宮表示，新規定將於2016年12月1日生效，並且每三年更新一次。有勞工團體表示歡迎，指這是勞動人民的重大勝利，將改善數百萬家庭生活質量。

智庫經濟政策研究所認為，新的工資標準將讓數百萬工人獲得更高的收入，或者有更多時間跟家人相處。這也將讓小時工和兼職工有機會獲得更多工作，因為這些工作，原本是全職的員工在加班時做的。

不過有僱主團體警告，改革可能產生副作用。美國零售聯合會便指出，新規將切斷員工向上發展的通道，增加企業的管理成本。同時考慮到僱主可以限制員工的工作時長或削減基礎薪資，員工的實際收入將不會增加。

有分析指出，零售業、餐飲旅遊業所受的影響最大，因為這些行業的薪資都低於新規定的最低門檻，部分業界人士或會削減員工的工時。

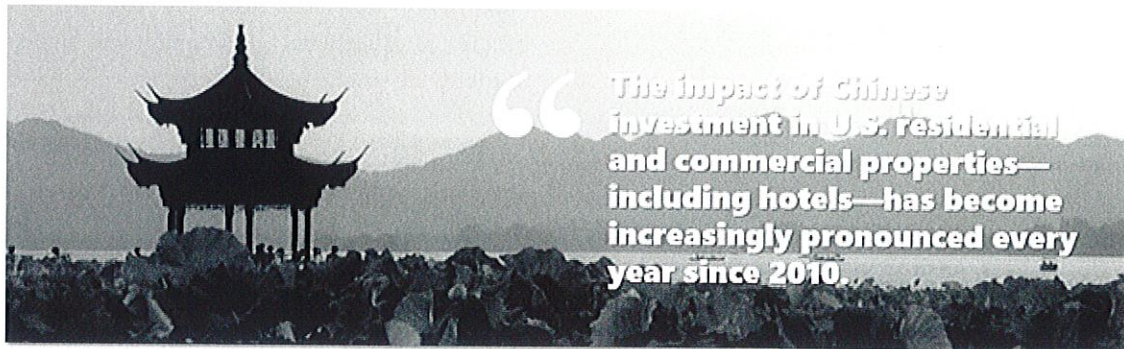
經濟政策研究所（Economic Policy Institute）則估計，受惠人數將較白宮預期多，當中約一半將會是女性員工，部分非洲裔及拉丁裔員工亦會受惠，而工人受惠的情況料在美國南部最為明顯。

而高盛分析師預期，新例實施後一年，可以新增12萬個職位，但主要以低時薪的職位為主。

Chinese Investment Trends in U.S. Hotel Real Estate

Investment out of mainland China in U.S. hotel real estate has been on the rise for years. What's driving the trend, and how has it impacted hotel markets in the U.S.?

By Li Chen, MAI and Kirsten Smiley



The rising trend of Chinese investment in the U.S. real estate market dates back to 2010, just as the nation's economy was pulling out of the recession. The impact of Chinese investment in U.S. residential and commercial properties—including hotels—has become increasingly pronounced every year since.

Hotel and Hotel Portfolio Investment out of China

The following tables show major single-asset transactions made by Chinese investors in the last five years. The two transactions in New York, one of which registered at approximately \$1.4 million per room and the other at over \$2 million per room, especially caught the attention of the industry.

China-Based U.S. Hotel Investments Totaled Nearly \$2.8 Billion in Two Years

| Property | Location | Sale Date | Price | Rooms | Price/Rm | Year Opened |
|--------------------------------------|------------------|-----------|---------------|-------|-----------|-------------|
| Hyatt Regency Orange County | Garden Grove, CA | Oct-15 | \$136,118,667 | 656 | \$207,498 | 1986 |
| Waldorf Astoria New York | New York, NY | Feb-15 | 1,950,000,000 | 1,425 | 1,368,421 | 1931 |
| Baccarat Hotel & Residences New York | New York, NY | Jan-15 | 230,000,000 | 114 | 2,017,544 | 2015 |
| Marriott Los Angeles Airport | Los Angeles, CA | Dec-14 | 155,833,333 | 1,004 | 155,212 | 1973 |
| Luxe Los Angeles City Center | Los Angeles, CA | Jul-14 | 104,150,000 | 178 | 585,112 | 1965 |
| DoubleTree by Hilton Monrovia | Monrovia, CA | Jun-14 | 43,000,000 | 171 | 252,941 | 1986 |
| Marriott Torrance South Bay | Torrance, CA | Nov-13 | 76,000,000 | 487 | 156,057 | 1985 |
| Sheraton Gateway Los Angeles | Los Angeles, CA | Nov-13 | 96,000,000 | 802 | 119,701 | 1981 |

¹ This article focuses on investments in U.S. hotels from investors from mainland China, though Chinese Americans and investors from Hong Kong, Taiwan, Singapore, and Southeast Asia are also active in hotel markets in California, New York, New Jersey, and Texas.

Chinese investors have recently started to invest in hotel portfolios as well. In February 2016, Hersha Hospitality Trust sold a 70% majority interest in seven Manhattan hotels to Chinese investment firm Cindat Capital Management for a total purchase price of \$571.4 million. In March 2016, Blackstone Group agreed to sell Strategic Hotels & Resorts, Inc. to China's Anbang Insurance for approximately \$6.5 billion. In April 2016, HNA Tourism Group announced its plan to acquire Carlson Rezidor Hotel Group; HNA had already acquired a 15% stake in Red Lion Hotels Corp in 2015.

Motivations

What accounts for the continuing influx of Chinese capital into the U.S. hotel market? Here are some insights into the motivations and forces driving this investment, based on HVS analysis of the recent hotel transactions and projects previously listed.

The last decade has brought a surge of Chinese visitors to the U.S., an impetus for Chinese investment in hotels in U.S. gateway cities. According to the National Travel and Tourism Office, 2.19 million Chinese visitors traveled to the U.S. in 2014, a 21% increase over the prior year; these visitors contributed over \$2.3 billion in travel spending. Moreover, U.S. inbound travel from China is expected to continue to grow, and Chinese investors have been focusing on acquiring mid-scale hotels to capture the demand from the country's middle-class.

Concerns over the market slowdown in China and the devaluation of the Yuan led Chinese investors to seek a safer investment environment or a better return. According to the Asia Society, "Chinese investors are attracted to U.S. markets given [the higher] return potential, array of investment opportunities, economic and property market stability, strong foundation of property rights, and the sheer size and maturity of the market." According to the Rosen Consulting Group (RCG), Chinese commercial real estate acquisitions in the U.S. totaled \$17.1 billion from 2010 to 2015. Hotel investments totaled \$3.7 billion, or 21% of the total commercial real estate acquisitions.

A growing number of Chinese individual investors are using EB-5, an immigration program, as a vehicle to invest in U.S. hotel developments. The EB-5 regional center program has become an effective tool for fostering investment and creating jobs within the U.S. In the wake of the economic downturn, the EB-5 program has emerged as a viable alternative to traditional financing. According to the State Department, over 80% of visas issued through the EB-5 program are from China. Investors who use this investment tool are heavily motivated by the opportunity for U.S. residency and its associated benefits of educational opportunities and higher quality of life.

The EB-5 program has continued to be an alternative financing tool for commercial real estate development as construction-loan qualification requirements become more restricting. On December 16, 2015, the EB-5 visa program was officially extended through September 30, 2016, as part of the omnibus spending bill reached by Congress.

Institutional investors are attracted to the potential returns on a hotel project, along with the opportunity to expand their presence in the U.S. These institutional investors include insurance companies such as Anbang and Sunshine Insurance, as well as some of the largest Chinese real estate developers and operating companies, including Greenland Group, Wanda Group, and Oceanwide.

The following details some recent Chinese investments in U.S. hotels.

a. Shanghai Greenland purchased the Metropolis site in Los Angeles, California in early 2014. The first phase of the mixed-use development will include a 38-story residential tower and the 350-room, 18-story Hotel Indigo. This phase is slated for completion by late 2016.

b. Wanda Vista Tower Chicago, approved in November 2015, is expected to offer over 400 residences and a luxury Wanda Vista Hotel; the project is planned to be complete by 2020. Wanda's One Beverly Hills is also a hotel/residential mixed-use development; the project is expected to include a 134-room luxury boutique hotel, 193 residences, and new public gardens and open space.

c. Oceanwide Plaza in Downtown Los Angeles will include a 49-story building with a mall and a 183-room luxury hotel, as well as two 40-story residential towers. The project is under construction and is expected to be complete in September 2018. Oceanwide Center in San Francisco is another mixed-use development, consisting of two towers. One tower is planned to feature a 169-room hotel and approximately 150 residential units; the taller tower will rise 34 stories and is planned to include 1,010,000 square feet of office space and approximately 110 residential units. The site was acquired in early 2015. If completed as proposed, the 905-foot tower would become San Francisco's second-tallest building after Salesforce Tower, which is under construction and is expected to open in 2018.

In New York, Oceanwide purchased a site near the South Street Seaport in August 2015; the company also plans to invest in a mixed-use development. Additionally, in West Oahu, Oceanwide purchased a site in late 2015 and has plans to develop a 150-room luxury hotel and 150 condominiums.

Lastly, hotel investment helps diversify Chinese investors' portfolios. Although Chinese investors have invested in all types of commercial real estate, office properties, multi-family properties, and hotel assets register the higher volumes in transactions. The buyers for hotels include private equities, tourism companies, real estate firms, construction companies, and institutional investors.

Trends

Private and institutional Chinese investors have learned to work with local professionals, hire local people for their projects, and become increasingly knowledgeable about the local market and hotel transactions in the U.S.

HVS research has uncovered the following trends, which have become predominant in Chinese investment over the past several years.

1. While gateway cities are attractive to the majority of Chinese investors, major cities such as Dallas, Chicago, and Seattle have drawn recent attention due to their strong performance growth. According to STR, the Dallas market realized 10.0% RevPAR growth in 2015, reaching \$69.81; the Chicago market realized 6.9% RevPAR growth in 2015, reaching \$99.88; and RevPAR in the Seattle market grew 8.8% in 2015, reaching \$113.14. Nevertheless, Chinese investors have less experience or presence in these markets versus the gateway cities; therefore, investments in the non-gateway markets have been cautious, with few hotel transactions and hotel developments yet to emerge.

2. Chinese construction companies, already active in U.S. hotel markets, show potential for increased investment in future years. Shanghai Construction Group America (SCGA) is a wholly owned subsidiary of Shanghai Construction Group (SCG). The group developed the Hyatt Place Flushing in 2014 and purchased the Hyatt Regency in Garden Grove, California in late 2015. Two Fulton Square/SCG Plaza II in New York, which is under construction, will include two residential towers, an office tower, and a boutique hotel.

China Communications Construction Group bought a development site in Miami's Brickell neighborhood in late 2014. The development plan has not been finalized; reportedly, however, the plan could ultimately comprise a mixed-use project with condominium, hotel, and office elements.

3. China has permitted insurance companies to invest in real estate overseas since 2012, although they are only allowed to invest up to 15% of their total assets in international markets. Sunshine Insurance and Anbang both purchased trophy hotels in the U.S. in 2015; furthermore, Anbang announced plans to acquire Strategic Hotels for \$6.5 billion in 2016.

An article published by Cushman & Wakefield indicated that the current investment holding of all Chinese insurers totals \$13.4 billion, or 0.8% of total assets. Overseas investments are estimated to be half of this. By this measure, there exists tremendous room for Chinese insurers to ramp up investment overseas, with the U.S. a preferred destination.

4. China has reformed the approvals and registrations process for outward foreign investments in recent years, which has boosted investment activity across the board. In late 2015, China's State Council announced its approval of the Qualified Domestic Individual Investor program (referred to as "QDII2"), which allows individuals from six cities, including Shanghai, to invest directly in overseas assets like stocks, bonds and real estate. Additional structural reforms and loosened restrictions on capital outflow are expected in the near future. This should further boost Chinese investment in U.S. real estate, where hospitality assets have come increasingly to the forefront in recent years.

5. In December 2015, President Barack Obama signed a new law that allows foreign pensions to buy as much as 10% of a U.S. publicly traded real estate investment trust without triggering Foreign Investment in Real Property Tax Act (FIRPTA) liability; investment limits previously stood at 5%. The new law potentially opens the door even wider for overseas investors.

Conclusion

Will the recent trend of Chinese investment be a repeat of Japanese investment in U.S. real estate in the early 1990s? While there are some similarities between the two cycles of investment, there are also distinctions. For one, individual Chinese investors are more conservative in buying in at reasonable prices and express a cautious interest in learning how to maintain real estate in the U.S. Furthermore, Chinese institutional investors have demonstrated an investment approach that values capital preservation and long-term business goals.

There have also been concerns about whether the investments from China are sustainable given the slowing Chinese economy. But it should be emphasized again that Chinese companies are looking at U.S. real estate as a stable way to diversify outside their own economy. Chinese buyers continue to invest heavily in U.S. real estate, especially in gateway markets in New York and California. Hence, the wave of Chinese investment in U.S. real estate appears anything but negligible or short-lived.

About the Authors

Li Chen, a Vice President with the HVS Los Angeles office, has extensive experience appraising full-service hotels and researching Chinese investment trends in U.S. hotel markets. Li earned her Master's degree from Michigan State University's Eli Broad College of Business. Her hands-on hotel experience includes front office and accounting department roles at the Renaissance LAX. Li travels and works extensively in the southwestern U.S. for the D/FW team. Contact Li at (310) 755-8293 or lchen@hvs.com.

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財團法人
公益平台文化基金會

董事長 嚴長壽



緣起：從蘇花高到公益平台文化基金會

(蘇花高)

2007年4月，興建蘇花高的議題，進入政策決定的關鍵時刻。長期關心花東發展的我一向主張，要發展花東，最迫切的是如何能讓花東有一個永續發展的全面規劃，而不應只是巨大的開發或建設。特別是「蘇花高」，如果依照當時的工程規劃興建，對生態將造成一定程度的破壞。因此，我邀請了一些也相當關心這個議題的文化界、企業界的朋友，如雲門舞集林懷民、導演侯孝賢、原住民歌手胡德夫、作家黃春明、孟東籬，資深媒體人徐璐及企業家柯文昌、童子賢，及在地代表廖惠慶、蔡中岳、李美儀、鄭明崗等人，一起召開了一個記者會，大聲呼籲政府要以花東的永續發展為考量，對於蘇花高的興建，更是要審慎評估。事後，參與這個記者會的企業界朋友和我都有個共識，應該以正面行動取代消極呼籲，應該投入心力去讓更多人認識、體驗花東，進而能以永續發展角度來發展花東。

自那時開始，我就開始不斷地邀請各領域中有影響力的朋友們到花東，帶著他們深度體驗花東之美。

Founded in 2009, The Alliance Cultural Foundation (ACF) works with partners to build a sustainable future for the underdeveloped Hualien-Taitung (Huatung) region of Taiwan. In a pristine area inhabited primarily by natives, ACF develops experiential tourism to expand opportunities, nurtures cultural, artistic vibrancy to preserve indigenous heritage; try a different approach to education through Junyi Experimental High School (K-12) – giving full scholarships to underprivileged children (1/3 of students), vocational programs, camps, overseas native youth development programs, Junyi Centre for Teaching & Learning (JCTL) – for teachers, emphasizing on remote education, in hopes to change the future of the region and its children.

Every process is recorded, and experiences shared in hopes to create further impact in other underserved communities.

Five areas of focus:

Education

As traditional education emphasizes on examination results, children's innate creative talents and unique abilities – unmeasurable by exams, are often overlooked and therefore, not fully developed to its potentials. In 2011, with visions aligned, Master Hsing Yun of Fo Guang Shan Monastery entrusted ACF with Junyi Experimental High School. Junyi education emphasizes on

〈莫拉克風災中的嘉蘭村〉

2009年8月8日，莫拉克颱風襲台，除了中南部嚴重受創。在台東，原住民歌手胡德夫及舞蹈家布拉瑞揚的故鄉——金峰鄉的嘉蘭村也被沖走了52戶房子。我在災後到了嘉蘭村現場，和嘉蘭村的村民、議員、部落頭目、受災戶多位代表、胡德夫等人見面，並針對中繼屋、災區重建、產業重建等重大議題，交換了許多意見。會後，我將這些意見整理成一份建言，提供給各相關單位做參考，希望大家能以更具高度的思維，來處理災區的重建。

參與嘉蘭村重建的經驗，讓我有機會深入了解台東的一些產業和文化問題。此外，在八八風災中，由於我本身也是數個基金會的董事，我發現了各企業在重大的風災水災中均慨然捐出巨款，愛心不落人後。但通常是錢捐出去了，卻不知它的用途為何。同時，也很少有企業會在捐款前，先去了解，除了救災救急，是否有更具永續發展的災區重建計劃，能讓這些捐款發揮更大的效益和價值。這些經驗，都讓我開始思考，應該在花東成立一個基金會，以平台的方式，整合更多企業及民間的資源，讓這些資源能做更有效的運用與發揮。

developing children in not only academics, but the arts, humanities, as well as good character, values, independent thinking in a bilingual multi-cultural environment. In an era of instant information, ACF aims to inspire children through connected learning, internationalized curriculum, whilst integrating Waldorf education's humanistic approach.

ACF also develops vocational programs relative to the sustainable development of Hualien – to provide its youths with the necessary skills to work and become productive citizens who can participate in its region's growth, while maintaining its identity and culture. Additionally, through Junyi Academy, the free Chinese-based online learning platform, ACF encourages “flipped classroom” – to redefine the role of the teacher as well as the role of the student, for teachers to shift from being the knowledge deliverer to facilitator; as well as provide equal learning opportunities to remote communities with limited access to education.

ACF also supports overseas native youth development programs, as well as creates a knowledge platform for educators – JCTL centering on Waldorf education, Junyi Academy, innovative teaching, the arts & humanities, and character development. JCTL encourages educators to innovate while keeping a student-centred learning in mind, and to come together to exchange ideas to become better educators for students to have a chance for a better future.

“Education is not the filling of a pail, but the lighting of a fire.” – William Butler Yeats





〈公益平台基金會〉

2009年12月，一群志同道合的朋友：陶傳正先生、柯文昌先生、周永裕先生，和我共同發起成立了「財團法人公益平台基金會」，並得到企業界友人：施振榮先生、洪敏弘先生、蘇一仲先生、辜懷如女士、莊永順先生、趙天星先生，及文化界友人：林澄枝女士、龍應台女士、詹宏志先生、朱宗慶先生、鄭漢文先生、徐璐女士、蘇國焄先生的共襄盛舉。

2009年12月28日，「財團法人公益平台文化基金會」正式成立。

我們對花東的以「正面」取代「消極」的承諾，也就此進入行動的階段。

〈五年的摸索與成就〉

五年來，公益平台一直以探路者自許，在各位董事與天使們的支持後盾下持續往前探索。

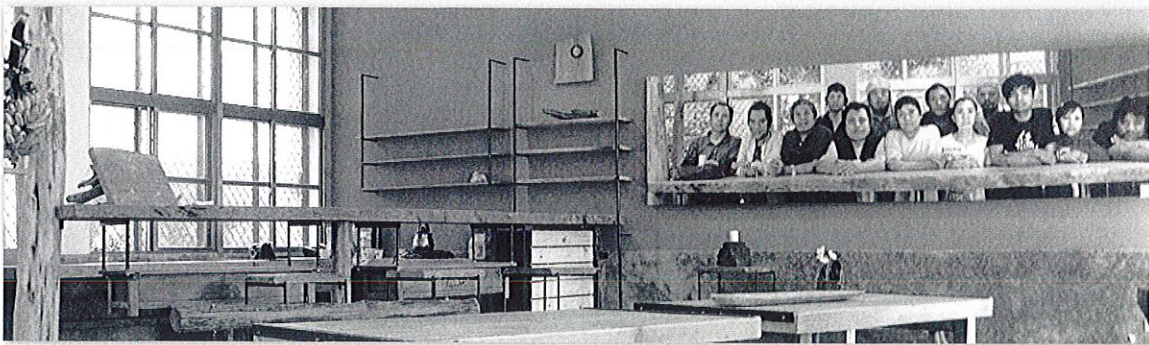
隨著時間及大環境的轉變，基金會前進的方向與步伐也不斷進行調整。從第一階段莫拉克颱風時期，我們將基金會成立後的首要任務放在拯救產業，在快速做好必要包裝的同時，也顧及保護台灣最後一片肺葉的永續生機、讓在地人自己站起來、使之找到自我肯定價值的使命與目標。

Tourism

Huatung is a relatively underdeveloped region due to its lack of access; however, its temperate climate, diverse aborigine culture and pristine beauty make it an ideal travel destination. ACF values that any development in the area must be in balance with the need to preserve its environment; since 2010, it has worked steadily to nurture the region's experiential tourism. With Tourism Bureau generating a surplus of visitors annually (hotel occupancy now the second highest in the country; from 32.28% in 2009 to 66.85% in 2015), ACF collaborates with industry professionals and has since introduced B&B management programs, ecotourism programs – training ecotour guides experienced in cycling, surfing, mountaineering, indigenous arts & culture in local technical-vocational schools, providing an opportunity for its youths to develop a career in their home base.

Nurturing Arts & Culture

Huatung aborigines have an innate sense of colour and rhythm, and are gifted in the arts and music; however, due to a lack of resources, opportunities, talents remain hidden and lost. In effort to unearth youth talents, ACF coordinates language, music, art camps and workshops aimed to inspire learning motivations, discovery of personal talents and establish basic skills. Camps and workshops are led by internationally renowned masters, widening youth horizons immensely, giving courage to grow beyond imaginations.



Business Advisory

我們從產業輔導、民宿培訓做起，接著點亮在地的潛力據點，如：棉麻屋、比西里岸部落、鸞山森林博物館、巴歌浪船屋，我們舉辦暑假營隊讓花東青少年的天賦得以被啟發、被看見。在最初幾年，我們促成香港包機直航花東，成功引進香港知識分子與媒體，帶進許多懂得珍惜花東價值的慢遊旅客，使花東得到相當高的能見度；相較於5前面臨被邊緣化、人口流失比率長久高達25%的台東，今日人口數已轉為正成長，觀光客人數也比5年前多了200萬人。

台東，已經從一個原本容易被忽略的地方，搖身成為一個倍受矚目的熱門觀光勝地！近二年，可惜自2010年6月松山機場開放直航上海之後，大量陸客驟然湧進，使得花東又面臨另一波快速開發的危機。也因此，基金會與時間賽跑的步伐始終不敢稍怠！

在嘗試與摸索的過程中，我們發現「教育，才是探索一切問題的根源與答案！」由於城鄉差距導致偏鄉教育資源被大量掠奪，讓偏鄉難以翻身，而最近幾年當線上學習已成為全球顯學，讓我們深深感受到這正是翻轉偏鄉教育的契機，於是基金會開始全面走向教育，從短期培育走向長期伴護，協助偏鄉從另一個制高點看台灣教育的未來，並另闢捷徑。在縱軸面

To promote economic development while preserving the environment is a challenge for many communities worldwide, the Huatung region is no exception. Here ACF takes the lead in demonstrating to the local development authorities those best business practices that will allow local enterprises to prosper while maintaining the region's pristine environment. ACF has provided advisory services to tribal enterprises like the Bixilian Tribe in helping them to build the Bixilian Cultural Center which serves as a performing arts venue where trained local youth perform with the unique tribal drum. ACF has also helped the Luanshan Forest Museum to promote a unique forest adventure without sacrificing the environment. In addition, ACF provides training seminars to help local youths develop career skills.

Through its business advisories, ACF hopes to nurture sustainable businesses, to create further employment opportunities in the Huatung region, allowing the people to stay in their home base, thereby preventing skip-generation upbringing and preserving the family unit. ACF believes "not only do you teach one to fish, you must also gather the fish to ensure long term success."

Resource Integration

ACF serves as a platform and brings together resources to help serve Huatung communities better. It integrates a myriad of strengths from businesses, nonprofits, volunteers for effective deployment and works with partners to achieve its mission to build a sustainable future for the region.

，我們將真正的花東特色挹注到技職教學中，陪伴孩子們走就業前的最後一哩路。

當我們的好夥伴誠致教育基金會於2013年成立「均一教育平台」之後，在雙方的合作相輔下，公益平台耕耘的觸角與面向也更加寬廣，從舉辦社會創業家成長營、翻轉教學工作坊、中小型NPO會計實務手冊、教育共學群等，由單純扎地根花東，擴展至協助全台偏鄉課輔與教育現場，進行全面的翻轉教育改革！

偏鄉教育的翻轉工程，是一項耗時耗錢又耗費人力的工程，這是我們以前不太敢去做的一個夢想。但在台灣已無產業政策的情況下，教育若再不改革，恐將讓台灣坐失先機，對台灣未來的發展形成更加嚴峻的考驗。

接下來的三、五年將是我們改變台灣偏鄉教育的關鍵時刻。如果成功了，也是我們進一步向華人社會(包括中國偏鄉)發揮影響力的時候！

本會以整合社會資源、建立公益平台、促進文化發展、透過教育使偏鄉在地人才具文化及國際視野，進而回饋鄉里為宗旨。依有關法令規定辦理下列業務：

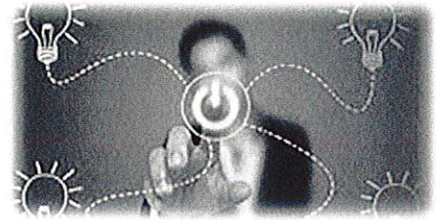
- 一、培養社會的新價值觀。
- 二、活化廢棄閒置空間成為文藝基地。
- 三、獎勵捐助傑出文化藝術工作者。
- 四、文化、教育及非營利組織等相關議題的研究、規劃與出版。
- 五、提升台灣文化及觀光產業的水平。
- 六、辦理社會公益及急難救助相關事宜。
- 七、培育觀光及藝術相關產業人才。

ACF is the first in its country to combine the strengths of retired professionals. Junyi's initial growth is owed to some of the most respected retired educators of Taiwan. In its technical-vocational school programs, it seeks help from retired industry professionals; with one example, in its Sustainable Architecture and Design Program. With only a handful of local Huatung architects, the program is led and designed by lead architect of Taipei 101, Norman Yang, and aims foster the knowledge and skills to preserve the character of the city, while integrating the local environment, climate, and indigenous culture into its designs. From education, arts to culture, integrating resources have played an essential role in Taitung's growth.



- 八、提供在地獎助學金及推動偏鄉優質教育發展。
- 九、扶持部落青年返鄉，促進原鄉永續發展。
- 十、培養在地國際化人才並促進國際學術交流。
- 十一、培訓文化、教育及非營利組織相關師資與人才，最終達到提升偏鄉文化與教育深度與厚度，及非營利組非營利組織效能的目的。
- 十二、其他符合本會設立宗旨之相關公益性文化藝術事務活動。

EMCA Energy Management Consultant Alliance



能源管理救地球

能源危機

自17世紀工業革命以來,人們為了讓蓬勃經濟發展和提升生活便利性,不斷消耗地球的資源,尤其是煤礦,石油與天然氣。我們也一直不斷的擴建發電廠以生產更多的電力供應公共建設與提升產值。但從幾次能源危機發生之後,人們開始發覺地球的資源是有限的。這幾十年來我們持續消耗石化能源,導致供需不平衡。不只是油電價格飆漲影響民生生計,長期排放大量溫室氣體(二氧化碳及其他有害物質)也嚴重影響地球大氣層。導致地球氣候變遷與全球暖化。這些長期發展工業與經濟的副作用已經成為荼毒地球的最主要原因。人類生命受到威脅,在地球上所有的生物也因為我們的自私,漸漸走入絕種的危機。我們的地球已經生病了,溫室效應讓地球的發燒程度愈來愈嚴重。如何發展替代性綠色能源讓地球降溫 將是我們21世紀人類最大的課題。

綠色能源救地球

近幾年來各國為了減少溫室排放降低地球溫度,已漸漸推廣綠色能源知識語採取實質行動。希望所有在地球上的人們加入救地球的活動。在政策上,各工業國也紛紛簽定條款承諾降低二氧化碳(CO₂)的排放量。例如2005年生效的「京都議定書」(Kyoto Protocol),即要求工業國家於2008至2012年內,相對於1990年的水準,需平均減少5.2%的溫室氣體排放。「歐盟氣候與能源套案」(climate-energy legislative package)亦要求會員國於2020年時,其二氧化碳排放量需較1990年減少20%,再生能源需佔能源總需求量20%。美國則承諾2020年的碳排放量較2005年少17%,再生能源在2012年佔電力供應量10%。

大致上節能產業分為兩種:“開源”與“節流”。“開源”指的是再生能源的推廣與建設。例如太陽能板發電,風力發電、生質能、燃料電池、地熱、海洋能等...,目標是利用無污染資源生產出足夠的電源供應產業與一般大眾的需求。“節流”指的是應用低耗能高效能的產品在不同產業上,例如照明、交通運輸、綠建築、省電器具、冷凍空調等...。前者依賴政府與企業的推廣建設,後者則一般大眾可簡易取得及更換。

尤其是在照明方面,世界各國除致力發展相關技術、製造低耗能產品之外,同時也進行宣導,並實施禁用白熾燈,贊助或推動相關產業研發投資、補貼等措施,鼓勵社會大眾購買LED燈及節能家電以推廣節能意識。

以美國為例,統計數據顯示每年照明消耗電能約佔所有電力消耗的40% (Reference : Environmental Protection Agency)。因此可以發現我們所使用的電力接近一半浪費在許多老舊的照明系統上,例如:白熾燈(Incandescent),鹵素燈(Halogen),金鎢燈(Metal Halide),螢光燈(Fluorescent)與其他傳統燈泡上。這些傳統燈泡不只單一消耗自身電力,炙熱的表面溫度也迫使冷氣增加運轉功率,消耗更多的電力。

節能燈的應用

目前市面上節能燈產品大概分為兩種: 第一是大家都很熟悉的“LED”，第二則是“Induction” (無極燈)。這兩種產品各有優缺點，但一般大眾可能都只專注在LED上的應用而忽略Induction(無極燈)的存在。其實這兩項科技都可以為您的荷包省下大把的鈔票與提升您企業的照明品質，關鍵只在如何的去應用這兩項照明系統。

以下我們就將LED與Induction簡單做個比較:

| | 壽命 | 光效 | 瞳孔流明 | 光衰 | 啟動時間 | 閃爍 | 眩光 | 汞 | 體積 |
|-----------|------------|----------|-----------|-----------|------|----|----|-------------|----|
| LED | 50,000 小時 | 80-90流明 | 130-150流明 | 5%@2000小時 | 立即 | 無 | 有 | 無 | 小 |
| Induction | 100,000 小時 | 80-100流明 | 75-120流明 | 5%@2000小時 | 立即 | 無 | 無 | 固態汞可回收不影響環境 | 大 |

從上圖我們可以簡單得知, 這兩項照明科技都各具其優勢。無極燈的最大優勢則是在大功率(高瓦數)上的應用如廠房與路燈，因為照明角度廣於LED而且無任何眩光。LED因光源屬於方向性，須考慮光學設計，許多市面上的產品有亮度卻缺少了照度，所以LED在應用上適合用於小功率的環境下例如住宅，辦公室等室內環境。

在節能方面LED與Induction 都可替您的荷包省下50%-70%電費。以下是節能燈與傳統燈泡的電費比較:

| | 瓦特數 | 每日運作小時 | 每年天數 | 每度平均電費 | 每年電費 |
|----------------|---------|--------|-------|-----------------|---------|
| 原本金鎢燈 | 1000W x | 12 | x 300 | ÷ 1000 X \$0.15 | = \$540 |
| 無極燈 | 500W x | 12 | x 300 | ÷ 1000 X \$0.15 | = \$270 |
| 每年每盞燈省下: \$270 | | | | | |

| | 瓦特數 | 每日運作小時 | 每年天數 | 每度平均電費 | 每年電費 |
|------------------|-------|--------|-------|-----------------|----------|
| 原本日光燈 | 40W x | 12 | x 300 | ÷ 1000 X \$0.15 | = \$21.6 |
| LED T8 | 18W x | 12 | x 300 | ÷ 1000 X \$0.15 | = \$9.72 |
| 每年每支燈省下: \$11.88 | | | | | |
| 假設共安裝1000支 | | | | | |
| 每年可省下:\$11,880 | | | | | |

EMCA (Energy Management Consultant Alliance) 秉持著追求完美的精神,我們的服務項目概括 Induction & LED產品供應,照明應用諮詢, 照明能源審查及計算, 當地電力公司照明退款諮詢。為您的企業提供最有效率的照明能源管理服務並達到節能減碳“零”污染。

如果您有 Warehouse (倉儲), Commercial Building (商業辦公大樓), Parking Lot(停車場), Shopping Center (購物商場), Hotel/Motel (旅館), Gas Station (加油站) 與 Restaurant (餐廳)。

以下是我們的連絡資料，立即跟我們連絡可幫您的企業省下大把的經費，並提供良好的照明環境：

聯絡人: **Joway Chen** (中文/English) ; (925)-357-5571
Mike Cho (English) ; (310)-780-8858

Make Energy Usage more
Energy Management
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To Increase Rents or Not to Increase Rents that is the Question!

A Landlord's Guide to Knowing when to Increase Rents

By Brian Gordon and Vincent Medina "The Apartment Specialists"

As owners of a property management firm and board members for a Southern California apartment association it is our job to follow the rental market trends and keep up to date with Southern California's local rental market. As many of you already know, local rental rates are on the rise and the rental market is showing strong growth. We have many clients and association members asking us whether or not they should increase their existing residents' rents at their properties and although at first glance the answer would appear to be an automatic "Yes!" we must first ask the question, "What are your short term and long term goals for your property?" A recent study by USC's Lusk Center for Real Estate projected that rents will climb 8.2% in Los Angeles County, 8.6% in Orange County and 9.9% in the Inland Empire all by mid-year 2016. This is a promising statistic for landlords all across Southern California but you must understand the following points in regard to your own property before making any moves: #1: What is your goal for your property, #2: What is your property's rental rate in relation to your micro-rental market, #3: In what condition is your property maintenance-wise? #4: What is the average length of stay for each individual tenant?

The reasoning behind knowing what your goals are for your property is so that you can make a decision to raise rents based on your core goals. If you are planning to sell your property in the near future then it is your job to set the new high standard for rental rates in your local micro-market. Remember that for each \$100 dollars you get in additional rent, you are adding approximately \$25,000 dollars in added sales value based on a 4.8% cap rate. That is a significant increase of value. Imagine if you add \$400 in additional monthly income, you can potentially be adding \$100,000 in total value! The risk you are taking is a \$100 dollar increase on any one tenant could result in a vacant unit, so knowing exactly what your goals are for your property are key in deciding whether or not to increase rents.

We know that based on our own studies that the average turn-over cost and vacancy wait time can cost a landlord upwards of \$2,500 to \$5,000 in lost income. So it would take you 4 years to recuperate \$5,000 from your vacant unit all because of a \$100 rent increase. When you consider the financial recovery time, that \$100 dollar increase doesn't sound so inviting if you plan on keeping your property for the long haul and are just looking to increase your cash flow. So let's dissect the four questions you must ask yourself before increasing your rents. #1: What are your short and long term goals for your property?

This is the basis for understanding whether or not you should increase rents, and if so, how much should you increase. It also helps you determine if you even have room to increase rents. If you are only at slightly below market, it may not be in your best interest to increase your rents. Question #2: Where is your property's rental rate in relation to your micro rental market?

It is prudent that you complete a thorough rental rate market survey so that you know exactly what rental rents are on your block and the surrounding blocks, aka your micro-market. Just because rental rates are up in one area of Southern California doesn't mean that they are up in your particular market. Remember that markets are driven by supply and demand, so if you're doing a market survey and find many vacant units on the market perhaps increases are not for you. Rents can shift from block to block depending on the location and city! #3: In what condition is your property maintenance-wise?

This is where you as a landlord need to be really honest with yourself and be genuine as to the condition of your property both exterior and interior.

If rents next door are a \$100 more than your rents perhaps it's because they are in better condition and/or have more amenities than you have to offer, so be honest with yourself when completing your market survey because this is where you will determine your value in the market. #4: What is the average length of stay for each individual tenant? This is a very important question to ask yourself because if you have long term tenants it is typical that each unit will have deferred maintenance such as out of date/chipping paint, old/worn-out carpets, dated style cabinets, etc. The longer the resident has lived in your unit, the more maintenance and turnover cost you will incur should a tenant decide to vacate based on your increase.

A rent increase just may be a final factor that pushes your long term good paying tenant over the edge and may cause them to look elsewhere for a new fresh unit leaving you with the high turnover cost to bring your unit up to market value. Knowing the cost could range from \$2,500 to \$5,000 range, you may want to reconsider your next rent increase. Rent increases sometimes stir up unnecessary tenant frenzies and the slew of request for new carpets, blinds, appliances, etc., all because of a simple rent increase. Although that rent increase will not mean much in cash flow to you it may create an unhappy resident who may seek a better and newer product again leaving you with turnover cost and venturing into uncharted territories with a new unknown tenant.

The key is to know your tenant profile and make decisions based on the immediate and local facts, not information you read in some trade magazine that may not apply to your micro-market. You will hear us say time and time again, if you know your property and local market you can own it! Always do your research based on your goals for your property, take the time necessary to study your property, the surrounding micro-market and your tenant profile. When you decide whether or not rent increases are for the betterment of your property and your pocket book, you will be making proactive decisions instead of choices that will leave you reactive to the outcome of your increase. We are not trying to scare you into not increasing your rents, however we are

simply stating that you should make strategic rent increases that will benefit you and will put you one step closer to achieving your goals! If you are not sure whether or not increases are for you, seek assistance from a professional and remember the tortoise won the race, it's not how fast you get to the finish line as long as you win! Happy investing!

Brian Gordon and Vincent Medina are the owners of Lotus Property Services, Inc. and are active leaders and Real Estate Brokers in the apartment industry. Brian frequently writes for numerous trade magazines and speaks at various seminars. Vincent is the former President of the Foothill Apartment Association, and is a frequent writer and speaker for industry events. As industry experts ,Brian & Vincent have sold and managed over one billion dollars in real estate assets. Tocontact Brian or Vincent you can call or email:

brian@lotuspropertyservices.net 626. 582. 8001 ext. 104

vincent@lotuspropertyservices.net 626. 582. 8001 ext. 102

Brian D. Gordon



Vincent M. Medina

The Man Who Built Simplehuman Into the Apple of Houseware

*Frank Yang combines creative design with stainless steel
to bring elegance to items like trash cans.*

By Dinah Eng

Few people would think to apply their spirit of invention to the humble kitchen garbage can. But Frank Yang did just that and created a new category: the most prosaic household items reconceived with panache and stainless steel. Yang, 44, was a tinkerer as a child and first learned about business by helping his dad at flea markets. Today his company, Simplehuman, sells soap pumps, high-tech vanity mirrors (with sensors that automatically turn the light on when you approach), and more. Last year the company's sales were \$150 million. Yang's story:

I grew up in Taiwan. When people asked, "What do you want to do when you grow up?" I'd say, "I want to invent something and sell it." As a kid, I thought there should be automatic dog feeders and stoves that turn themselves off if there are no pots on them.

When I was 10, my family immigrated to Los Angeles. My father became an importer. At first we struggled. We'd go to swap meets, where we sold dead inventory from his business—like seat cushions or mugs that chill beer—to make ends meet. I learned how to display and talk about products and negotiate in Spanish.

I was always good at fixing things. In seventh grade, we had remote-control drag racing in my neighborhood, and there was a rich kid who was a bully. I couldn't afford an expensive car, so I fixed up a cheap one by changing the chassis and steering wheel to make the car lighter. Then I added an extra battery. It didn't look good, but I beat the rich kid.

I went to UCLA for political science but wasn't sure what I wanted to do. My girlfriend, who's now my wife, was a graphic design major; she suggested I take an industrial design class. I loved it, but it was too late to change majors.

After graduating, I worked for my father's company. I sourced products—and learned about the supply chain and how to deal with manufacturers. But I felt suffocated, so I quit and told my father I was going to design something to sell. He was doing well by then, so

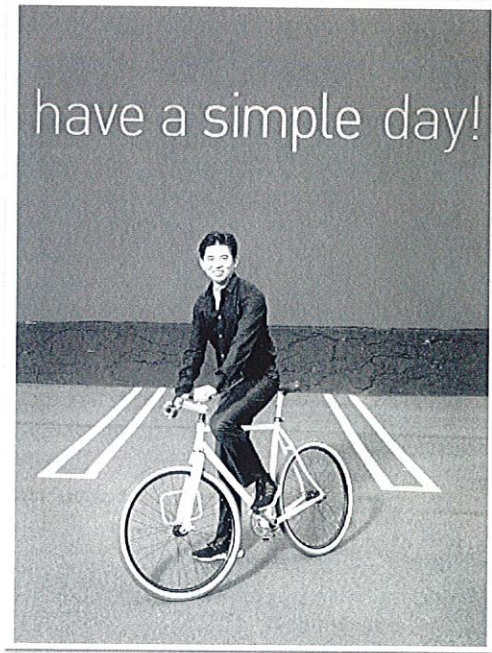
It was 2000, and I looked at housewares. I saw big displays of expensive, unattractive stainless-steel cans that weren't much more functional than cheap plastic ones. Back then, no real thought was given to design in household products. I thought, "Everyone has a trash can. I want to design one that's really cool." So I hired some freelance industrial designers and one employee. We figured out how to make the pedal lighter, while trapping the odor in the can, and made it all look good.

No manufacturer wanted to talk to me. I finally found a small factory in Taiwan, owned by Mr. Wang Ding-Chou. For six months we would fax designs back and forth. Through trial and error, we made a prototype, and I went to the International Home and Housewares Show in Chicago. The Target TGT 0.43% and Container Store TCS 0.19% buyers loved it. The Container Store gave us a \$30,000 order, then Target placed a test order.

The hardest thing to work out was the tooling process, getting the manufacturing components and machines right, which affects output, quality, and pricing. At one point, Mr. Wang made a bunch of trash cans, and I rejected them all. He was ready to give up working with me. Manufacturers are all about faster, cheaper, and I'm about higher standards. So I visited the tooling company with him, and we were able to work things out.

HOW TO CREATE A WORKPLACE FOR SMART PEOPLE

FRANK YANG, founder and CEO of Simplehuman



I believe in health and family first. At Simplehuman, individuals can set their own work hours. We're here to make a kick-ass product, but if you need to leave for family, just go. If it's spring break and you're not on vacation, bring your kids to work.

We have a basketball court and gym in the middle of the office. There's yoga at noon, Krav Maga on Friday afternoons, basketball games after work, and more. People shoot hoops while talking out product issues.

Every Tuesday a chef comes in to create healthy lunches. Every Friday we serve a breakfast built around different ethnic foods. After breakfast we have staff announcements and talk as a group about what's happening in the company.

It's not about partying all day. We have an environment where people are more open about discussing things and solving problems together. There's something different about arguing in a conference room with a guy who's also on the same basketball team as you are. We have very low turnover.

The first year we had about \$800,000 in sales. I'd cold-call retailers, and most didn't call back. But opportunities come up, and you have to be ready to take advantage of them. I remember sending some sample cans over to the Lowe's LOW 1.02% buyer, and the next day, he called to say another company he worked with was out of business. "Let's talk," he said.

Our company was initially called Canworks. When buyers wanted more products, we started making dish racks, but our name didn't fit. I wanted people to feel efficient when using our products. We talked with naming consultants, and they came up with Simplehuman.

Eventually retailers told us to expand into the bath category. So in 2010 we introduced bath accessories. We made a bamboo tissue-box holder, but the numbers weren't good—we were just one of many choices. I learned we can't make everything, and lost about \$750,000 on the R&D and tooling for that line. But we stuck with the bath line and went on to make sensor mirrors and soap pumps.

For me, it's about creating something people love. We designed our soap dispenser to pump soap at 0.5 seconds. An engineer told me, "I can do it in 0.2 seconds." I said, "Okay, do it; we'll see what happens." When I put my hand under that second dispenser, soap appeared instantly. It was magical. Why? People's reaction times to visual stimuli average 0.25 seconds, so when something happens within 0.25 seconds, it's magical. That's what you get when you don't settle for "good enough."

A version of this article appears in the July 1, 2016 issue of *Fortune* with the headline "Inventing Products Is His Lot in Life."

This story has been updated to correct the fact that the company once made dish racks, not dishrags.

新春晚會

01/30/2016

Pacific Palms Resort



夏季昌 處長蒞臨



新春晚會

01/30/2016
Pacific Palms Resort



新春晚會

01/30/2016
Pacific Palms Resort



會員大會

12/05/2016



會務動態

08/08/2015

聖塔芭芭拉駝鳥樂園一日遊



11/05/2015

Dr David Jacob 專題講述《骨骼健康的重要與保健》



洛杉磯台美商會



會務動態

12/12/2015

林若蘭副組長于聖蓋博希爾頓飯店舉辦TPP座談會



02/13/2016

華埠舉辦的金龍花車大遊行



02/2016

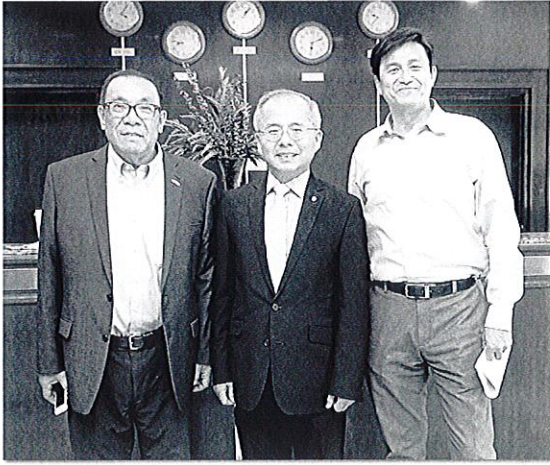
台南地震賑災善款記者會



會務動態

02/27/2016

Double Tree Hotel 舉辦台商回娘家聯誼



天仁茗茶



520回台參訪



會務動態

北美洲第27屆理監事會議

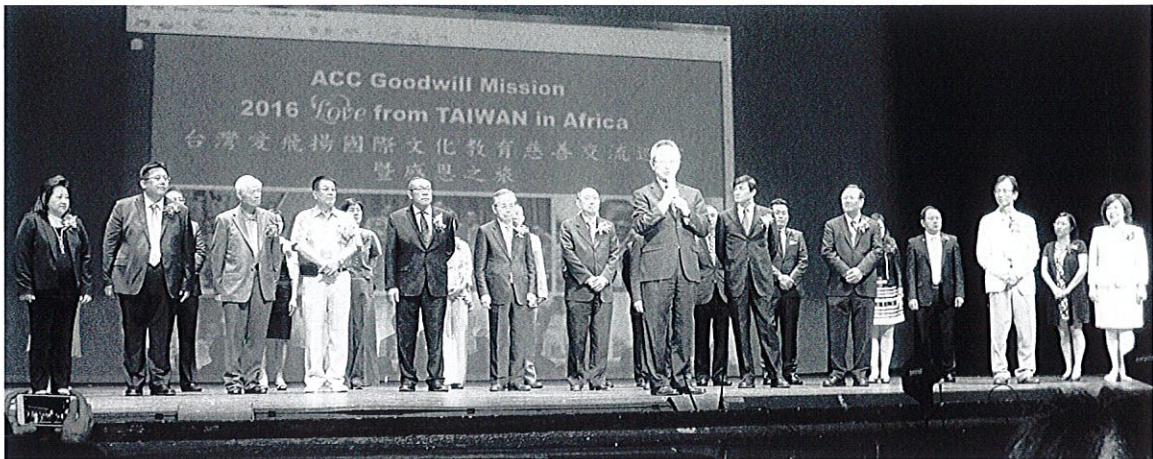


會務動態

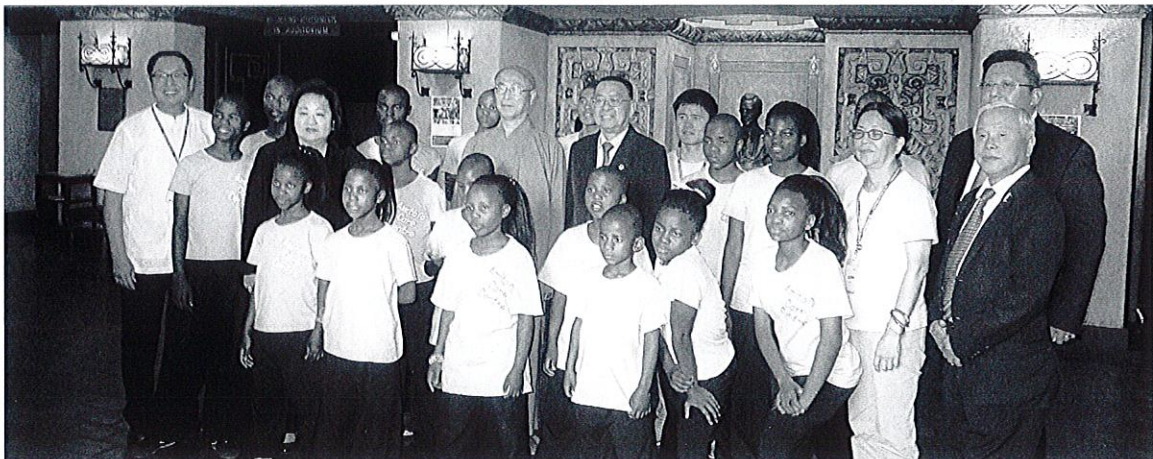
ACC 活動



台灣愛飛揚



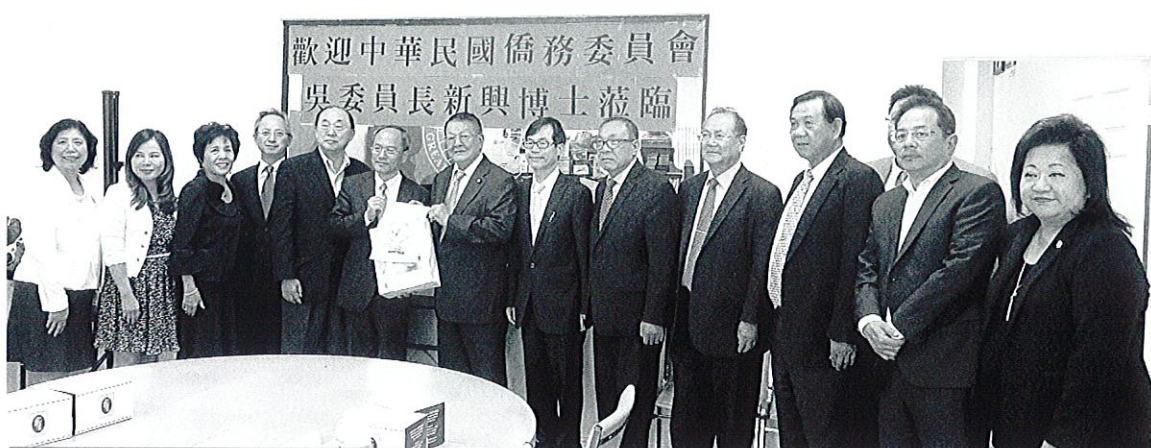
華僑心飛揚



會務動態

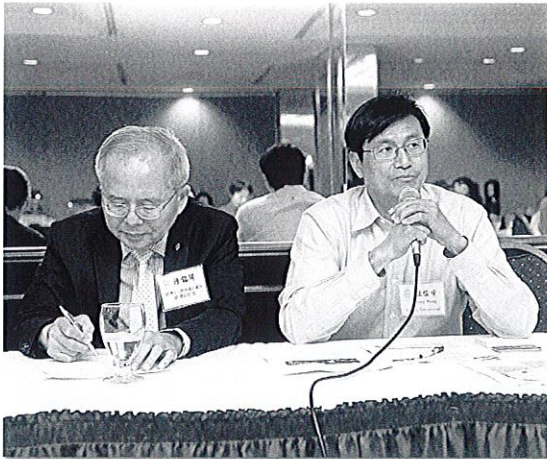
06/15/2016

僑委會委員長 吳新興來訪



會務動態

台商回娘家



歡送陳盈連組長



中國城中華會館主席就職典禮



會員動態

5台灣清寒留學生獲獎學金



得獎學生（後排）湯宗曄（左五）、龔漢威（左六）、葉先偉（左七）、張元尚（左八），與（前排）殷清隆（左五）與殷敏寬（左四）合影。
（本報記者／攝影）

美國殷勤文教公益基金會與世台聯合基金會合作設立的獎學金，洛杉磯加大（UCLA）材料科學與工程博士班張元尚、聖塔芭芭拉加大（UCSB）歷史學博士班彭琪庭、聖地牙哥加大（UCSD）材料科學與工程博士班湯宗曄、河濱加大（UCR）化學研究所博士班葉先偉，及聖塔芭芭拉加大（UCSB）媒體藝術博士班龔漢威，每人一萬元……

基金會創立者殷清隆先生與殷敏寬女士，希望幫助與鼓勵更多台灣清寒家庭學生赴美留學。獎學金每年申請日期為1月1日至3月31日，每年提供五個名額，今年是此獎學金頒發第一年。

殷氏夫婦表示，來美國已近半個世紀，讓他們理解海外生存的艱難，他們經營的餐廳，總是優先找台灣留學生來打工，2007年設立基金會推動公益，去年錄取五位優秀學生，除了課業成績相都優異以外，也參與許多社會服務。

湯宗曄表示，很受到殷先生與殷女士感動，當初因為經濟能力有限，無法負擔買車費用，當收到面試時，差點放棄，但殷氏夫妻非常體恤他，特地從洛杉磯驅車前往聖地牙哥親自與他面試，令他相當感動。而他們多年的奮鬥過程也令他相當感動，未來也期許自己能貢獻給社會。

葉先偉說，除了獎學金提供的經濟援助以外，對他影響深遠的更是殷先生與殷女士的處事態度，他引用殷先生的話表示，「自己吃七分飽，另外三分分享給別人」，將來學有所成，自己也將引用同樣的處事態度助人。



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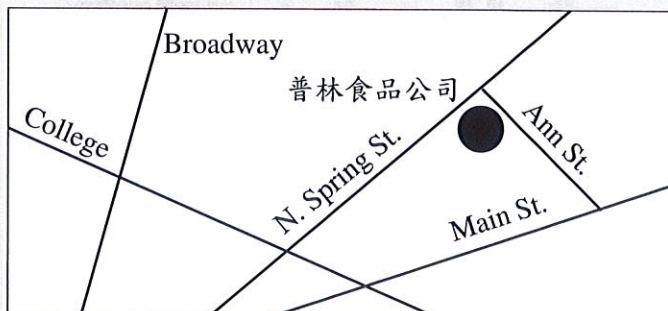
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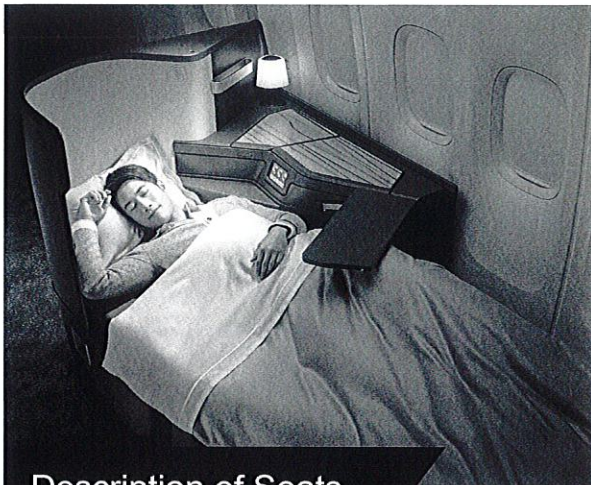
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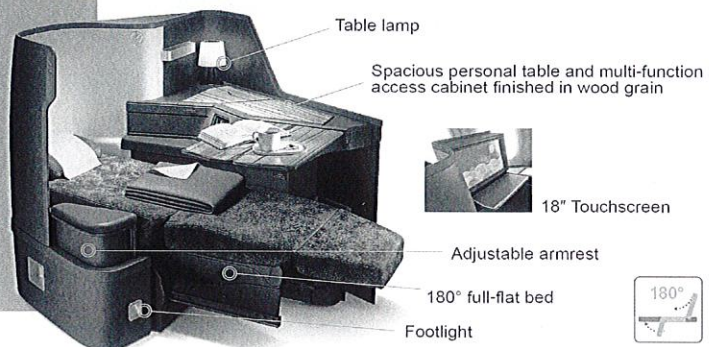


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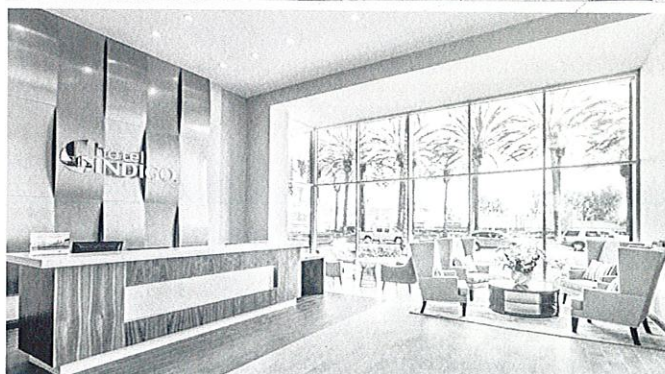
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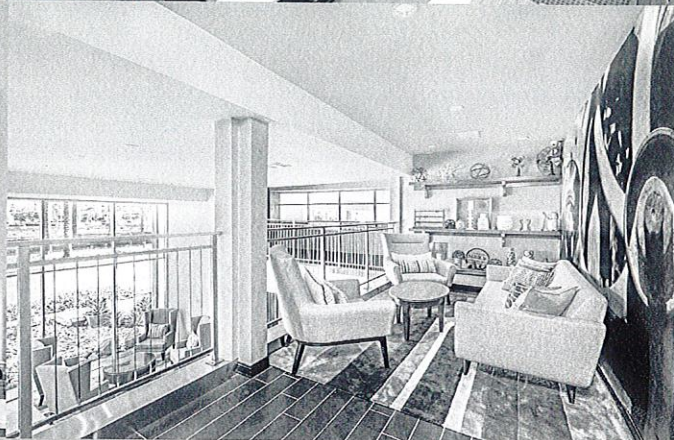
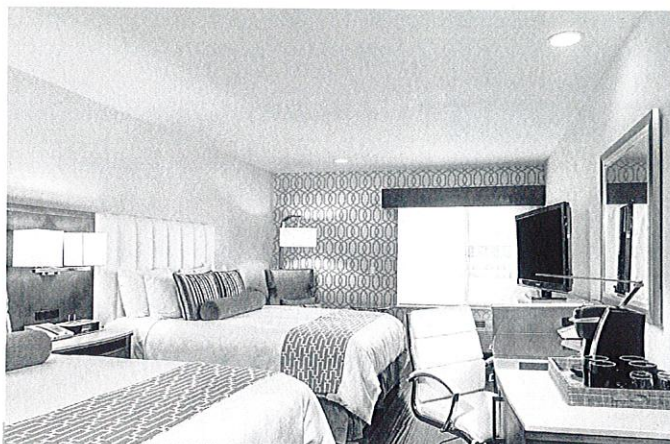


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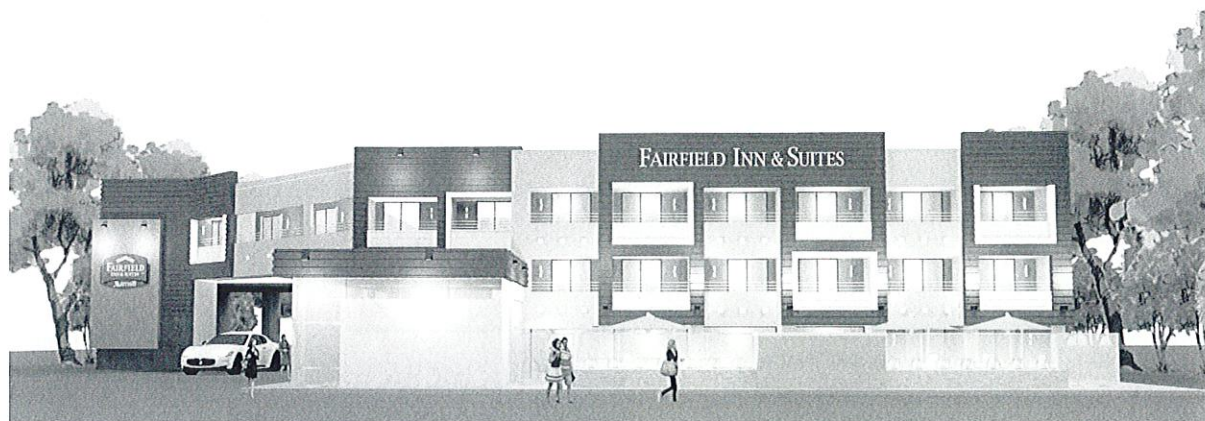
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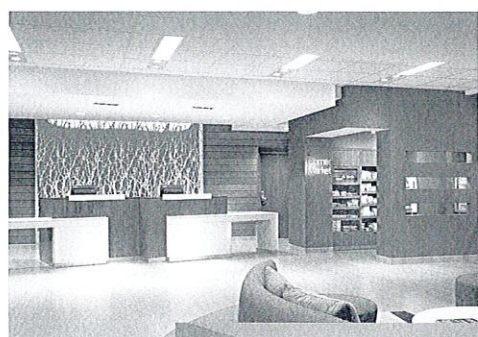
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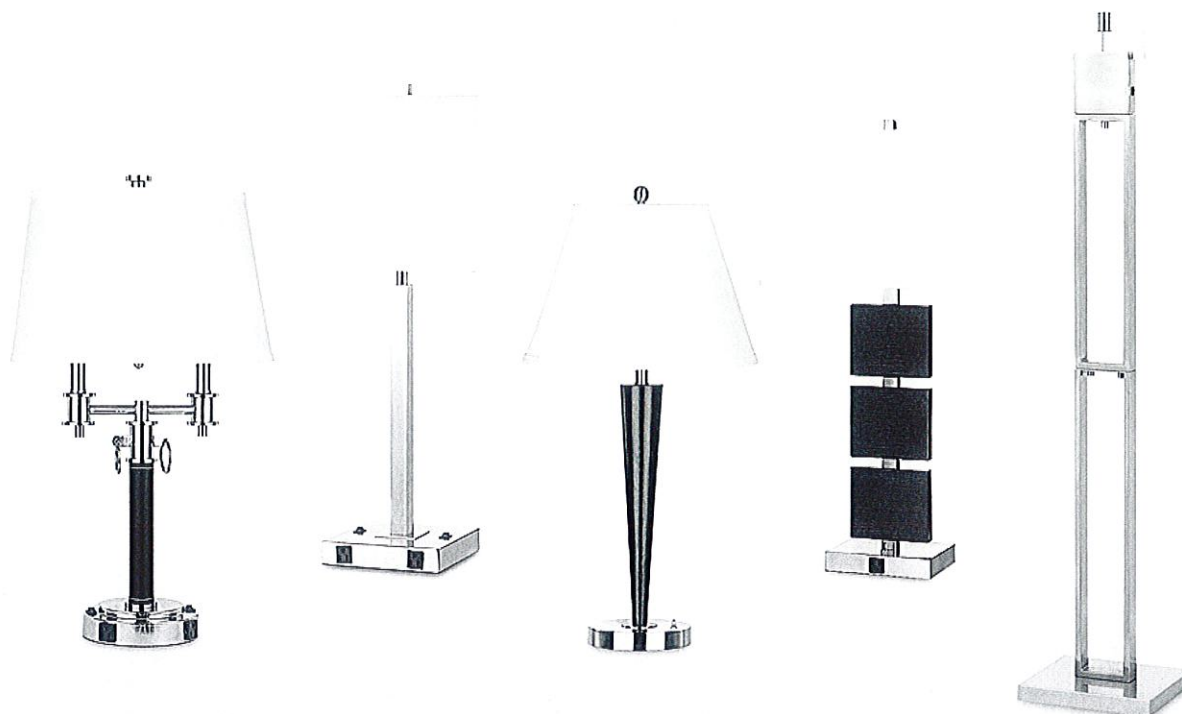
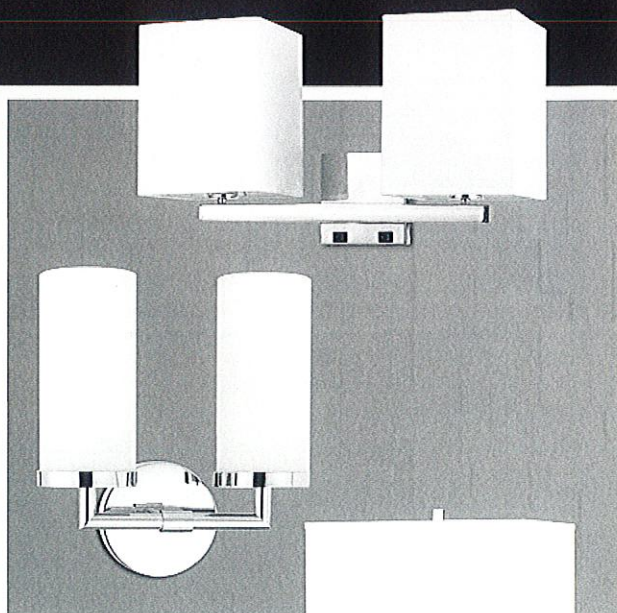
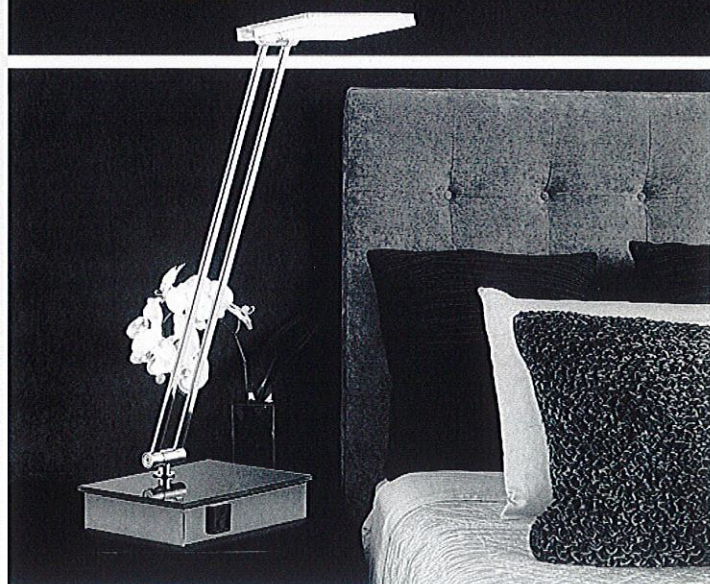
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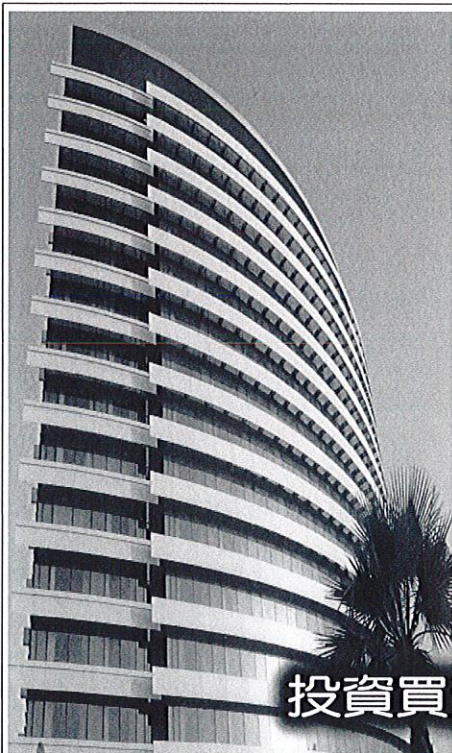
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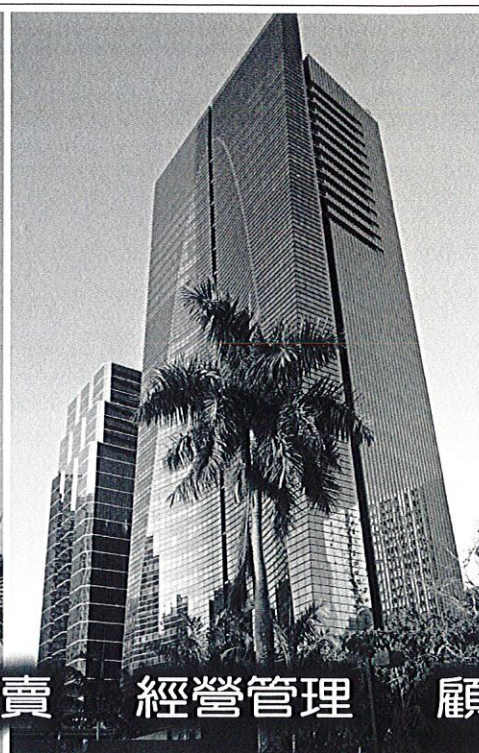
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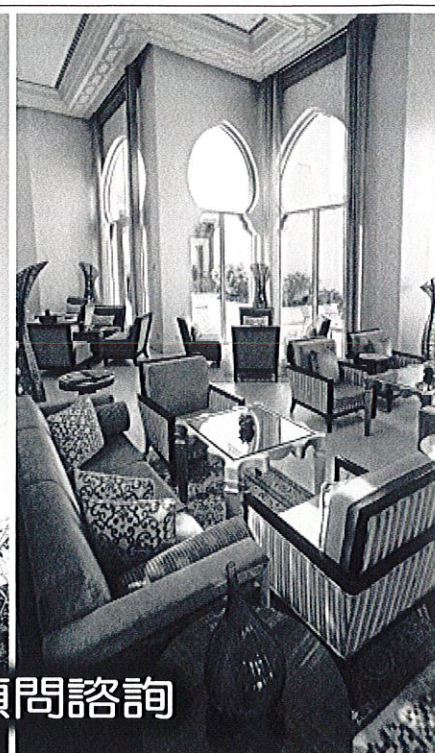
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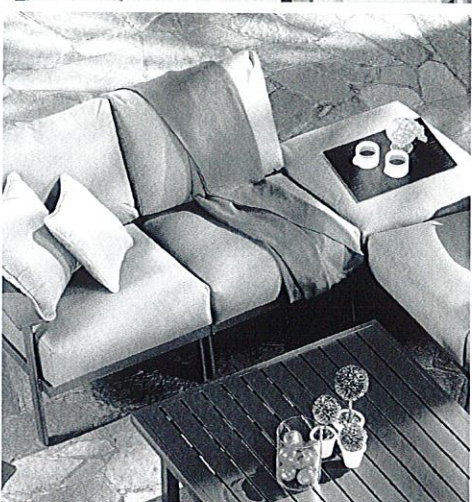
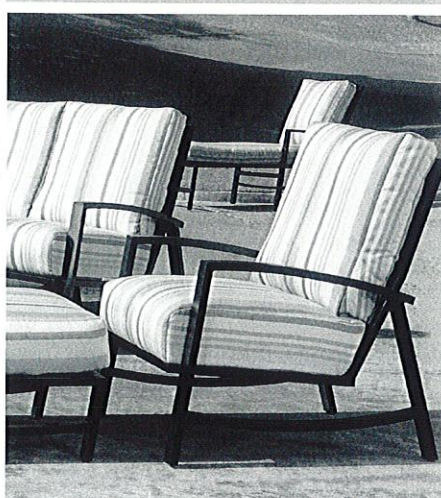
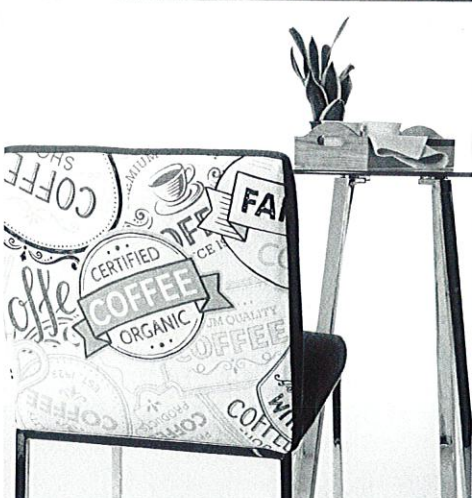


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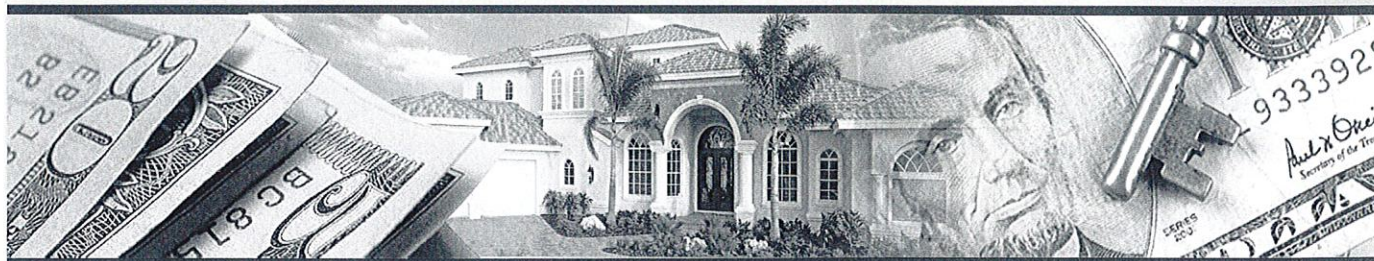
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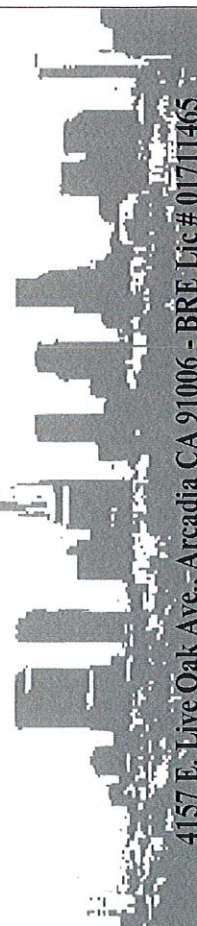
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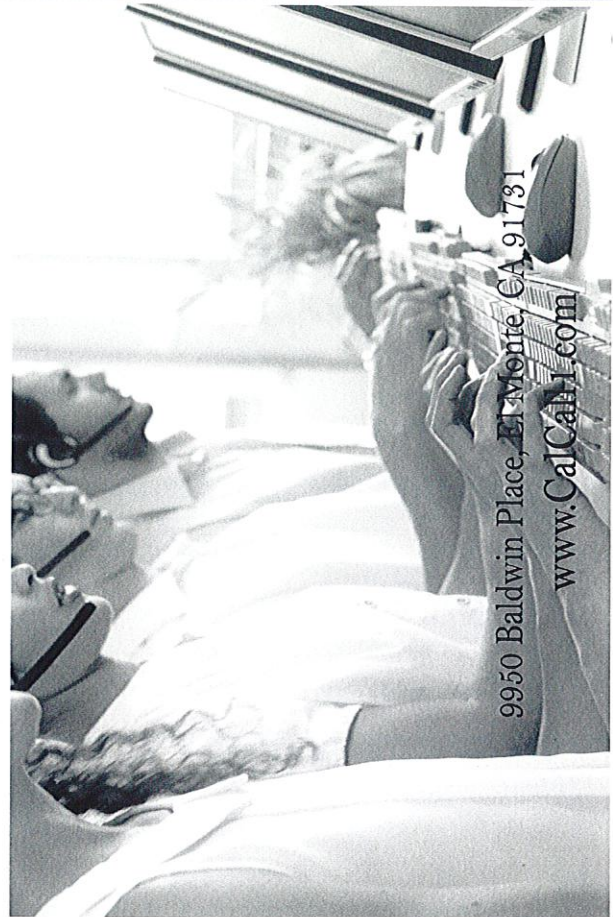
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| Mr. | Denny | Cheng | 鄭國賢 | 先生 | 金中國餐廳 負責人 | 餐飲 |
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| Mr. | Peter | Cheng | 鄭春暉 | 先生 | | 其他 |
| Mr. | Stephen | Cheng | 鄭和人 | 先生 | 成功電冷工程公司 負責人 | 其他 |
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| Mr. | Gary | Chiang | 蔣臨沂 | 先生 | 歡平生物科技 | 化工原料 |
| Mr. | Cheng | Chieh | 關圳 | 先生 | 台灣禎祥實業股份有限公司 負責人 | 其他 |
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| Ms. | Lillian | Chik | 廖如清 | 小姐 | 華美銀行 分行經理 | 金融(銀行) |
| Mr. | Chang King | Chik | 張金治 | 先生 | Hong Bao Chang Co. Inc | 其他 |

| 稱謂 英文名 | 英文姓 | 中文姓名 | 稱謂 | 公司及頭銜 | 行業分類 |
|--------------------|--------|--------|----|---------------------------------------|-----------|
| Mr. Che-Cheng | Ching | 江志成 | 先生 | 國際武術總 會長 | 醫療藥品 |
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| Mr. Chris | Chiu | 邱垂煌 | 先生 | 南加州旅館同業公會理事長 | 旅館經營及用品 |
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| 稱謂 英文名 | 英文姓 | 中文姓名 | 稱謂 | 公司及頭銜 | 行業分類 |
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| Dr. Jessica | Huang | 黃淳絹 | 醫師 | 牙醫 | 醫療藥品 |
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| Mr. Jack | Huang | 黃覺德 | 先生 | 覺德保險事務所 負責人 | 保險 |
| Ms. Angel R. | Huang | 黃賴瑞琦 | 女士 | 覺德保險經紀公司 總經理 | 保險 |
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| Mr. Philip S. | Huang | 黃聖賢 | 先生 | 永恆國際健康器材 董事長 | 健康器材 |
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| Mr. John C.M. | Huang | 黃國強 | 先生 | 美國奇恩電子公司 負責人 | 電腦、電子 |
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| 稱謂 | 英文名 | 英文姓 | 中文姓名 | 稱謂 | 公司及頭銜 | 行業分類 |
|-----|--------------|--------|------|----|-----------------------------------|-----------|
| Mr. | Jack | Hung | 洪嘉宏 | 先生 | Welmark Textile Inc. | 其他 |
| Mr. | William | Hung | 洪陳鋒 | 先生 | 洪氏景觀工程公司負責人 | 其他 |
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| Mr. | Brian | Jou | 周春和 | 先生 | 柔似密語言學院 | 大眾傳播及文化事業 |
| Mr. | Paul C. | Kao | 高政弘 | 先生 | Prudential Financial 理財服務經理 | 保險 |
| Mr. | Hsin-Fong | Kao | 高信豐 | 先生 | 四川貿易公司 負責人 | 進出口 |
| Mr. | William | Kao | 高文雄 | 先生 | Full Harvest International Corp. | 進出口 |
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| Mr. | Edward | Lee | 李經滿 | 先生 | 太極中英文獎盃 負責人 | 獎牌獎盃 |
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| 稱謂 | 英文名 | 英文姓 | 中文姓名 | 稱謂 | 公司及頭銜 | 行業分類 |
|-----|-------------|-------|------|----|-----------------------------------|------------|
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| Mr. | C.H. | Liu | 劉家宏 | 先生 | Lomita Pacific Plaza負責人 | 投資 |
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| Mr. | Jack | Liu | 劉日興 | 先生 | 世界台灣小姐基金會 董事長 | 大眾傳播及文化事業 |

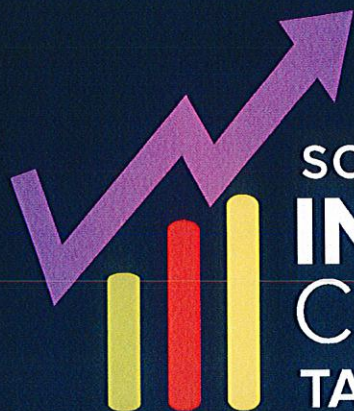
| 稱謂 | 英文名 | 英文姓 | 中文姓名 | 稱謂 | 公司及頭銜 | 行業分類 |
|---------------------------------------|------------|----------|------|----|-------------------------------------|------------|
| Ms. | Lisa | Liu | 劉雅薇 | 小姐 | Coldwell Banker George Realty | 地產 投資開發 |
| Mr. | Tony | Liu | 劉兆鈞 | 先生 | 聯美地產公司負責人 | 地產 投資開發 |
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| Dr. | Stephen | Liu | 劉弘基 | 醫生 | | 醫療藥品 |
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| Mega International Commercial Bank LA | | | | | 兆豐銀行洛杉磯分行 | 金融(銀行) |
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| Mr. | Richard | Pan | 潘仁勇 | 先生 | Pan AM Realty. Inc | 其他 |
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| Mr. | Bill | Peng | 彭威明 | 先生 | 藝美展示設備制作公司 | 市場展示工程 |
| Mr. | Jim | Peng | 彭俊哲 | 先生 | SPEX成岳國際物流股份有限公司 | 運輸(海空貨運) |
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| Mr. | Sidney | Ru | 茹新森 | 先生 | Cosmo Fiber Corp | 其他 |
| Development Bank of Singapore | | | | | 新加坡發展銀行洛杉磯分行 | 金融(銀行) |
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| 稱謂 | 英文名 | 英文姓 | 中文姓名 | 稱謂 | 公司及頭銜 | 行業分類 |
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| Mr. | Terry | To | 杜德龍 | 先生 | Signs Express MFG. Co. | 其他 |
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| Dr. | Whi-Siong | Tsai | 蔡偉雄 | 醫師 | 蔡偉雄婦產科醫院 院長 | 醫療藥品 |
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| Mr. | Joao Wen-Jiun | Tsai | 蔡文俊 | 先生 | 仙姿雅印刷有限公司 | 印刷 |
| Mr. | Nieco M.H. | Tsai | 蔡明法 | 先生 | 美國麗寶眼鏡公司 | 光學眼鏡 |
| Ms. | Mei Feng. | Tsai | 王梅鳳 | 小姐 | Matech Inc. 負責人 | 製造 |
| Mr. | Johnny | Tsai | 蔡崇仁 | 先生 | Max Group Corp. 負責人 | 電腦、電子 |
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| Ms. | May | Tu | 阮夢萍 | 小姐 | 宏華股份有限公司 負責人 | 其他 |
| Mr. | Ching L. | Wang | 王欽齡 | 先生 | | 證券 |
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| Mr. | John C. | Wang | 王政中 | 先生 | Wang Partnership | 旅館經營及用品 |
| Mr. | KenJohn | Wang | 王桂榮 | 先生 | 美國南加州王氏公司 董事長 | 旅館經營及用品 |
| Mr. | Kennith | Wang | 王政仁 | 先生 | 長堤拉瑪旅館 東主 | 旅館經營及用品 |
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| Mr. | Toshi M. | Wang | 王敏雄 | 先生 | MHW Management Inc. 負責人 | 管理 |
| Mr. | Scott S.F. | Wang | 王守峰 | 先生 | 邦聯國際海空運輸公司. | 運輸 (海空貨運) |
| Mr. | Chapline | Wang | 王清圻 | 先生 | 南加州台灣會館義工 | 其他 |
| Mr. | Peter | Wang | 王正義 | 先生 | 美國佳諾企業集團 | 其他 |
| Mr. | Solomon | Wang | 王正立 | 先生 | Cornerstone, LLC | 其他 |
| Mr. | Joseph | Wen | 溫惠雄 | 先生 | 長榮保險公司 董事長 | 保險 |
| Ms. | Lynn Y. | Wen | 溫玉玲 | 小姐 | 州農保險事務所 負責人 | 保險 |
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| Ms. | Amy | Wu | 吳宣蓉 | 小姐 | 東泰集團總裁 | 旅館經營及用品 |
| Mr. | Tom | Wu | 吳東昇 | 先生 | | 旅館經營及用品 |

| 稱謂 英文名 | 英文姓 | 中文姓名 | 稱謂 | 公司及頭銜 | 行業分類 |
|---------------------|---------|------|----|--------------------------------|------------|
| Mr. Shou Long | Wu | 巫秀龍 | 先生 | Genka Trading Corp | 進出口 |
| Mr. Ping | Wu | 吳平治 | 先生 | President Global Corp. | 食品製造 |
| Mr. T.C. | Wu | 吳宗錦 | 先生 | | 資訊 |
| Mr. Kent | Wu | 吳建德 | 先生 | 美國統一地產投資公司 總裁 | 地產 投資開發 |
| Mr. Philip | Wu | 吳永弘 | 先生 | 嘉禾地產 | 地產 投資開發 |
| Mr. Samuel | Wu | 吳適賢 | 先生 | 理想關係企業 總經理 | 地產 投資開發 |
| Mr. Edmund | Wu | 吳弘文 | 先生 | | 其他 |
| Ms. Ellen | Wu | 吳金琍 | 女士 | 美商威望公司Viva Life Science, Inc. | 其他 |
| Mr. Li-Pei | Wu | 吳澧培 | 先生 | 福爾摩沙基金會創會會長 | 其他 |
| Ms. Shan-Chin | Wu | 吳林順琴 | 小姐 | 松菱股份有限公司Shine Land Inc. | 其他 |
| Ms. Tracy | Wu | 吳翠姬 | 小姐 | 公職 | 其他 |
| Mr. Rosano | Yan | 顏樹洋 | 先生 | Super Nova旅館用品供應公司董事長 | 進出口 |
| Mr. Johnson | Yang | 楊炯和 | 先生 | 美富銀行 董事長 | 金融(銀行) |
| Mr. Tai Peng | Yang | 楊泰鵬 | 先生 | 大成大理石 | 建築及工程顧問 |
| Mr. Jackson | Yang | 楊 信 | 先生 | Seville Classic Inc. 負責人 | 進出口 |
| Mr. Chia-You | Yang | 楊嘉猷 | 先生 | | 大眾傳播及文化事業 |
| Mr. Kevin | Yang | 楊士麟 | 先生 | 捷徑旅遊 負責人 | 旅遊 |
| Mr. Kuo Hsien | Yang | 楊國憲 | 先生 | Honda | 其他 |
| Mr. Simon | Yang | 楊資培 | 先生 | Yantex Garment Corp | 其他 |
| Mr. Steve C. | Yang | 楊 辰 | 先生 | | |
| Ms. Christine | Yao | 姚秀新 | 小姐 | 美林集團Merrill Lynch | 財務 |
| Mr. John | Yeh | 葉協豐 | 先生 | | 傢俱 |
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| Ms. Ming-Fen | Yeh-Chi | 葉敏芬 | 小姐 | 瑞山中文學校校長 | 大眾傳播及文化事業 |
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| Mr. Rex J. T. | Yu | 余忠村 | 先生 | Rexon Interior Design室內設計師 | 其他 |
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|------------------------|---------|------|----|----------------------------------|------|
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| Mr. Hsieh | Chen | 謝成益 | 先生 | 岱稜科技股份有限公司 | |
| Mr. Josehp T. | Fan | 范佐城 | 先生 | | |
| Mr. Bret E. | Lee | 李以安 | 先生 | 房地產 | 房地產 |
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| Mr. Jack C | Huang | 黃駿傑 | 先生 | 台灣睿智資訊股份有限公司 | L |
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| Ms. Joie Chloe | Wang | 王 玥 | 小姐 | 王玥財務規劃 | 財務規劃 |
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| Mr. Johnnie | Chuang | | | | |
| Mr. Thomas | Huang | 黃國峰 | 先生 | 銀行 | 銀行貸款 |
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|------------------|-------|------|----|----------|---------------|
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| | | 吳張天美 | 小姐 | 護理師 | |
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| Ms. Jennifer | Lin | 林怡君 | 小姐 | 保險 | |
| Mr. Joe mingsien | Yang | 楊明賢 | 先生 | 電信 | 中華電信全球公司 |
| Mr. Carl | Hsu | 徐鳳耕 | 先生 | 進出口 | |
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| Ms. Sueling | Chen | 陳淑玲 | 小姐 | 教育家 | |
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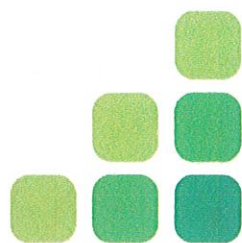
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