On the Move
APAC Sales and Marketing Moves
By Darren Edmonstone

Our APAC sales and marketing team is on the move as we expand territory and activities in the region. Today I join with Human Resources in congratulating the following team members on their new appointments and responsibilities, effective April 1.

- Andrew Gee moves from his current position as director of sales and marketing, Outrigger on the Lagoon • Fiji, to regional director of sales and marketing for Australia and New Zealand based in Sydney and focusing on the Australian/New Zealand outbound markets. Andrew reports to Mark Simmons, vice president sales and marketing for Asia Pacific and John Limper, vice president sales and marketing for Hawai‘i and Guam.

- Karen Marvell is promoted from her current position as head of sales and marketing for Castaway Island, Fiji to director of sales and marketing for our two Fiji resorts and is based in Sydney. Karen reports to Peter Hopgood, Outrigger on the Lagoon • Fiji general manager, with a dotted line to Mark Simmons.

- Jason Zvatora is promoted from his current role in charge of revenue

Travel to the U.S.
From China – We’re Missing the Boat!
By Dr. Richard Kelley

Later this month, I will have a chance to visit the city of Sanya, Hainan Island, China to attend the World Travel & Tourism Council’s Global Summit. I will also have the opportunity to visit the site of one of our future properties, Outrigger Clearwater Bay Resort, which will soon be built on a waterfront site nearby. In the process of arranging my travel plans, I applied for a visa to visit China. It took several telephone calls, emails and a short visit to a visa-processing firm in Denver, Colorado. The experience caused me to think about how much more difficult it is for citizens of China to get a visa to visit the United States and why the U.S. is getting only about 1 percent of China’s boom in high-spending international travelers.

To get my China visa, WTTC arranged for the Hainan Provincial Tourism Development Commission to send me an official letter of invitation to the Global Summit. Then, using my native language, English, I filled in a three-page form that asked for basic personal information, passport number, travel dates, hotel and airline details; paid a $145 consular fee; added the letter of invitation and my passport plus an extra photograph; and handed it all to a pleasant gentleman at a visa-processing firm about five miles from my home in Denver. My visa application was immediately sent to Chicago, one of the five U.S. cities with a Chinese consulate that issues visas. I was told I could expect to receive my passport back with a Chinese visa in less than two weeks.
Happy Birthday!

April 15: Leanne Giffin (inadvertently missed last week).

Apr 16: Kay Ja An, Veerayut Damnoy, Jakkapong Jitwait, Alivereti Kurisalilii, Phillip San Nicolas, Jr., Wissaroot Pantiip, Piyawat Petkhai, Sarawut Phinitram, Ravinesh Sharma, Steven T. Takasaki, Chanokan Thonghung-Dean and Aisea N. Vakacerevalu.

Apr 17: Irenia C. Baybayan, Kin Chung Chan, Chin Hung Chee, Kajornsak Kanteetaw, Sarayoot Nichols, Apisa Oleca, Rodolfo Santiago Pascual, Editha A. Rafael and Kalivati Volavola.


Employment Opportunities

If you are interested in a position listed below and meet the qualifications, please go to OUTRIGGER.COM and click on EMPLOYMENT at the bottom of the page. We only accept online applications for the open positions from internal candidates. If you have any questions, please call Chad Teramae at (808) 921-6989. Application deadline for the following positions is April 11, 2014.

**Guest Services Representative (Full-Time)**
A minimum of one year customer service and cash handling experience required, preferably in the hospitality industry. Must have basic computer skills and ability to type 30 wpm. Must also be a team player with excellent communication skills and flexibility to work any day and any shift to include but not limited to the graveyard shift and night audit when needed.

**Guest Services Manager (Full-Time)**
Must be able to speak Japanese fluently; ability to read and write Japanese preferred. A minimum of two years in a hotel supervisory guest service position required with a minimum of four years previous live contact customer service experience preferred. Must be organized, computer proficient and possess excellent written and verbal communication skills. Must also be able to work any day and shift.

**Accountant – Global (Full-Time)**
This position will assist the Global Reporting Accounting office in all aspects of general accounting functions to include accounts payable, accounts receivable, treasury and fixed assets processes as applicable. Bachelor’s degree in accounting preferred. Must have a positive attitude and be a self-motivated team member. Oral and written business communication skills, proficiency in computerized accounting systems and spreadsheets, aptitude for numbers and ability to type 45 wpm and 10 key required.

**The Kapalua Villas**

**Front Office Manager (Full-Time)**
Degree in Travel Industry Management preferred. A minimum of five years guest service/hotel experience with a minimum of two years supervisory experience in a hotel guest service environment required. Must be organized, computer proficient and possess excellent written and verbal communication skills. Must be able to work any day and shift.

Political Fundraiser

By the OHHPAC Committee

If you have interest in the below fundraiser, please contact Kathy Foley at 921-6957 or kathysb@outrigger.com. Mahalo!

**Rep. Mark Jun Hashem**

District 18: Hāna’ione, Kuli’ou’ou, Niu Valley, ʻĀina Haina, Waikālae and Kahala

**April 10 • 5:30 p.m. - 7:30 p.m.**

Mandalay Restaurant

1055 Alakea Street
Calendar of significant events and holidays celebrated worldwide

**Australia**
- **Thursday, May 1**
  - National Labour Day
- **Monday, May 5**
  - Coronation Day
- **May 9 - 11**
  - ATT - Opera on the Beach - [https://opera.org.au/whatson/events/operaonthebeach](https://opera.org.au/whatson/events/operaonthebeach)
- **May 15 - 18**
- **May 22 - 25**
  - ASP - Sanctuary Cove International Boat Show - [http://www.sanctuarycove.com/events/sanctuary-cove-international-boat-show](http://www.sanctuarycove.com/events/sanctuary-cove-international-boat-show)
- **May 30 - June 9**

**Bali**
- **Thursday, April 17**
  - White Thursday (Christian)
- **Friday, April 18**
  - Good Friday (Christian)
- **Sunday, April 19**
  - Pre-Easter (Christian)
- **Sunday, April 20**
  - Easter (Christian)
- **Thursday, May 1**
  - Labor Day (Moslem & Christian)
- **Thursday, May 15**
  - Waisak 2558 (Moslem & Buddhist)
- **Tuesday, May 20**
  - Penampahan Galungan 1 (Buddha)
- **Wednesday, May 21**
  - Galungan 1 (Buddha)

**Thailand**
- **Monday, April 7**
  - Chakri Day
- **Thursday, May 1**
  - Labor Day
- **Monday, May 5**
  - Coronation Day
- **Tuesday, May 13**
  - Visakha Bucha Day

**U.S.**
- **Friday, April 18**
  - Good Friday
- **Sunday, April 20**
  - Easter
- **Monday, May 26**
  - Memorial Day

**Fiji**
- **Friday, April 18**
  - Good Friday
- **Saturday, April 19**
  - Easter Saturday
- **Monday, April 21**
  - Easter Monday
- **May 23 - 26**
  - Fiji National Triathlon Festival (Denarau)

**Mauritius**
- **Thursday, May 1**
  - Labor Day

**Australia**
- **Apr. 2-27** - Surfers Paradise Festival
- **Apr. 3-6** - Gold Coast International Food, Wine & Music Festival
- **Friday, Apr. 18**
  - Good Friday
- **Saturday, Apr. 19**
  - Easter Saturday
- **Monday, Apr. 21**
  - Easter Monday
- **Friday, Apr. 25**
  - Anzac Day

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Here's a look-ahead at the construction/demo schedule for the International Market Place (IMP). Dates are subject to change.

**April 7**
- Kalakaua Temporary Fence Removal
- Prep Miramar Elevator Cars for Disposal
- Kuhio Overhead Protection/Walkway
- Waikiki Town Center Slab Removal
- Miramar Scaffolding
- Structural Demo
- Miramar demolition to begin

**April 7 - April 22**
- Ongoing - April 10
- Ongoing - April 11
- Ongoing - April 21
- Ongoing - May 5
- April 22

**IMP Construction Update**

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HR Assistant Ashley Cabrarilla is passionate about “LivingWell”

I have always lived an active lifestyle, but in 2010, I had to overcome obstacles that challenged me financially and emotionally, causing me to lose sight of caring for my mind, body and spirit.

I picked up a second job and as a result had less free time to focus on myself. It wasn’t long before I started rationalizing that I deserved to be lazy because I was working so hard. But as time passed, my health suffered and I became pre-diabetic. It was then that I realized that if something is important to you, you will find a way; if not, you’ll find an excuse. I knew I had to get back into living an active lifestyle and eating healthier if I didn’t want to end up diabetic.

I started getting back into exercising by attending Kathy Foley’s Core! class at work twice a week. I make it a priority to attend every class because Kat is such a great mentor and inspiration. She teaches us how to strengthen our muscles with hand weights, yoga balls, cardio, Pilates, plyometrics, etc. She brought back the fun in exercising and is one of the main reasons for motivating me to get back into sports and competition.

Soccer is my true passion. I’ve been playing since I was 7-years old. I played in the American Youth Soccer Organization (AYSO), Gold-Select AYSO, Hawaii Youth Soccer Association (HYSA) and Pearl City High School. Through soccer, I became a cross-country runner at the age of 10 and thoroughly enjoyed playing other sports that involved running, like flag football.

In 2011, my old HYSA team decided to form a team and register in the Women’s Island Soccer Association (WISA) to continue our love and passion for soccer. Also, at the beginning of 2014, I joined the Hawaii Rangers Soccer League, a competitive/recreational coed league. Although men tend to play more aggressively than women, I believe I am becoming a better, stronger player. My teammates and I also make it a point to attend weekly pickup games at Kapi‘olani Park every Monday night.

After getting back into soccer, my teammates and I decided to run in our first Great Aloha Run in 2012. That sparked my competitive spirit and resulted in my entering other races. My sister Blair is also a runner, and we made a bucket list to compete in a half/full-marathon in every state. Sounds pretty ambitious? Yes, it is! But if you ask us, we’ll tell you we do it for the medals! Joking aside, my sister and I don’t live in the same state, so our bucket list also allows us to have a mini-family reunion while doing something we both love. In 2013, Blair and I ran the Nike Women’s San Francisco Marathon in October, and in November, we ran the Disney’s Wine and Dine Half Marathon in Orlando. My sister is a fast runner, so if I want to keep up with her, I need to train at least two to three times a week.

LivingWell also includes taking care of my mind and spirit. One way I do that is by losing myself in a good book. If I’m not working out in Kat’s Core! class during lunch, then I’m in the lunchroom reading my Kindle. I also walk to and from work every day, which I find therapeutic - no traffic stress, less money spent on gas and parking and more time spent outdoors with Mother Nature; plus, I get my daily exercise!

I’m not the best cook, but every morning I make it a point to start my day off with a fruit smoothie or oatmeal topped with bananas. I strive to eat healthy as I know abs are created in the kitchen, not in the gym! I eat everything in moderation and I try to stay away from fast food.

One of the most important keys to success is having the discipline to do what you know you should do; even when you don’t feel like it. Surround yourself with positive people who help inspire and motivate you to live healthy. Just remember, dead last is better than did not finish which trumps did not start.
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and distribution for Outrigger on the Lagoon • Fiji to regional director of revenue and distribution for Outrigger Hotels and Resorts in Australia and Fiji based on the Gold Coast at Outrigger Surfers Paradise. Jason reports to Mark Simmons in conjunction with Peter Hopgood and Grant James, regional director for Australia.

Andrew has been with the Outrigger on the Lagoon • Fiji since 2001 as director of sales and marketing. Prior to that, he was director of sales for IHG for five years and held management positions at Featherdale Wildlife Park, Western Sydney; Tourism New South Wales, Sydney; Taronga Zoo, Sydney; Jetset Travel, London; and Thomas Cook Travel, Chatswood, Sydney.

In 1994, Andrew was awarded Young Achiever in Tourism in NSW (New South Wales) and won a scholarship to study travel and tourism at the University of Hawai‘i. In 2007 and 2008, he was a finalist in the Hotel Management Awards – Australasia in sales and marketing. Andrew has boosted his personal development by attending courses such as face-to-face selling, presentation skills, communications and media techniques.

Andrew has two sons: Fletcher (10) and Murphy (8) who were both christened in Fiji. They keep him active with weekend sports, are big fans of the Manly Sea Eagles (the local rugby league team) and try to make it to most of their games. Andrew enjoys long walks, bike rides and spending time with family and friends. He truly believes “traveling is one of the greatest forms of education!”

Karen has worked in the Fiji travel industry for 25 years, most recently as Castaway Island’s sales and marketing manager. Prior to that she owned The Group Travel Company, handling conference, incentive and special interest groups to Fiji. Karen has also been product and marketing manager for Coach Tours of Fiji and the Pacific and director of sales and conferences for Shangri-La’s Fijian Resort and Fiji Mocambo Hotel. She has held several sales management positions focused on the Australian and New Zealand markets.

Karen has two grown sons (22 and 20) who she believes don’t have any intention of leaving home! She loves to entertain and cook and always has a house full of friends and family to feed.

Jason was resort manager at the Outrigger on the Lagoon • Fiji prior to looking after revenue and distribution. Before that he was executive assistant manager at Stamford Plaza Adelaide. He spent much of the previous four years working on Hamilton Island as hotel operations manager and executive assistant manager overseeing the Reef View Hotel, Palm Bungalows and Palm Terraces. He began his career in 2002 as restaurant and bar manager at the Fireplace Restaurant and Veranda Bar at Hyatt Regency Sanctuary Cove. From there he quickly moved up receiving multiple promotions in the areas of guest operations, events, conventions and hotel operations.

Jason holds a Bachelor of Business in Hotel and Catering Management from Southern Cross University, Coffs Harbour, Australia.

He enjoys traveling to remote destinations, cooking and playing a round of golf when time permits. He shared that most of his free time is spent playing with his 11-month-old son Thomas and taking trips to the beach to enjoy the sun and surf.

These new appointments complete our global sales and marketing team which include Mark Simmons’ new European global sales team and Danny Ojiri’s Asia sales network!

These are exciting times at Outrigger, so congratulations to Andrew, Karen and Jason!

Kathy Hansberry Adds Promotions
to her PR Role

By Sean Dee

I join Human Resources in congratulating Kathy Hansberry on her promotion to promotions & public relations manager, effective April 1. Kathy continues to report to Nancy Daniels, public relations director.

Kathy will work with Nancy in managing all company corporate sponsorships and event marketing promotions and in bringing a greater awareness of Outrigger Enterprises Group (OEG) through a variety of public relations activities. Working in concert with sports sales, hotel operations, corporate partners and event planners, Kathy will ensure all our contractual obligations are met.

Aside from promotions and activities, Kathy manages our media monitoring service and the electronic distribution of global and regional press releases through appropriate channels. Whether on-site for T.V. filming, radio broadcasts or at an event booth, Kathy is often the point of contact utilizing her organizational and communication skills to ensure a seamless and successful experience.

Kathy joined Outrigger in 2005 as public relations coordinator. In 2012 she was promoted to public relations manager and now takes on the additional responsibilities of promotions. She began her hospitality experience as a public relations intern at the Sheraton Waikiki and Royal Hawaiian hotels and was a management trainee with Enterprise Rent A Car. Just prior to Outrigger, Kathy was
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marketing manager for Jungle River Mini Golf where she was responsible for all aspects of promotions, advertising, marketing and social media.

Kathy holds a Bachelor of Arts in communications from the University of Hawai‘i at Mānoa.

If you read Saturday Briefing, are on Facebook or Instagram, it’s likely you’ve seen Kathy’s picture, articles or posts. Not only busy at work, she is an active mom to Kaycee (9) and Kaira (4) who are avid sports fans. Kathy’s husband Carl and her girls enjoy supporting her and Outrigger at our various events and activities.

Mahalo, Kathy, for all you do and congratulations on this well-deserved promotion!

Debbie Murakami
Promoted to AGM at OBC
By Barry Wallace

I join Human Resources in congratulating Debbie Murakami on her promotion to assistant general manager at the Holiday Inn® Waikiki Beachcomber Resort, effective April 16. Debbie will continue to report to General Manager Simeon Miranda.

Responsible for the day-to-day operations of the resort, Debbie will manage bell services, housekeeping and the front desk working closely with the front office and housekeeping managers. She will assist Simeon in achieving financial, guest service and IHG brand requirements and goals.

Most recently Debbie was front operations manager at the Holiday Inn® Waikiki Beachcomber Resort and held the front office manager position at the Courtyard by Marriott Waikiki Beach. The Wyland Waikiki and the Outrigger Reef on the Beach. Debbie joined us in 1996 as guest services manager at the Outrigger Waikiki on the Beach after gaining experience in guest services at the Hilton Hawaiian Village, night audit at the Kahala Mandarin Oriental Hotel and concierge at the Halekulani Hotel.

Debbie holds a Bachelor of Arts in English from the University of Hawai‘i at Mānoa. She is a trainer for DISC, a behavioral assessment tool based on different personality traits, and a member of Travel & Tourism Industry Professionals Worldwide.

Debbie has a son Parker (16) and enjoys Vinyasa and power yoga, hiking, cooking with her sister on Sundays and traveling. She also loves to check out other hotels!

An experienced leader with a collaborative spirit, Debbie is well deserving of this promotion and with hearty congratulations, we wish her continued success.

Sheryl Tsugawa
Promoted to AGM at ORF
By Barry Wallace

I join Human Resources in congratulating Sheryl Tsugawa on her promotion to assistant general manager at the Outrigger Reef on the Beach (ORF), effective April 16. Sheryl will report to General Manager Dean Nakasone.

Sheryl will assist Dean in the operation of the hotel by supporting operations staff in maximizing guest satisfaction scores, operational efficiency and hotel profitability.

Sheryl joined Outrigger and the Beachcomber ‘ohana in November 2010 as sales and marketing manager to the newly transitioned Holiday Inn® Waikiki Beachcomber Resort. Most recently as director of sales, Sheryl was awarded IHG’s Best of the Best in 2013, a testament to her professionalism and proven track record. Prior to joining Outrigger, Sheryl was the operations manager of IHG Army Hotels in Honolulu (lodging units at Tripler Army Medical Center and Ft. Shafter) and associate manager, development marketing at IHG’s corporate offices in Atlanta, where she earned IHG America’s Development, Rising Star of the Year.

Sheryl earned her bachelor’s degree from Georgia State University in Atlanta with a double major in psychology and sociology.

Free time is spent watching new movie releases and spending time with family, friends and especially her 10-pound Chihuahua Bentley. Sheryl is passionate about the hospitality industry and says she’s been fortunate to travel to a new destination every year for the past eight years. She shared that every time she returns home, she gains a greater appreciation and love for Hawai‘i’s people, culture and lifestyle.

We are excited for Sheryl as she returns back to operations, and transitions to a new property and a new brand! Congratulations and best wishes for your continued success!
Hosts of the Month at the
Outrigger Laguna Phuket Resort and Villas

By Patcharee Chanantho (Paew)

Congratulations to Khun Siriporn Dechyoodee (Maew), room attendant, who was voted Host of the Month for the front of the house. Khun Maew has been with us since pre-opening. Her eight years of experience helps show in her excellence in hospitality to our guests and team. Her area is well kept and tidy and when there’s an urgent need for a babysitter, Maew is always willing to step up.

Congratulations to Khun Aron Kaewpan (Aron), commis chef, who was voted Host of the Month for back of the house. Khun Aron is hard working and always volunteers when we are short some manpower. We receive positive feedback on Aron’s excellent attitude and friendliness. With more than 15 years of experience in the kitchen, Aron has the skills to support his team.

Khun Patcharee Chanantho, human resources manager (left) and Khun Wasana Saetong (Khwan), assistant executive housekeeper (right) present Maew with a certificate of recognition

Marc Landgraf, general manager (left) and Khun Teerathep Tishabhiromya, executive chef (right) present Aron with a certificate of recognition

Booking.com Award Presented to the
Outrigger Phi Phi Island Resort and Spa

By Udom Raheem

On 19 March 2014, Mr. Phakin Pattanavorameth (center), account manager Booking.com Thailand, presented the Guest Review Award for 2013 to General Manager of the Outrigger Phi Phi Island Resort and Spa Khun Chao Treenawong (second from right).

Booking.com is part of Priceline.com, the world leader in booking accommodations online. Each day, over 625,000 room nights are reserved on Booking.com. The award honours top performers for very good guest reviews on booking.com.

Well done to all our staff and thank you to all reviewers on booking.com!
Romancing Travel Agents
By Udom Raheem

The Outrigger Phi Phi Island Resort and Spa was very pleased to host 13 travel agents from the US, Canada and South America for lunch and a tour of our lovely resort on 30 March 2014. The travel agents specialise in romantic holidays for guests, including weddings and honeymoons.

The trip was organised by the Tourism Authority of Thailand who were also in attendance. Deputy General Manager Khun Somsak welcomed them and hosted the lunch.

When it comes to romance and relaxation for couples, these travel agents found the ideal place in the Outrigger on Phi Phi Island. 🌴

Outrigger at Spartan Race Aloha Stadium
By Glaiza de Gracia and Kathy Hansberry

Outrigger Hotels and Resorts had a prominent presence at the inaugural Spartan Race Hawai’i with Outrigger banners lining the finish at the Aloha Stadium on March 23. Over 3,000 participants registered for the challenging 3-mile, 15-obstacle course strategically positioned throughout Aloha Stadium.

Fueled by motivation, the first heat of Spartans set out at 7 a.m. The diverse demographic of runners, bikers and triathletes from around the world tackled flights of stairs and overcame extreme physical obstacles.

Along with the adult race, keiki, ages 4-13 years old, participated in their very own Spartan Kids Race. They enjoyed the thrill of competition in a variety of scaled-down obstacles. The mission was to inspire children to develop a love for fitness at an early age.

As a sponsor, Outrigger Hotels and Resorts was onsite offering free games, giveaways and temporary keiki tattoos throughout the day. In addition, a group of strong and determined Outrigger ‘ohana conquered the course finishing with some impressive times.

The Spartan Race proved to be a great event and all participants thoroughly enjoyed the challenge. Hundreds of spectators turned out to cheer on the Spartans as they raced to the finish line to garner their well-earned Spartan medals.

We have another exciting Outrigger-sponsored event coming up – the Hapalua (Half-Marathon) is set for Sunday, April 13, at Kapi’olani Park.

For more information, visit http://www.outrigger.com/outrigger-sports/hapalua.
Let's Step Up, Outrigger!
By Kathy Foley

Last year 14,700 Charity Walk walkers/donors raised over $1.7 million to help Hawai‘i’s local charities. Through your generous donations, Outrigger was able to contribute to that incredible number.

This year, the Outrigger Charity Walk committee has set its goal for 2014 and we need your kōkua (help).

We have an additional fundraising effort through the Hapalua half-marathon being held on April 13. Outrigger Hotels is the official hotel sponsor (http://www.outrigger.com/outrigger-sports/hapalua).

We also have these great Outrigger logo bags (right) for those who contribute $50 or more to the Charity Walk. The minimum donation to walk is $35, which includes a #teamOutrigger dry fit shirt to wear the day of the walk.

For an additional $15 you get the Outrigger bag to carry all the goodies you collect along the route!

Look to future Saturday Briefing articles for more information. In the meantime, mark your calendars for your respective walks: May 10 for Maui and Hawai‘i Island and May 17 for O‘ahu and Kaua‘i.

Let’s step up for Hawai‘i’s charities, Outrigger!

Outrigger’s Values Project Update
By Kaipo Ho

Last week, Dr. Kelley wrote about Outrigger’s values of Ke ‘Ano Wa‘a, and he also introduced a company-wide initiative to revisit our original values created in 1994.

Why are we doing this? Our original values statement was written by Outrigger’s Hawai‘i employees, and our values reflected our Hawaiian culture. Since then, Outrigger Enterprises has evolved from a ‘mom and pop’ operation in Waikīkī to a global hospitality company. Ke ‘Ano Wa‘a is also celebrated globally as The Outrigger Way and is culturally represented in Australia, Bali, Denver, Fiji, Guam, Hawai‘i, Mauritius and Thailand. Revisiting our values ensures that our global values reflect and honor our rich cultural diversity.

What will happen to Ke ‘Ano Wa‘a and our many cultural values statements? Endless hours have been invested in developing Bula Spirit, Ensame, Ina‘maolek, Ke ‘Ano Wa‘a, Mateship, Mittrapab and Tri Hita Karana; they are The Outrigger Way and will continue to represent our respective cultures. In the process of defining Outrigger’s global values, it’s important that we continue to honor our cultural values statements.

In Hawai‘i, groups of managers and Alaka‘i, Outrigger Way Leaders, have begun meeting and discussing our values. Teams in Thailand, Fiji and Australia will soon be participating in this company-wide project. We will provide further updates on the project during the upcoming weeks.

Our first Values Project meeting was held this week in Honolulu.
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Now, let’s look at what a person in China must do to visit the U.S. – let’s say Hawai’i – as a tourist. Let’s call our applicant “Mei Ting,” using the name of a famous Chinese actress. Our fictional Mei Ting lives in Chongqing, a large city formerly known as Chungking with a current population of over 9 million (28 million in the metropolitan area). There is no U.S. consular office there.

Follow the graphic (right) to see what Mei Ting has to do to get her U.S. visa.

1. Gather a proper photo of herself and other necessary documentation (such as proof of employment, reason for travel, home ownership or other indicators of financial status, whether or not she has family members in China and/or the U.S., etc.) listed on the U.S. Embassy website.
2. Pay a $140 fee to CITIC Bank.
3. Purchase a pre-paid PIN card, which she will need to make an appointment at a U.S. consulate.
4. Complete her visa application form online in English (not her native language).
5. Get an appointment to be interviewed by a U.S. consular official in one of the five Chinese cities that have a U.S. embassy or consulate. Mei Ting chooses the nearest, Chengdu.
6. Travel by train to Chengdu, about five hours away, depending on routing.
7. Stay in a Chengdu hotel for two to three nights.
8. Go to the U.S. consulate for an interview. (She must appear for her appointment alone and is not allowed to carry a cell phone, computer, camera, backpack or purse to the interview room.)
9. Get fingerprinted and have her documents reviewed by U.S. consular clerks.
10. Walk alone into the interview room where a U.S. diplomat grills her about her documents, her reason for traveling, her family, her job and financial status and anything else that might make it appear she would try to remain in the U.S. as an undocumented alien.
11. Return to Shenzhen by train and wait for up to 60 days for the approval or denial of her visa application.

For many years, very few Chinese were allowed the privilege of traveling abroad. This began to change in the 1990s. By the year 2000, some 10 million Chinese citizens were able to travel to international destinations. In 2007, China gave the U.S. its “approved destination” status, and for the first time, the flow of Chinese visitors to the U.S. began exceeding what had previously been a mere trickle. The pace has picked up noticeably since then, and in 2013, it is estimated that nearly 1 million mainland Chinese visited the U.S., as reported in a recent USA Today article. But that is still only about 1 percent of the estimated 97 million Chinese who went abroad last year. Interestingly, Chinese are big spenders when they travel abroad, ranking in the top 5 or 10 percent or higher in almost every study.

Until the U.S. government wakes up to the dramatic shift in the market and makes it much, much easier for citizens of mainland China to get a U.S. tourist visa, you will see many more Chinese travelers in places like Japan; Thailand; Indian Ocean resorts in the Maldives, Seychelles and Mauritius; and European capitals like Paris, London, Berlin, Amsterdam and Rome than you will in New York, Las Vegas, San Francisco or Honolulu.

In 2013, Hawai’i received only 132,634 visitors from China, just 1.6 percent of the 8,235,510 visitors to the 50th state, according to the Hawai’i Tourism Authority. It does not need to remain that way.

The U.S. Travel Association and many, many leaders in Travel & Tourism have worked hard to improve the visa processing system for China, India and Brazil. Check out their detailed program at www.smartervisapolicy.org. I feel sure this will be a topic for discussion at the WTTC Global Summit later this month.