

WestinWorld

January/February 1990



WESTIN
HOTELS & RESORTS

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WESTIN HOTELS & RESORTS

CELEBRATING



AND TAKING ON
THE WORLD

1930-1990



Ernest Robles, 1989 Thurston-Dupar award winner



Westin will manage golf resort in Naples, Florida

Westin is making its presence known in Florida.

First, it was The Westin Cypress Creek in Fort Lauderdale. Then, the WALT DISNEY WORLD SWAN in Orlando.

In late 1992 it will be The Westin Resort in Naples, Florida.

According to Larry Magnan, president and CEO, and St. Louis developer Don Breckenridge,

the entire resort complex, called The Lely (pronounced Lay-lee) Resort, will include Westin's 350-room hotel, 54 holes of golf, seven tennis courts and a full-service spa, as well as a residential development.

The first 18-hole golf course, designed by Robert Trent Jones, Sr., will be open mid-February 1990. The second course, to be designed by Gary Player, will be completed in late 1990. The third course, along with the hotel, will be open for business in late 1992.

According to developer Breckenridge, The Westin Resort, Naples has the advantage of being the only hotel among our Naples competitors with

its own golf facilities — a distinct marketing advantage, he believes.

Chris Baum, regional director of marketing for Westin's Resorts Division, agrees. "Golf is hot, and the outstanding facilities planned for Naples are helping to create a high degree of advance interest in the newest member of Westin's resort group."

Hotel guests will have use of the tennis and spa facilities, and two of the three golf courses. The third course is reserved primarily for private country club members. Separately from the hotel, Westin will also manage the country club.



WESTINWORLD

A publication by and for employees of Westin Hotels & Resorts.

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COVER PHOTO:

Ernest Robles, executive steward at The Westin St. Francis, was named Westin's 1989 Thurston-Dupar award winner at the Management Conference in January. See page 12 for details.

Photo by Mike Ellsworth

Washington, D.C. hotel sold; Westin will still manage

To accomplish several key objectives that are part of Westin's strategic plan, The Westin Hotel, Washington, D.C. was sold to All Nippon Airways

(ANA) in late December.

Westin will continue to manage the hotel under a management contract.

According to Larry Magnan, president and CEO, "For our customers and our employees it is business as usual in Washington, D.C. We look upon this new relationship with All Nippon Airways as a positive one that will be

mutually beneficial."

The sale will allow Westin to remain an important presence in Washington, D.C., through ongoing management of the hotel. The gain on the sale will provide capital to fund the company's ambitious growth plans over the next several years.

1990 Management Conference convenes in sunshine state

One hundred and five members of Westin's top management team met at the WALT DISNEY WORLD SWAN in Orlando, Florida January 7-11 for the annual Management Conference.

Westin's 60th anniversary celebration was launched at the conference with special ceremonies and a video presentation featuring five Westin management pioneers — Edward Carlson, Lynn Himmelman, Gordon Bass, C. Robert Lindquist and Harry Mullikin.

In addition to reports on finance, development, operations, marketing and human resources, several sessions were conducted by noteworthy authorities outside of Westin. The Disney group sponsored a pre-

sentation on what quality and customer service mean at Disney and how this applies to Westin.

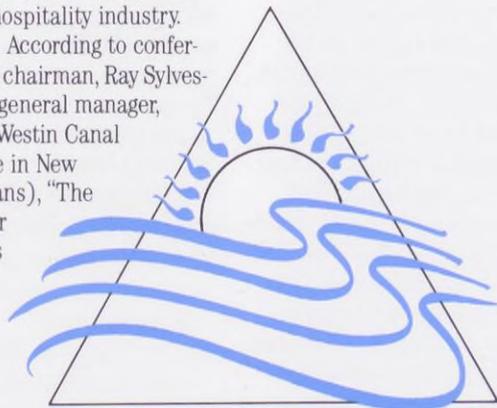
Craig McFarlane, a blind Olympic athlete, gave a compelling presentation on "Pride" and David Gergen, editor at large for *U.S. News and World Report*, was a keynote luncheon speaker focusing on globalization and its effects on the U.S. economy and the hospitality industry.

According to conference chairman, Ray Sylvester (general manager, The Westin Canal Place in New Orleans), "The major focus

of the conference was on Westin's Service Distinctiveness program which provides the means for each employee throughout Westin to share the commitment of providing the highest in guest service and satisfaction."

Awards presented at the conference included the 1989 Thurston-Dupar Inspirational Award, the

Carlson-Himmelman Award, Hotelier of the Year (new award).



Management Conference 1990

Awards, awards, awards

A passel of awards was handed out during the Management Conference in Orlando in January. Among the most significant 1989 awards were:

CARLSON/HIMMELMAN ACHIEVEMENT AWARD — to **Bodo Lemke**, currently managing director of the Century Plaza Hotel & Tower.

HOTELIER OF THE YEAR — to **Bernard Agache**, managing director of The Westin Maui.

THURSTON/DUPAR INSPIRATIONAL AWARD — to **Ernest Robles**, executive steward at The Westin St. Francis.

In addition, a number of hotels were cited for their efforts in the Westin Service Distinctiveness arena (winners will be named in the next issue of *WestinWorld*).

In addition, "survival awards" were given to general managers and managing directors for surviving the military coup and typhoon in the Philippines; Hurricane Hugo at Hilton Head; and the earthquake in San Francisco.

All in all, an award-winning year for Westin.



Bodo Lemke



Bernard Agache

Moving On Moving Up

Christine Ahlberg, director of sales, The Westin Hotel, Copley Place to director of marketing, The Westin Hotel, San Francisco Airport.

Edgar Aldana, laundry/valet manager, The Westin Crown Center to laundry/valet manager, The Westin Bonaventure.

Kate Ashton, market research analyst, Harbour Castle Westin to senior assistant manager, The Westin Hotel, Calgary.

John Crook, project coordinator, The Westin Hotel, Galleria to account manager, FORMA.

Frank Della Malva, EDP supervisor, The Westin Hotel, Ottawa to EDP manager, Century Plaza Hotel & Tower.

John Frei, sous chef, The Westin Hotel, Galleria Dallas to executive sous chef, The Westin Hotel, Indianapolis.

Curtis Hicks Jr., sous chef, The Westin Hotels, Houston to executive sous chef, The Westin Hotel, Williams Center.

Karen Hubbel, senior housekeeper, The Westin La Paloma to director of housekeeping, The Westin Resort, Vail.

Doug McDonald, special project coordinator, The Westin William Penn to senior assistant manager, The Westin Resort, Hilton Head Island.

James Miller, director of marketing, The Westin Hotel, San Francisco Airport to director of marketing, Harbour Castle Westin.

John Rovie, banquet manager, The Westin Resort, Vail to assistant director of food & beverage, The Westin Hotel, Seattle.

Michael Sherck, senior assistant manager, The Westin Resort, Hilton Head Island to senior assistant manager, The Westin Hotel, Copley Place.

Sylvia Simmons, senior assistant manager, The Westin Hotel, Copley Place to senior assistant manager, The Westin Cypress Creek.

Jacqueline Marielle Spin, assistant front office manager, The Westin Hotels, Houston to assistant front office manager, The Westin Hotel, Galleria Dallas.

Nicholas Tuz, senior assistant manager, The Westin Cypress Creek to senior housekeeper, The Westin Peachtree Plaza.

Mona Wiederhielm, assistant front office manager, The Westin Hotel, Seattle to assistant front office manager, The Westin Hotels, Houston.

Westin Service Distinctiveness

More fine examples of Westin Service Distinctiveness were mailed into *WestinWorld* recently.

Once again, Westin employees came through in the guest's hour of need when...

... **Beverly Minor**, a *Westin Hotel Renaissance Center Detroit* room attendant offered one of her empty just-cleaned rooms to a rushed businesswoman to take a shower in after the woman told Beverly her room did not have any hot water.

... Bellman **Bobby Emmrich** and Doorman **Kit Farmer** of *The Westin Lenox* in Buckhead/Atlanta offered to drive a businesswoman (who was not even a guest) around the nearby neighborhood in search of her "lost" parked car.

... Assistant front office manager **Eric Schon** and chief accountant **Brian Warren** of *The Westin Hotel, Winnipeg*, literally offered a guest the shirt off their backs (along with jacket and tie) when the guest's luggage was delayed.

... Assistant manager **Irene Madrazo** at the *Camino Real, Cancun*, made a valiant effort to get some lost luggage to a guest which contained important heart medicine. When that attempt failed, she saw to it that the hotel doctor wrote out a new prescription for the needed medication. Madrazo then personally took the prescription to town to have it filled and delivered the medicine to the guest an hour or so later.

... the hotel jeweler was unable to fix a guest's



bent gold cuff link, **Rita Medina**, *The Westin Crown Center*, responded in fine Westin style. She delivered the cuff link to another off-premises jeweler after she got off work, and then brought it back in time for the guest's evening function.

... front office agent at *The Westin Hotel, Seattle*, **Kim Neumann**, made a couple's wedding anniversary truly memorable. After the couple joked about paying \$35 for the room 20 years ago on their honeymoon, Kim was able to adjust their room rate to the \$35 level, as well as send champagne to their room.

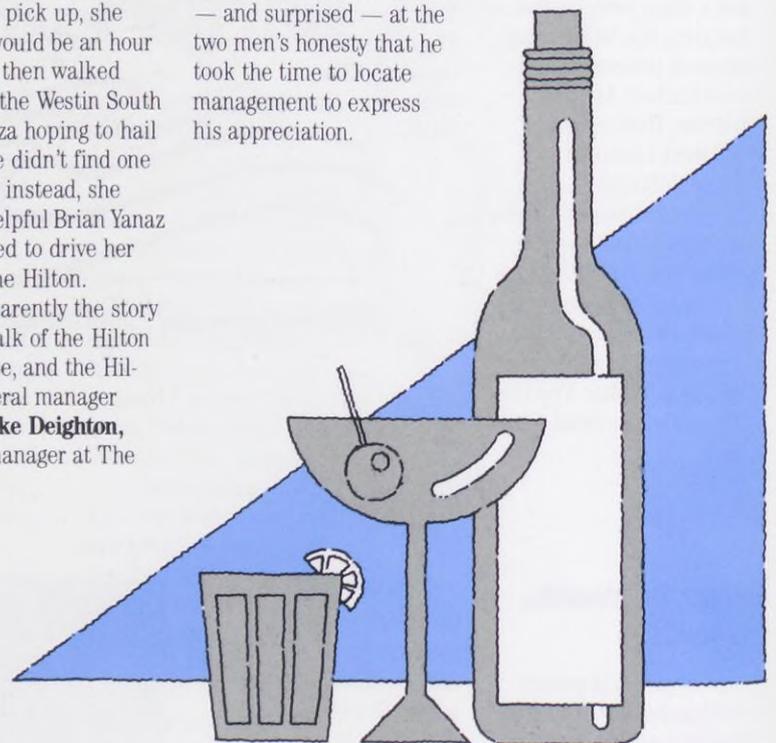
... *Westin South Coast Plaza* limo driver **Brian Yanaz** "rescued" a tired shopper — and Hilton employee, no less. In

town for a Hilton conference, the employee had spent a free afternoon shopping at the South Coast Plaza shopping center. Upon calling Hilton for a limo pick up, she found it would be an hour wait. She then walked across to the Westin South Coast Plaza hoping to hail a cab. She didn't find one there, but instead, she found a helpful Brian Yanaz who offered to drive her back to the Hilton.

Apparently the story was the talk of the Hilton conference, and the Hilton's general manager called **Mike Deighton**, general manager at The

Westin South Coast Plaza, saying he wished his employees could offer such outstanding service.

... *Arizona Biltmore* valet parking attendants **Jim Somers** and **Jason Abt** greeted a guest and parked his car. The guest handed the two what he thought was a \$4 tip. When the guest returned later to pick up his car, Somers and Abt handed him a \$100 bill, with the explanation that one of the \$1 bills in the tip was actually a \$100 bill. The guest was so pleased — and surprised — at the two men's honesty that he took the time to locate management to express his appreciation.



TIPS — for responsible alcohol service

How to serve — or not serve — alcohol can be a tricky or awkward situation at times. Every beverage server has a story to tell about an intoxicated customer.

Westin has recognized this dilemma, and has reacted with a program that trains servers, as well as all guest-contact employees, how to effectively deal with the issue.

It's called TIPS — "Training for Intervention Procedures".

The training focuses first on preventing overconsumption of alcohol. Secondly, the training provides employees with methods of gently refusing service to intoxicated or underage customers, and finally it provides directions to "sober-up" an alcohol-impaired guest.

Employees learn through role-playing, audio-visual presentations, self-tests, and exchanging information with other group members. Each

employee must pass an exam upon completing the course, and review sessions are held annually.

Westin's responsible beverage service program began in July, 1988 and has been implemented at all Westin hotels in the United States and Canada.

Westin even received an award for the program. The National Commission Against Drunk Driving named Westin Hotels & Resorts the recipient of their 1988 Education and Prevention Award.

WESTIN HOTELS & RESORTS
CELEBRATING



AND TAKING ON
THE WORLD
1930 - 1990

Let the celebration begin

WESTIN HOTELS & RESORTS THE 1930'S STABILIZATION AND SURVIVAL

The year was 1929. The place, Seattle, Washington. The Great Depression had rocked the nation. Businesses everywhere had folded or were on the brink of collapse.

Such was the economic climate over 60 years ago when three men met and shared a positive vision for a new company that was eventually formed on August 27, 1930. They called it Western Hotels, Inc.

Today that company, Westin Hotels & Resorts, stands proudly on the threshold of its 60th anniversary. A great debt is owed the first generation of leadership which set the course for Westin's future growth and prosperity. Included in the list of Westin pioneers are Severt W. Thurston, Harold Maltby, Adolf Schmidt and Harold Dupar.

A special anniversary slogan, "Celebrating 60 and Taking on the World", and a special logo have been developed and sent to all hotels along with an anniversary idea handbook.

Anniversary celebrations and events are being planned throughout Westin's world. The kick-off was held in January at the

1990 Management Conference at Westin's new WALT DISNEY WORLD SWAN resort in Orlando. (See related story, page 3.) Westin's Food & Beverage division is planning two wine promotions using the anniversary theme.

Other anniversary plans include a commemorative poster and a traveling exhibit of Westin memorabilia that will bring parts of the company's history to hotels and resorts around the world. 1990 marketing and publicity efforts will also focus on the anniversary celebration.

The editors of *WestinWorld* dedicate this year to the 60th anniversary celebration. Each issue will highlight, through photos and narration, a decade in the company's history as well as 1990 hotel celebration activities.

The intent is to give life to this history in order to foster an understanding and appreciation for the company's past as it moves aggressively forward into the 1990's and the 21st century.

Cheers to 60 years!

The hard-luck times of the depression years proved the major challenge facing the fledgling Western Hotels Company. But thanks to the business acumen, hard work and daring of the company's management — namely, S. W. Thurston, president; F. A. Dupar, secretary-treasurer; and Harold E. Maltby, first vice president — Western prospered.

Though seven more hotels were added to the original 18 during the decade, the company divested itself of ten properties during this same

period to enter the 40's with 15 properties.

Two of the hotel acquisitions — both happening in 1931 — provided for two significant milestones in the company's history.

The first marked the company's first venture into a "foreign" country with the management of The Georgia in Vancouver, B.C. The 316-room property was to remain an important member of the Western family for the next 41 years.

The second significant milestone was the acquisition of the Multnomah Hotel in Portland, Oregon. The importance of that

transaction was that it represented a change in philosophy of the original company concept of a strictly management operation. The Multnomah acquisition required a joint investment on the part of the company's principals. This financial involvement practice was to continue in varying degrees in the succeeding years.

By 1940, Western Hotels had not only survived the depression era, but had stabilized as a major hospitality influence in the Pacific Northwest.

Next issue: the 1940's.

The 250-room Hotel Waldorf, on Pike Street, in Seattle, was one of the original 17 Western hotels. It was sold in 1951. The Waldorf was also the company's first corporate headquarters.



1989 in Review

January/February

- Westin signed an agreement with Sapporo Breweries, Ltd. to manage its first 500-room luxury hotel in Ebisu, Tokyo, Japan.
- Larry Magnan, a 23-year veteran of Westin is named President.
- Westin reorganizes into regions; Peter Smith named Executive Vice President; Mike Corr to Senior Vice President, Marketing.
- Westin opens new 572-room hotel in Indianapolis, Indiana.
- Westin retains management of the Arizona Biltmore after Stouffer makes bid.
- Westin purchases The Westin La Paloma in Tucson, Arizona.



Larry Magnan stepped to helm

March/April

- The new and improved Westin Premier frequent guest program is launched under the direction of Tim Coleman.
- Harry Mullikin, Chairman/CEO retires after 48 years of service to Westin.
- Westin reorganizes and names John Aoki chairman and Chieko Aoki as deputy chairman and CEO.
- Mark Bryan, sous chef at The Westin Hotel, Indianapolis, is named 1988 Thurston-Dupar Inspirational Award winner.
- Larry Magnan, Westin's president receives the Carlson-Himmelman Achievement Award for 1988.
- Westin's London corporate sales office receives the "Award of Excellence" for substantial contributions to the UK's largest supplier of incentive travel programs.
- Larry Magnan, Westin's president takes on additional responsibilities as Chief Executive Officer following the resignation of Mrs. Aoki.

May/June

- Westin announces it will manage a new 350-room property to be known as The Westin Resort, Napa, California, to open Spring 1992.
- Westin takes over management of a 248-room Mobil 4-Star, AAA 4-Diamond resort in the Palm Springs area to be known as The Westin Mission Hills Resort, Rancho Mirage.
- *FRONT* magazine, Westin's employee publication, changes its name to *WestinWorld*.
- Omaha's Central Reservations Office celebrates 15 years of service to Westin.



Harry Mullikin retired

July/August

- Sales and Catering receive a Miracle ... a new computer program automating the booking process for sales and catering.
- Ten Westin hotels were named among *Successful Meetings* magazine's favorite hotels for meetings business.
- Westin announces management of a new 520-room hotel in Sao Paulo, Brazil scheduled to open in 1991.
- Twenty-three Westin restaurants receive special awards and recognition for excellence from *Travel-Holiday* magazine.
- The American Automobile Association (AAA) presents 7 Westins with the prestigious Five-Diamond award and 39 Four-Diamond awards for 1988.
- The Arizona Biltmore is awarded Mobil's 1988 honored Five-Star rating for the 30th consecutive year and Four-Star awards are bestowed on 14 Westins.

September/October

- FORMA's food and planning group receives oldest and most prestigious annual design competition award from Restaurant & Institutions for Graffiti's display kitchen at The Westin Hotel, Indianapolis.
- Westin Hotels & Resorts is voted 1989's best hotel/motel chain in Canada by the Commercial Traveller's Association of Canada.
- Major earthquake in San Francisco shakes up the St. Francis and San Francisco Airport hotels. Fortunately no injuries or major structural damage.

November/December

- Walt Disney World Swan resort opens in Orlando, Florida, next to EPCOT® Center and Disney-MGM Studios Theme Park.
- The Westin St. Francis has been honored as one of the charter members of Historic Hotels of America.
- The Westin Mission Hills Resort, Rancho Mirage closes for a year-long, \$72 million expansion and renovation scheduled for completion in early 1991.



Omaha celebrated its 15th anniversary

Two five-story 28-ton swans adorn the top of the Walt Disney World Swan, which opened in late November 1989.



The Westin Hotel, Indianapolis opened in January 1989

Earthquake '89 — San Francisco

Employees define "Service Distinctiveness"

At 5:04 p.m. on Tuesday, October 17, 1989 the earth began to shake in San Francisco.

A 7.0 Richter scale reading verified the force that sent most San Franciscans to their knees — and a 110% effort from our own Westin hotel employees got them back on their feet again.

The following summary of events from Keith Gundlefinger, general manager of The Westin Hotel, San Francisco Airport, gives a detailed account of the situation and how employees responded to it.

If you can be fortunate in a 7.0 earthquake, the hotel was — because at 5:04 p.m. most of the hotel guests were attending the World Series. The evacuation of the hotel was made easier thanks to the early evening hour. As hotel employees escorted guests to the parking lot, the management team gathered in the PBX department which became the hotel's designated command center.

Security was dispatched to all guest floors searching for remaining guests while engineering, the building superintendent and his assistant checked all of the utilities for water and gas leaks, and electrical shorts.

Other management and hotel staff placed themselves at all entrances

to keep unauthorized people out of the building. Banquet tables and chairs were set up outside to make guests as comfortable as possible.

With no power by 6:00 p.m. guests wanting to use telephones and restrooms became a little anxious. Our engineering staff made portable restrooms available and guests were allowed in the hotel one-by-one to use the telephone for calls to family and friends.

At 7:00 p.m. the decision was made to let guests re-enter the hotel via the ballroom. Banquet tables were set up with food stations for approximately 550. We informed the guests they could not be allowed back into their rooms until power was restored and damage assessments were made. We were operating under emergency power with a battery back-up system for our telephone switchboard and minimum electrical needs.

At about this time we were also notified that the power would not be restored until late evening; guests could expect to be in the ballroom until midnight. We immediately began issuing pillows, blankets, light sticks and flashlights.

The staff walked a number of guests' floors and found that one sprinkler pipe had been sheared off on each floor and there was some drainage at the expansion joints. In the guest rooms, damage was

confined to overturned armoires, TV's and lamps.

We returned to the lobby and found out power would be off until sometime the next day. We then replenished food, pillows and blankets and obtained a small gas operated generator. We were able to get a few lights and a television going. Guests were very appreciative of the TV as they were able to see what the entire city was going through at that time.

As the power was going to be out all night we divided into three teams and escorted all of the guests via the stairwell back to their rooms. All other staff was posted on the guest floors to assist the guests in their rooms and to assess damage.

At approximately 4:00 a.m. the building was secure and most guests

were asleep in their rooms. The chef began preparing a Continental breakfast to be set up in the ballroom for the guests as they departed later that morning.

Within days the thank you letters began arriving at The Westin San Francisco Airport as well as The Westin St. Francis. All commended the hotel employees for their professionalism, organization, calming and caring nature, and putting guest needs above their own.

One particularly touching letter came from a woman and her husband who were on vacation in San Francisco. They were actually in Carmel on a bus tour at the time of the earthquake, but had been staying at The Westin St. Francis for two days and returned to the hotel the night of the earthquake. Following is an excerpt from their letter.

Many streets and highways were closed on our way back to town and we finally reached the hotel, in total darkness and apprehension, after 9:00

p.m. The mood in the lobby was calm, comforting and almost affable. People bonded and helped each other, joked, slept and encouraged each other.

Through it all your spectacular staff handed out drinks and food, kept order and peace, and reached out to all who needed a word of encouragement.

One particular young man, Josh Sirefman, had the post in the Compass Rose lounge. He sat with us, passed out pillows and blankets, and checked many times on those who curled up on the floor. He shared quiet times with us, and he looked to us for encouragement to do his job, which he never shirked.

After all this, your staff had the fortitude to put a breakfast together for anyone who needed it and we even overheard management telling employees to please return home for sleep and come back later to help. Never once did anyone say no to any request; never was a hand left untouched, a story unshared, or life uncomforted.

Sir, I am overwhelmed. The staff performed even more than beyond the call of duty. The sincerity and professionalism and pride in their work was evident throughout the terror-filled night...."

Mrs. Stuart Nayer, St. Louis



Luckily, no structural damage was found at either San Francisco hotel. But things were shaken up plenty. Furniture toppled, and dishes spewed from cupboards at The Westin Hotel, San Francisco Airport.

Straight talk with Peter Smith

Executive Vice President, Operations

This is the fifth in a series of interviews with Westin executives.

Peter Smith decided on a career in hospitality at the age of 15 and has been working hard at it ever since. His areas of responsibility cover perhaps the broadest range of any officer.

Q. What does the Executive Vice President of Operations do?

A. I supervise the hotel operations and technical services divisions as well as the regional operations officers. My primary responsibilities are focused on strategic planning for existing hotels, reviewing capital improvement requests, marketing plans, and financial plans.

One of the most important parts of my job is the human resource function replacing hotel staffing. Along with the regional officers, I help identify appropriate candidates for promotions and management assignments. I also work closely with Michael Corr, senior vice president of marketing, with respect to corporate marketing plans, individual hotel objectives and senior personnel assignments in marketing.

The other areas I'm responsible for are the corporate rooms division, headed by Hanne Dittler; the corporate food and beverage division, under Kurt Fischer; Management Information Systems, led by Ken Hughes; and the Real Estate Management department, headed by Chuck Krekas, which is responsible for tenant leases in our hotels.

Q. What are the biggest challenges facing the operating divisions?

A. I'd say there are three really large challenges facing us at the moment.

First is the challenge to make our product even more unique than it is today. Our new Westin Service Distinctiveness program has already played a leading role in this. Many of our hotel programs are going to be enhanced and expanded with corporate and hotel input.

The second big challenge I see is in the development of human resources to meet the demand in the years to come. We have only got 24 months before the company changes dramatically due to the many new projects coming on line. We have to start now to identify, recruit and train people for all these new hotels.

The third challenge is to create the systems we need for a truly international company. Marketing and Management Information Systems are the primary areas where this is needed. A reservations network, financial reporting and other internal systems will all change as Westin continues to grow.

Q. How are your divisions going to deal with the labor shortage forecasted for the 1990's?

A. This problem is not the exclusive responsibility of Human Resources — everyone needs to concentrate on this challenge. In certain markets, a lack of labor will impact the kinds of hotels we build. We've got to research for new sources of labor, including senior citizens, the disabled, and part-time workers.

We'll also have to go to high schools and recruit through job fairs like we've done with universities. We need to cast a more professional image on the deluxe hotel business and further professionalize our industry through our involvement in hotel associations.

Q. How is regionalization working?

A. We announced regionalization in January, 1989. It took us until last July to get everyone in place. The first successful test of regionalization was the development of our 1990 profit plans. I'm pleased to report that the review process worked extremely well.

Overall, I think regionalization is working very well. There won't be any major changes in 1990, but we'll get better at it as we have more experience — especially in the U.S. Asia and Canada have operated this way for years.

As we add more hotels, regionalization will become more and more important. In less than 24 months regional responsibilities will probably be expanded again to meet the needs of our growth plans.



Q. What advice do you have for employees who want to make Westin a career?

A. First, you need to make a commitment to the industry by learning the basics of hotel operations and understand the workings of a hotel. This can be best achieved through our management candidate program or an in-hotel career development program.

Once an employee learns the basics, the next step is to determine a career path. Defining the career path is as much his or her responsibility as it is Westin's. Communicating that career path is also vitally important and that's why we have the evaluation process that we do where at least once per year the employee and supervisor spend time reviewing past achievements and setting goals for the future.

In some cases, we've lost very good people who failed to advise us of their expectations. I can't help but believe that had we known, we might have been able to accommodate them.

The hotel environment is marvelous if you can learn to deal comfortably in varied situations. You also need to be able to respond quickly to different stimuli, make decisions on your feet and have the right emotional makeup. This emotional makeup includes things like a positive attitude, a good sense of logic, an ability to empathize with guests and employees, to exercise good judgment, to remain resilient under stress, and still maintain lots of energy.

We want to empower employees who have these attributes to make decisions and enjoy their jobs in a stimulating hotel environment. That's an integral part of Westin Service Distinctiveness.

Q. What new hotel features do you envision for the future?

A. Most advances will be in the areas of technology. Guests will enter rooms of the future with credit cards, not keys. A video screen on the wall will serve as the communications center for hotel information, messages, and even billing. It will also be on your television.

The important thing is that the nuts and bolts of our industry will stay the same in terms of innkeeping. It will always be important for us to identify our markets, recognize repeat customers, enhance the quality of the guest's stay and never be content with the status quo.

Westin has a history of being first. One of the latest is the installation of voice mail technology in all of our hotels and resorts. We need to keep working through the divisions on other "firsts". A good example is a program like the new Pro-Host housekeeping system that is already reducing labor costs, controlling inventory and allowing more efficient handling of equipment and supplies.

Q. Are there any challenges facing operations in different countries?

A. Yes, there are many challenges in Asia due to increased competition and a labor force with higher expectations than we have been accustomed to in the past.

Then there's the tax situations in Canada, Europe and South America that make doing business in those countries more difficult. And inflation is something we must learn how to deal with wherever we are.

At the hotel level, we face the challenge of dealing with the dramatically rising cost of capital improvements. In order to properly maintain our hotels and resorts, we need to upgrade soft goods every 5-7 years and case goods every 9-11 years.

Q. What's the best part of your job?

A. I enjoy working with the regional officers, doing strategic planning for hotels and in certain cases, repositioning hotels. I also like working with the divisions on research and development projects.

But the best part is visiting hotels and being on-site with our professional hoteliers because that's the essence of what we do. They're at the leading edge every day and, to me, that's very exciting.

Q. What do you do when you're away from the job?

A. I enjoy both snow and water skiing, golf and trying to catch up with my three children, ages 16, 13, and 9.



Marsha Massey fills new corporate director position

Marsha Massey, formerly director of travel industry sales for The Westin St. Francis, has been promoted to director, corporate and travel industry market development, a new position based at Seattle's corporate headquarters.

Massey joined Westin in 1982 as sales manager for The Westin Hotel, Seattle. She moved on to The Westin St. Francis in 1985. In May 1989 she was named F.I.T. Marketer of the Year.

Massey reports to Dave Evans, vice president and general sales manager.



Cathy Grady returns to direct incentive sales

Cathy Grady has been named director of incentive sales for Westin Hotels & Resorts. Grady reports to Bob Dauner, area director of sales, at the Chicago Corporate Sales Office.

Cathy returns to Westin after three years with Inter-Continental.

Says Dauner, "Cathy's past experience with Westin and her involvement with the international incentive industry will add a significant new dimension



to Westin's incentive travel sales efforts."

Also, Lori Orban has been promoted from incentive sales assistant to incentive travel specialist for Westin's incentive team.

President's Award of Merit

Market Cafe server at The Westin Hotel, Seattle, Ravi Miriyala, receives the President's Award of Merit from Executive Assistant Manager Brandon Russell. Miriyala is credited with saving a choking guest's life by performing the Heimlich maneuver.



150 years of service

At the annual employee awards banquet this past Fall, The Westin Hotel, Calgary paid tribute to six employees who have worked for the hotel since it opened its doors 25 years ago.

Standing from left: (25-year honorees' names are starred) Peter Smith, Arthur Oades, Matthew Komulainen*, Akos Benkos* and Bob McCauley.

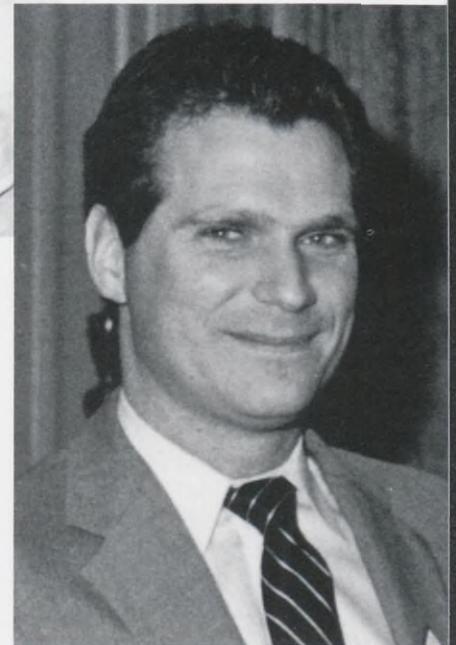
Seated, from left: Evelyn Zajac*, Wayne Wong*, Evelyn Sharratt* and Robert Bundi*.

Outstanding manager

Leo Soliman, center, The Westin Philippine Plaza's training manager, is the hotel's first recipient of the Narra Award for Management Excellence. He was given the award for his outstanding guest service attitude, understanding of

employee problems, organizational ability, employee development and loyalty to Westin.

He is congratulated by David Paulon, left, vice president/Asia, and Liam Lambert, right, general manager.



Security Person of the Year

Robert Schmitt, a member of The Westin St. Francis security team since 1980, was awarded the honor of the California Hotel & Motel Association's 1989 Security Person of the Year.

Schmitt won the award for his continued distinguished service at the hotel, as well as for his contributions to the San Francisco community. In his spare time Schmitt is a volunteer staff member for the San Francisco Board of Supervisors and is a member of the San Francisco Delinquency Prevention Commission. He has also been a foster parent.

As the California Security Person of the Year, Schmitt is now eligible for selection as the AH&MA National Security Person of the Year, which will be announced in April 1990.



Singapore's star performers

The Westin Stamford and Westin Plaza hotels in Singapore recognized over 400 employees as "Star Performers" at a special awards ceremony this past winter.

Those receiving the recognition are described as outstanding employees who have contributed significantly to the successful management of the hotels.

For their efforts, they were given gifts of gold coins and gold-plated pens.

Pictured here are the "thumbs up" star performers from the beverage department, including Beverage Manager Raymond Tan (first row, third from left); and Director of Food & Beverage Matthias Kann (first row, fourth from left).

Hotel Executive of the Year

The Mexican Association of Suppliers for the Tourism Industry has recognized John Berthelot, President of Hoteles Camino Real, center, for his distinguished hotel career and leadership in the hos-

pitality industry by naming him Hotel Executive of the Year.

Presenting the award this past Fall were Association officers Antonio Yanez, left, and Jose Luis Castillo, right.

Westin St. Francis 'super steward' Ernest Robles is 1989 Thurston-Dupar winner

According to the nominating committee at The Westin St. Francis,

WORLD COVER STORY

Ernest Robles takes care of hotel property as if it were his own.

While that says a

lot about the man who was awarded the company's highest employee award, there is still much more to be said about the caring, hard-working executive steward.

According to his co-workers, Robles, who has been with The Westin St. Francis for 16 years, always shows a pleasant, positive attitude, listens to his employees and goes out of his way to resolve any problems within his department. He has developed a safety award program for his area, and is conscientious about developing and promoting individuals from within the stewarding department.

In pursuit of the latter goal, Robles developed a testing system for his stewarding employees which enabled them to not only determine their current skill level, but which also helped them learn new and more responsible stewarding positions.

It's obvious Robles is an inspiration to his employees. Over the past four years, his department has set all-time records for stewarding participation in the Bay area's United Way fund drive.

But Robles, who is the father of two daughters



Photo by Mike Ellsworth

Congratulating the Thurston-Dupar Inspirational Award winner Ernest Robles, second from right, are from left, Jack Gaines, Larry Magman and far right, Jerry Wolsborn.

and two sons, all grown, doesn't confine his energies and leadership abilities to the workplace.

As a member of the Masons organization, Robles helps promote anti-drug education among young people.

With his church group, Robles also helped establish a new quality secondary school for his neighborhood, and worked on a neighborhood clean-up project.

Before starting his career with Westin, Robles worked for ITT-Continental Baking Company in San Francisco for 16 years. Several years before coming to The Westin St. Francis, he took hotel and restaurant courses and received his Associate of Arts degree from San Francisco City College.

Congratulations, Ernest Robles, on a deserved honor.

**W E S T I N
W I N N E R S**



In the recent "Chefs on Parade" competition held in Manila, waiter **Joselito Marcial** of The Westin Philippine Plaza's Abelardo's fine dining restaurant bagged a gold medal for his special fruit flambe dish.

Also bringing home precious metal in that competition were: **Ernesto Marinas, Jr., Felomino Gasang** and **Simon Salegumba, Jr.**, all silver medals; **Armando Mendaros** and **Philip Baltazar** both earned bronze medals.



Derek Gore, guest relations manager for Las Brisas and Honorary British Consul in Acapulco, was recently named insignia Member of the British Empire. The honor was bestowed by British Ambassador John Morgan on behalf of Her Majesty Queen Elizabeth II.



A well-trained staff

The National Training Awards Committee of Singapore awarded the 1989 National Service Sector Training Award to The Westin Stamford and The Westin Plaza. These awards give recognition to companies for their outstanding achievements in employee training and development.

In 1988 the hotels' training programs focused on giving the staff the tools to provide outstanding customer service.

Accepting the award on behalf of the hotels was David Hayden, left, managing director.

Chicago champs

Even though the Chicago Cubs didn't clinch their league title, The Westin Hotel, O'Hare employees had a winning team to cheer about. The Westin team captured their title in the O'Hare 16 Softball League Tournament this past fall, their first year in this tough division.

Back row: Larry Campbell, Mark Domanski, Russell Fitzpatrick. Middle: Lenny Wlezien, Peter Fortunski, Jim Brooks, Tom Tamburo, Bill Penzel. Front: Harry Konstantopoulos, Rhonda Youngblood, Larry Locke, Tim Kolessar. Not pictured: John Badvig and Dennis Clark.



Cookin' Cajun in Pittsburgh

When Pittsburgh's Children's Hospital hosted their Culinary Star Centennial Dinner featuring a number of celebrities and world-famous chefs, The Westin William Penn was "home" during their stay.

Among celebrity guests was Paul Prudhomme of K'Paul's in New Orleans. The Cajun cook took a few moments from his busy schedule to pose with some of the hotel staff:

From left: Darryl Byrd, assistant executive steward; Vince Sanzotti, executive chef; Chef Paul Prudhomme; and Bill Gunther, assistant front office manager.

United effort for United Way

Congratulations to the employees of The Westin Hotel, San Francisco Airport for their tremendous show of support in the Fall 1989 United Way campaign. The campaign netted a 58% increase over last year's efforts, raising a total of over \$18,000.

Much of the credit goes to the hotel's hard-working committee: Back row, from left: Mary Lou Klein, Sybil Jones, Scott Turner, Oscar Cordova, Dianne Giacalone, Robert Sanger, kneeling, from left: Teré Griffith, Hope Cottrill, Kevin Heinrich, Rick Kent. Also on the committee, but not in the picture: Sue Fleming, Melany Apalis, Kimberly Mar and Greg Katz.



Smokey the Bear checks in at The Westin

The Westin Hotel, Seattle, made special note of Fire Prevention Month last Fall by bringing in a vintage fire truck and the Forestry Department's Smokey the Bear mascot to serve as fire safety reminders. Five-year-olds from a local pre-school were on hand to help decorate and color a fire prevention banner for the truck. Members of the city's fire department were also on site to speak to employees on safety and fire prevention. And, appropriately, a special employee lunch menu featured Smokey Hot Links, Fire House Chili, Chicken Wings of Fire and Burnt Cream for dessert.

Room service with flair

Las Brisas guests are always fascinated — if not amazed — by the hotel's room service delivery. The food servers are specially trained to carry a fully loaded tray in one hand and drive a jeep with the other. Accidents? The hotel admits to only one — a couple of years ago when a guest was driving on the wrong side of the road.



60 hours and 1,200 pounds of ice...

The Kowloon Shangri-La's ice carving team proudly poses with their award-winning sculpture in the 15th annual Hong Kong ice carving competition. "The Glittering Peal", carried by a dragon and a unicorn, was created by David Wong, Simon Yeung, Kwok Chan Kin and Philip Chan. They won second runner-up.



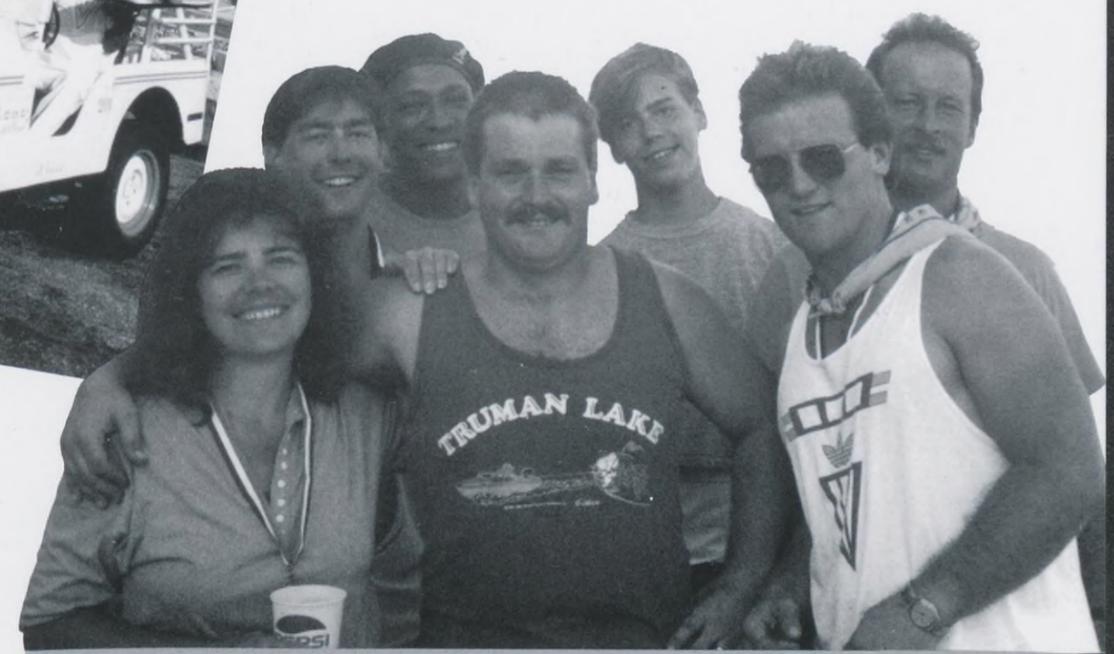
Businesswomen honor The Westin Kauai

The Westin Kauai at Kauai Lagoons has been recognized as Employer of the Year by the Hawaii Federation of Business and Professional Women. The resort was cited as a state leader in promoting and protecting the rights of working women because of their flexible leave policies, upward mobility programs and their active role in a business/school partnership. Receiving the award plaques from the Federation's president, Eleanor Ragasa, left, are: Jim Treadway, managing director, Christine Arakaki, and Myles Shibata, manager.



150 miles for MS

This intrepid team of bicyclers from The Westin Crown Center, Kansas City, proved their mettle last September as they pedaled 150 miles in two days to raise \$1,700 for Multiple Sclerosis. In all, 3,400 cyclists participated and over one million dollars was raised for MS. The team, from left: Myrna Wolfe, Donald Wolfe, Mike Palmer, Joe Foster, Steve Wolfe, Jim Medbury and Chuck Zubeck.



Design by Marty Roselius Design

Wrap-Up



Pillow talk

There are several things that can contribute to a quality night's sleep. One of them is a quality pillow. If you've ever slept in, say, a Holiday Inn and compared their pillows to those you'll find at every Westin, well, there *is* no comparison.

Westin repeatedly receives commendable comments about its bed pillows. One gentleman was so enraptured with his pillow experience at The Westin Hotel, Cincinnati, that he wrote a letter to *The Wall Street Journal* suggesting they might want to do a column about Westin's wonderful pillows.

And many Westin employees have also made requests to buy the very same pillow for their personal use.

So, where do these downy wonders come from and what makes them so special?

FORMA, Westin's design subsidiary, supplies

them to the hotels, but they report they get the pillows from a Bellevue, Washington company by the name of H. W. Baker Linen Co. Inc. who gets them from the manufacturer. According to Baker Linen, the secret to making these pillows soft and fluffy seems to be their particular composition: 50 percent goose down; 50 percent goose body feathers.

If you'd like to experience the comfort of the Westin down pillow, you may contact Leslie Wagnon at FORMA in Seattle, (206) 628-8900.

Just for laughs

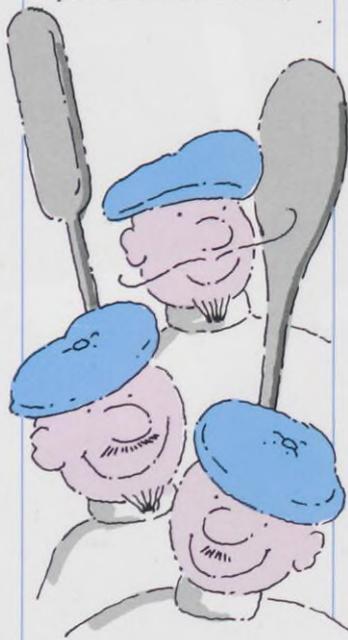
This amusing anecdote was submitted by Thomas Lee, concierge at The Century Plaza Hotel and Tower.

Three Frenchmen came to the concierge desk one evening. They'd spent the last hour or so in the lobby bar and evidently had

put a fairly sizable dent in the inventory.

The spokesman for the group began asking for something in heavily-accented English and finally it dawned on me that they wanted my help in locating a bordello.

The model of tact, I explained that this was not one of the many wonderful services the Century Plaza was able to offer. The spokesman looked at me,



obviously puzzled, then began to laugh. In rapid French, he said something to his companions and they, too, began to laugh. Taking out a pen, the spokesman wrote something on my notepad.

"This," he said, "is where we want to go."

It was the name of a bar near the beach: The Oarhouse.

Kauai wildlife update

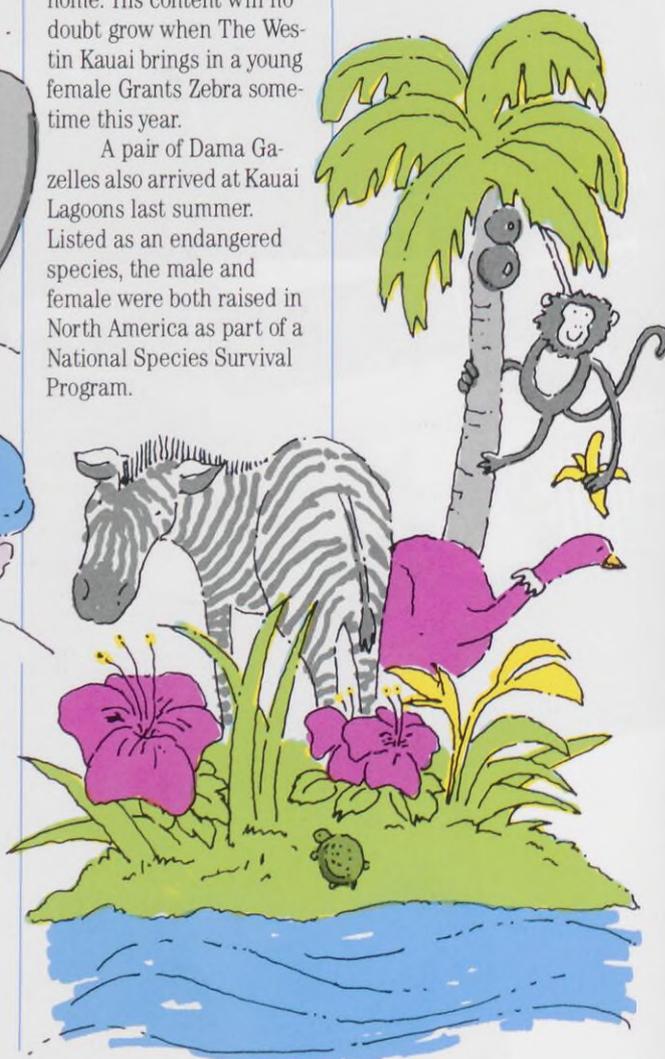
The Westin Kauai at Kauai Lagoons keeps adding to its wildlife collection, and the latest resident to the lagoon islands is Garland "Keiki" Henry, a Grants Zebra.

The one-and-a-half year old Zebra was raised in captivity and seems to be quite content in his new home. His content will no doubt grow when The Westin Kauai brings in a young female Grants Zebra sometime this year.

A pair of Dama Gazelles also arrived at Kauai Lagoons last summer. Listed as an endangered species, the male and female were both raised in North America as part of a National Species Survival Program.

And adding to the large bird population at the lagoons, a pair of ostriches now call Kauai Lagoons home as well. The 350-pound male and 200-pound female are next-door neighbors to the Zebra.

Kauai Lagoons includes over 40 acres of man-made fresh waterways with six wildlife islands. The islands are also home to Colobus monkeys, Chilean flamingos, llamas, wallabies, and many varieties of exotic birds, including the giant Sarus crane, the largest flying bird in the world.



Just for laughs — and a \$20 check

We just *know* there are some humorous stories floating around out there. Hotels can be crazy places, and we'd like to share your humorous experiences with other Westin employees.



As added incentive for you to share your humorous (and/or embarrassing) stories with us, we will pay you \$20 if we run your anecdote in *WestinWorld*.

Please send your input to Linda Plumb, The Westin Building, MKT-13, Seattle, WA 98121.