

WestinWorld

November/December 1991

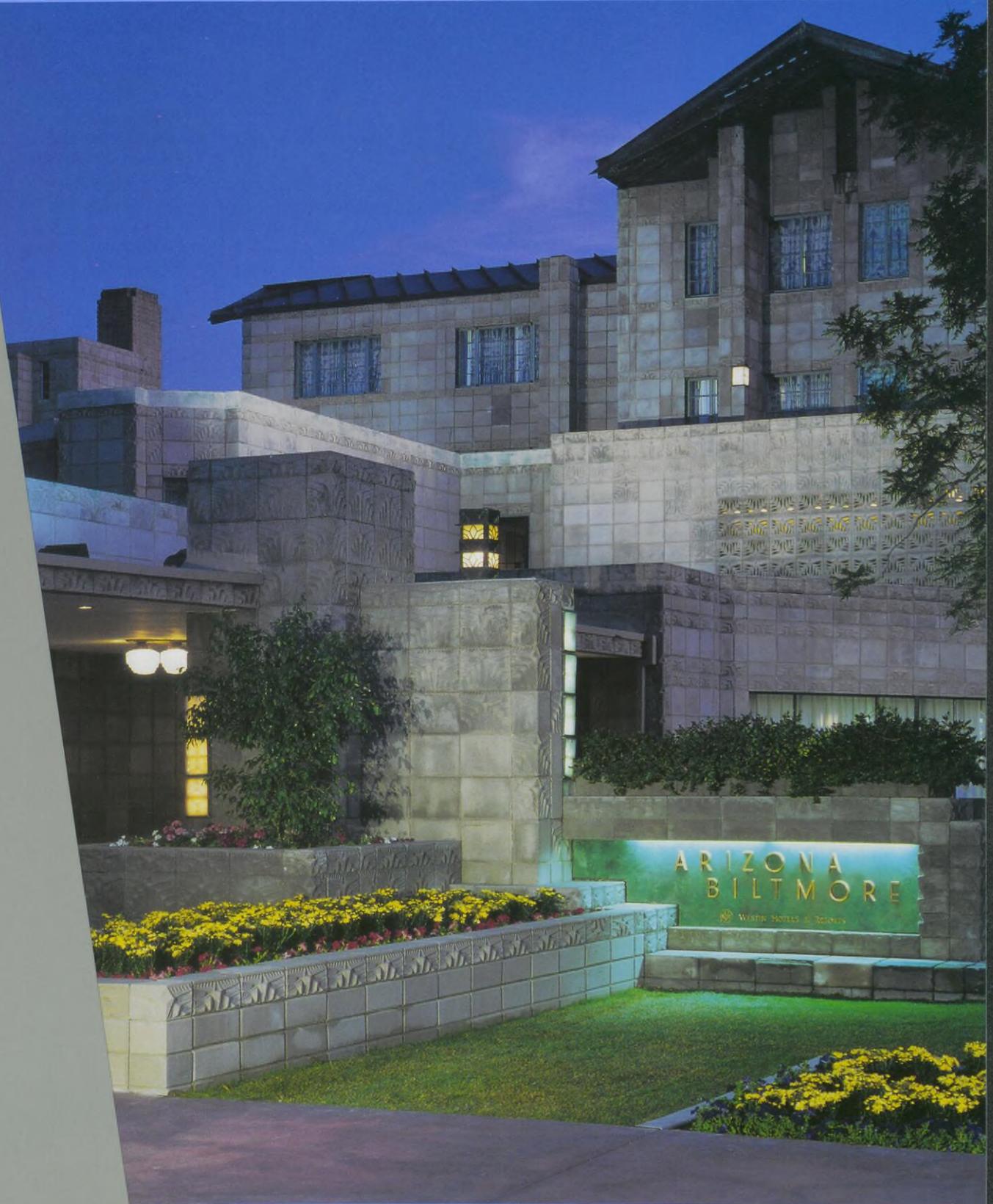


Inside...

New front desk design

A day in the life of a chief steward

More Westin renovations





Westin North America guided by shared values.

The leadership team of Westin North America has mutually agreed to support ten specific values. These values will guide their personal and professional conduct and be reflected in all their actions.

According to WNA President Jim Treadway, "The commitment our team has made to these values is very significant. As we set goals, solve problems and make decisions on a

daily basis, we are constantly reminded to base our behavior on these shared values. The signatures of the leadership team members reflect that commitment."

Westin preferred chain in Canada

Westin Hotels & Resorts was named the preferred chain for Canadian business travelers according to a survey by Price Waterhouse published in *Canadian Lodging Outlook* newsletter.

The national survey revealed that frequent business travelers prefer to stay at Westin hotels in Canada more than any

other hotel chain. Other winners in the survey were Delta hotels in second place and Canadian Pacific hotels which ranked third.

The study focused on travel characteristics and patterns of Canada's frequent business travelers. It examined 13 specific areas including best value for money, travel planning habits, hotel and airline preferences, and use of business, recreational and food and beverage facilities.

**WESTIN HOTELS & RESORTS
NORTH AMERICAN SUBSIDIARY
VALUES STATEMENT**

The leadership team of Westin Hotels & Resorts North American Subsidiary as of November 4, 1991, commits to these shared values:

- Integrity
- Excellence
- Vision
- People
- Empowerment
- Hard Work
- Open Communication
- Entrepreneurship
- Growth
- Financial Success

This commitment will be reflected in all we say or do.

(The document is filled with numerous handwritten signatures of the leadership team members.)

WESTINWORLD

A publication for employees of Westin Hotels & Resorts produced by the Corporate Communications Department.

Director: Sue Brush

Editor: Connie Hill

Staff: Polly McCarthy, Elizabeth Vasey, Leslie Walsh and Dashiell Wham.

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Please send your input to WestinWorld, MKT-13, Seattle.

Japanese guests are welcomed and pampered at The Westin Maui

As the Japanese culture continues to keep pace with the jet-setting 1990s, Japanese travelers are continuing to travel in record numbers.

Since Hawaii is the second most popular destination among travelers from Japan, The Westin Maui has developed a Japanese Guest Services department to provide personal assistance to the hotel's increasing number of Japanese guests.

The department is directed by Maura Shay and includes three full-time and two part-time employees, all of whom are bilingual. The Japanese Guest Services desk is open from 8 a.m. to 9 p.m. daily.

The department has been recognized for its commitment to service excellence by receiving guest satisfaction rankings of 95%. The staff is trained to handle every aspect of guest service including sales, conference services and public relations and to act as a liaison between guests and other departments at the resort. Japanese-

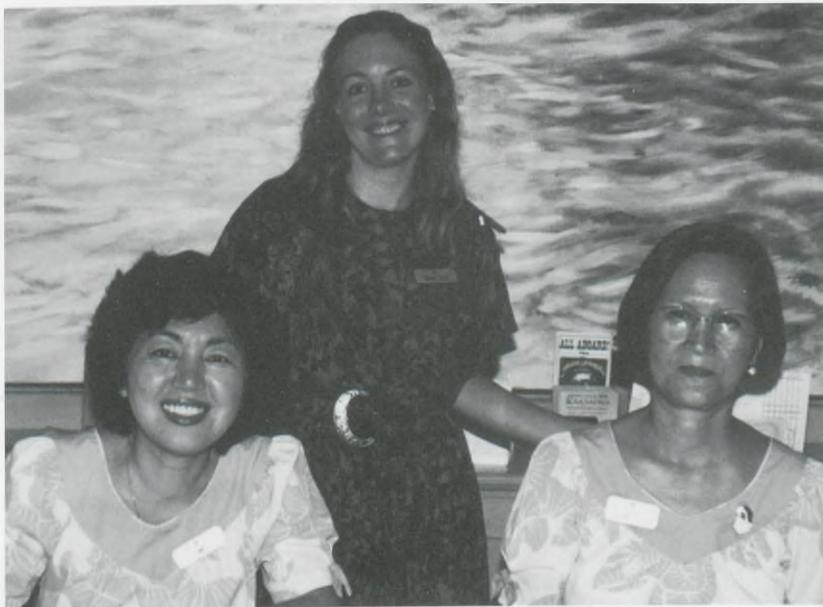
language information including restaurant menus and hotel services directories are also provided.

"Golf is the biggest attraction for our Japanese guests followed by tennis, snorkeling and a visit to Molokini Crater," Shay explains. "Our guests also enjoy fine dining and usually ask for assistance in planning many of these special occasions," she said.

The Japanese Guest Services department is working to increase Japanese signage throughout the hotel and is promoting membership in the Westin Premier program so Japanese

customers can receive Westin's frequent guest benefits. Other future plans may include Japanese amenities such as hot water pots and slippers and an in-room video of The Westin Maui in Japanese.

As the number of Japanese visitors to Hawaii continues to increase, the hotel is intensifying its dedication to this special group of travelers. Japanese guests at The Westin Maui can be assured they will feel welcomed and pampered with the help of the hotel's Japanese Guest Services program.



Pictured left to right: Ume Mizubayasha; Maura Shay, Manager; Sada Light at The Westin Maui. Not pictured: Kiyoshi Higashimura and Yoko Brannigan.

Moving On, Moving Up

Bill Becker, management consultant to senior vice president of innovation, development and systems.

Chuck Brown, supervisor, front office operations, corporate to front office manager, The Westin Hotel, Seattle.

Sue Brush, director of corporate communications to vice president of communications for Westin North America.

Steven Bullock, general manager at The Westin Paso del Norte in El Paso to general manager at The Westin Hotel, Galleria, Dallas.

Hanne Dittler, corporate director of rooms to vice president/technical services for Westin North America.

Kurt Fischer, corporate director of food and beverage to vice president of quality.

Christopher Guinn, sous chef at The Westin Hotel, Cypress Creek in Fort Lauderdale to sous chef at The Westin Hotel, Seattle.

Hud Hinton, general manager at the Arizona Biltmore in Phoenix to senior vice president of operations for Westin North America.

Kevin Hylton, vice president and corporate controller to vice president/controller for Westin North America.

Andreas Knapp, executive chef, The Westin Maui to executive chef at the Century Plaza Hotel and Tower in Los Angeles.

Jim Lynde, director of compensation to vice president of human resources for Westin North America.

Karl Peters, executive sous chef at the Walt Disney World Swan to executive chef at The Westin Hotel, Renaissance Center, Detroit.

Scott Pickert, executive assistant manager at The Westin Peachtree Plaza in Atlanta to general manager, The Westin Paso del Norte in El Paso.

continued on page 4

Moving On, Moving Up

continued from page 3

Gregory Prokopchak, training manager at the ANA Hotel in Washington, D.C. to director of human resources planning and development at The Westin William Penn in Pittsburgh.

Marc Pujale, corporate director of marketing to vice president of sales and marketing for Westin North America.

James Reaux, executive sous chef at The Westin Resort, Hilton Head Island to executive chef at The Westin Maui.

Michael Sell, assistant controller at The Westin La Paloma in Tucson to controller at The Westin Hotel, Cypress Creek in Fort Lauderdale.

Eva Smith, housekeeper at The Westin Hotel, Indianapolis to assistant director of housekeeping at The Westin St. Francis in San Francisco.

Theresa Smith, director of convention services at The Westin Hotel, Galleria in Houston to director of catering/convention services at the Walt Disney World Swan in Orlando.

Ray Stone, corporate director of marketing to vice president of market development.

Leslie Stoneking, front office manager at the Arizona Biltmore in Phoenix to front office manager at the Century Plaza Hotel and Tower in Los Angeles.

Hart Sugarman, director of housekeeping at The Westin Kauai to director of housekeeping at the Century Plaza Hotel & Tower in Los Angeles.

Kathleen Sugarman, beverage coordinator at The Westin Kauai to food and beverage coordinator at the Century Plaza Hotel & Tower in Los Angeles.

Carol Vail, director of marketing at the Arizona Biltmore in Phoenix to director of marketing at The Westin Maui.

David Zeuske, director of rooms at The Westin Hotel, Seattle to operations manager at the Arizona Biltmore in Phoenix.

Westin innovates with new front desk design

BY HANNE DITTLER, *Vice President/Technical Services, North America*

Westin guests tell us over and over that superior service is the most important element of their hotel stay. Consequently, we always welcome an innovation that will deliver greater levels of service and comfort to discriminating travelers.

We first saw the front desk "pods" at an SAS hotel in Scandinavia. While the traditional front desk is a long, linear barrier between the guest and the check-in process, these "pods" were small, self-contained check-in islands. Arriving guests were treated to a more individualized experience as they dealt one-on-one with the agent, sometimes even side-by-side since no desk separated them. We felt the whole concept had promise for Westin, and began working on our own version immediately.

The first opportunity to implement the front desk pods was at The Westin Hotel, San Francisco Airport which opened in 1988. Since it was new construction, we could create an entirely new product. That hotel's international business traveler clientele also made for a tremendous testing opportunity.

The four pods at the San Francisco Airport property were an immediate success, which changed the entire checking-in procedure dramatically. Guests now feel like active participants as they check in. Geoff Roemelt, senior assistant manager at the hotel, describes his experiences with the front desk pods this way:

"My first impression was that the pods were a poorly conceived concept. I had trouble visualizing how it would

all work. How would guests know where the front desk was? I was totally surprised to find I became a great supporter of the pods.

This is truly a great front desk innovation because it allows the guest to be part of the registration process. A guest can come around the pod, stand next to the agent, and watch every step of the check-in. At most hotels, the guest has no idea what's being keyed into the computer by the front desk agent. Here there are no secrets, no big counter to block the view. The greatest benefit comes from having no physical barrier. This allows our staff to be real people who simply come out from behind their desks to offer friendly, personalized service to our guests.

Operationally the pods are unique. For example, a guest who needs to quickly check in and run off for a meeting doesn't want to wait for a luggage attendant to come and

take his/her suitcase. Front desk agents keep a supply of luggage tags on hand so they can step out from behind the pod, tag the bag, and quickly send the guest on his/her way.

Similarly, front desk agents or assistant managers can easily leave the pod to give directions to the gift shop, health club, etc. The pods simply give us the flexibility to be very responsive to whatever our guests need, which translates to better customer service. Business travelers especially like convenience and have very high expectations of service. The front desk pods definitely deliver that."

The response to the front desk pods has

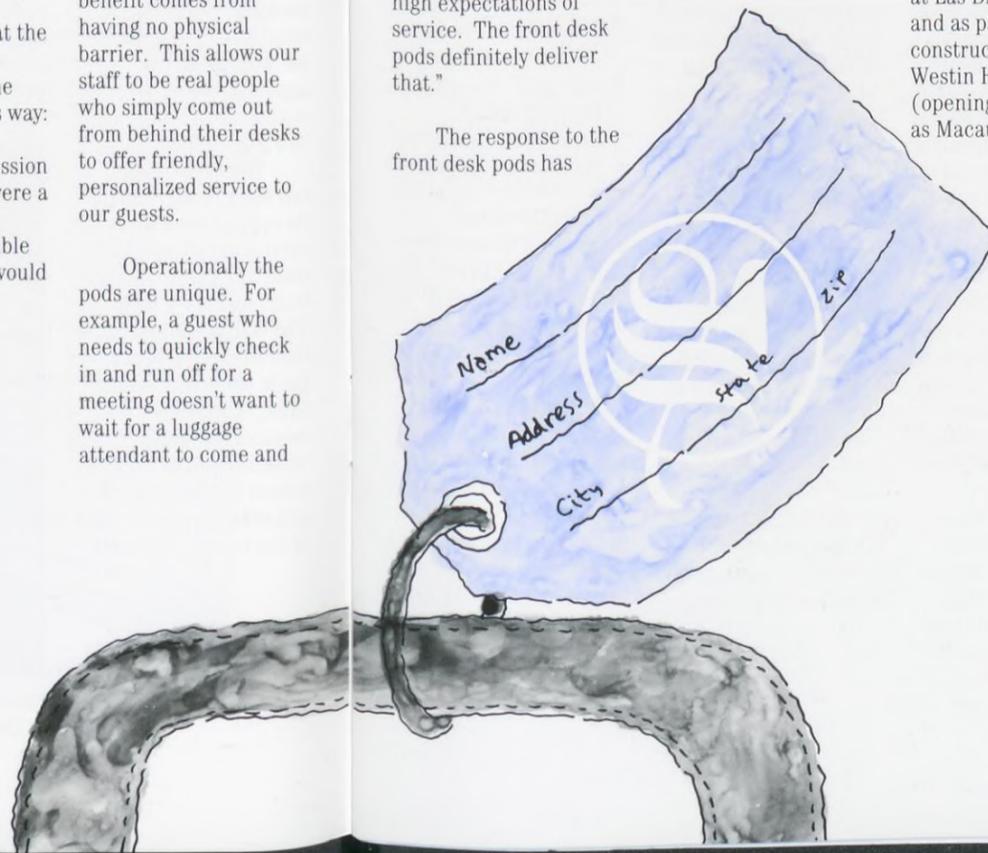
been very enthusiastic, from the standpoint of both guests and management. In fact, Westin now looks at almost every hotel project, whether new construction or renovation, as a potential opportunity to install pods.

The pods, however, aren't always right for every property. In certain configurations, a linear desk may be a more efficient use of space. In the case of an historic property, it might be recommended that a classic front desk design be preserved.

The design of the pods will continue to

evolve over time. The single most difficult design challenge at present is wrapping a small stand-up counter around the necessary electronic check-in equipment. As this equipment continues to shrink through design innovations, we will be able to mold the pods more closely to our customized needs.

Front desk pods are currently found at The Westin Hotel, San Francisco Airport; The Westin Hotel, Seattle; and The Westin Mission Hills Resort, Rancho Mirage, CA. Westin is also installing the pods as part of a renovation at Las Brisas, Acapulco, and as part of new construction for The Westin Hotel, Tokyo (opening 1994), as well as Macau.



'Twas the Night Before Christmas at The Westin Mission Hills Resort

'Twas the night before Christmas, and all through the resort,
Not a creature was stirring, not even a snort.
The guests and their children were asleep without cares,
Like desert animals deep in their lairs.
When out on the golf course there arose such a clatter,
I had Weekend Duty, so I checked on the matter.
Away past the pool I ran like a flash,
When I tripped and fell, in with a SPLASH!
I recovered quickly and was again on the go,
I looked for the trouble, I searched high and low.
When what to my wondering eyes should appear,
But a miniature sleigh, and eight tiny reindeer.
With a little old driver so lively and quick,
I knew in an instant it must be St. Nick.
More rapid than guest services his reindeer they came,
And he whistled and shouted and called them by name:
Come Dasher! Come Dancer, now Prancer and Vixen.
To Chef Ludwig's kitchen and all his fine fixens!
To the top of the Palms, to the top of the roof,
The reindeer obeyed, and not one of them goofed.
Then up to the rooftop the reindeer they flew
With a sleigh full of toys and ole' Pot Belly too.
On to the Pro Shop, golf balls on a shelf
Santa a golfer? What a curious old elf.
He was dressed all in fur from his head to his feet.
Rad as a golfer, his attire so neat.
A bundle of toys he had flung in his pack,
Some Palm Desert sunshine he wished to take back.
His mouth was drawn up like a Christmas bow,
He was in desert heat and away from the snow.
The stump of his pipe he held tight in his teeth,
No smoking at Westin! I snatched it away like a thief!
He had a-broad face and a little round belly,
He and I must have visited the same New York deli.
He was chubby and plump, a right jolly old elf,
In many ways, a lot like myself!
With a wink of his eye and a twist of his head,
He delivered his presents, now time to be fed.
He spoke not a word, but was rather rude,
Skipped Bella Vista and La Concha, chose Cactus Cafe food.
And laying a finger aside his nose,
The selection extensive, he finally chose.
He sprang to his sleigh, to his team gave a whistle,
And away they all flew like a nuclear missile.
And I heard him exclaim as he drove out of sight,
"The Westin Mission Hills Resort, Rancho Mirage, California...
Wheww, what a mouthful — Merry Christmas, Good Night!"

*Merry Christmas and Happy New Year from
Maury Mortensen, Director of Safety and Security*

Coaches Corps

BY DON WOOLDRIDGE, Director of Human Resources
The Westin Resort, Hilton Head Island

At The Westin Resort, Hilton Head Island using the term "coach" to refer to supervisors and managers is more than just a whimsical way to recognize their role in leading a team effort. It's a part of our culture, our vision and our values. "Coaches Corps" is a unique training experience created and implemented by Don Wooldridge, director of human resources, Chris Easley, assistant director of human resources, and Carl Hookstra, training manager, at Hilton Head Island. The goal is to build specifically on the evolving role of the manager as a "coach" and a leader.

To bring the concept to life, Wooldridge asked J. Pat Burton, general manager, to let him work with six of the resort's top coaches for three days of concentrated training. The executive chef, director of housekeeping, building superintendent, front office manager, banquet manager and three meal/day restaurant manager were selected for the program. During



the three day training session they all ate, slept and trained at the resort and were not allowed to return to their offices or deal with any daily routine work. This allowed them to focus on the training and experience the resort at the same time.

"Coaches Corps" sessions started daily at 8:00 a.m. and lasted until almost 11:00 p.m. each evening. The first day focused on leadership training including discussions with the executive committee about the resort's vision and values and a review of "The Leadership Challenge," a book by Kouzes and Posner that had been given to each participant to read before "Corps" began.

The second day was spent on basics of quality teams, another

name for quality circles. Graduates of Coaches Corps will experience the quality team concepts first hand by tackling a resort-wide issue as a quality team. Then they will also lead a quality team from their own departments.

The final day was dedicated to train-the-trainer training, giving the coaches tools and experiences to augment their own on-the-job training programs.

During "Coaches Corps" participants found themselves "Lost at Sea," challenging the "Pool of Death," completing a puzzle together without being able to talk and a host of other exercises and experiences that engaged the participants in dealing with the issues presented rather than just hearing about them. They also got a chance to interact with the executive committee

concerning the resort's vision and values and actually experienced every outlet of the resort as a conference guest.

In their confidential reviews of the program, participants of the first "Coaches Corps" called the experience "very thought-provoking and interactive" and said "I have sincerely learned a great deal. Interaction of the coaches at this level is rarely seen. Continuing this would do nothing but create positive things at this resort." J. Pat Burton hosted the graduation exercises at an off-property dinner. "The six coaches who went through "Coaches Corps" have gained insight into a 'bigger picture' and moved forward in their roles as leaders at this resort,"

Pictured at the graduation dinner, from left to right: Carl Hookstra, Tim Struzynski, Ane Bigby, Michael Sigler, Jay Robertson, Don Wooldridge, Mark Bailey, Chris Easley, and Shaip Rashiti.

Burton said. "Graduates of the program also referred to the strengthening of their relationships with each other as a side effect of the program. The entire resort is going to be better because of this unique program."

Three more Coaches Corps seminars have been targeted for 1992 at Hilton Head. For more information on how to incorporate this program into your property, contact Don Wooldridge, director of human resources at The Westin Resort, Hilton Head Island, 803/681-4000.

Instead of several examples of service distinctiveness, this issue of WestinWorld features a letter to the general manager from some recent guests at The Westin Resort, Hilton Head Island, Mr. & Mrs. Kriss.

"Dear Mr. Burton:

During the week of July 20th, my wife and I had the distinct pleasure of vacationing at your superb resort. Revelling in all of its splendor we immediately immersed ourselves into the pursuit of complete and unencumbered relaxations. Upon somber reflection of our unabashed exuberance, we regret to inform you that unfortunately, a great number of your staff were guilty accomplices in creating the vacation monsters that my wife and I became. We personally will rest easier over the winter months knowing full well that their conduct will be duly noted and dealt with as a result of this correspondence.

The first offender was Ms Denise Carndinale. We were introduced to Denise the first afternoon of our stay; poolside. Her offense was simple. How could anyone enjoy her

job so much as to be so energetic, enthusiastic and personable toward the likes of us: dull, job-induced comatose workaholics? How dare she take us under her wing for the entire glorious week of fun and sun, only to turn us loose on our departure, forcing us to face the working world again without her ever-present smile and her calming assurance that we would survive this alien experience known

cool, refreshing concoctions were placed before us. Any need or desire for food or creature comfort was quickly fulfilled. In retrospect, we believe his behavior to be rather contemptible. Clyde should have recognized our condition of blissful happiness and realized we had lost our self control. After all, isn't there a law in Hilton Head that prevents extreme contentment and protects the

most spectacular view. The most perfect night of our vacation was spent in your resort, due to the impeccable service provided by Mr. Blaney, waiter extraordinaire.

As we reminisce about our experiences, and we do so quite often, we now realize why we continue to return to Hilton Head and specifically to The Westin. This year marks the seventh summer spent on the island and our third at your establishment. We wrote you this note in good natured fun, yet with a sincere desire to express our genuine appreciation to you and your staff. The manner in which you welcomed us, cared for us and honestly strived to make us feel at home, is in today's world, totally remarkable. Your staff should be proud of its ability to perform with understated excellence so effortlessly.

We close with the hope that you will inform the aforementioned individuals of our concerns and deal with each instance appropriately. In the interim, we wish you continued success and look forward to our return visit next summer."



as 'vacation'. We did survive, of course. Yet how are we to cope now that it is over?

Offender two was also positioned at poolside. Clyde, a young man regrettably coy in his ability to conceal his last name from us, was as formidable an adversary as Ms Cardinale. Please understand that by midweek, both my wife and I were totally worn down and completely susceptible to Clyde's unassuming tactics. Almost without warning,

unassuming vacationer from themselves? We had trusted our well being to Clyde and he obviously abused that trust.

If our poolside encounter was not enough, Mr. Chris Tassone's and Mr. Robert Blaney's actions within the Carolina Cafe were equally disturbing. On one particular evening, I chose to make dinner reservations in the cafe, casually requesting a table with a nice view. To my amazement, Mr. Tassone seated us at a romantic table with the

Westin continues to improve through renovations

Lobbies, guest rooms, executive suites, restaurants and landscapes are continually being enhanced throughout Westin. Through 1991 and into 1992, many Westin hotels and resorts in North America are undergoing small- to large-scale renovations that offer new and luxurious accommodations to guests during their stay.

THE WESTIN MISSION HILLS RESORT, RANCHO MIRAGE

As featured in an earlier issue of WestinWorld, one of Westin's most extensive renovation projects is The Westin Mission Hills Resort in Rancho Mirage which re-opened in August after an \$80 million expansion.

ARIZONA BILTMORE, PHOENIX, ARIZONA

The landmark Arizona Biltmore closed from May to September for a \$20 million renovation. The first phase of the renovation included the resort's lobby and Lobby lounge, the Gold Room and Orangerie restaurants, conference center and ballroom, Catalina pool and tennis complex. Additionally, a state-of-the-art health spa was installed, the resort's gardens were enhanced and parking areas were expanded. The extensive renovation changed the familiar bold color schemes with geometric patterns and soft, desert colors. Significant research was conducted into the Biltmore's archives in determining the new designs. A warm, residential design greets guests and the "Great Hall" concept of grand hotels has been instituted in the resort's lobby.

The world-class, 500-room hotel is known for its unique construction of "Biltmore Blocks," precast concrete blocks molded on-site from Arizona earth and sand and created in exquisite detail and patterns.

Since 1929, the Arizona Biltmore has been recognized internationally as a premier landmark and remains one of the most highly regarded resorts in the world.

Newly-renovated lobby at the Arizona Biltmore



Arizona Biltmore's new pool area



NEW WORLDWIDE A Chief Steward

THE WESTIN ST. FRANCIS, SAN FRANCISCO

In an effort to preserve its historic qualities, The Westin St. Francis has begun restoration of the main building facade, according to Managing Director Gerald Wolsborn.

The restoration of this historic landmark is part of a long-range plan that began in 1988 with comprehensive testing of preservation methods designed to maintain the original sandstone surface and to strengthen and protect it from exposure to the elements.

As part of the overall plan to restore the hotel to its original grandeur, the hotel is currently renovating its two main lobbies. The famed Powell Street lobby will receive a new inlaid marble floor and handwoven area rug to complement the recently restored ceiling. The tower lobby will take on an elegant look featuring new carpet, four crystal chandeliers and green marble columns to coincide with the classic style of the Powell Street lobby.

The reception area will feature bevelled mirrors and an automatic, revolving brass door set with bevelled glass panels will embellish the carriage entrance. To complete the project, three grand arches enclosing turn-of-the-century San Francisco scenes commissioned by renowned Italian painter Carlo Marchiori decorate the back wall.

Built in 1904, The Westin St. Francis is a member of The Historic Hotels of America, a program of the National Trust for Historic Preservation. "We've managed to improve the heart and soul of the hotel and still maintain the historical integrity that has made The St. Francis a San Francisco landmark for the past 87 years," says Wolsborn.



THE WESTIN HOTEL, RENAISSANCE CENTER, DETROIT

The Westin Hotel, Renaissance Center in Detroit is currently working on a \$15 million renovation scheduled for completion in Fall 1992.

"A highlight of the renovation program will be four new Executive Level floors, a 'hotel within a hotel' concept which will cater to the business traveller," said Naveen Ahuja, managing director of the hotel. "The addition of the Executive Levels is one example of providing a high level of comfort and convenience to suit the diverse needs of our guests."

In addition to the executive level floors, 52 guest rooms are being specially designed for disabled guests and the remainder of the guest rooms and suites will be completely redesigned with new furniture, fixtures, wall coverings, draperies, bedspreads, carpeting and paint.

Finally, four ballrooms are to receive total makeovers along with a new lobby area, lobby bar and foyer areas to include new furniture, carpeting and draperies, and environmental enhancements for water and energy conservation.

Renovated ballroom and lobby at The Westin St. Francis



THE WESTIN HOTEL, SEATTLE

The Westin Hotel, Seattle has begun the first phase of its renovation since 1982.

Phase I includes the Lobby Court, the adjoining reception areas, the north and south tower elevators and the hotel entrances on both Fifth Avenue and Westlake Avenue.

The Lobby Court design is international and eclectic in style and incorporates a combination of rich classical and contemporary elements. With this modern interpretation of Old World feeling in the expansive new Lobby Court, The Westin Hotel, Seattle will present the premier downtown civic address for Seattleites and visitors alike.

All appointments will reflect a welcoming European residential style on a grand scale. The marbles, fabrics, wall coverings and furniture will reflect the color tones so prominent in the Northwest.

Other Westin hotels that are conducting or planning renovations are The Westin Peachtree Plaza, The Westin Hotel, Galleria, Dallas, The Westin Hotel, Tabor Center, Denver, The Westin Kauai, Kauai Lagoons, The Westin Bonaventure, Los Angeles, The Century Plaza Hotel and Tower, Los Angeles, The Westin Resort, Vail, The ANA Hotel, Washington, D.C., The Westin Hotel, Edmonton, The Westin Hotel, Ottawa, The Westin Harbour Castle, Toronto and The Westin Philippine Plaza in Manila.



The Lobby Court, The Westin Hotel, Seattle

A DAY IN THE LIFE OF...

A Chief Steward

BY MONICA HAYES, Public Relations Manager, The Westin Bayshore

(This is part of a continuing series highlighting various jobs and the personalities that make them so special to Westin.)

As the crowd applauds the actors, the actors will applaud the stage hands. For without them the actors know the show would not go on.

This relationship is very similar to what a stewarding department provides to the culinary and banquet staffs of a major hotel. They are their stage hands. And when the complimentary letters which come from guests to the chef and banquet manager are shared, the stewarding department, under the watchful eye of Brian D'Souza, will quietly take their bows.

D'Souza knows exactly what the demands are of his 30-person stewarding team at The Westin Bayshore because in his 15-year tenure he has worked his way up from night cleaner to porter and potwasher to yardman to chief steward.

Although the stewarding department functions around the business volume in the food and beverage areas, one can describe a fairly typical day in the chief steward's position. It usually begins by meeting with night cleaners before they go off shift in the morning. D'Souza uses this opportunity to discuss the previous night's workload and review the condition of equipment constantly cleaned by his staff. He will then do one of many walk-throughs and provide what help or assistance is needed at the time. Once he feels confident that his crew can handle the volume demands in their respective areas, he then reviews the function sheets that cover the seventeen banquet rooms. D'Souza will make his own notes as to equipment and staff needs and prepare himself for the daily meeting he will have with the chef and banquet manager to review that day's functions.

Once the menus and setups are finalized with the chef and banquet manager, another walk-through is in order and some time is spent in the staff cafeteria to

check cleanliness of the area, as well as to ensure that the food quality of staff meals meets the chef's standards.

During walk-throughs, he is continually spot-checking his team's work and overseeing the volume levels in each area. D'Souza is a "hands-on" steward who helps sort dishes to help the dishwashers; separate garbage to help the yardman and constantly replenish the coffee urns to help the porters. He also can be found "dishing-up" meals for one of the many functions.

The stewarding team at The Westin Bayshore also is an integral part of the hotel's environmental program. The stewarding team handles all of the sorting for recycling of tins, cans, bottles and cardboard that originate from the food and garbage areas. Maintenance of the compost site, a first for a hotel in Canada, is also included. The composting of kitchen waste at The Westin Bayshore is utilized by the gardeners who maintain the property's four acres of landscaped gardens.

From implementing environmental initiatives to the responsibility of ordering china and food & beverage equipment, it's not surprising that D'Souza finds his job so interesting. Each day is a different one. One that brings a new set of challenges and rewards and chief among these rewards is a round of applause.



Awards

The recently reopened and renovated Arizona Biltmore in Phoenix has been honored with the coveted "Best Award for Excellence" by *The Wine Spectator* magazine in recognition of The Orangerie Restaurant's superior wine list.

The Wine Spectator awarded its wine award to The Orangerie based on it more than 900 selections, which include many French,

Italian and domestic varieties, ranging from the rare Chateau Lafite Rothschild to the quality 1987 Sterling Merlot.

Additionally, the restaurant offers a new private dining room which will seat up to 14 people and the new Orangerie Wine Room, where 8,000 bottles of the hotel's investment wine collection are displayed.

* * *

In the 1991 Business Travel Survey of *Euromoney* magazine, readers rated two Westin Hotels & Resorts properties in their top five favorite hotel category by region.

One of the tallest hotels in the world, The Westin Stamford and Plaza, was rated fifth in the Singapore region.

The most impressive showing, however, was The Westin Bonaventure's move from ninth place in 1990 to first place in 1991 for the Los Angeles region.

* * *

The Plaza in New York and the Hotel Vier Jahreszeiten in Hamburg have won top awards in a recent reader poll conducted by *Business Traveller* magazine.

Business travellers voted The Plaza "Best Individual Hotel in North America" and the Hotel Vier Jahreszeiten "Best Individual Hotel in Europe," an accomplishment that follows by one month the establishment of Westin International Europe, the new Westin division set up to build the group's presence in Europe.



Shown receiving their awards are Gert Prantner, President, Westin International Europe and Ivana Trump, representing The Plaza.

* * *

Calgarians have enjoyed the results of executive assistant manager Jaswinder Narang's wine expertise for years at The Westin Hotel, Calgary and now, so has *The Wine Spectator* magazine. Awarding their Best Award for Excellence to The Owl's Nest Dining Room at the hotel, they recognized Narang's long-cultivated wine list as being among the best in Canada.

The Owl's Nest has also recently been honored in *Enroute* magazine's "Great Canadian Dining Contest," as being a favored dining establishment in Canada. Voters were the magazine's readers, who represent the most affluent business travellers in Canada.

The readers of *Conde Nast Traveler* magazine recently rated their top 100 travel experiences in the magazine's annual Reader's Choice Awards. Nine Westin properties in the United States, Mexico and Asia were selected as top hotels in their respective categories.

THE TOP 100 HOTELS	RANKING
Las Hadas, Manzanillo (Mexico)	14
The Westin Kauai, Kauai Lagoons (Hawaii)	39
The Westin La Paloma, Tucson (U.S.)	52
The Westin Resort, Hilton Head Island (U.S.)	55
Las Brisas, Acapulco (Mexico)	84
The Westin Stamford and Plaza (Singapore)	90
The Westin Maui (Hawaii)	96
THE TOP 20 MAINLAND RESORTS	
The Westin La Paloma, Tucson	13
The Westin Resort, Hilton Head Island	14
THE TOP 20 TROPICAL RESORTS	
Las Hadas, Manzanillo (Mexico)	3
The Westin Kauai, Kauai Lagoons (Hawaii)	5
Las Brisas, Acapulco (Mexico)	13
The Westin Maui (Hawaii)	16
The Westin Resort, Ixtapa (Mexico)	19
Camino Real, Puerto Vallarta (Mexico)	20



Miss America visits the ANA Hotel, Washington, D.C.

Carolyn Sapp, the new Miss America visited the ANA Hotel, Washington, D.C. in October. She was in town for "The America's Awards" benefitting Child Help USA, the largest international non-profit organization, dedicated to the prevention of child abuse and neglect.

Carolyn Sapp, Miss America 1992 with General Manager, Hans Bruland.



Presidential hospitality in Los Angeles

Bernard Agache, Managing Director of the Century Plaza Hotel & Tower welcomes Her Excellency Mary Robinson, President of Ireland, and her husband Nicholas Robinson to the Los Angeles hotel. During her stay, the president met with Mayor Tom Bradley before addressing the L.A. City Council, and also attended for the World Affairs Council. The Southern California visit was part of the president's four-city, 10-day tour of the United States, the first U.S. visit by an Irish head of state since President John F. Kennedy's funeral in 1963.

King of Sweden stays at The Westin Stamford in Singapore

His Majesty, King Carl Gustaf of Sweden, recently stayed at The Westin Stamford, Singapore. His Majesty was in Singapore in his capacity as honorary president of the World Scout Foundation and patron of the Baden-Powell World Fellowship. A dinner was held in the Raffles Ballroom where he formally admitted 25 new Baden-Powell Fellows to the World Fellowship.

Pictured here greeting King Gustaf (with flower leis), center is Ms Inge Krieg, director of rooms and right, Robert Ang, assistant chief commissioner, Singapore Scout Association and Commissioner in Attendance.



Hotel volleyball challenge

This year, as part of the county-wide United Way campaign in Seattle, there was another challenge. A volleyball competition between local hotel personnel and employees from the Washington State Convention and Trade Center. Teams from The Westin Hotel, Seattle, the Sheraton Hotel, the Four Seasons Olympic Hotel and the Stouffer Madison hotel bettered last year's goal by 400% for the United Way. And The Westin Hotel, Seattle's team, made up of hotel and corporate employees, won the competition!

Pictured back row from left: Matt Berge, Mary Jo Anawalt, Ingrid Hanou, Todd Nielsen and Rowena Mondares. Front row: Rose Vondrasek, Herminio Yango, Ekow Wilmot. Not pictured is Tina Wissmar.

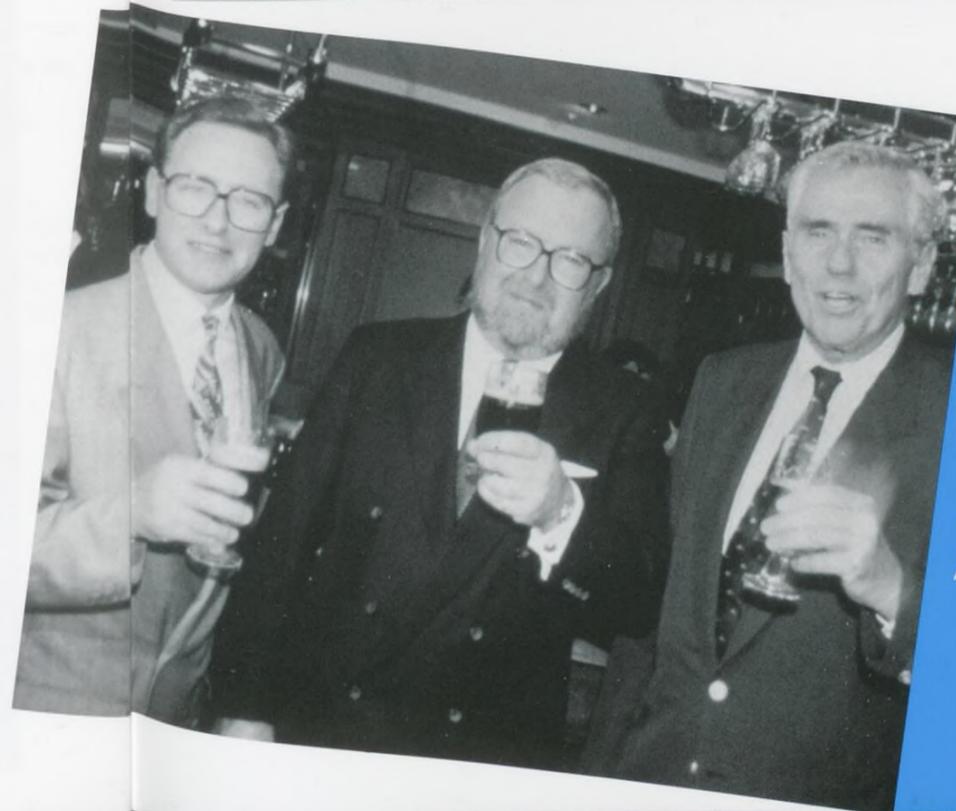


Westin Asia Northern Blitz

Westin Hotels & Resorts recently hosted a cocktail reception at the American Club in Hong Kong as part of the company's annual Asia Northern Blitz.

Over 300 guests attended including Westin's top corporate accounts, travel agents, airline partners and local media.

The reception was held to enable Westin's senior executives and sales managers from various Westin properties throughout Asia to meet personally with customers, update them on new services and developments and express the company's thanks for their continued support.



A unique pub opens in Seoul

The Westin Chosun in Seoul recently opened a unique new pub. O'Kim's Irish Pub & Sports Bar officially opened October 1st with a full house of 300 invited guests.

The Irish Ambassador to Korea, Richard Ryan, was present to cut the ribbon together with Managing Director, Ciaran Kelly and The Westin Chosun President, D.S. Lee.

Toasting the newly opened pub from left is Managing Director, Ciaran Kelly, Irish Ambassador, Richard Ryan and American Ambassador, Donald Gregg.

Wrap-Up

The following humorous note was sent from The Westin

Hotel, Renaissance Center in Detroit and although it is not an actual Westin hotel story, it could easily be pictured in one's mind.

In a panic, a traveler phoned down to the hotel's front desk. He had recently checked in and when the front desk operator answered the call she heard, "Help, I'm trapped inside my room!"

"What do you mean, trapped?" the operator asked.

"Well, I see three doors," the man explained. "The first opens to a closet, the second to a bathroom, and the third door has a 'Do Not Disturb' sign hanging on it!"



Mastering the art of gift giving

Estimates indicate the Japanese spent roughly \$20 billion on gifts in 1990.

Today, the modern Japanese is relieved of some of the gift-giving protocol that was required as far back as feudal times. Though standards are not as strict today, gift-giving is still important on festive occasions such as birthdays, weddings, and promotions, as well as during the gift-giving seasons of Ochugen in July and Oseibo in December.

Gift-giving signifies the cementing of ties not only between family and friends, but between business associates as well. Gifts are given and received in exchange for favors done during the year or in anticipation of an upcoming favor. It is a social obligation which a Japanese person dutifully fulfills.

The foreign business traveler should

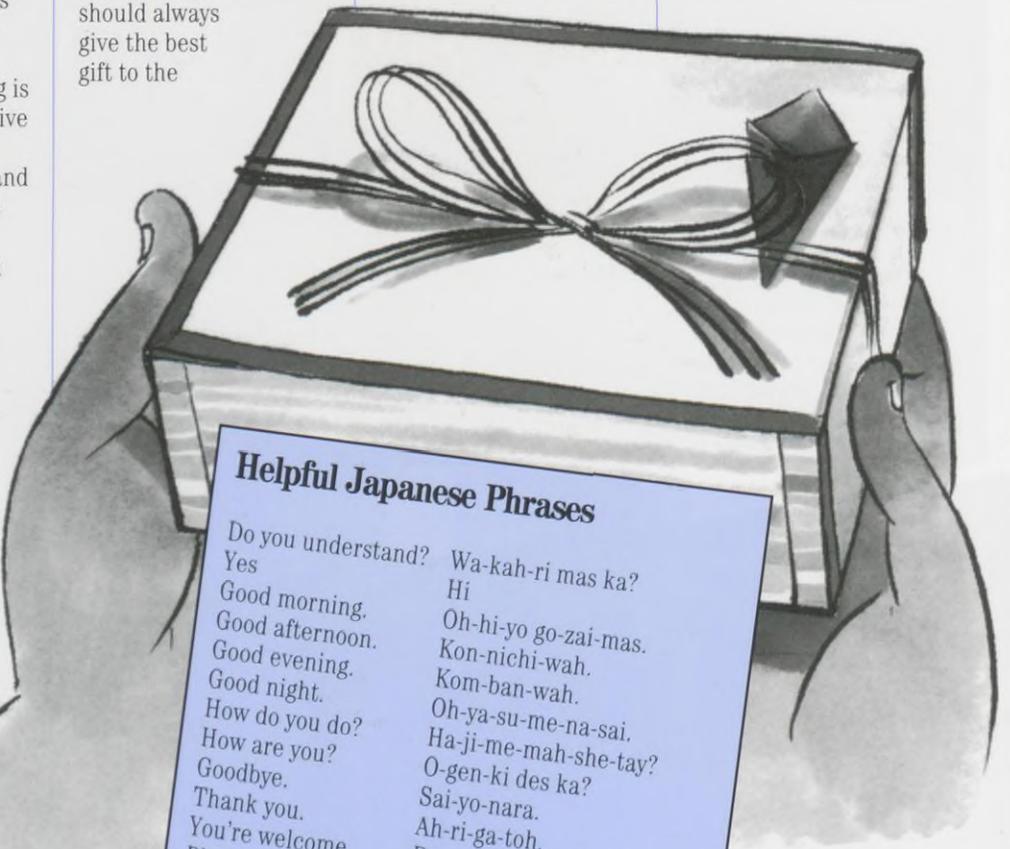
keep in mind that bringing a gift is also necessary when visiting a company in Japan for the first time. Timing is crucial and the gift is usually presented after a meeting or at the conclusion of a business trip. The Japanese open their gifts in private to avoid embarrassment. Western visitors should always give the best gift to the

most senior person in the company and they should have a variety of gifts on hand for other executives.

The standard price for a gift is about \$75, although more expensive gifts are common. Food is a popular choice,

ranging from fruitcakes to seaweed to cooking oil. Food items that are indicative of their home state or country, such as smoked salmon and local preserves, are also appropriate. Imported liquor is also welcome because it is regarded as a high status gift.

For more information regarding the art of Japanese gift-giving, the concierge at The Westin Takara-ga-ike Prince Hotel in Kyoto would be happy to assist you with suggestions of appropriate gifts and where to purchase them.



Helpful Japanese Phrases

Do you understand?	Wa-kah-ri mas ka?
Yes	Hi
Good morning.	Oh-hi-yo go-zai-mas.
Good afternoon.	Kon-nichi-wah.
Good evening.	Kom-ban-wah.
Good night.	Oh-ya-su-me-na-sai.
How do you do?	Ha-ji-me-mah-she-tay?
How are you?	O-gen-ki des ka?
Goodbye.	Sai-yo-nara.
Thank you.	Ah-ri-ga-toh.
You're welcome.	Doe-e-tah-she-mah-she-tay.
Please	Doe-zoh
(when offering something)	Su-mi-mah-sen
Excuse me.	

*Source: Japan National Tourist Organization

Just for laughs — and a \$20 check

We just *know* there are some humorous stories floating around out there. Hotels are fun and exciting, 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 *WestinWorld*, The Westin Building, MKT-13, Seattle, WA 98121.