



WESTIN HOTELS

MARCH, 1982

Front!



**Dancing in the aisles
to "Being the Best"**

(Story, page 2)

Moving on Moving up

Adele Beckwith, from assistant housekeeper, The Westin Hotel, Seattle, to assistant director of housekeeping, The Westin Wailea.

Robert Keith, from controller, The Westin Hotel, Chicago, to internal auditor, corporate offices.

Ronan O'Gorman, from assistant manager, The Westin Hotel, Calgary, to front office manager, The Westin Hotel, Edmonton.

Nancy Riter, from assistant director of personnel, The Arizona Biltmore, to director of personnel, The Westin Wailea.

Terry Tufts, from assistant director, housekeeping, The Westin St. Francis, to assistant director, housekeeping, The Westin Bonaventure, L.A.

Randy Villareal, from director of F&B, Michigan Inn, to manager, restaurants and bars, The Westin St. Francis.

Loren Williams, from operations analyst, The Westin Peachtree Plaza, to automation project manager, Raffles City hotels.

Management changes

The following management changes were announced in January.

Jorg Neuenhaus, formerly general manager at the Camino Real, Guadalajara, was named general manager at the Galeria Plaza, Mexico City.

Winston Wlodawsky, formerly general manager at the Galeria Plaza, was assigned to the HOCASA corporate offices in charge of special projects.

Rene Macin, formerly executive assistant manager, Camino Real, Ixtapa, was named general manager at Camino Real, Guadalajara.

Cesar Perdomo, formerly executive assistant manager at Camino Real, Puerto Vallarta, moves to the Camino Real, Ixtapa as executive assistant manager.

Jose Fraga was appointed general manager of the Camino Real, Guatemala, and Enrique Guzman has been named executive assistant manager there.

Bjorn Gullaksen, formerly executive assistant manager, Hotel Scandinavia, Oslo, was named executive assistant manager at The Westin Hotel, Winnipeg.

And replacing Bjorn as executive assistant manager at the Hotel Scandinavia, is Charles Berthoud, former director of food and beverage at that property.



At the Arizona Biltmore, the employee promotion is literally kicked off with the help of staffers. From left: Trisha Solomon, Lori Norris and Julie Jessup.

Employee Involvement Program off to an enthusiastic start

The music had them literally dancing in the aisles at The Westin Hotel, Chicago.

And at The Westin Hotel, Toronto, many employees just couldn't stop humming the catchy "Being the Best" tune.

A *Front!* spot check with the program's coordinators at a number of hotels revealed these and similarly enthusiastic reactions following the introduction of the company's "First-Class Worldwide" employee promotion in January.

The employee song proved an instant hit, especially so at The Westin Peachtree Plaza where interest in the recording prompted such questions as "Who wrote it?", "Who did the vocals?", and "Who played the sax?"

There was good response also to the first-class suggestion box idea. The Westin Peachtree Plaza reported, "Suggestions were being contributed even before the box was put in place!"

As to the whole program concept with its upcoming contests and other special

activities, one employee of The Westin Hotel, Cincinnati noted, "Looks like we're going to have a lot of fun in 1982."

And this from an employee at The Westin Galleria, Houston, "I've never worked for anyone who involved employees as much as Westin . . . it's nice working for an employer who cares about us and who communicates what the company is doing."

The employee meetings at The Westin Hotel, Edmonton were kicked off in high style. Displayed at the meetings was an ice carving of the world globe and a "#1." "Number one" cookies were served, and as a surprise attraction, \$75 in five dollar bills had been taped to the bottoms of randomly selected chairs.

As one lucky winner was overheard to comment, "Now *that's* first class!"

Employee award now company-wide

Effective February 1, the Thurston-Dupar Inspirational Award program is extended to include participation by all Westin properties worldwide, except Mexico, which does not participate since it has established its own comparable award program — Premio Hocasas el Merito. (See story, page 7.)

This most prestigious employee recognition program had previously been restricted to Westin employees in the United States and Canada.

The award was established in 1958 in honor of S.W. Thurston and Frank Dupar, founders of Westin Hotels, to recognize employees who have made significant contributions to their job, fellow employees and their community.

COVER: At The Westin Hotel, Chicago employees were literally dancing in the aisles to Westin's new employee song, "Being the Best." The song was played at each of the special employee meetings held at the hotel in January to introduce Westin's First-Class, Worldwide Employee Involvement Program.

Front!

A monthly publication by and for employees of Westin Hotels

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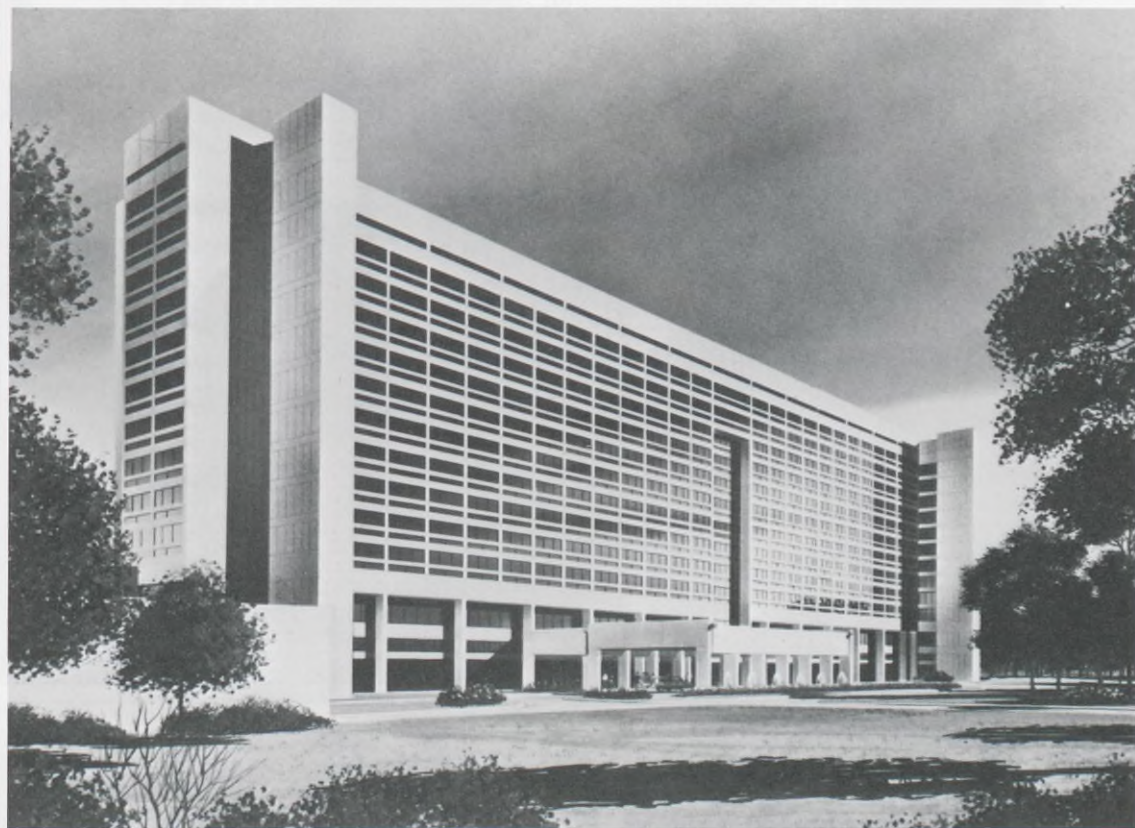
Team up for March of Dimes

Mark your calendar for the weekend of April 24-25, 1982. That's the date for this year's annual March of Dimes WalkAmerica/Teamwalk.

"This year we are issuing a challenge to each Westin hotel across the United States to team up for Teamwalk '82," said Westin President C.R. Lindquist. "It's a great way to get to know your co-workers better, you're guaranteed a day of great fun and it's all for a great cause."

Last year, nationwide, more than 5,000 teams totaling 30,000 business and industry employees participated in the walk. Among them were Westin teams from The Westin St. Francis, The Westin Bonaventure, Los Angeles, the Century Plaza and The Westin South Coast Plaza. Together, these hotel teams raised over \$22,000 for the fight against birth defects.

Additional information on how to organize your teamwalk was sent to each hotel in February telling about Westin's endorsement of the event. The letters also listed several contacts at Westin hotels whose employees participated in last year's walk.



A second hotel for Chicago

Westin will develop, manage and acquire a substantial ownership in a 550-room luxury hotel now under construction near Chicago's O'Hare Airport.

The Westin Hotel, O'Hare will be 12 stories high and is located near the intersection of the Kennedy and Tri-State Expressways in Rosemont, Illinois.

Opening is projected for January 1984.

Designed by the architectural firm of Goleman & Rolfe Associates of Houston, The Westin Hotel, O'Hare will have two ballrooms, 14 meeting rooms and a 250-seat auditorium.

The hotel will also feature a coffee shop/grill, a specialty dining room and lounge, a cocktail lounge designed for entertainment, a lobby bar and 24-hour room service.

An indoor pool will be complemented by a complete health club with sauna

and exercise equipment, plus indoor racquetball courts.

Surface parking adjacent to the hotel will accommodate more than 800 cars.

The O'Hare hotel will be the second Chicago hotel for Westin, joining its sister property, The Westin Hotel, Chicago, downtown.

Front! does its part

As a participant in the company's cost-cutting efforts in response to the current economic recession, *Front!* is temporarily being reduced from 12 to eight pages.

As a result, some regular *Front!* features have been dropped or combined, as in the merger of the Westin-People section with Photo-News.

While *Front!*'s "quantity" has been lessened, we'll continue to maintain its quality in presenting news and information of relevance to Westin family members.

Triple A rates 7 Westin hotels tops

Out of some 14,000 North American motels and hotels evaluated each year, 44 were among the select group for 1982 that received Triple A's top Five-Diamond rating.

And among those 44 were seven Westin hotels.

They were the Century Plaza, The Westin Wailea, Williams Plaza, The Westin Oaks, The Westin Bonaventure, Montreal, Las Brisas and Camino Real, Mexico City.

"Because of the rating's importance to the properties," notes a Triple A spokesperson, "the Five Diamond rating is not bestowed lightly."

Only those properties deemed "exceptional . . . and widely recognized and renowned for market superiority of guest facilities, services and atmosphere" are selected for the prestigious Five-Diamond Award.

interview:



Harry Mullikin

The current economic recession, the company's major objectives, growth planning, employee career opportunities — these are among the many issues facing Westin Hotels and Westin people this year and beyond. Recently **Front!** visited with Chairman Harry Mullikin regarding his views on some of these issues.

FRONT!: In your opening address at the 1982 Management Conference, you said quality of product was the company's number one objective. Would you define "quality of product?"

MULLIKIN: In our business we often make the mistake of defining quality solely in reference to actual items such as the thickness of towels or the food that's served. And we tend to overlook such things as the quality of telephone service, for example, or the smile a guest receives when meeting an employee in a corridor.

I guess I would define quality of product from the guests' point of view — as the total guest experience, whether it's through things they touch, feel, see, hear or eat — all adding up to a satisfying, enjoyable experience.

It's the quality of that total experience and the perception of that quality as judged solely by the guest as to whether or not the experience is an enjoyable one.

There are a lot of ways we can measure that experience. In a hotel lobby, for instance, if you see a lot of people waiting in line to check out, you know

that's not an enjoyable experience. Or if guests complain about very slow room service, you know that's not enjoyable.

One of the best ways we can measure quality of product — in addition to direct comments from guests — is from the hotel's employees. That is, when hotel management asks employees for the comments they are getting from guests and how they think they can improve a guest's total experience.

FRONT!: Speaking of quality, a number of hotel companies have recently been publicizing their efforts to upgrade their quality image. How do you see these efforts affecting the hospitality industry overall and the effect this will have on Westin's market?

MULLIKIN: Well, what really happens wherever we operate is that everyone is competing to outdo the other. Some will try to provide a better quality product while others will produce something at a lower price to attract business.

Those hotels that say they are raising their standards of quality usually mean that they are coming after our market. And that means we just have to do a better job ourselves.

All of this is good for the industry, and not only for the industry, but, obviously, good for the guest. And it keeps us all on our toes.

Generally, people either want the best or the cheapest. But one overriding factor is that everyone wants a fair price — the perception of "value received."

FRONT!: In your address you also noted that the company's number two objective is the proper pricing of our Westin product. How do we determine proper pricing?

MULLIKIN: A lot of companies make the mistake that price should be based only on their costs. And if costs go up, that justifies an increase in price.

Well, obviously one's cost should be considered in pricing. But price should also be based on the customer's — and, in our case, the hotel guest's — perceived worth of the product.

In other words, it's what the customer is willing to pay, what he or she perceives as a "value received" fair price. For us, this could include a number of factors such as the business climate, the particular market, accommodation availability in the market, among others. And none of these factors may be particularly related to your costs.

FRONT!: How do you foresee the current world economic situation affecting the hospitality industry in general, and Westin Hotels specifically in 1982?

MULLIKIN: No question that the U.S. and most of the world is in a state of recession — some even call it a depression — and I feel this situation is going to continue through 1982.

The most optimistic comment you hear is that it may start to turn around by mid-year, but even these optimistic forecasts follow up by saying it's going to be very slow coming out.

I feel it's going to be a flat year for our company worldwide as well as for most of our industry. It means we're all going to have to work harder in doing the best job we can in marketing our product.

". . .we're all going
to have to do the best
job we can in marketing
our product."

FRONT!: What effect do you see the economy having on Westin's short and long-range plans, particularly as far as growth is concerned?

MULLIKIN: Actually, this current economic downturn can be considered as short term and I don't see it affecting our long-term projections. Oh, it may slow down or postpone things some, but we don't see any elimination of our growth plans — it's just that some projects are going to take a little longer to complete.

There's still no lack of desire by developers or others to build new hotels. It's just that it's become more difficult to put packages together mostly because of the cost of money. But I'd say that Westin is still on track. Our growth goals look firm and will continue to remain so.

FRONT!: Our "Great Opportunity" program has met with tremendous enthusiasm with the travel industry. Would you comment on that success as it benefits Westin, and are there plans for similar promotional programs in the future?

MULLIKIN: The program was initiated for three basic reasons. First, we did not feel we were getting as much business from travel agents as we should be. Second, since we've changed our corporate name and that of 28 of our hotels to Westin, we want the agents to recognize our name, who we are, our hotels and where they are located.

And the third reason, and most important, was to get these people to stay in our hotels — to experience them, then to sell them based on their personal experiences.

I think the Great Opportunity program achieved all of these goals extremely well. We've been flooded with letters from travel agents thanking us for the opportunities — and complimenting us on our hotels. It's been great exposure for us.

We don't intend to continue the program when it's over (March 31), but we will continue to build on what's been accomplished and continue to highly publicize Westin with travel agents — continue to ask them to consider our hotels.

While we have no specific plans to do so, we might from time to time apply a version of the program on an individual level such as for an opening of a new hotel where we would invite travel agents for a free stay for their first-hand exposure to the new property.

FRONT!: What particular areas within Westin Hotels do you perceive as offering people interested in the hotel business the greater career opportunities?

MULLIKIN: It's hard to single out any area with greater career opportunities than another. Because ours is a growth company, there aren't any areas where there aren't opportunities for career growth, whether it's in sales or food and beverage, or whatever.

For the career-minded individual it's just a matter of selecting their goals — which, of course, can change in the future — and pursuing that course.

As far back as I can recall there has always been a feeling not only expressed, but practiced throughout the company, of encouraging personal growth as far as the individual's ability leads them.

Why, a person can literally walk in off the street without any previous hotel education or training and do very well with our company. That's because there is lots of exposure and training they can take advantage of.

There are the career development programs, the AH&MA courses, and the different conferences and workshops that have been established to help develop people and bring them along. There are many growth and development opportunities available to employees — all they have to do is take advantage of what's there. We encourage it.

Extra! Extra! Read all about it!

HOUSTON — There probably isn't a taxi driver in Houston that isn't now aware of The Westin Oaks' and The Westin Galleria's new Westin name identities.

And all because of a recent public relations "news blitz" co-sponsored by the hotels.

The hotels hired a local actor to portray a turn of the century "newsboy" to pass out complimentary daily newspapers to cabbies lined up at Houston's Intercontinental Airport.

Shouting, "Extra, extra, read all about it," the "Westin newsboy" supplemented the day's headlines, for a 10-day period, with the announcement of the hotel's name changes.



Dinner for medical meeting planners

MT. VERNON — No, it's not George Washington on the left. But dinner guests were certainly put in a historic frame of mind when Westin marketing people hosted a dinner at the Woodlawn Plantation near Mt. Vernon

for the annual meeting of medical meeting planners and pharmaceutical suppliers.

The estate was once owned by the first U.S. president, and here, a Woodlawn staff member greets guests in appropriate period attire.

The Westin-hosted dinner is an eight-year tradition of the annual convention of these two groups. According to Keefer Welch, regional director of sales, Washington, D.C., and dinner organizer, medical and company supplier meetings account for an important segment of Westin's group bookings business.

"The dinner has become an important function each year," says Dave Evans, vice president/sales, "and is a good way of saying thanks to the group for past business, as well as encouraging them to book future business with Westin."

Evans (in background, left) was also a speaker at the dinner.

Picking up pays

KANSAS CITY — By bending over and picking up carelessly tossed refuse, several Westin Crown Center employees are now a few dollars richer — or, at least, a



few millimeters smaller around their waistlines.

It's all as a result of the hotel's recently introduced Pick-up Club — a program aimed at keeping the hotel's public areas attractive and refuse-free.

Part of the incentive lies in the coupons worth \$5 in cash that management has carefully — not carelessly — "tossed" in various spots around the hotel.

Finding two coupons was delighted picker-upper Kenneth Hunter (pictured here), who works in housekeeping.

In addition to their \$5 reward, coupon picker-uppers also receive a special Pick-Up Club button.



Head gardener earns HOCASA's Merit Award

PUERTO VALLARTA — When it comes to gardeners, the Camino Real, Puerto Vallarta has a winner. In more ways than one.

Rosendo Pelayo Santana, the hotel's head gardener, is not only a gardening expert with a well-cultivated green thumb, but he has proven to be an outstanding community leader and humanitarian, as well.

For his actions and involvement both on the job and in his community he was awarded Hoteles Camino Real, S.A.'s Merit Award for 1981 — the Mexican hotels' equivalent of Westin Hotels' Thurston-Dupar Inspirational Award.

Pelayo has been with the Camino Real for 12 years. "He has earned high respect from both management and fellow employees for his responsible and caring attitude and cooperation," said award presenter Alejandro Alvarez Guerrero, director general, HOCASA.

Active in his community, Pelayo served on a local citizen's committee which was responsible for getting city services and utilities installed in his residential district. And a local gardening school was named after Pelayo to honor him for his dedication to that institution.

Along with the award honor goes a cash award and an additional two weeks vacation.

Top recognition for energy savings

SAN FRANCISCO — The Westin Miyako was presented an Energy Conservation Award plaque from PG&E, a northern California power utility, for being one of 11 Bay Area finalists in the utility's Energy Conservation Achievement Program competition.

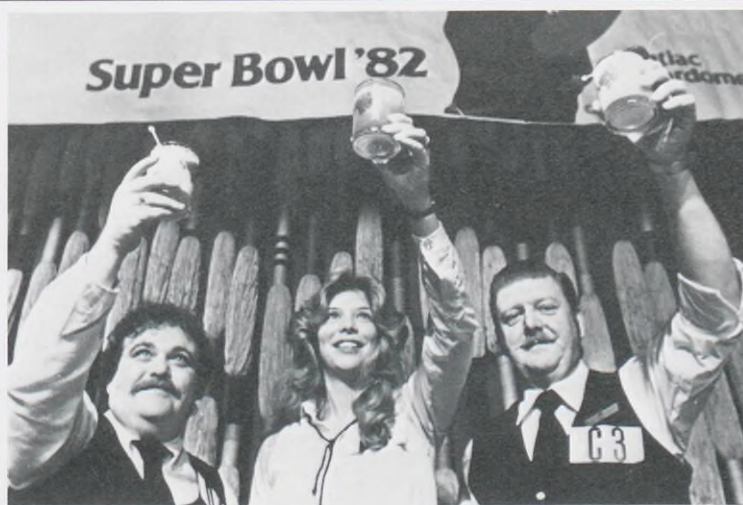
That recognition represented a savings of \$73,000 for the hotel in 1981 and continuation of the program is expected to exceed \$90,000 in savings in 1982.

The Westin Miyako General Manager Larry Alexander (left) and Chief Engineer Bob Raymond proudly show off the award.



Culinarians cook up a few awards

COSTA MESA — The photographer didn't have to have this group of Westin South Coast Plaza culinarians say "cheese" to get these smiles. Just thinking about the nine first, second



Super Bowl kicked off with super fun

DETROIT — If you think you got excited about Super Bowl XVI, you should have seen the football mania in Detroit prior to the big game.

And The Westin Hotel, Renaissance Center Detroit was the super fun spot in the midst of it all. Turning their promenade level into the Huddle Lounge, the hotel hosted a variety of public events, including Howard Cosell Talk Alike and Punt, Pass & Kick (with Nerf balls) contests.

Another contest, a city-wide Super Bowl Super Drink recipe competition,

was won by Fred Weaver of the hotel's Summit restaurant (right). In fact, the two runners-up in that contest were also hotel employees: Kevin McKinley (left) of the Galleria bar, and Heidi Grumm (center) of Dee Jays. Weaver won two Super Bowl tickets and a trophy for his super drink, "Referree's Revenge."

The hotel was also host and co-sponsor for "Super Ball," a free-to-the-public program for which Westin Hotel Beverage Manager Bob Ross' staff went through about 14,000 pounds of ice, 25 kegs of beer, 150 gallons of wine and 10,000 hot dogs and hamburgers.

(Photo courtesy of Ira Rosenberg, Detroit Free Press)



and third place awards they won at the Orange Empire Chefs Association Food Show was reason enough.

The show was a one-day event sponsored by the American Culinary Federation. While many other hotels in the area also competed, none fared so well as the

Westin crew.

With their trophies, medals and ribbons are, from left: Jim Tripp, Pete Padilla, Dan Lyons, Jim Nuzzo, Dan Gleeson, Mary Ellen Ward, Brian Kay, Chef Christian Rassinoux, Mike Cook, Pete Finan, and Larry Bowen.

FIRST-CLASS FAMILY FEATURES

Mattress and pillow talk

MATTRESS CARE:

Maybe it's not something a lot of us think about. But you can be sure our hotel house-

keeping people do think about it.

In fact, we have devised a preventive maintenance program to ensure that bed mattresses stay in tip-top guest-comfort condition for many years.

Here's how we do it:

The mattress is rotated from side to side, as well as head to foot every three months. By labeling the mattress like this (see illustration), housekeeping



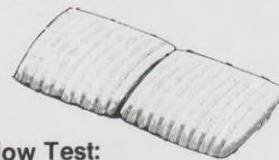
personnel always know when it's time to flip it around and over. The current month is always positioned at the foot of the bed.

Box springs are rotated from head to foot every six months, with the label for the current time period on the bottom side of the bed.

You can make your own labels and sew them on, or mark the months directly on the mattress and box springs with a laundry marker pen.

Mattress News:

There's now a fire-resistant mattress and box spring on the market. It's available through Sears and is called Sandel. It's the first such mattress to have passed the National Fire Protection Agency tests.



Pillow Test:

To assure our guests of quality pillow comfort — we

use 50% goose down/50% goose feathers — we give them the "pillow test." Here's how: simply center a pillow over your arm (so that the length of the pillow is at right angles to your arm). If it balances freely and does not fold or droop, it's in good condition. If it sags, it's time to get a new one.



HANNE DITTLER,
Director of Property Services



SUSAN PICTH,
Corporate Housekeeper

Room with a view ...

A room with a view at any of our Westin hotels offers an unlimited scope of vistas, from magnificent mountain ranges to breathtakingly beautiful bays, and from dramatic cityscapes to tranquil parks.

If your room offered the views described, which Westin hotel would you be in that would ...

1. have a view of two countries?
2. have a view overlooking the Royal Palace?
3. overlook a famous landmark fountain?
4. overlook a park of the same name?
5. overlook a marina and seaplane dock?



Photo quiz



She: It's all so beautiful! The gardens and trees ... and this lovely stream. All just outside our room. It's like being in some luxurious mountain-top hideaway.

He: Sure is. But instead of a mountain top it's a rooftop. It's hard to believe you can take an elevator ride 17 floors down and you're right in the heart of this fantastic city.

She: But who'd want to leave this. As a matter of fact, let's stay in tonight and live it up. Have dinner in that elegant restaurant, then dance the night away in the room across the way, then ...

He: Ah, mais oui, ma cherie.

The couple is at the _____ in _____.

PHOTO QUIZ ANSWER: The Westin Bonaventure, Montreal
ANSWERS TO "ROOM WITH A VIEW" QUIZ: 1. The Westin Hotel,
Renaissance Center Detroit (U.S. and Canada) 2. The Hotel Scandinavia,
Oslo 3. The Westin Hotel, Cincinnati on Fountain Square 4. The
Alameda overlooking Alameda Park 5. The Westin Bayshore