



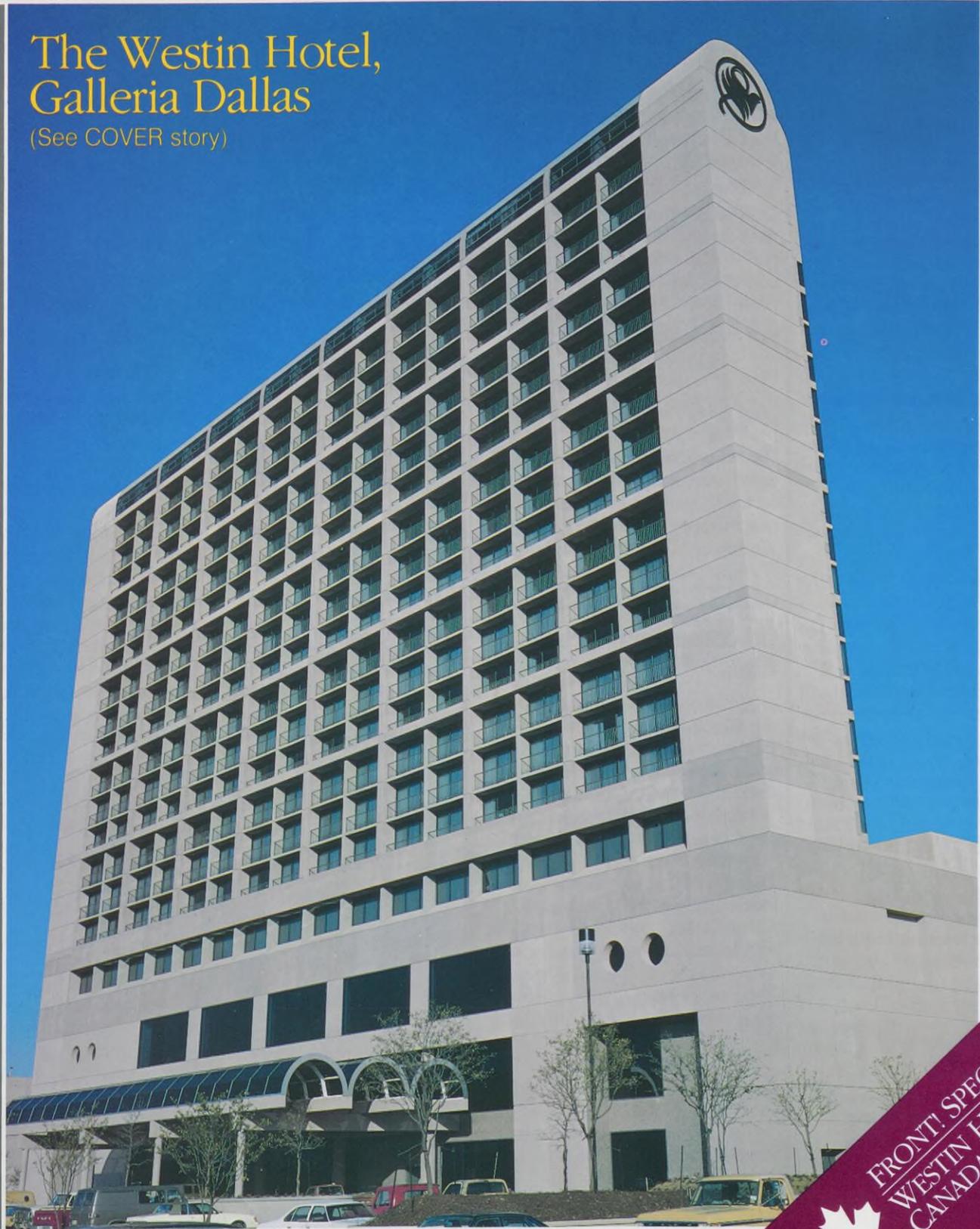
WESTIN HOTELS

JANUARY/FEBRUARY, 1983

Front!

The Westin Hotel, Galleria Dallas

(See COVER story)



FRONT! SPECIAL REPORT
WESTIN HOTELS IN
CANADA (Story, page 5)

NEWSFRONT

Moving on Moving up

Charles Berthoud, executive assistant manager at the Hotel Scandinavia, Oslo to executive assistant manager at The Westin Hotel, Chicago.

Christopher Bush, from assistant F&B director for The Westin Bonaventure, Los Angeles to F&B director at the Bellevue Stratford.

Steve Caruana, sous chef The Westin Galleria, Houston to sous chef The Westin Hotel, Chicago.

Leonard Corso, national sales manager at The Westin Crown Center to national sales manager for The Westin Peachtree Plaza.

Geert DeMuelenaere, banquet manager at the Arizona Biltmore to assistant F&B director for The Westin Chosun, Seoul.

Stephen Ford, from assistant F&B director for The Carlton, to F&B director for The Westin Galleria, Houston.

James Green, building superintendent at The Westin Crown Center to director of engineering for The Westin Hotel, Renaissance Center.

Hudging Hinton, from senior assistant manager The Westin Hotel, Renaissance Center Detroit to executive assistant manager The Westin Ilikai.

Cecilia Kammer, from banquet captain The Westin Oaks, Houston to convention service coordinator The Westin Galleria, Houston.

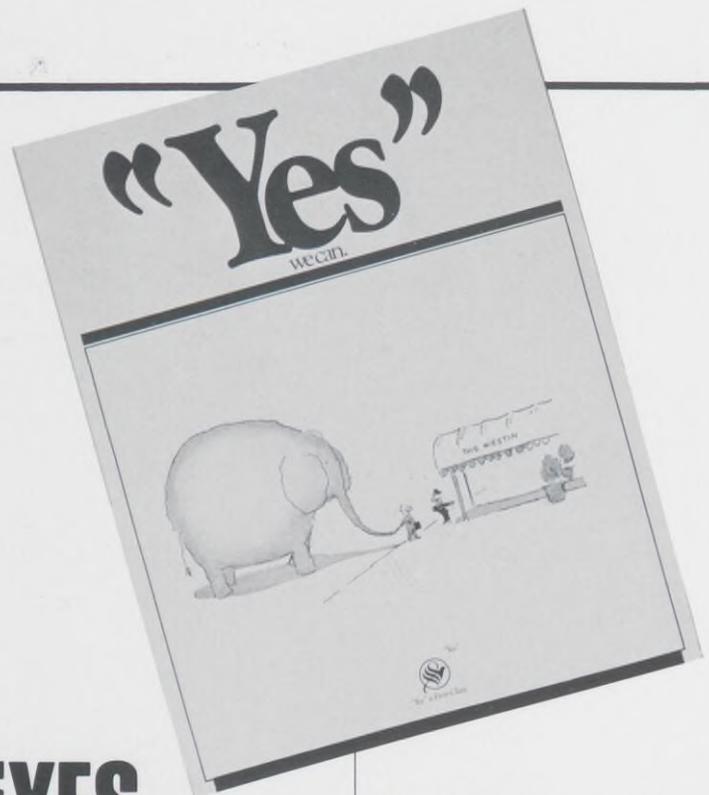
Jim McKennon, from senior assistant manager Century Plaza, to executive assistant manager The Westin Crown Center.

Hart Sugarman, from director of housekeeping The Westin Hotel, Calgary to senior assistant manager The Westin Hotel, Winnipeg.

Officers assume new titles

At their December meeting, the Westin Hotels Board of Directors elected to change the title of group vice president to executive vice president.

Joining executive vice president John Calvert on the corporate roster with their changes of title to executive vice president are Dwight Call, Chris Marker and Dan McClaskey.



'YES WE CAN!'

Say it, apply it . . .
and win a \$1,000
value prize

'Yes we can.' Say it and win a customer's good will or the appreciation of a fellow employee. Apply it to an idea for improving a service or increasing productivity and win a valuable gift of your choice.

'Yes we can' is key to Westin Hotel's exciting new 1983 employee involvement program.

Following on the heels of the highly successful 1982 "First-Class Worldwide" program, "Yes we can" was designed to keep the first-class employee attitudes developed last year rolling. And sparking this year's program is a great new contest in which any qualified employee winner of the company-wide competition can choose from a wide selection of great prizes. The prizes, which can be personally selected by contest winners from a provided gift catalog,

range from a \$50-value fifth place award to a \$1,000-value first place award.

Briefly, the "Yes we can" contest works like this:

Using entry forms provided to participating hotels and offices, employees offer suggestions for improving productivity, eliminating waste, reducing costs, improving service or increasing profitability.

Each hotel or office will then select one winner from submitted suggestions for a total of five winners.

Then, an overall winner is selected from the five and submitted to Westin's corporate offices. From these entries, a first, second, third, fourth and fifth prize winner will be selected at the wind-up of the program in late 1983.

More complete details of the "Yes we can" employee involvement program, including the contest competition rules, will be revealed to employees of all participating hotels at special program kick-off sessions.

Think, say, do "Yes we can" and be a winner. You may even be a top prize winner!

COVER: As of January 10, the 440-room The Westin Hotel, Galleria Dallas began accepting its first "soft opening" reservations. Operating were two restaurants, 24-hour room service and laundry and valet. Grand opening ceremonies for the luxury hotel, located within the 43.8-acre Galleria complex in the affluent North Dallas area, will take place in late February.

Front!

A monthly publication by and for employees of Westin Hotels

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Enjoying the "promise of spring" at the Century Plaza (from left): Jean-Francois Bouchard, Walter Kohlross, Jean Marsh actress/writer, Vincent Price actor/wine connoisseur.

From the vineyards at midnight to The Vineyard for dinner

Every year, at midnight on November 15, that year's first new Beaujolais wine (Beaujolais nouveau) is released from the wineries in Burgundy, France where it is produced. It is rushed to Paris by truck where some of it is flown to the capitals of Europe and to New York for parties celebrating the first wine of the year.

The game plan at all destinations is to taste and drink the new wine on the very same day

it was released in Burgundy. Subsequently, this annual event has come to be referred to as "the Great Beaujolais Nouveau Race."

This year, for the first time, two new U.S. destinations were added to the "Race", thanks in large part to Walter Kohlross, F&B director at the Century Plaza, with assistance from Jacques Bourgeois, corporate F&B director.

Arrangements were made with one of Burgundy's most re-

spected Beaujolais producers, Bouchard Pere et Fils, to have a few cases of their released wines flown by Concorde to New York, then to Chicago and Los Angeles.

The specific destinations of the wine cases were The Plaza, The Westin Hotel, Chicago and the Century Plaza.

Earlier, Kohlross had made arrangements with F&B directors Tony Cherone of The Plaza and Gary Lind of The Westin Hotel, Chicago to participate with the Century Plaza in a three-hotel celebration.

The wine would be served at a brunch at The Plaza's Edwardian Room, at lunch at the Lion Bar of The Westin Hotel, Chicago, and at a dinner at the Century Plaza, all on the same wine-release day.

Among the invited guests to each of these celebrations were prominent wine buffs, restaurateurs, food and wine editors and assorted media people. Further, the son of the wine's producer, Jean Francois Bouchard, would make a personal appearance at each of these events. Bouchard, as well as Kohlross, were on the Concorde wine-delivery flight from Paris with the plan to personally accompany the wine deliveries to the three cross-country destinations.

The plan was thwarted however, when, due to bad weather, the Concorde made a late start from Paris and the personal appearances had to be cancelled.

The pair did make it in time for the Century Plaza's reception and dinner festivities. Appropriately, that gala event was held in the hotel's award-winning dining room, The Vineyard.

And at all three Westin hotels, delighted celebrants joined their European counterparts in tasting and toasting what is called in France, "The Promise of Spring in the Middle of Winter" — Beaujolais nouveau.

Westin puts more
'plus' into

UNITED'S MILEAGE PLUS

United Airlines' highly successful Mileage Plus program, in which the airline's customers can earn free travel bonuses, has become an even greater travel attraction.

As of December 5, 1982, United's Mileage Plus card holders have been eligible for two special tie-in benefits with Westin Hotels.

One of them is a 20 percent Mileage Plus Bonus issued to card holders for every paid night's stay at a participating Westin hotel. These "bonus" miles can be applied to the guest's air mileage accumulation records with United that pays off with upgraded, discounted and free air flights.

In addition to the flight benefits, United has arranged with Westin to offer free room nights for qualifying Mileage Plus users.

They range from two consecutive weekend room nights for United travelers accumulating 20 to 40 thousand flight miles, to four consecutive nights (anytime) for those accumulating 75,000 or more flight miles.

Westin hotels participating in the United Mileage Plus program include all Canadian and U.S. hotels except for the Mauna Kea Beach.

800-228-3000

They've all got our number

As of early December, Westin Hotels customers in Alaska and Hawaii could call the same toll-free 800 reservations number as has been used in the Continental U.S., Puerto Rico, and the Virgin Islands.

Previously, these two states had to use separate numbers, but recent technological advances now allow one centralized number to be used from within all of these areas.

In announcing the expanded single number service, Bill Newman, senior vice president, marketing, noted: "With our toll-free number, 800-228-3000, on line in all these areas, we've gained a simpler, more cost-effective way to market our hotels while making it easier for our customers to do business with us."

PHOTONEWS



United front

SAN FRANCISCO—Westin St. Francis staffers demonstrated a united front in their hotel's United Way record breaking

campaign. With \$20,604 collected, they not only surpassed their \$20,000 campaign goal, but almost doubled their last year's contribution of \$12,714. Contributing factors—an effective poster campaign and letters to employees explaining United Way needs and benefits that were written in Spanish and Tagalog as well as English.

Here, Westin St. Francis manager, Rick Layton (standing) looks on as (left to right) campaign statistician Lisa Bliss and chairperson Jim Bolinger and June Wong tally the final figures.



Wreath heralds top-off

BOSTON—A giant Christmas wreath, a fitting holiday

replacement for the traditional fir tree, was used to signify the topping off of The Westin Hotel, Copley Place Boston in mid-December. Hoisted to the 36th floor of the hotel, the wreath was illuminated by some 250 white lights, which made it easily visible from many parts of the city during the Christmas season. The 804-room hotel, which overlooks Boston's famed Copley Square, is scheduled to open in July, 1983.

Westsel kickoff

SAN FRANCISCO—Westsel, Westin Hotels' new computerized sales lead system, made its official debut in late December with a hookup between the New York Sales Office and The Westin St. Francis. Here, Charles Brown, manager sales development/Westsel development, instructs The Westin St. Francis sales staffers on the system's operation. (Concurrently, Charlene Chabin, Westin market research, conducted a similar training session at the New York office.)

Beginning in April, Brown and Chabin take their training session schedule on the road to Westin's hotel and sales offices throughout the U.S. and Canada. All Westin locations worldwide are expected to be on line by January, 1984.

Westin's Westsel system, the most advanced sales lead system in the industry, will, within the next three years, be able to furnish users with instant, updated information on some 96,000 accounts worldwide.

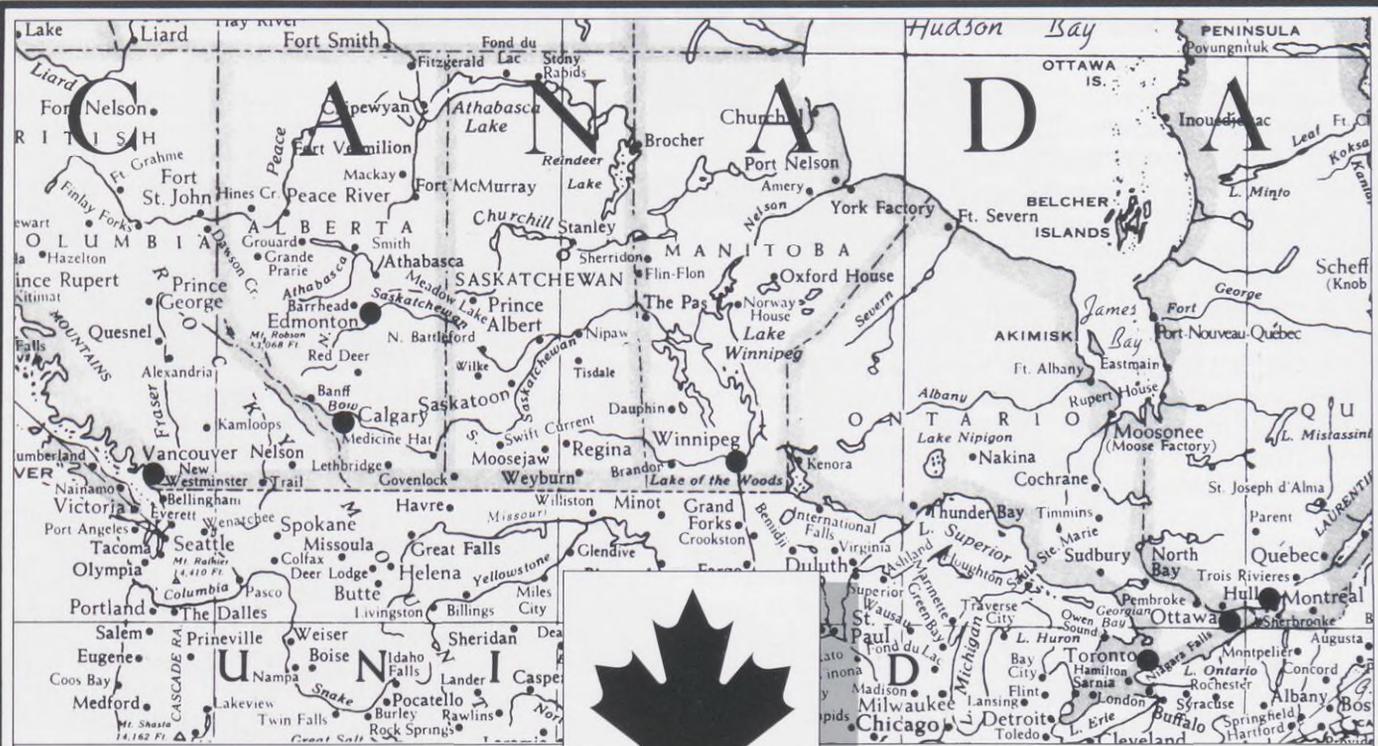


Anniversary 'homeweek'

JOHANNESBURG—When the Carlton celebrated its 10th anniversary last November it was all done in great style including a glittering ball to which 450 of Johannesburg's top social and business community members were invited.

A festivities highlight was an "old homeweek" reunion of most of the hotel's former managers and others involved with The Carlton over its ten-year history, who attended a jungle-theme party in their honor. Among those attendees with party mascot Ripah the cheetah, are from left: Pat Burton (current general manager), Harry Mullikin, Joe Guilbault, Chris Marker, Jack Gaines, Dwight Call and United Airlines chief, Richard Ferris.





This year marks Westin Hotels 52nd year of operations in Canada. Starting with the Georgia Hotel in Vancouver in 1931, today's six operating properties of the Westin Hotels Company, Ltd., now stretch across Canada — linking the major destination cities from Vancouver to Montreal. And, in the fall of this year, one more hotel will be added with the opening in Canada's capital city of The Westin Hotel, Ottawa.

The Canadian operations have been extremely successful and profitable for the company. In fact, up until the fairly recent recession hit the country, Canadian hotels have been accounting for almost a quarter of the company's revenues!

Recently, FRONT! visited with Bob McCauley, vice president for Canada as well as with the management of each of the hotels, for this report on the company's successful history, its current status and future projections.

Westin Hotels in CANADA

Over 50 years of being the best

BOB MCCAULEY ON WHAT



MAKES CANADA 'CLICK'

"Westin Hotels has always been the hospitality pacesetter in Canada," says McCauley, vice president for the Canadian Westin Hotels Company, Ltd.

A 20-year veteran of Westin's Canadian Hotel operations, he knows of what he speaks.

He joined Westin at the Georgia Hotel in 1962. Working his way up to general manager of that hotel, he has since served as resident manager for The Westin Bayshore, general manager of The Westin Hotel, Edmonton and managing director of The Westin Hotel, Toronto. In 1979 he was elected to his vice president position and currently operates from offices located in an office building across the street from The Westin Bayshore.

McCauley's "pacesetter" evaluation goes back to his Westin beginnings with the Georgia Hotel.

"At that time," he related, "its manager was E.W. 'Bill' Hudson who had been with the Georgia since 1935.

"Bill took great pride in the fact, that, until it was overshadowed by its more glamorous sister property The Westin Bayshore which opened in 1961, the Georgia was the hospitality pacesetter in Vancouver.

"The hotel had a reputation for having a very friendly and capable staff. It was also known as being innovative, particularly in its food and beverage operations. And Bill, himself was an extremely competent manager with a good head for controlling expenses."

In fact, McCauley gives a lot of credit to Hudson's astute management style for setting the management tone for himself and others in subsequent Canadian hotel operations.

One big factor contributing to today's successful operations according to McCauley, is the strong "family" feeling among all the hotels that pervades in spite of the great distance that

separates some of them.

"We're a very close-knit group up here," says McCauley. "There's a lot of communication going on among all of us, and we all work very closely with each other.

"It's not uncommon, for instance, for one hotel to lend assistance, even personnel, or do a good turn for another just on a simple phone call request.

"A lot of credit for this close tie-in attitude," McCauley explains, "goes to Joe Callihan (former Westin senior vice president), who when he began working with us a few years back, got the fellows thinking of Canada as a unified region.

"Probably because we are a comparatively small group, it was easy to work as a unit especially when we met during

one of our semi-annual get-togethers. Also, since most of us have come up the ranks through transfers to and from each other's hotels, the fellows are all pretty well acquainted with each other's operations.

"Another factor encouraging this togetherness is the similarity of our markets.

"Since the major population centers are spotted in almost a direct line across Canada, guests of one Westin Hotel are often guests of another as they travel back and forth across the country."

"We're a very close-knit group up here . . ."

What are prospects for future expansion in Canada?

Except for going into a very desirable Banff resort area, McCauley feels further destination expansion is somewhat limited.

His reasoning, "All the major destination centers are now represented by Westin."

"However," he is quick to add, "that does not preclude further expansion of our present facilities where warranted. Even the addition of a second hotel in major metropolitan areas, like Toronto, for instance, is a distinct possibility."

As to the economic outlook, McCauley, along with the other hotel managers queried, feel that through '83 recovery prospects will be slow coming. All look to 1984 as the real economic recovery year for Canada.

And, finally, what about Westin's acceptance and reputation in Canada?

"Well, first you've got to remember that Westin has been in Canada for more than 50 years," McCauley comments, "long before Hilton, Hyatt and most other newcomers. We're a well-recognized, well-established product.

"Then, Westin had established its reputation as pacesetter from its very beginning. We've always offered a strictly first-class product in every city we've gone into.

"And, though we're world class in style, we're also very 'community class' in our operations. That is, we relate very closely with every community we're in and are deeply involved in local activities and functions.

"Each community thinks of The Westin as their hotel. That, McCauley grinned, "is not a bad position to be in."



THE WESTIN BAYSHORE



Denis Forristal



The window view from Denis Forristal's office looks out onto lushly landscaped gardens.

Beyond is busy, colorful Coal Harbour. On its far side is forested Stanley Park back-dropped by a dramatic range of rugged mountain peaks.

That window view is just one variation of the many spectacular vistas, including some impressive city-scapes, that are shared by guests of The Westin Bayshore.

Says Forristal, "Here, we have the best of

both worlds. A resort hotel in its setting, atmosphere and facilities. Yet we are located only six blocks from mid-town."

It's this happy combination that has drawn visitors to The Westin Bayshore from all over the world and contributed to its reputation as Vancouver's most popular hotel.

With the exception of the no longer Westin managed Georgia Hotel, The Westin Bayshore is the senior member of the Canadian hotel group. Built by Westin, it opened in 1961. In 1967 an additional floor plus the International Suite were added to the main building. And in 1970, an adjoining tower was added for its present 550 room count.

Forristal, a native of Ireland, joined Westin at the Georgia in 1963. In a series of promotions and moves that included service with The Westin Hotel, Calgary, he was named general manager of The Westin Bayshore in 1977.

The hotel's business mix includes top corporate executive travelers, convention and association business, and, because of its resort attractions, a lot of pleasure travelers from throughout Canada and the United States.

And because of its resort qualities, Forristal notes, the hotel enjoys more

double-occupancy business than does any other Westin hotel in Canada.

In fact, the complete renovation planned for the Tower rooms over the next 18 months will focus on integrating a comfortably gracious "living room" atmosphere appealing, especially, to those business travelers accompanied by their spouses.

Innovative renovations, such as the fairly recently added indoor pool (complementing its long-existing outdoor pool) with a complete health facility; a striking new garden restaurant and lounge; and a meticulous maintenance program, gives the hotel a youthful freshness and excitement that belies its 21 years.

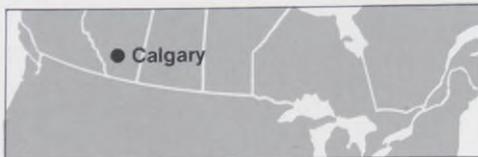
Due to the economy, the hotel's business has slackened slightly. However, in spite of the down-economy and the competition that has developed since it opened, The Westin Bayshore continues to maintain, even enhance, its top-rated ranking both within the community and with business and pleasure travelers to Vancouver.

For that, Forristal gives a lot of credit to the hotel's unique resort/downtown hotel marketing position as well as the quality of his staff, which he ranks as "... by far the friendliest and most professional in the city."

THE WESTIN HOTEL, CALGARY



Arthur Oades



England-born Arthur Oades claims title as the veteran member of the Canadian hotel managers group.

He started with Westin in 1956 at the Georgia in Vancouver. This was seven years prior to the opening of The Westin Bayshore at which hotel he was later to become the general manager. During his Westin career, Oades also managed the formerly Westin-operated Imperial Inn in Victoria, B.C., and The Westin Hotel, Winnipeg, which he opened.

Since 1977, he has been managing The Westin Hotel, Calgary.

The Calgary hotel opened in 1964 offering 318 rooms. It proved an instantaneous business success. This was the beginning of the boom years for Calgary as it began to establish itself as the energy capital of Canada. Business travel was flourishing.

To keep pace, four more floors were added to the original building in 1969.

And in 1976, a new tower wing was added, including a rooftop swimming pool and saunas, to complete its present room count of 550 rooms.

From its very outset, The Westin Hotel, Calgary established itself as a vital force in the community. It became involved in local activities. Calgarians looked to the hotel as the center for its major social and business functions as well as civic and charity affairs.

"For the true Calgarian, it's always been their hotel — the only hotel," says Oades. And this is a loyalty that continues to be maintained in spite of increasing new hotel competition over the past few years.

"We enjoy an exceptionally high repeat business in our F&B outlets," says Oades, "and that goes for our banquet business as well."

The popularity of the hotel's Owls Nest lounge and its recently opened Lobby Court Lounge are attested to by a consistently packed house during lunch and evening hours. And its fine dining room, the Owls Nest, continues to be one of the city's finest and most popular eateries.

While quality and service have been key to the hotel's success over the years, Oades is quick to give major credit to the hotel staff.

In that support, he notes, "Almost every other comment we get from our '60-Second' guest critiques will remark on the friendly, helpful attitude of the staff."

Corporate business travelers account for well over half of the hotel's occupancy, with the balance a mix of conventions, tour groups and pleasure travelers.

Maintenance and upgrading has always been a top operating priority throughout the hotel's 18-year history. Over the last three years, the hotel has gone through a complete renovation program, which among other things, has included the additions of mini-bars and other special amenities to all tower floors.

Though some major changes have been completed in the lobby floor area, such as the complete revamp of the Terrace dining room and the addition of the Lobby Lounge, a complete redo of the lobby is scheduled for completion over the next two years.

Calgary, like Edmonton, has suffered from the depressed gas and oil industry. Oades, however, is confident that "Calgary's own hotel" will continue to retain its preferred status and more than hold its own as it rides out the current economic situation.

THE WESTIN HOTEL, EDMONTON



The Carvery dining room at The Westin Hotel, Edmonton is recognized as THE quality hallmark for dining excellence in the city.

That standard is a reflection of the 420-room hotel itself. It wasn't long after its opening in 1974 that its reputation for hospitality excellence in Edmonton had become firmly established.

Also firmly established over its eight-year history is its strong community bond. It's the hotel where most of Edmonton's social and business functions are held.

General manager of The Westin Hotel, Edmonton is Steve Halliday.

Halliday joined Westin in 1965, starting at The Westin Bayshore as a night clerk. Subsequent moves up the ladder that included nine years as director of sales for The Westin Bayshore and manager of The Westin Hotel, Toronto, led to his Edmonton general manager appointment in 1980.

Young in years and appearance, Halliday reflects the youthfulness of the city and its people. Of his own staff, Halliday notes, "We're a pretty young, aggressive and dedicated group here. And perhaps because of that, everyone seems to work very well

together. There's a good esprit de corps feel and our staff turnover is the lowest in the city."

Edmonton is known as the oil-capital of Canada. Consequently, the hotel's customers are largely individual business travelers and meeting groups related to that industry.

In catering to group business, the hotel offers the largest and most varied meeting space facilities in town.

A recent addition to the hotel is its 72-room Executive Wing. The wing's exclusive accommodations are particularly popular with executive travelers. They offer such special amenities as mini-bars, second TV's in bathrooms and complimentary daily newspapers and shoeshine service.

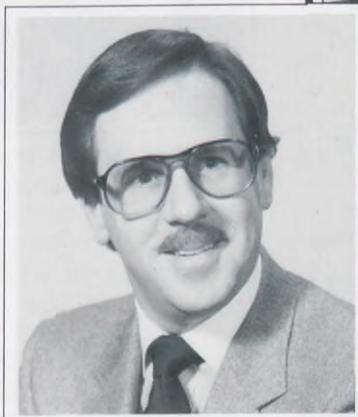
"The pleasure traveler potential has not yet been fully realized," Halliday says, "and the reason for that is that the area has been slow in promoting the many recreation and pleasure travel attractions

that Edmonton and the surrounding areas offer."

For guests of the hotel, however, The Westin Hotel, Edmonton does include several recreation and entertainment attractions. Among them, an indoor pool, sauna and exercise facilities. And, more recently, in-room movie service has been added.

Currently, the area has been hard hit by a depressed oil energy situation affecting the hotel's business. Halliday feels, however, that when the turnaround comes over the next several months, "... this town is really going to boom." Then, with a brightly confident smile, he added, "And so is this hotel!"

One eagerly anticipated contributor to that "boom" has to do with a mammoth construction project underway just a couple of blocks down the street. It is the 85-million dollar Edmonton Convention Center which is slated to open in May of this year. "When that gets going," says Halliday, "so will our convention business."



Steve Halliday



THE WESTIN HOTEL, WINNIPEG



Winnipeg, in the heart of central Canada's prairie grainland, is where it all happens.

It's a cultural center with a three-star museum, live theatre, the noted Winnipeg Symphony, and the highly-acclaimed Royal Winnipeg Ballet. It's a sports center, home of the National Hockey League's Winnipeg Jets and famed Assiniboia Downs thoroughbred racing. And, it's the business, commercial and governmental center of the province.

The hospitality center of it all is The Westin Hotel, Winnipeg.

Since its opening in 1970, The Westin Hotel, Winnipeg was quick to claim a premier position as the city's finest hotel. Winnipeggers were, in turn, quick to claim it as their favorite hotel.

Over the years, The Westin Hotel, Winnipeg has gone on to assume the role as host for most of the city's social and other major community events.

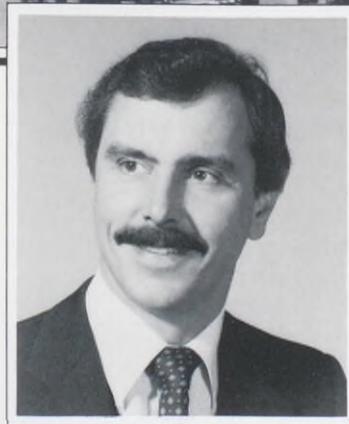
The hotel's ballroom is the city's largest. Its fine restaurant, the Velvet Glove, ranks among the city's best. The location of the hotel itself, at the historic intersection of Portage and Main, places it in the center of major business and shopping activity.

General manager is Ulrich Wall. Wall, a native of West Germany, is the newest of the Canadian managers to attain that rank with his appointment and hotel assignment made early last year. Wall joined Westin in 1972 as a banquet captain with The Westin Bayshore. Subsequently he worked up to the position of executive assistant for The Westin Hotel, Edmonton before his appointment to Winnipeg.

Though The Westin Hotel, Winnipeg enjoys the number one position in town, Wall stresses that it is not resting on that reputation.

The hotel pursued a very active course of continuing enhancements. Two years ago the lobby was completely renovated. Last year its major suites and ballroom were redone.

New at the lobby level is Chimes, a sophisticated all-day restaurant (formerly



Ulrich Wall

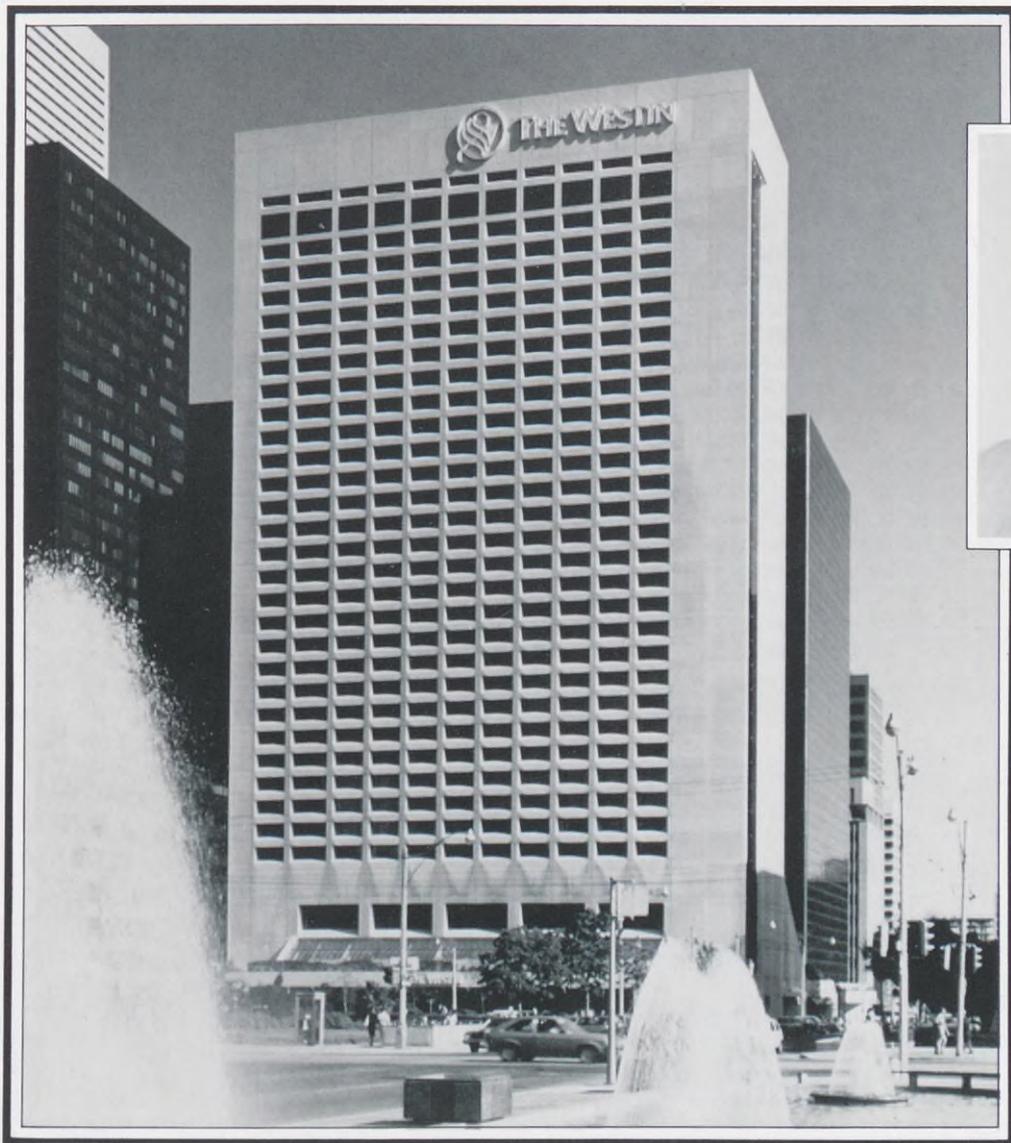
the Stage Door entertainment room). The former roof-top piano bar has become the Summit, a private function room with a panoramic window view. Coming up, a redo of all guest rooms.

Primarily, the hotel is corporate business oriented, but it also does a substantial amount of convention, government and tour business.

Because the area's economy is largely agricultural, The Westin Hotel, Winnipeg is probably least affected by severe economic fluctuations. However, the depressed general economy has been felt by the hotel. Wall does look to a slow steady business growth over the next few years in keeping with a predicted growth pattern for the city and Canada's economic revival.

Meanwhile, he is determined to maintain the hotel's premier position in the city. Among other things, it means continuing to improve on the hotel's level of quality and service, to the degree that no other Winnipeg hotel or hotel newcomer could even come near competing with.

THE WESTIN HOTEL, TORONTO



Peter Smith

a considerable amount of F&B business from the surrounding business community.

Referring to Barristers, the hotel's plush and very popular lounge, Smith comments, "During lunch and after work, I'd say a lot of business deals are made and closed right in the room."

Repeat business is one of the keys to the hotel's success. Contributing factors include the hotel's exceptionally high level of personal service, a notably friendly and competent staff, and all of the quality amenities expected of a deluxe hotel.

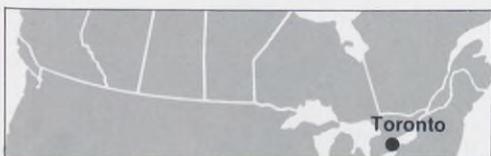
Its restaurants, including Trader Vic's and The Terrace, offer a sophisticated dining experience. And its recreational facilities include an indoor/outdoor swimming pool plus a health club and saunas.

Group business is a major hotel market contributor. The focus is on corporate meetings and small select groups, rather than the full-house Shrine convention-sized group that heralded the hotel's opening. (Within the area are three very large convention hotels).

As with the other Westin properties, maintenance and upgrading improvements are a top priority. Recently, the ballroom and all meeting rooms have been completely renovated. So has the lobby area that has included new carpeting, upholstery and furniture pieces. All guest rooms have been substantially upgraded over the past three years. And targeted for this year, a total revamp of the Terrace restaurant.

As to the hotel's business outlook, Smith is pleased to report that over the last few months the hotel has actually increased its market share in the declining market.

He predicts next year to remain flat, but does look to 1984 as a promising recovery year.



When the 600-room The Westin Hotel, Toronto opened in 1975, Peter Smith was there as the hotel's senior assistant manager.

"It was an unbelievable experience" Smith recalls, "We opened to a packed house. The hotel was hosting The International Shrine convention. Somehow we all got through it, but having just opened, it was pretty wild."

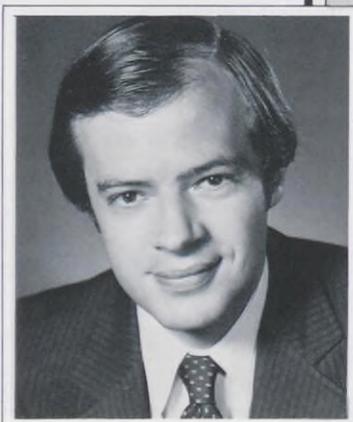
Five years later, in 1980, and after serving as executive assistant manager at The Westin Hotel, Calgary and as general manager of The Westin Hotel, Edmonton, Smith returned to the Toronto hotel. This time as general manager. (His career with Westin began in 1971, when, just out of WSU's school of hotel administration, he

joined the front office staff of the then Westin operated Olympic hotel in Seattle.)

Upon Smith's return, The Westin Hotel, Toronto had firmly established itself in the community. Its involvement in community social and charity functions as well as with local business and hospitality associations had earned it a city-wide familiarity. More recently, it has gained a reputation as the home of Toronto's sports society as sports teams claimed the hotel as their headquarters when in town.

The hotel's location at Richmond and University, places it in the heart of Toronto's financial and business core. (Toronto, incidentally, is generally accepted as the financial center of Canada.) Because of this choice location, the hotel attracts a substantial business traveler clientele. And also because of its location, it also attracts

WESTIN HOTEL, OTTAWA



Timothy Whitehead



Westin's newest hotel link in its cross-Canada chain promises to be a dazzler.

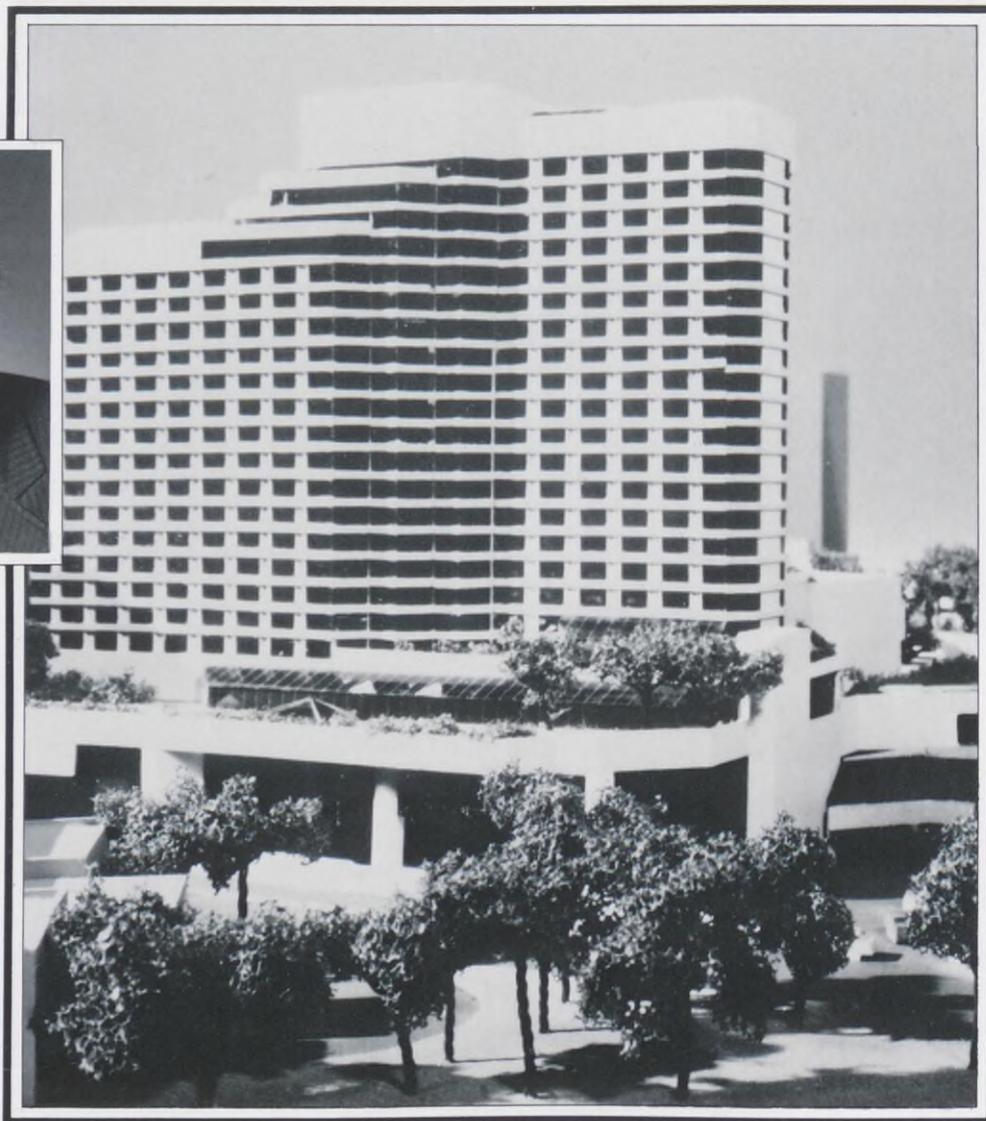
It's the 500-room Westin Hotel, Ottawa, slated for a late 1983 opening. Though it's some months away before the hotel's many pluses will be fully experienced, at least three of them are immediately evident.

They are, as Timothy Whitehead, the hotel's energetic young general manager, puts it, location, location and location.

As a destination location, the bustling, booming Canadian capital of Ottawa, adds the missing link to Westin's cross-Canada chain of major destination hotels.

As a city location, The Rideau Centre is Ottawa's newest and largest (14 acres) mixed-use complex which is currently under development near the heart of the city. Bordering the Centre is park-lined Rideau Canal, the city's recreational focus for summer boating and winter ice-skating. And within easy walking distance are the Houses of Parliament, major government buildings, the National Arts Centre and the downtown core.

As to site location, that too, is a winner. In this somewhat low-rise city, the strikingly handsome 25-story hotel is Rideau Centre's centerpiece dominating the city's skyline. Enclosed walkways from the hotel lead to Rideau Centre's sophisticated concourse of some 200 shops, services and major department stores. Also interconnected with the hotel is Canada's Capital Congress Centre, a major



convention center that will house up to 4,000 delegates.

The hotel's room mix includes thirty-eight suites and ten rooms specially equipped for the handicapped. And, of course, all rooms will be equipped with Westin quality standard amenities including the most advanced life-safety systems.

For meeting groups the hotel will offer two ballrooms, one of them being the city's largest to accommodate up to 1,600 persons. There are also ten other meeting rooms of varying sizes.

All guests can anticipate some dining and leisure facility pluses unmatched by any other Ottawa hotel. Included will be three superb restaurants, two lounges, an indoor pool with sundeck, a health club, sauna, whirlpool and three squash courts.

"It's not only going to be the largest, finest and most exciting hotel in Ottawa", Whitehead states flatly, "but also its most prestigious.

Because of its location in the Nation's capital city, Whitehead anticipates a good

deal of government business. And because of the adjoining Capital Congress Centre as well as the hotel's own generous meeting facilities, a good deal of group business. And, in the Westin community involvement tradition, Whitehead is determined that The Westin Hotel, Ottawa establishes a strong community host relationship.

Though this will be Whitehead's first hotel opening as a general manager, it won't be his first such experience. When he joined Westin in 1972 it was as a member of the opening team for the Hotel Scandinavia in Copenhagen. His position was front office manager.

Five years later, Whitehead was transferred to Montreal as executive assistant manager for The Westin Bonaventure. In 1979, he was named general manager of the Winnipeg Inn and was appointed to his present assignment in March 1982.

THE WESTIN BONAVENTURE, MONTREAL



From his office window, general manager, Jorg Lippuner can look out onto trees, gardens, a waterfall and even a pond that's become home for wild ducks.

While this idyllic setting might not seem that out of the ordinary, in this instance it's extraordinary. The setting, after all, is deep in the heart of downtown Montreal and 16 stories above street level.

It's the 2½ acre rooftop of the Place Bonaventure merchandise mart, and home for the world's only penthouse hotel, The Westin Bonaventure.

The 400-room hotel, on two guest room levels, opened in 1967 during Montreal's World Exposition. It caused a sensation then. And today, its unique concept continues to delight visitors from around the world as well as local Montrealers.

As Lippuner puts it, "Where else in a mid-city location can you open your hotel window or stroll outdoors and instead of hearing the roar of traffic, you are soothed by the sound of singing birds and a waterfall?"

Its high-in-the-sky resort-like setting aside, the hotel's real claim to fame is its "sky-high" quality standards. Standards, for instance, that have earned it Triple A's Five-Diamond rating and Travel/Holiday Award honors for its fine dining room, Le Castillon. In this city of fine dining, Le Castillon can claim that almost 50 percent of its clientele is local repeat business.

Not to rest on these credits, however, Lippuner talks of plans for further enhancements to the hotel food and beverage complex. In the discussion stages is an exciting "French Bistro" concept.

Further, over the last year, the hotel has been undergoing a complete upgrading program that has included a total renovation of all its guest rooms and suites.

For guests and Montrealers alike, location is a Bonaventure plus. Off the ground floor of Place Bonaventure — a quick elevator ride from the hotel level — are dozens of smart shops and services. Here, too, is a gateway to Montreal's underground shopping city, its metro subway system, train station and "Old Montreal."

Lippuner splits the greater part of the hotel's market (about 65 percent) almost evenly between individual corporate business and convention groups. (The hotel's

spacious banquet and meeting room facilities are located on the floor below the hotel rooftop level.) Remainder of business is divided among regular transient, weekend packages and government.

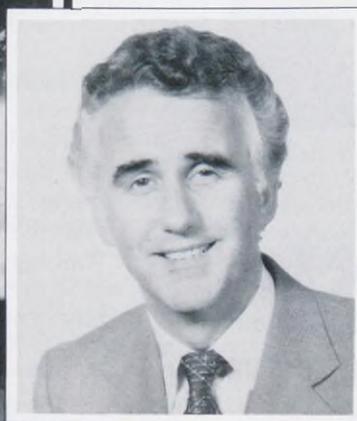
In spite of that mix, however, Lippuner reports that business for the hotel during the past year was definitely "soft."

He explains, "Montreal has been the hardest hit of the larger Canadian cities by the recession. In addition to economic factors there are political factors within the Province of Quebec, that, among other things, has tended to reverse Montreal's population and business growth. Add to this the addition of four major hotels in the vicinity over the last few years. In combination, these factors have had a very adverse effect on us. We have some real challenges."

In the face of these "real challenges," however, Lippuner remains optimistic. He points to such things as the hotel's established quality reputation, its incomparable site, its aggressive sales team, and an unbeatable and highly professional hotel staff as pluses for maintaining and enhancing the hotel's premier position in the city.

Swiss-born and educated, including a degree from the famed hotel school of Lausanne, Lippuner has managed The Westin Bonaventure, Montreal since 1980.

He joined Westin at The Carlton hotel in Johannesburg just before that hotel opened in 1972, as front office manager. By 1977, he had attained the position of executive assistant manager. Two years later, in 1979, he was transferred to The Westin Hotel, Chicago until his promotion and transfer to The Westin Bonaventure as general manager.



Jorg Lippuner



Final exams

TULSA—For what is essentially their “final exam,” three apprentice chefs at the Williams Plaza prepare their graduation dinner under the watchful eye of Waldo Brun (right) executive chef for The Westin Peachtree Plaza and director of Westin Hotels’ chefs apprenticeship program.

The graduating apprentices (from left): Mark Merski, David Lewis, and Rebecca Cox, prepared an elaborate seven-course meal that had to pass the critical evaluation of three executive chefs who judged for preparation, presentation and taste, among other criteria.



**JOE
MOGUSH**
Veteran hotelier retires

On December 31, Joe Mogush, senior vice president, retired from Westin Hotels after 35 years with the company.

From modest beginnings in 1947 as a bellman with a small Westin-managed hotel in Bellingham, Washington, Mogush’s career was to take on a steadily dynamic growth that paralleled and substantially contributed to Westin’s own steady, dynamic growth.

A variety of jobs at the Bellingham hotel provided Mogush with his hotel training basics. It also qualified him some four years later for his first hotel transfer. This was to the New Washington hotel in Seattle, which then also housed the company’s corporate offices.

Transfers and promotions piled up rapidly thereafter, taking Mogush to seven cities in four states and into Canada in 1960 when he was named

general manager of The Westin Bayshore.

Subsequently, he served as general manager for the formerly Westin-operated Sir Francis Drake hotel in San Francisco, the Savoy Plaza in New York and the Antlers Plaza in Colorado Springs.

In 1967, Mogush entered a new phase of his executive career with his appointment as a corporate vice president. Five years later, in 1972, he was elected senior vice president. Emerging at that time was Westin’s “third generation” of leadership, for which Mogush was to play a prominent role in his hotel operations division responsibilities. Additionally, his seasoned hotel operations background was to serve the company well through his participation and membership in a number of corporate committees.

In 1975, shortly after Westin took over The Plaza, Mogush was named as the hotel’s

managing director during its first critical years.

A highlight of Mogush’s career occurred a year later when he was named recipient of the 1976 Carlson-Himmelman Award, an annual Westin recognition honoring outstanding achievement at the management level.

Prior to his retirement, Mogush maintained hotel supervisory responsibilities for The Westin Peachtree Plaza, The Westin Bonaventure, Los Angeles, The Westin Miyako and The Westin St. Francis. In addition, he also maintained supervisory liaison with the Westin hotels in Mexico and served as a member of the Board of Directors for Hoteles Camino Real, S.A.



Fitting award

PHOENIX—It's highly unusual for United Airlines to present their coveted Award of Merit to someone outside the company. But when United's Apollo Travel Systems National Sales Manager Harold Jenkins (left) wanted to show his appreciation to Monica Rafter (right),

director of convention services for the Arizona Biltmore, United's Award of Merit seemed a most fitting one. Rafter's performance in coordinating the 1982 Apollo Subscriber's National Seminar at the Phoenix hotel was, according to Jenkins, "...very instrumental in the overall success of that function."



Dual toast

LOS ANGELES—It was a now and future toast being made to The Westin Bonaventure, Los Angeles employee Ron Gee, left. The "now" was in honor of his completion of the three-year Culinary Apprenticeship

program. The "future" was to success in his newly appointed position as saucier for the hotel. Presenting the dual toast are Walter Roth (center) Westin's corporate chef, and Werner Glur, executive chef for The Westin Bonaventure, Los Angeles.



Designer recognized by industry publication

The subdued elegance of The Westin Hotel, Seattle's stunning Palm Court restaurant has been winning delighted comment from diners ever since it opened.

Recently, three internationally recognized interior designers have added their praises from a professional authority viewpoint.

The three were the judges in the 1982 Designer's Circle Awards competition as sponsored by HOSPITALITY magazine, a leading industry publication. They selected the Palm Court as their second place choice in the competition's "restaurant design" category. Competing in that category were 34 U.S. and Canadian hotels.

The talented designer responsible for the Palm Court's award-winning look is Gerald Cramer, senior interior designer with Westin Service.

Cramer led the team for the complete interior design of the Seattle hotel. That project included the remodeled lobby

which was featured as the cover illustration for a recent issue of Front! announcing the opening of the hotel's tower addition.

As a matter of fact, James Treadway, The Westin Hotel, Seattle's general manager, was so pleased with Cramer's results that he submitted entries featuring other hotel areas in the magazine's competition.

Cramer, now in his thirteenth year with the company, joined Westin Service as a drafts-person out of Cornish art school in Seattle.

Within two years, he transferred to the interior design section. His first assignment was the Chelsea restaurant and Lion Bar projects at The Westin Hotel, Chicago. His first complete hotel project was assigned in 1976 for The Westin South Coast Plaza.

Other major hotel projects in addition to The Westin Hotel, Seattle included The Westin Wailea Beach and, his most current project, The Westin Hotel, Boston.

Looking back on The Westin Hotel, Seattle project, Cramer comments, "In spite of very tough time constraints — we had to have the whole hotel designed and into the architect's hands within three months — I'm very happy with the way everything turned out."

He expressed particular pleasure with The Designer's Circle recognition in that it further confirmed the intent of the hotel's management to create the most elegant dining room in Seattle — a room that would compliment the excellence of its superb menu.

Working on the Seattle project with Cramer was interior designer associate Alyce Daniels whose contributions as a color stylist was, Cramer noted, a major factor contributing to the project's successful results.

WESTIN HOTELS

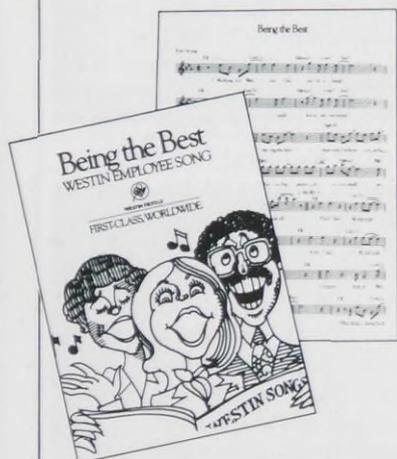
1982

NEWS HIGHLIGHTS

(NOTE: Items are listed according to month they occurred and not necessarily by FRONT! reporting issue.)

JANUARY

- Bellevue Stratford hosts 1982 Management Conference.
- Helen Akana, seamstress with The Westin Wailea Beach, is companywide Thurston Dupar Inspirational Award winner.
- John Schnieder, senior vice president and treasurer, is recipient of Carlson-Himmelman Award.
- The Westin Bonaventure, Los Angeles is winner of annual Westin Safety Award.



- First-Class Worldwide advertising campaign and employee involvement program launched.
- New guest room amenities packaging introduced.
- Westin Enterprises Company, a Westin diversification subsidiary, is formed with John Calvert as president and Duane Knapp as vice president.
- First issue of Westin's First-Class Worldwide guest room magazine distributed.

FEBRUARY

- The under-construction 550-room The Westin Hotel, O'Hare in Chicago announced.
- Westin's Food & Beverage and Marketing Divisions meet for annual conference at The Westin Hotel, Cincinnati.
- Century Plaza, The Westin Wailea Beach, Williams Plaza, The Westin Oaks, The Westin Bonaventure, Montreal, Las Brisas and Camino Real, Mexico City all receive Triple A's Five-Diamond rating.
- Rosendo Pelayo Santana, head gardener with the Camino Real, Puerto Vallarta, is HOCASA Merit Award recipient.
- Westin establishes Distinguished Professorship of Hotel and Restaurant Administration at Washington State University.
- Westin's regional directors of sales meet in Vail, Colorado.

MARCH

- Bill Newman elected senior vice president, marketing for Westin Hotels.

APRIL



- Westin people take the long walk in March of Dimes Walkathon benefit.

MAY

- Westin announces construction of a 450-room hotel in Denver, Colorado, The Westin Hotel, Tabor Center
- Ron Olstad elected Marketing Division vice president.
- Room Conference and Accounting Conference held at The Westin Hotel, Renaissance Center Detroit.

JUNE

- Westin installations in London and Tokyo Regional Offices as first phase of company-wide expansion.
- Jack Gaines elected Westin vice president.
- The Westin Hotel, Cincinnati hosts annual personnel conference.
- The Westin Hotel, Seattle opens twin tower.

JULY

- The Westin Hotel, Washington D.C. is announced.
- Westin Loss Control Workshop held in Windsor, Connecticut.

AUGUST

- Lou Martinelli elected Westin vice president.

SEPTEMBER

- Westin Corps seminar held at The Westin Hotel, Seattle.
- Westin Hotels president, C.R. Lindquist retires.
- William H. Ellis elected senior vice president.
- Westin introduces "Service 800" reservations service in Europe.
- Marketing agreement with 761-room Akasaka Prince hotel announced.
- Harry Mullikin assumes new title of chairman and president.
- F&B analysts workshop held in Seattle.

OCTOBER

- The Plaza celebrates 75th anniversary.
- The Arizona Biltmore opens new Terrace Court wing.

NOVEMBER

- "Excel Eighty-Three" travel agent promotion launched.
- First-Class Caption Contest finalist winners named.



- Timeshare plan for The Westin Ilikai's Yacht Harbor wing revealed.

DECEMBER

- The Westin Hotel, Vail opens.
- WESTSEL, Westin's computerized group lead system, establishes first link—the New York Sales Office and The Westin St. Francis.
- Hawaii and Alaska take on same toll-free reservations number as used throughout continental U.S.