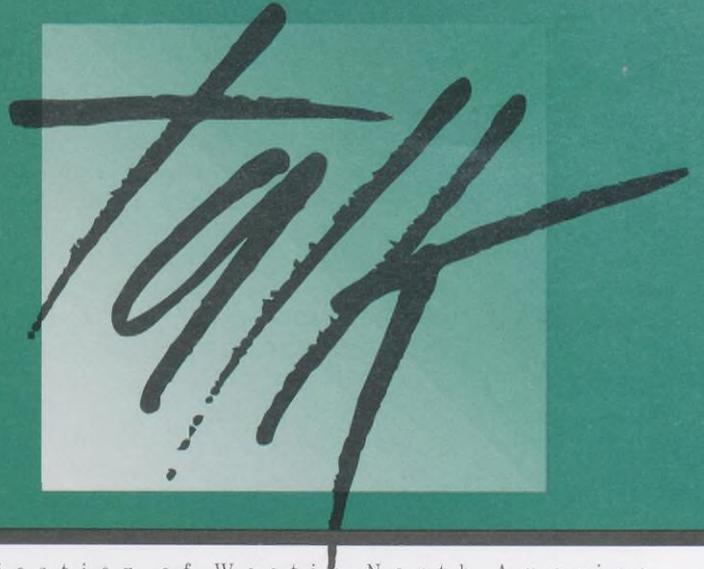


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Vol. 2, No. 2, Mar/Apr 1993

A publication of Westin North America

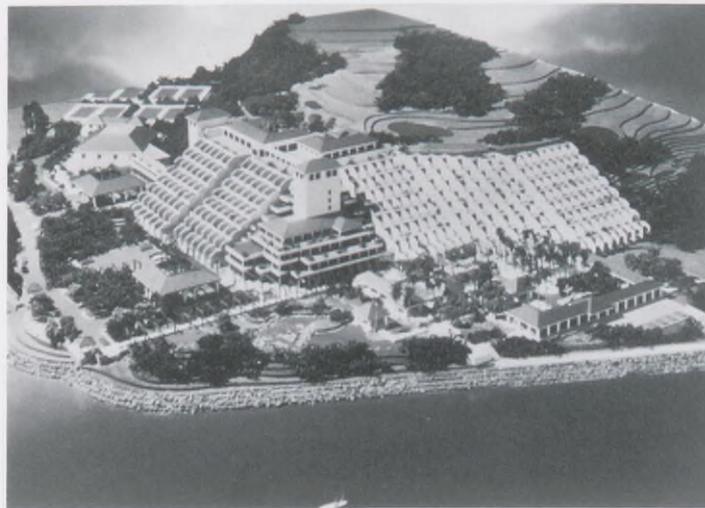
## New Westin resort opens in colorful Macau

In its last decade under the Portuguese flag, Macau has changed faster than in the previous four centuries and changes will only accelerate when it reverts to Chinese sovereignty in 1999. Among major infrastructure works in progress are an international airport, a ferry terminal, a deep-water port, a second harbor bridge and seven major hotels, all of which are enhancing the size and face of Macau.

The Westin Resort, Macau, one of the island's newest properties, celebrated its grand opening in February. The resort is located on the secluded island of Coloane and is directly linked to the exclusive Macau Golf and Country Club.

The 208-room hotel is eight stories high and designed to blend with the natural surroundings of the island. It is built into a mountain-side and its terraced rooms allow guests uninterrupted views of the South China Sea. The guest rooms are the most spacious in Macau and feature large, walk-out balconies.

Gambling casinos are a popular form of entertainment in Macau. Two new casinos are set to open next year and seven



*The Westin Resort, Macau*

others presently operate, some 24 hours a day. Other recreational activities include horse racing, greyhound racing, golfing and shopping. Interesting attractions include historical sites such as the Ruins of St. Paul, Monte Fort and various temples.

Guests who visit Macau can arrive via a jetfoil from Hong Kong which travels 40 miles across water in 55 minutes. Other modes of transportation include helicopters and various other water vessels. Service by airplane will be available when

the airport opens in 1995. Among the most striking features of Macau are its unique history and blend of past and present, creating a colorful place for travelers to visit. ■

*In the May/June issue of WestinWorld, look for a feature on Westin's newest property, The Westin Osaka, scheduled to open June 3, 1993.*

### *Celebrating TQ Successes...*

#### **The Westin Hotel, Indianapolis forms Quality Partnership with Methodist Hospital**

Developing quality partnerships with vendors and clients is a part of the strategic plan for implementation of Total Quality Management at The Westin Hotel, Indianapolis. It has been put into action in a unique way over the last several months as a result of a joint training effort between the hotel and Methodist Hospital of Indianapolis.

When Methodist Hospital began planning for a new Outpatient Center on the city's west side, they decided to radically alter both the appearance and atmosphere of the traditional hospital, envisioning "hotel-like" surroundings. As Methodist has long been a client of The Westin Hotel, Indianapolis, and has always been impressed by both its service and ambience, it seemed natural for the project's executives to request the hotel's expertise.

When a member of the Outpatient Center's management team first approached Dixie Gray, Human Resources trainer at the hotel, it was to request advice on how to design staff training for the project which would present a professional customer service image. Dixie, however, recognized

*continued on page six*

## Hard Work

## Empowerment

## Entrepreneurship

Three of the WNA values are closely related -- they are empowerment, hard work and entrepreneurship. The link among them becomes apparent when one considers that if you're truly empowered and have the confidence to make decisions resulting in improved guest satisfaction, you will naturally be motivated to work hard and will make independent, creative choices of an entrepreneurial nature.

*Hard work* means focusing all of our energies on the task at

hand. It's more than staying late and putting in long hours -- it's working smart, concentrating on continuous improvement and obtaining positive measurable results.

*Empowerment* comes from the trust your supervisor places in you to choose independent actions that will satisfactorily meet a guest's expectations. You don't have to consult a manual or check with a supervisor before you act -- empowerment depends upon good judgement and a solid understanding of the guest's

needs.

*Entrepreneurship* is making choices that are clearly in the best interests of the guest and Westin Hotels & Resorts. An entrepreneur has a long-term vision and is relentless in the pursuit of his or her objectives. Barriers to doing good work are overcome through ingenuity and determination.

Empowerment, hard work, and entrepreneurship go hand-in-hand as Westin looks at ways to continually improve the way it responds to guest's needs. ■

## executive column

## "Straight Talk from Jim Treadway"

As you all know, growth is a significant priority for Westin North America. The North American hotel market is saturated with upscale and luxury properties, so the preferred methodology for growth is the assumption of management contracts, franchise agreements, or technical services agreements, rather than building new supply from the ground up.

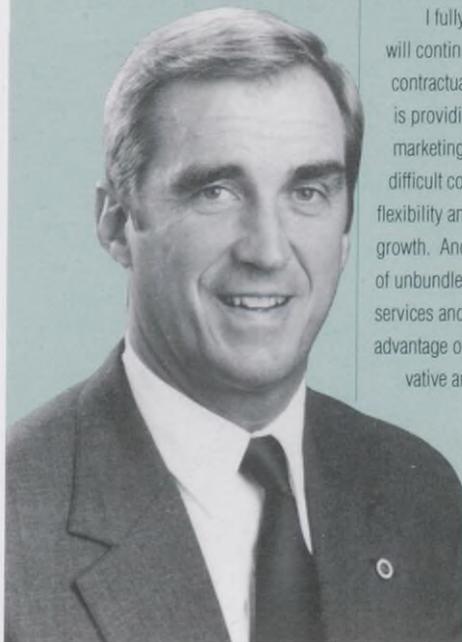
When owners of hotels and resorts competitive to Westin become dissatisfied with the performance of their operators and have the legal ability to void their contracts, it's an opportunity for Westin to step in and make a compelling proposal that Westin can operate more profitably and with more quality.

Then if we're selected, it's incumbent upon us to prove ourselves to our owners every day.

Several good examples of this scenario occurred in 1992. The Westin Hotel, Santa Clara was previously a Doubletree-managed and then franchised property. The Westin Hotel, Los Angeles Airport was previously partially owned and managed by Stouffer. Late last year when the owner of The Westin Resort, Vail sold the property to a company that owns and operates resorts, we were able to maintain our relationship there by offering a franchise agreement, often called a licensing agreement. In the case of Vail, we provide the use of our name and our reservation system, while the owner operates the hotel to Westin's quality standards.

I fully expect that Westin North America will continue to grow through a variety of contractual agreements. Our core business is providing full management and marketing services. However, in these difficult competitive times, creativity, flexibility and entrepreneurship are the keys to growth. And our ability to offer a wide variety of unbundled management and marketing services and types of agreements gives us an advantage over some of our more conservative and less flexible competitors.

Growth is important to all of us and ensures the fulfillment of our mission, which in its simplest form is "To stay in business forever and provide lots of jobs."



Jim

## Moving On, Moving Up

**Naveen Ahuja**, managing director at The Westin Hotel, Renaissance Center to managing director at The Westin Bonaventure.

**Larry Alexander**, general manager at The Westin Hotel, Cincinnati to managing director at The Westin Hotel, Renaissance Center.

**Verena Benner**, catering sales manager at The Westin Hotel, Chicago to catering sales manager at The Westin Hotel, O'Hare.

**Antonio Castillo**, sous chef at The Westin Hotel, Chicago to sous chef at The Westin Galleria in Houston.

**Robert Deja**, building superintendent, the former Westin Paso del Norte to building superintendent, The Westin Galleria in Dallas.

**Kimberly Edwards**, accounts manager at the Chicago Corporate Sales Office to sales manager at The Westin Hotel, O'Hare.

**Duane Elledge**, controller at The Westin Resort, Vail to controller at The Westin Kauai.

**Francis Fredericks**, national sales manager at The Westin Hotel, Tabor Center to national accounts manager at the Chicago Corporate Sales Office.

**Robert Galvan**, controller at the former Westin Paso del Norte to accounting manager at The Westin Hotel, Los Angeles Airport.

**Susan Goldberg**, national sales manager at The Westin Hotel, Chicago to director of sales at The Westin Hotel, O'Hare.

**Matthew Hart**, operations manager at The Westin Kauai to operations manager at The Westin St. Francis.

**Santiago Hernandez**, controller at the former Westin Paso del Norte to controller at The Westin Hotel, Los Angeles Airport.

**Patrick Kelly**, general manager at The Westin Hotel, Ottawa to managing director at The Westin Harbour Castle.

**Michele Maskell**, general manager at The Westin Hotel, Winnipeg to general manager at The Westin Hotel, Calgary.

**Donna Masterson**, housekeeping supervisor at The Westin Hotel, Copley Place to housekeeping manager at The Westin Hotel, Los Angeles Airport.

**Bruce McNish**, operations manager at The Westin Resort, Hilton Head Island to operations manager at The Westin Maui.

**Roger Morgan**, assistant front office manager at The Westin Mission Hills Resort to assistant front office manager at The Westin Hotel, Seattle.

**Craig Priebe**, sous chef at The Westin Resort, Hilton Head Island to sous chef at The Westin Peachtree Plaza.

**Lisa Priebe**, housekeeping manager at The Westin Resort, Hilton Head Island to housekeeping supervisor at The Westin Peachtree Plaza.

**Antonio Rodriguez**, sous chef at the former Westin Paso del Norte to sous chef at The Westin William Penn.

**William Schlegel**, convention services coordinator at The Westin Mission Hills Resort to outlet manager at The Westin Hotel, Santa Clara.

**James Simkins**, general manager at The Westin Bonaventure to managing director at The Westin Tokyo.

**Michael Sink**, reservations manager at The Westin Resort, Hilton Head Island to reservations manager at The Westin Peachtree Plaza.

**Pat Swinton**, general manager at The Westin Hotel, Edmonton to general manager at The Westin Hotel, Cincinnati.

**Molly Tomiczek**, convention services manager at the former Westin Paso del Norte to convention services manager at The Westin Resort, Hilton Head Island.

**Celeste Witt**, director of sales at The Westin Peachtree Plaza to senior national accounts manager at the Los Angeles Corporate Sales Office.

Information on promotions and transfers is supplied by Corporate Human Resources and represents personnel changes from December 1, 1992 to March 1, 1993. Additional information has been provided by hotel personnel.

# Subsidiary Update

## Westin International Asia/Pacific

**The Westin Chosun in Seoul, Korea**, recently announced the appointment of Robert Fitzner to the position of Managing Director. Mr. Fitzner has been with Westin for 14 years and previously served as General Manager of **The Westin Chosun Beach in Pusan, Korea**. Mr. Fitzner will be replaced in Pusan by Tae-Soo Hahn, who was previously Executive Assistant Manager at The Westin Chosun Beach.

**The Westin Stamford and The Westin Plaza in Singapore** have also announced the promotion of their General Manager, Mr. Giovanni Angelini, to Managing Director at the properties. Mr. Angelini has more than 29 years of extensive

experience in the hotel industry, half of it with Westin Hotels & Resorts.

The completion ceremony of the Shin Umeda City complex, integrated with **The Westin Osaka** and the Umeda Sky Building, was held on March 25, 1993, and hosted 300 persons related to the four business proprietors of the project. The Westin Osaka was partially open to the ceremony attendees, with the hotel's official opening scheduled for June 3.

## Westin International Europe

**Denis Johnson**, Area Director of Sales for Europe, has coordinated Westin's first-ever advertising campaign in that part of the world.

Each ad has been designed

to create awareness for Westin by featuring key hotels from each subsidiary and will position each hotel prominently in the European market. The six properties featured include The Plaza in New York, The Westin Mission Hills Resort in Rancho Mirage, The Westin St. Francis in San Francisco, The Westin La Paloma in Tucson, The Westin Stamford and The Westin Plaza in Singapore, and the Caesar Park Sao Paulo.

The ads are currently running in the Wall Street Journal (Europe), Financial Times, Travel Trade Gazette (Europe), and Travel Trade Gazette (U.K. and Ireland).

## Westin International South America

The **Caesar Park Sao Paulo** and **Ipanema** are celebrating an authentic Hawaiian Seafood Festival with Mr. Tylun Pang, Executive Chef for The Westin Kauai, coordinating the festival in

Brazil.

During the event, authentic Hawaiian guitar and pisona players will entertain the guests while they sample the best of exotic Hawaiian dishes, including shrimp, oysters, fish, and tropical fruits and desserts.

The **Caesar Park Ipanema** hosted Mr. Henry Kissinger at a recent gathering at the hotel's rooftop restaurant which included the "who's who" of Brazilian Industry and Finance. Mr. Kissinger was visiting Rio to give a speech, "Latin America and the new International Economy," to students at the renowned Brazilian Business School, Fundacao Getulio Vargas. ■

## Festivities and Concern Surround new Administration

The recent Inauguration of President Clinton and Vice-President Gore fostered some very creative promotional ideas — including several innovative promotions by our own ANA Hotel.

During Inauguration Week, all of the hotel's 415 rooms were appointed with special pillowcases emblazoned with life-size heads of the President and Vice-President. The cases were also

seen nationwide in USA Today, and were featured on TV's "Live with Regis and Kathy Lee," "The Home Show," and Joan River's "Gossip Show." As a result, the ANA Hotel received hundreds of phone calls from viewers with requests for the unique amenity.

The hotel also created several promotions around the first feline — Socks, of course. "Knock Your Socks Off," included a special beverage created by

Bistro Bartender Jim Swearingen, and benefitted the Washington Humane Society. In addition, the hotel announced its "Socks Appeal" contest to benefit the Humane Society of the United States (HSUS). Socks look-alikes from around the country submitted a color photo and a \$10.00 contribution to HSUS to enter. The winner will be invited to Washington, D.C. in June for a four-night stay in the hotel's Presidential Suite, will be taken on a shopping spree at a local pet boutique and will take home a custom built White House cat bed.

But now that the festivities are over, and the new administration has gone to work, there is rising concern by the hotel industry over some of the President's tax changes. In his State of the Union Address on February 17, President Clinton spoke about his plans to reduce the tax deductions for business'

meals and entertainment expenses. This is a plan that may not bode well for the travel industry, according to Kevin Hylton, WNA Vice President of Finance. "Our concern lies in the effect that this plan will have on our frequent business traveler customer base," he said. "A further reduction in the amount businesses can deduct for their meal and entertainment expenses may well result in a decline in this market for the entire travel industry," he said. Hylton also expressed concern over the proposed energy tax hikes, which he feels will affect the operations profits for Westin hotels and resorts in North America. "This will definitely be yet another challenge the hotel industry will face in the 90's," he said. ■



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# 3 4 Commitment to Community Remains a Top Priority for Westin

**F**rom collecting clothes and feeding the homeless to raising money for local organizations, Westin hotels and resorts throughout North America maintain a high level of involvement within the community.

The following is a brief summary of some of the community activities and events that take place at Westin hotels and resorts in North America.

## CANADA

**The Westin Hotel, Calgary** is a co-founder of The Calgary Children's Foundation which benefits needy children. Throughout the year the hotel sponsors events including special dinners, Christmas events and an annual pledge day to raise funds for the organization.

**The Westin Hotel, Edmonton** sponsors "Operation Friendship," a program that assists inner city senior citizens. Throughout the year, employees donate items of clothing and small household items. At Christmas time hotel department heads make, decorate and stuff Christmas stockings for each of the 60 residents. All of the items in the stockings are delivered to the senior citizens by members of the Executive Committee on Christmas Eve.

During the holidays, **The Westin Hotel, Ottawa** sponsored a "Christmas Cheer Breakfast" to raise money to buy food baskets for needy families in the area. Local radio stations and newspapers provided publicity and the hotel's food suppliers donated food for the event. The hotel raised a total of \$8,200.

**The Westin Hotel, Winnipeg's** student learning program offers high school and community college students the opportunity to spend time with management for a first-hand experience in the hotel industry.

## UNITED STATES

**The Westin Peachtree Plaza** in Atlanta developed the "Tree of Angels" program to gather clothing for needy children in the area. Each fall the hotel gathers information about needy families in the area. The information is printed on angel-shaped ornaments and hung on the hotel's Christmas tree in the main lobby. Members of the community are invited to take an angel, purchase a gift of clothing and return it to the hotel. Just before Christmas, the hotel sponsors a Christmas party featuring food, entertainment and the Christmas gifts. This year more than 1,000 gifts were collected for approximately 100 children.

**The Westin Hotel, Chicago** is a sponsor of The Celebrity Chef Brunch which benefits the local chapter of Meals on Wheels, a meal delivery program for elderly, homebound people. Hotel associates donate time to the project and the hotel provides accommodations for visiting chefs.

**The Westin Hotel, Tabor Center** in Denver forms walking teams for the annual March of Dimes walkathon to raise money to assist the organization's fight against birth defects.

**The Biltmore Hotel** actively participates in the Coral Gables Chamber of Commerce, Greater Miami Chamber of Commerce and the Greater Miami Convention & Visitors Bureau, sponsoring many of the events hosted by those groups.

**The Westin Hotel, Galleria** in Dallas donated \$2,000 worth of gift certificates to the Yellow Rose Gala, an auction that raises funds for Multiple Sclerosis research. The event was held at the hotel and the hotel also provided gala planners with complimentary meeting rooms for monthly planning meetings.



Top photo: an excited child receives a gift from Santa and director of marketing Clyde Harris at The Westin Peachtree Plaza's "Tree of Angels" event. Bottom: Corporate Office employees help students clean up the courtyard at Chief Sealth High School.

**The Westin Hotel, Cypress Creek** in Fort Lauderdale has won the trophy for raising the most money per walker in the March of Dimes walk-a-thon for the past three years. Forty associates participated in this year's event in April.

**The Westin Resort, Hilton Head Island** is the largest single contributor to "Second Helping, Inc.," a local agency that distributes food to homeless people and needy families as well as the Bethesda Home for Boys. The resort packages and freezes approximately 400 pounds of food each week for the organization.

**The Westin Galleria & The Westin Oaks** in Houston sponsored UNICEF's "Concert for Life" which raised over \$250,000 for the children of Mexico. The concert was a one-time, world premiere featuring performances by Placido Domingo and Linda Ronstadt.

**The Westin Hotel, Indianapolis** offered assistance to a new Outpatient Center in the area by providing Westin's guidelines for hospitality training. Management for the hospital had worked with the hotel before and was impressed with Westin's customer service. Consequently, they asked for advice on training new employees.

Associates at **The Westin Bonaventure** in Los Angeles created the Downtown Marketing Council made up of restaurant, retail, arts and corporate professionals committed to the enhancement and promotion of downtown Los Angeles. This non-profit organization recently held the world's largest pep rally in celebration of Super Bowl XXVII and has served to create a stronger sense of community among downtown workers and residents.

Two students have received Culinary Arts degrees from the local community college by working with chefs at **The Westin Maui** in an apprenticeship program. Chefs at the hotel also participate in a variety of local cook-offs and cooking contests throughout the year, winning top awards every time.

**The Arizona Biltmore** in Phoenix is involved in many fund-raising events including the Childhelp USA fashion show, an AIDS Foundation reception, the annual Liver Foundation dinner, and a Cancer Ball that benefits the American Cancer Society.

**The Westin Hotel, Seattle** was able to fill 250 Christmas stockings for children residing in

## AMERICAN WINES SELECTED FOR 1993

In the midst of a springtime setting in Napa Valley, California, with the wild mustard and the pink plum trees in full bloom, Westin Hotels & Resorts executed an intensive wine-tasting effort to adopt mandatory and recommended American wine lists for all hotels and resorts worldwide.

Now in its sixth year, Westin's American Wine Program was developed to increase awareness and boost sales of American wines on an international level.

Since the program's introduction in 1989, American wine sales have climbed from 20,000 cases in its first year to 65,000 cases in 1992, according to Kurt Fischer, Westin's vice president of food and beverage.

During the five-day program at Robert Mondavi Winery, 20 directors of food and beverage and operations managers from Westin hotels in the U.S., Canada, Mexico and Seoul, Korea joined

with Westin's corporate food and beverage department to execute controlled, blind tastings and rankings of 430 various wines. Entries reflected a range of price segments and various categories to provide an optimal selections for a broad base of customers. The wines were judged on appearance, aroma, taste, finish and overall quality.

Based on the judging results, Westin's 1993 American wine list is comprised of 40 wines on the "core" list and 40 wines on the "recommended" list from Washington, Oregon and California. The selections include Chardonnay, Cabernet Sauvignon, Pinot Noir, Merlot, Zinfandel, Gewurztraminer, Johannisberg Reisling, and sparkling wine.

According to David O'Connor, master sommelier at Victor's restaurant at The Westin



St. Francis (one of only 22 master sommeliers in the entire U.S.), "The program reflects our efforts to work with the wine industry to increase awareness of the benefits of wine enjoyed in moderation and its role in a balanced, healthy lifestyle." ■

## Westin Community Relations

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*Continued from previous page*

homeless shelters by gathering gifts and cash donations from hotel associates, generous Westin guests and the general public.

The hotel has also adopted and maintains two parks that border the property. Hotel associates and **Westin Corporate** employees participated in a week of events planned for families staying at the local Ronald McDonald House and also joined with students of a local high school to re-landscape the schools courtyards.

In April, **The Westin Resort, Vail** hosted the third annual "Taste of Vail" which brings winemakers and area restaurants together for a weekend of wine seminars, cooking schools, after-ski wine tasting, a vintage wine auction and a champagne brunch. All proceeds from the event benefit BRAVO! Colorado, Vail's summer performing arts series. ■

## Survey Results are in ...

**W**e were very pleased to receive an extremely large number of responses to the survey published in *Straight Talk's* last issue and were also pleased to note that the results were favorable.

78% of you always read your issue of *Straight Talk*, with 83% reading the entire publication or most of it. In regard to design, 38% feel it is well done, with over 50% of you feeling the design is average. An overwhelming majority suggest more photos, a larger format and an increased number of stories to enhance the newsletter.

In response to your suggestions we have enlarged the format to six pages and included several more photos.

Overall, 60% of you find the newsletter satisfactory, with 23% rating it excellent. We hope that with the aforementioned changes and enhancements, you will now find it more relevant to you and your job.

*Straight Talk* is written for WNA employees and we welcome your suggestions and comments at any time. Please contact any of us in Corporate Communications with your suggestions. And our thanks for taking the time to share your opinion.

- Leslie Larson, editor

## The Westin La Paloma shows commitment to "People" value

**A**s the last issue of *Straight Talk* highlighted, one of Westin North America's ten key values is "People." Never has this commitment been so evident as in the staff at The Westin La Paloma in Tucson, which the following letter demonstrates: Dear Sirs:

I am writing this letter on behalf of myself and all the people who worked with, knew and loved Jose Luis Vivanco.

Jose Luis Vivanco was a young, hard-working man. About two years ago while working to save money to continue his studies at the University of Arizona, he was diagnosed with cancer. Because he was single and not able to afford medical care he was able to use the government free-care program. The use of those benefits, due to the expense of the chemotherapy

treatment, only lasted for a year.

He tried to find jobs but was unsuccessful. Finally, the only company that would hire him knowing his condition, was The Westin La Paloma in Tucson.

Jose was very happy to work for them, because the people at The Westin La Paloma are one of the finest organizations I have ever seen. They care for people.

I would like to commend your hotels and resorts organization, especially The Westin La Paloma for giving Jose the opportunity to work for your organization.

At the funeral, The Westin La Paloma employees attended the ceremony and brought gifts. Lee Iaccoca once said, "You either lead, follow, or get out of the way.." Your organization is obviously leading the way in the hotel business. ■

# shop *Talk*

**Camino Real Hotels** took over management of The Westin Paso del Norte in El Paso, Texas on March 1. "The management of this hotel is the first step in the company's plans to expand into the U.S. marketplace," said Tony Tamayo, Camino Real's vice president of sales and marketing.

Westin will continue to provide marketing services, as it currently does, for the company's other eight hotels and resorts in Mexico and Central America. The majority of Westin employees who served at the hotel have already been relocated to other Westin hotels and resorts throughout North America.



The Carvery of Edmonton, at **The Westin Hotel** in Edmonton, Alberta, is proud to be a recipient of the prestigious "Distinguished Restaurants of North America" award. This recognition for 1992-93 reflects the restaurant's highest standards in food, wine, spirits, service, atmosphere and value — all factors that make dining out a truly fulfilling and virtually enriching experience. The Carvery is the only restaurant in Edmonton to receive this distinction.

**Dirke Von Hollen** has been appointed national sales accounts manager for Westin's new Corporate Sales Office (CSO) in Atlanta, Georgia. He represents Westin's worldwide

network of hotels focusing on business from national accounts located in the southeast United States. Von Hollen most recently served as president of Professional Hotel Representation (PHR), a hotel sales and marketing representation firm, which he founded in 1991. Prior to his work at PHR, he was director of marketing at the Omni Hotel at CNN Center in Atlanta and also worked for 11 years with Hyatt Hotels Corporation.



*Chef Bernd Liebergesell*

**The Westin St. Francis'** executive chef, Bernd Liebergesell, has been named "Chef of the Year" for 1993 by the Chef's Association of the Pacific Coast (CAPC).

The Chef of the Year award is voted on by the general membership of the CAPC and is based on accomplishments as a professional chef and outstanding contributions toward the functioning, welfare, and general success of the CAPC during the past year. Liebergesell's other honors include the titles of Chef Rotisseurs of the Chaine des Rotisseurs and Certified Executive Chef, American Culinary Federation. He is also a member of Westin Hotels Academy of Master Chefs.

Due to an impasse and continued difficulties with negotiations between the owner and the lending group regarding the transfer of title, the salaried employees of **The Westin Kauai** were served the W.A.R.N. Notice of an impending temporary layoff beginning February 20, 1993. The hotel had retained 142 salaried

and 190 hourly workers.

With the delays in the ongoing negotiations regarding the transfer of title, the hotel is without a secure source of funding. "We continue to be optimistic that this issue will be resolved soon, and that we will have a clear idea of our direction for 1993," said David Shackleton, managing director of the resort. "Without a secure source of funding for the hotel, we are forced to downsize the hotel's operations until the owner and lending group come to some agreement.

Our commitment is to use our best efforts to preserve the essence of The Westin Kauai in spite of the obstacles we face. We are still hopeful that the hotel will reopen later this year."

**The Westin Resort, Hilton Head Island** has achieved the highest ranking among all 38 U.S. and Canadian Westin properties in Guest Satisfaction for 1992, and tied the previous record in the history of the program which began in 1982.

The Guest Satisfaction Survey, or GSS, as it is known company-wide, is an eight-page confidential survey distributed to a cross-sample of hotel guests requesting a variety of perceptions from their visit. The responses are then returned in a sealed envelope to the front desk and sent directly to Burke Marketing, located in Cincinnati, Ohio, for an independent tabulation. The results are reported to the properties six times a year in two-month increments.

Among the responses requested were guests' perceptions of value for money paid at the resort, cleanliness/general housekeeping of rooms, being called by name, thanked for their patronage and overall general friendliness of the resort staff. ■



## The Westin Indianapolis' Quality Partnership

*continued from page one*

the opportunity to practice basic TQ principles and offered to form a partnership with the hospital that would provide Westin's hospitality training program and customer service principles.

"I even helped them pick out front desk uniforms," says Dixie. "And certainly, I've been very pleased to share Westin's training philosophy as well as other information."

The hospital plans to return the favor by helping to coordinate several medically-oriented and leadership training sessions for the hotel staff including CPR, First Aid and AIDS awareness. "All I had hoped for was that Dixie would share with me the principles of guest relations," said

Linda Basehore, hospital executive. "And now we're in this together. It's great."

"What has really made this possible is Westin's Total Quality Management philosophy, which encourages individual hotels to form partnerships with outside industries — particularly clients," says Dixie. "Our job is to lend support to the community in any way possible." ■

*Total Quality success stories such as this will become a regular feature of Straight Talk. We'd love to hear from you on your own hotel's successes.*



A quarterly publication for employees of Westin North America produced by the Communications Department. Vice President: Sue Brush; Editor: Leslie Larson • Contributors: Elizabeth Vasey, Wendy Lothspeich, and Polly McCarthy, Communications; Tina Wissmar, Corp. Human Resources; Debi Briest, WNA Human Resources; Dixie Gray, The Westin Hotel, Indianapolis; Renata Moreno, WISA; Mike Stark, The Westin St. Francis; Heather Freeman, ANA Hotel; Tuzy Snyder, The Westin Resort, Hilton Head Island; Richard Willett, The Westin Hotel, Edmonton; and Nancy Suzuki, The Westin Peachtree Plaza. Printed in the U.S.A. • Please send contributions to *StraightTalk*, ATTN: Leslie Larson, The Building, Seattle, WA 98121. ☺