



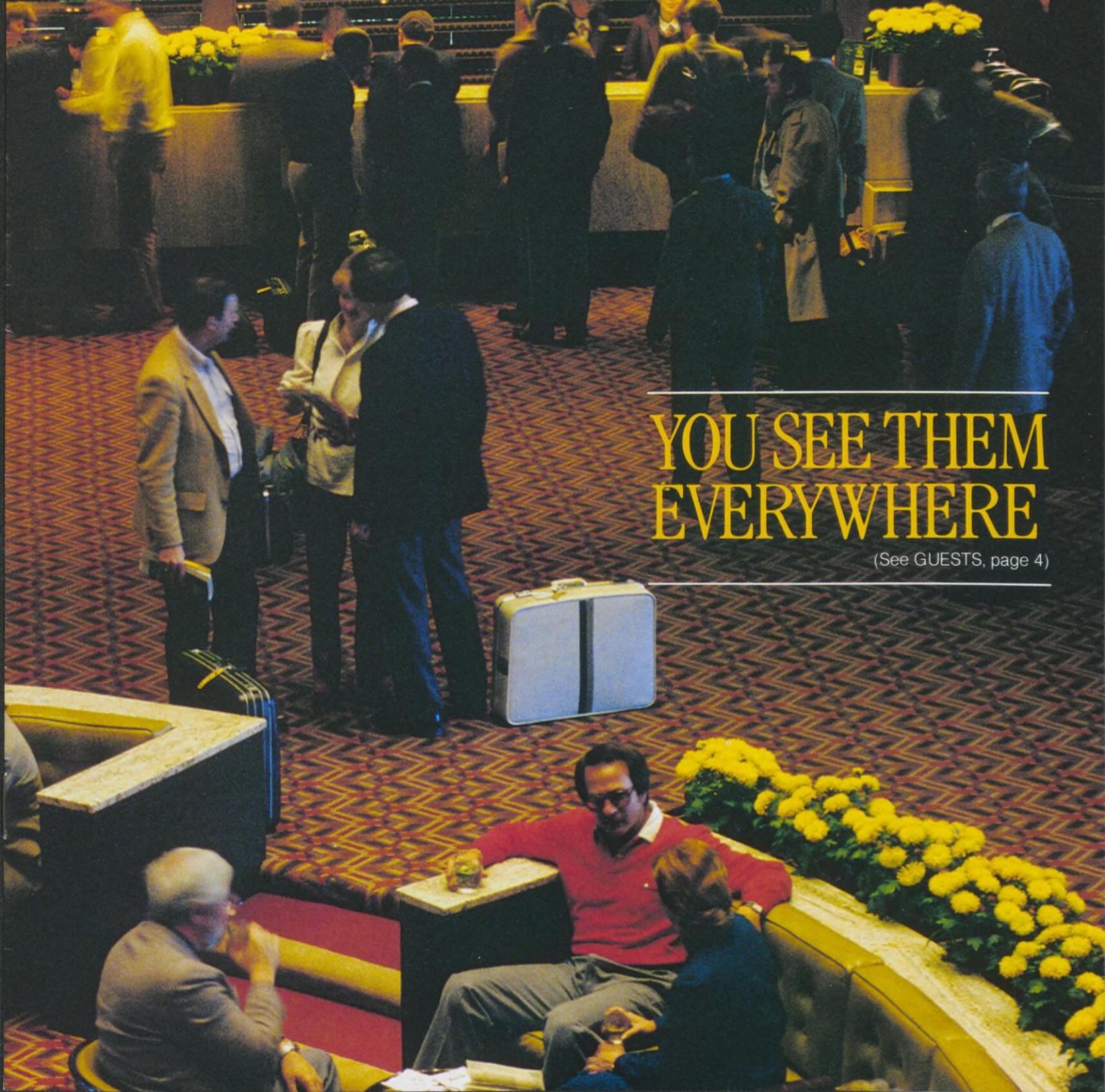
WESTIN HOTELS

MAY 1984

# FRONT

YOU SEE THEM  
EVERYWHERE

(See GUESTS, page 4)



## Moving on Moving up

**Steve Beck**, assistant front office manager The Westin Hotel, Seattle to assistant front office manager The Westin Hotel, Renaissance Center.

**Steve Bullock**, senior assistant manager The Westin South Coast Plaza to executive assistant manager William Penn Hotel.

**Bill Dougherty**, assistant F&B director The Westin Peachtree Plaza to senior assistant manager Arizona Biltmore.

**Jim Dunford**, director of sales The Westin Hotel, Galleria Dallas to director of marketing William Penn Hotel.

**Mike Higgins**, front office supervisor The Westin Hotel, Seattle to assistant front office manager The Westin Hotel, Galleria Dallas.

**Jim Hill**, F&B director The Westin Hotel, Winnipeg to F&B director The Westin Hotel, Toronto.

**Steve Kirsch**, director of restaurants The Westin South Coast Plaza to director of restaurants The Westin Crown Center.

**Phil Stoy**, controller The Carlton to controller The Westin Stamford and Westin Plaza.

**Donn Takahashi**, executive assistant manager The Westin Hotel, Copley Place Boston to manager The Westin Bonaventure, Los Angeles.

**Paul Van Drunen**, catering manager The Westin Hotel, Edmonton to catering manager The Westin Hotel, Winnipeg.

*COVER: A typical busy lobby at a Westin hotel. Pictured: the lobby of The Westin Crown Center, Kansas City.*

# FRONT

A monthly publication by and for employees of **Westin Hotels**

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Seattle, WA 98121

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## F&B competitions: Who won what

**Y**ou know what a sautoire is, don't you? Well, if you're into kitchen talk you'll immediately recognize the word (French) for a copper saute pan.

Recently a very special sautoire was presented to the kitchen staff of Westin's Cherry Creek Inn in Colorado, from the corporate F&B Division. Very special because engraved on the sautoire were words (English) acknowledging the hotel's first place win in the division's Chef Reinhold Keller award competition.

In Westin culinary talk, the Reinhold Keller Award program invites hotel culinary teams to develop an original six-course menu, based largely on

regional or local items, for competition judging. Competition instructions specified a team effort and to include recipes for each course (starter, soup, salad, fish course, entree, two vegetables and dessert) as well as color photo presentations of each course.

Winning second place was The Westin Hotel, Cincinnati, and The Carlton in Johannesburg took third.

In addition to the Chef Keller competition, hotels vied for top placement in two other general category competitions, both mainstays of this annual division contest event. They are the Golden Chalice and the Silver Spoon Awards.

Winners of the Golden Chalice competitions (beverages and beverage merchandising) are as follows:

**Best Aperitif Presentation:**

Camino Real, Puerto Vallarta for its "Real Beginning," a gin, sherry and sweet vermouth concoction.

**Best After Meal Drink:**

The Westin South Coast Plaza for a "Soft Touch," consisting of Bailey's Irish Cream, white creme de menthe and half & half.

**Best Wine by the Glass Merchandising:**

The Lion Bar at The Westin Hotel, Chicago.

Winning Silver Spoon Awards for the most exciting — and enticing — menus were:

**Best Breakfast Menu:**

Galeria Plaza, Mexico City.

**Best Room Service Menu:**

The Arizona Biltmore's "Dine In" menu.

**Best Lunch Menu:**

The Coffee Garden at the Shangri-La, Hong Kong.

**Best Specialty Restaurant Dinner Menu:**

The Le Castillion at The Westin Bonaventure, Montreal.

**Best Daily Specials Presentation:**

Also the Le Castillion at The Westin Bonaventure, Montreal.

**Best Employee Cafeteria Menu:**

Another win for the Arizona Biltmore.

In addition to the engraved sautoire, appropriate plaques, certificates and other prizes were presented to the hotel winners. Judging of entries in all categories was conducted by Westin's Food & Beverage Committee.

## Officer elections affect reporting changes

Following actions by the Board of Directors of UAL, Inc. and Westin Hotels Company in late March, Harry Mullikin announced these officer elections and organization changes effective April 1.

Dwight Call elected to the office of President and member of the Board of Westin Hotels. Larry Magnan to senior vice president and member of the Senior Management Committee. Bill McAleer to the post of vice president and corporate controller.

Replacing Call as executive vice president/operations is Chris Marker who held the position of executive vice president/management services.

The Management Services Division has been replaced by the Technical Services Division headed by Magnan.

According to Mullikin, changes were made in reporting procedures to meet the needs of the company's growth in new hotel projects.

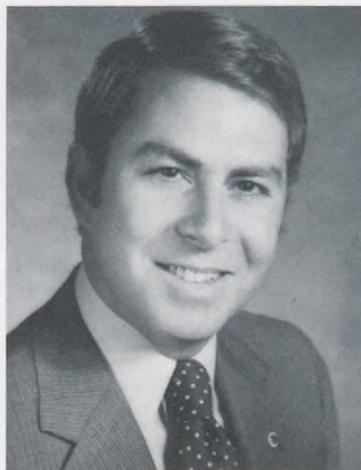
Reporting to Mullikin are Dwight Call, president; John Calvert, executive vice president/finance and administration; Dan McClaskey, executive vice president/development; Ken Mallory, vice president/growth planning, and Byron Brady, director of corporate planning.

Reporting to Call are Chris Marker, executive vice president/operations; Larry Magnan, senior vice president/technical services; Bill Newman, senior vice president/marketing and Walker Williams, director of personnel.

The Technical Services Division, headed by Magnan,



Dwight Call



Larry Magnan



Bill McAleer

encompasses Corporate Office Building Operations, Electronic Data Processing/Management Information Systems and the Food & Beverage, Rooms and Retail Leasing Divisions.

Westin's new president is a 20-year veteran of the company having joined Westin in 1956 with the Multnomah Hotel in Portland, Oregon. Call's first general manager position came in 1963 with The Westin Hotel, Calgary. Subsequently he served as general manager for The Westin Benson, Portland and The Westin Hotel, Chicago.

Call was elected a vice presi-

dent in 1971, serving as operations/project officer. In 1979 he was elected senior vice president heading the Staff Services Division, and 1981 he was named a group vice president. His election to his most recent position as executive vice president/operations was made in 1982.

Larry Magnan began his Westin Hotels career in 1966 with the Antlers Plaza Hotel in Colorado Springs. Subsequent promotions and transfers led him to the Century Plaza, The Westin Hotel, Seattle, The Westin St. Francis and his return to Colorado Springs as general

manager in 1974. His next transfer was to Singapore as general manager of the Shangri-La.

Magnan was elected vice president in 1978, with responsibility as a development officer and for the supervision of Westin's hotels in the Far East.

Bill McAleer joined Westin in 1979 as assistant controller for the company and was promoted in 1982 to controller/corporate accounting.

McAleer replaces Ray Whitty, who was recently elected to senior vice president and treasurer of the company.

## Westin makes book's '100 Best' list

What do DuPont, General Mills, Time, Inc. and Westin Hotels share in common?

Along with 93 other large and small companies, they are among "The 100 Best Companies to Work for in America," according to a recently released book of the same name now hitting the book shops around the country.

The authors — Robert

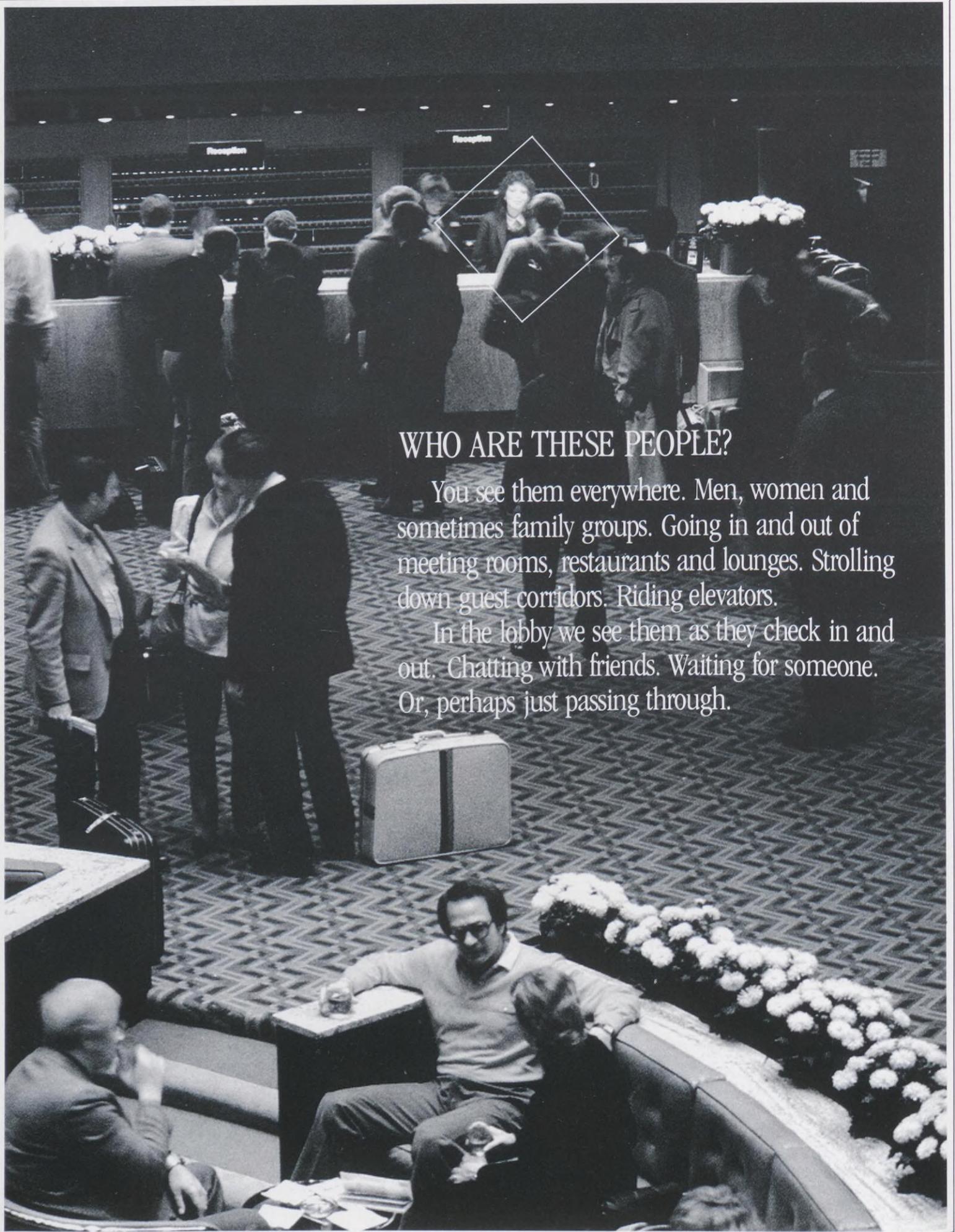
Levering, Milton Moskowitz and Michael Katz — are a team of business journalists and researchers. They compiled their unique listing after years of extensive research and interviews with individuals in every corner of corporate America — from mail clerks to middle managers, from secretaries to CEOs.

Among the plus ratings the author trio attributed to Westin's operations were Job Security, Ambience and a Chance to Move Up. In fact, Westin was listed among the 10 best (from among the 100) in the Chance to Move Up rating.

In their introduction to "The

100 Best Companies to Work for in America," the authors note, "People are proud to work for companies that treat them well. They become linked to these companies in more than just an employer/employee relationship. It's the presence of this feeling more than any other, perhaps, that sets these 100 companies apart from the great mass of companies of America."

If you're interested in securing a copy, Discoveries stores have them or check your local bookstores. Addison-Wesley Publishing Company is the publisher.



## WHO ARE THESE PEOPLE?

You see them everywhere. Men, women and sometimes family groups. Going in and out of meeting rooms, restaurants and lounges. Strolling down guest corridors. Riding elevators.

In the lobby we see them as they check in and out. Chatting with friends. Waiting for someone. Or, perhaps just passing through.



# GUESTS

**W**e know them as our guests. We see our role as their hosts to look after their comfort and well-being. We recognize that this guest/host relationship is the heart and soul of our hospitality business. A relationship we may view as similar to that of hosting personal guests in our own home.

But there is one major difference.

Unlike our personal guests, most of us have little idea of who the people are that we are hosting. Or, where they've come from.

If we were to be asked, our reply might be a vague, "Well, I guess they could be almost anyone and they might come from almost anyplace." And really, that's about as close as one can get.

On any given day at any Westin hotel, the people we see and serve could range from the office worker from half-way down the block dropping in for lunch; the business executive from half-way across the country attending a conference; to the foreign potentate from half-way around the world on a goodwill visit. Even your next door neighbor.

The one thing that we can be certain about, however, is that whoever these people are and wherever they've come from, their reasons for being at your hotel are pretty specific. And whether or not the hotel choice was theirs, they fully expect these reasons to be satisfied. Further, that satisfaction includes their hotel experience expectations.

## WHAT ARE THEY DOING HERE?

**T**he answer to this question is almost as difficult to pin point as is who the guests are and where they've come from.

A start might be to identify these guests as being either out-of-towners or locals. Then to broadly classify their reasons for being at your hotel as business, pleasure or a mix of both.

If yours is a resort property, it's a pretty good bet that the bulk of your out-of-towner guests are there strictly for the fun of it. Their expectations for that "perfect" vacation experience are very high. It's also a pretty sure bet that your business guests, as their leisure time permits, are also there for the fun of it.

If yours is a commercial hotel, pleasure travelers stays may be shorter. But their fun experience expectations are also very high.

They may be in town as tourists — perhaps with a tour group. They may be fans attending a sports event, or the attendees of a social or community event. Your hotel's special rate promotion package might have enticed them, or they may have been winners of an incentive or competition award of which the hotel stay was the prize. That pleasure traveler mix might also include honeymooners, wedding guests, anniversary celebrants.

While resort properties cater largely to the pleasure traveler, the people business focus of the commercial hotel is on business people. That is, the individual

business traveler and group meeting business. Among them there may be any number of "what are they doing here" reasons bringing them to your community.

With the individual business traveler, this could range from the sales person making territory calls to a company's top executive in town for a plant visit.

In addition to your hotel's corporate business guests, its individual traveler mix could be represented by any profession — entertainers, political candidates, heads of state, lecturers, media people, doctors, lawyers, and yes, Indian chiefs.

What they are doing at your hotel is making it their home, their headquarters, often the place where they can meet with or entertain those people they have come to your town to see.

Unlike the resort guest, time is usually of uppermost importance to them. Their demands lean heavily towards speedy, efficient and friendly service.

## GROUP BUSINESS

**T**he category of group business refers to those guests who come to your hotel for a shared purpose or activity. Often these guests will be assigned to room blocks and often their activities will involve usage of meeting, banquet and sometimes, exhibit space.

They may be members of an association

— regional, national or international — attending a convention at your hotel or elsewhere in town. Or they may be attendees of a workshop, conference or seminar that is being sponsored by their company or an outside organization.

In most instances, if the group event is at your hotel, they were not involved in the hotel choice. Therefore, they are apt to be more critical, more demanding.

Also in the group business category, though not strictly classified as such, are sports teams, entertainment groups, airline personnel and the like.

## LOCAL GUESTS

**L**ike out-of-towners, local guests will also patronize your hotel for similar business and pleasure reasons. Unlike them, however, they are less likely to require overnight accommodations. Their guest room usage may be limited to special occasions or, as with out-of-towners, in taking advantage of room rate promotions.

They, too, are among the attendees of the conferences, conventions, seminars and workshops at your hotel.

Local organizations book your hotel's facilities for meetings, banquets, balls and company parties. Civic groups, service or professional clubs may choose your hotel as the site for their regular meetings and other functions.

Individuals book function rooms for all sorts of private or semi-private occasions ranging from weddings to high school graduation parties.

And from time to time, your hotel will sponsor special events, such as holiday promotions and lobby displays, to which the community is invited.

Probably the major attraction for local guest patronage is your hotel's food and beverage facilities. You see them as noon-time lunchers, Sunday brunchers or dining elegantly in one or your hotel's specialty restaurants. They mingle with the out-of-towners in the bars and lounges or dance the night away in your entertainment room.



*They are what your  
hotel... is all about.  
They are the reason  
for your livelihood.  
Perhaps, even your  
choice of career.*

## YOUR HOTEL, OR...

**O**ut-of-towners and locals. Business travelers and pleasure travelers. The single guest and the house-filling convention. The quick snack luncher and the ballroom banqueteer. The relaxed vacationer on a week's stay and the pressured executive on an overnight stop.

Conventioneers, honeymoon couples, business people, entertainers, tourists — the list goes on. These are the people you see every day, everywhere in your hotel. They are what your hotel and the hospitality business is all about. And, of course, they are the reason for your livelihood. Perhaps, even your choice of career.

But, speculate for a moment that your hotel did not exist. What would have happened to all of those people?

In all probability, these people's reason for patronizing a hotel in your community would still have been there whether or not your hotel existed.

But where would they have gone?

Very likely, there would be plenty of other accommodations around to serve their needs. With the mushrooming of new hotel construction over the past decade or so, and the more recent proliferation of new hotel companies, accommodations in most Westin cities, would not be that difficult to find.

But your hotel does exist. And while it may be recognized as the finest and most conveniently located in your community, it's not the only show in town. Many of the hotels in your community also offer respectable accommodations. And some of them, undoubtedly, are directly competing for the same guest market as your hotel.

With the likelihood of plenty of accommodations to choose from and with other hotels and hotel companies actively soliciting their business, why would a prospective guest choose a Westin hotel — your Westin hotel?

## THE 'INFLUENCERS'

**T**hat choice, for the most part, is the guest's decision. But like any decision, it is one influenced by a number of factors.

Using these factors to influence these decisions in favor of Westin is the single-minded pursuit to which Westin's sales and marketing people — at your hotel, at the regional sales offices, with corporate Marketing Division staff and with Central Reservations Office people — are totally dedicated.

How they go about that "influencing" pursuit will be discussed in future *FRONT* articles.

Next month, the Omaha "influence" — Westin's Central Reservations Office operations.



## Popular draw in Singapore

SINGAPORE—Booths 113 and 114 were among the most popular exhibitors at the third annual ASEAN Tourism Forum held in Singapore in late March. The big draw was the world's tallest hotel, The Westin Stamford and its Raffles City neighbor, The Westin Plaza. (Note the scale model of the

Raffles City Complex at center of photo background.) On hand to promote the hotels' pluses at the Forum's international marketplace, Travex, were hotel staffers Dave Paulon, managing director; Steve Maroney, director of marketing; George Helmstead, director of sales and Manu Bhanu, account executive of The Westin Stamford and Westin Plaza hotels.

## First-class expectations

CHICAGO—Hotels are where people live while they're away from home, and even though they may travel coach class, they often have first-class hotel expectations. That was a major point in the message left by Harry Mullikin to a group of mid-west travel agents and their clients in mid-April. The occa-

sion was a corporate travel seminar sponsored by Travel & Transport, Inc., one of the mid-west's largest travel agencies. Mullikin was keynote speaker for the day-long event which was held at The Westin Hotel, O'Hare.

Mullikin is pictured here with Mal Hansen President of Travel and Transport.



## Preview of coming attractions

KANSAS CITY—Paul Alexander, door attendant at The Westin Crown Center, expects a return visit with vintage Ford pickup driver Verlin Boes later this month. Boes, and over 100 other antique and classic vehicle (1936 and older) owners, will be in Kansas City in mid-May for a luncheon stop on their way to the Indy 500. The event, known as The Great American Race, pits the old-time cars in a cross-country race from Los Angeles to Indianapolis for a \$100,000 purse.

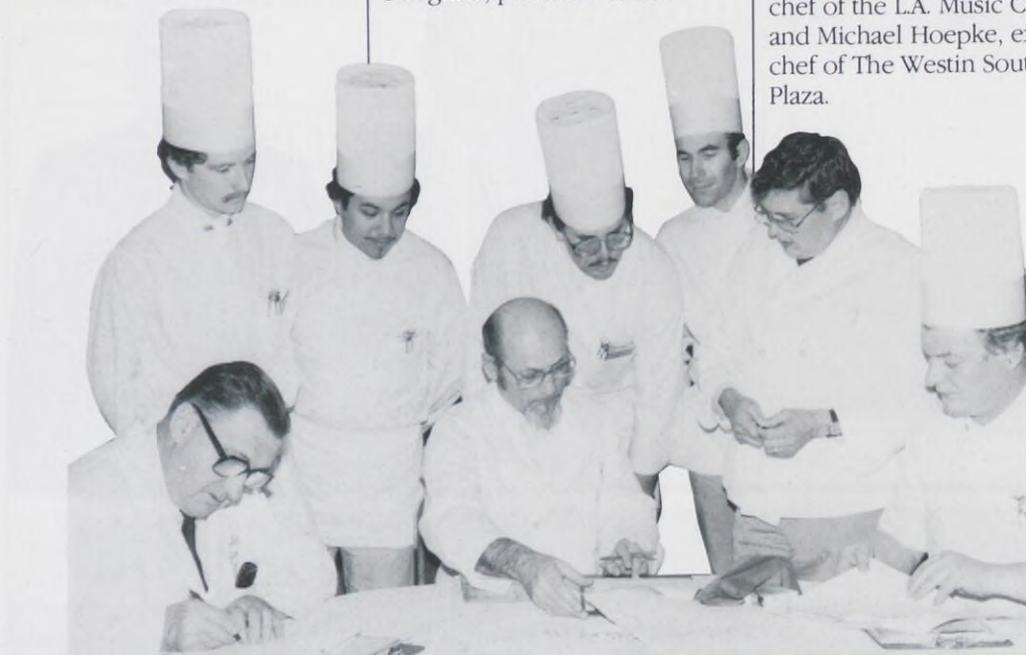
For the first year in this annual event, The Westin Crown Center will participate as co-hosts for a race contestants' lunch stop. The outdoor meal will be served by hotel staff in Washington Park located across the street from the hotel.

## Did we pass?

COSTA MESA—Culinary apprentices at The Westin South Coast Plaza hover anxiously over the shoulders of the judges tallying up their pre-graduation final scores. The finals test required each apprentice to prepare a four-course dinner for six under the eyes of a judging panel who

rated points in such areas as artistic skill, organization and time management.

All four graduates of the three-year training program, (standing from left) Mark Bolton, Rudy Garcia, Brian Kay and Gerard Gander, passed with flying colors. Comprising the judging panel were (from left) Walter Roth, Westin Hotels executive chef; Marvin Slaughter, president of the



Chefs de Cuisine Association of Southern California; Hugo Fressle (standing), executive chef of the L.A. Music Center, and Michael Hoepke, executive chef of The Westin South Coast Plaza.

## Breaking ground in Tucson

TUCSON—Ground was officially broken April 11 for The Westin La Paloma, the 400-room luxury resort hotel being constructed as part of the 792-acre La Paloma development and country club. Westin will manage both the hotel and all recreational facilities including a 27-hole championship golf course designed by Jack Nicklaus.

Groundbreakers (from left): George Mehl, president of Cottonwood Properties; David Mehl CEO of Cottonwood Properties; Tucson Mayor Lewis Murphy; Katie Dusenberry, Tucson Board of Supervisors; Dan McClaskey, executive vice president, Westin Hotels.



## One of your more pleasant seminars

PHOENIX—Commentary such as "good nose," "foxy," "robust" and "yummy" (yummy?) were murmured knowledgeably around the Flagstaff Room at the Arizona Biltmore recently when some 45 hotel employees participated as critics in a wine tasting seminar sponsored by the Robert Mondavi winery. The seminar, open to all interested employees, focused on comparisons between reserve and non-reserve stock. The wine tasters also learned how barrel fermentation, charring and acid balance affect the taste of wine. Not surprisingly, participants rated the seminar as one of the most pleasant ever attended.

## Pick up your phone

HOUSTON—Folks in the Houston area responding to the local PBS station's pledge drive plea to "pick up your phone and call," very likely reached the friendly voice of an employee of The Westin Galleria. During "Westin Night" of the drive, over 25 hotel employees volunteered their call answering services including this group (from left): Orailey Gonzalez, convention services; Lynne Kennedy, sales manager; Justin Kennedy, son of Lynne; Dennis Langley, executive assistant manager; John McClenahan, personnel trainer.



## Pick out your celebrity

BOSTON—Every Wednesday night from 5 to 7, Bostonians pack in at Turner Fisheries' Bar at the Westin Hotel, Copley Place to see their favorite local celebs pour their drinks. It's Guest Bartender night, when TV and radio personalities as well as other notables from around town devote their time and mixology expertise for a

great cause. One dollar of every drink poured plus all tips earned by the guest bartenders go to the Massachusetts Special Olympics

Doing their splash and stir bit on a recent Wednesday eve are Eileen Prose and Tim White of Boston's popular Channel 5 morning show. Keeping a close watch and ready to lend a pro's hand is Fisheries bartender regular, Dan Suleski (center).

## Quarterly cantina break

HOUSTON—Even though the luncheon menus at The Westin Oaks cantina are kept as interesting and varied as possible, the routine for regulars does get to be a bit ho-hum after a while. Realizing this, the hotel's management promotes a cantina break once every quarter. A special luncheon, usually built around a specific theme, is served in one of the hotel's ballrooms. Executive staff and department heads dish up, wait tables and even do some of the food preparation.

Theme of the most recent cantina break was the Winter Olympics, with the "service" staff dressed in appropriate uniforms that included competition numbers and ribboned gold medals. Here, Russell Shores, purchasing agent and member of the hotel's "Olympics salad tossing team" demonstrates his championship form.



EXCELLENCE

&

EXCELLENCE  
DEFINED

In a recent issue of FRONT Harry Mullikin commented on "The Character of Excellence" and introduced his remarks by asking the question, "Is it possible to define excellence?"

He went on to note that though the question may be a difficult one to answer, there seem to be certain characteristics of excellence that are present regardless of who's doing the judging.

Doing some of that judging recently were a trade journal, a trade association and an airline publication. All three found those characteristics of excellence in both Westin people and Westin hotels. Read on.



WALTER KOHLROSS—Accepts Vineyard 'Hall of Fame' award.

## Excellence . . . in a restaurant

**T**o the Vineyard restaurant at the Century Plaza, a Fine Dining Hall of Fame Award from *Nation's Restaurant News*, a leading trade journal of the food service industry.

Each year for the past four years, the publication has chosen the ten most outstanding restaurants from throughout the country to receive this select award. Selection criteria focuses on a consistent maintenance of the highest standards in food quality, service, innovation and employee motivation.

In a letter advising Walter Kohlross, F&B director at the Century Plaza of the Vineyard's win, publisher Thomas Haas of NRN noted, "You and your staff should be most proud of the exceptionally high standards you have set for the industry in achieving this coveted award."

Award presentation ceremonies were held in Chicago in May at a Hall of Fame champagne brunch honoring the Vineyard and the other winners. Further, all ten winning restaurants are to be specially featured in the May 21 issue of *Nation's Restaurant News*, with focus on the particular excellence characteristics of each that have earned them their awards.

## Excellence . . . in an executive chef

**T**o Harrison Ramey, executive chef of The Westin Ilikai, for being chosen as one of the "Five Great Regional Chefs of America." This according to a feature article in the February issue of *Western's World*, the inflight publication of Western Airlines.

*Western's World* writer Janice Bartmasser, who researched the story, is one of the country's leading food specialists. She had "discovered" Ramey earlier when dining at the hotel's Champeaux's restaurant. The excellence of that experience so impressed her that when she was later assigned to do the "great regional chefs" feature, he was a must for her list.

It might also be noted that it

is largely due to Ramey's dedication to cuisine excellence and his imaginative adaptations of local culinary ingredients and ethnic specialties that the hotel continues to win the coveted *Travel/Holiday* award for exceptional dining.

## Excellence . . . in a maitre d'

**C**alifornia restaurant writers — at least those from the southern part of the state — have apparent high regard for Westin's dining operations.

Earlier this year, the Los Angeles Restaurant Writers Association awarded some of their top honors to the Vineyard restaurant at the Century Plaza and Beaudry's at



HARRISON RAMEY—One of "Great Regional Chefs."



ANGELO CAPELLO—Named "Maitre d' of the Year."

The Westin Bonaventure.

More recently, it was The Westin South Coast Plaza's turn to win writer group kudos.

The group is the Southern California Restaurant Writers Association whose membership encompasses an area extending from Santa Barbara in the north to San Diego in the south. At their annual awards banquet, the writers chose Angelo Capello, room manager of Alfredo's restaurant at The Westin South Coast Plaza, as a winner of their Maitre d' of the Year Award.

Further, the writers presented Alfredo's with a Gold Certificate Award, its highest distinction, in the Italian Cuisine rating category. Criteria for the Gold category is based on total excellence for food, service and ambience. The restaurant was also presented with a Special Award of Merit for its Sunday brunch menu.

Among Capello's award-winning qualities recognized by the group is his tableside chef expertise in the preparation of such restaurant specialties as Scaloppine Marsala and Fettuccine all' Alfredo.

## Excellence . . . in an F&B director

**T**o Arno Schmidt, F&B director at The Plaza, who has been named the International Foodservice Manufacturers Association's (IFMA) 1984 Silver Plate recipient in the competition's Hotels, Motels, Resorts and Clubs category.



ARNO SCHMIDT—IFMA's "Silver Plate" recipient.

Noting that Schmidt "...has demonstrated a lifelong commitment to setting the highest standards of quality within his profession," the awarding judges pointed up Schmidt's contributions to the Culinary Institute of America (CIA) in promoting high educational standards. Schmidt developed the original basic lesson plans for the CIA's International Classes and helped guide the development of the Institute's continuing education program.

IFMA is a major trade association comprised of over 350 of the world's largest food, equipment and supply manufacturers in the foodservice industry. The Association awards the Silver Plate awards each year to eight outstanding foodservice executives, each representing a major industry segment, as selected by an awards jury comprised of foodservice editors and the previous year's Silver Plate recipients.

# STAR TRACK



▲ CALGARY — In preparation for the Canadian National Ski Team benefit dinner and dance held in early April at The Westin Hotel, Calgary, world champion skier Steve Podbroski (right) and his fiancée Anne Romin, dropped into the hotel sales office to chat with Keith Bell, director of sales, to finalize details for the celebrity line-up.



▲ VAIL — Representing The Westin Hotel, Vail in the annual American Ski Classic in Vail, Colorado in late March was three-time gold medalist Jean-Claude Killey (right). The resort hotel and its general manager, John Hollender (left), provided a Silver Sponsorship in this year's event which is held annually to raise money for local and national charities including the U.S. Ski Team and the Jimmie Heuga Center for the physically impaired.



▲ EDMONTON — Gary Coleman, star of the television series "Different Strokes," recently visited Edmonton and The Westin Hotel to assist the Kidney Foundation with their fund-raising campaign kick-off. Greeting Coleman upon his arrival at the hotel are Steve Halliday, general manager, and his two daughters, Gina and Karla.

▼ HONG KONG — Another television star, James MacArthur of the "Hawaii Five-O" series, goes Westin. In this case it was the Shangri-La, Hong Kong that was host. A welcoming handshake from Maria Chan, the hotel's guest relations officer, welcomes MacArthur upon his arrival.

