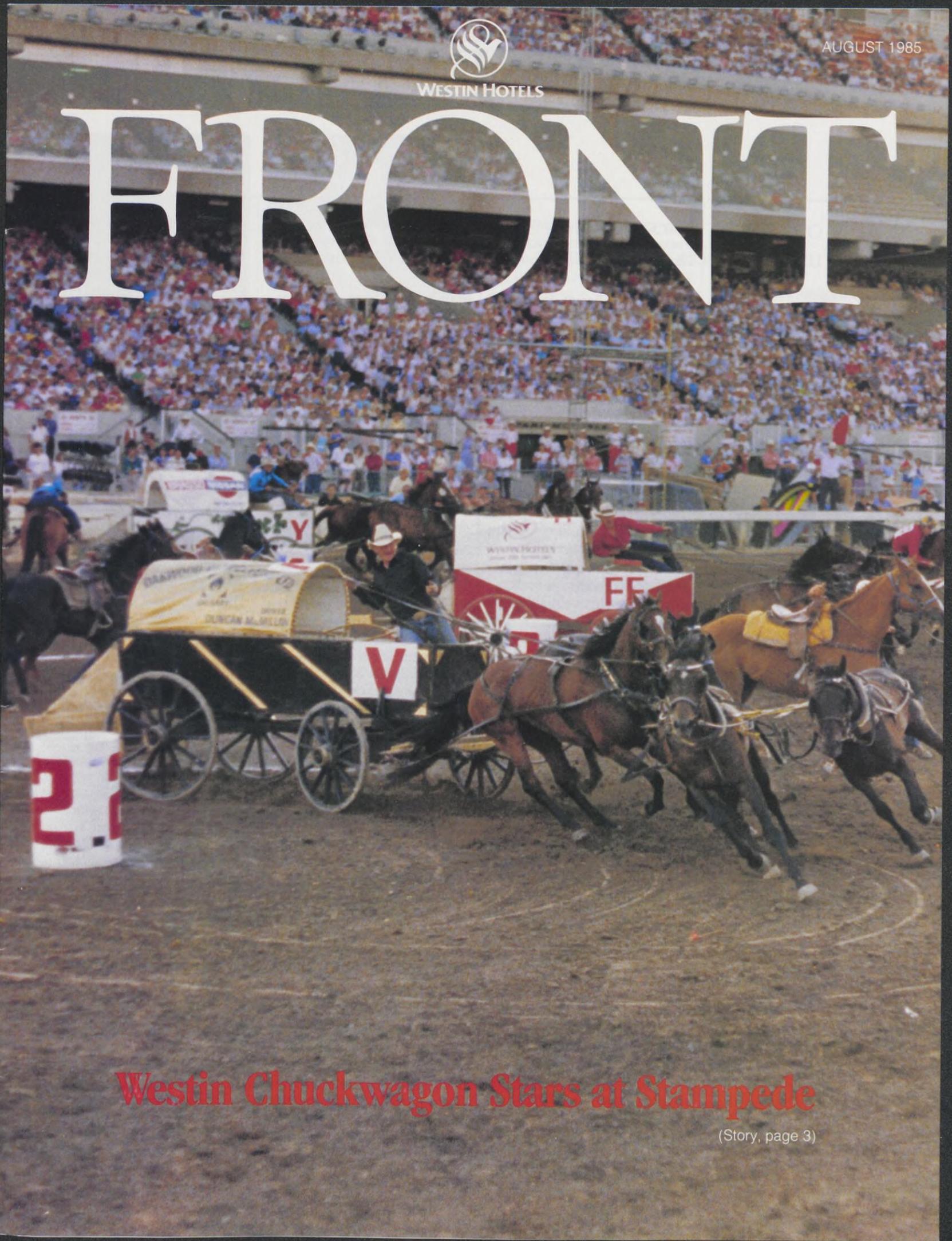




WESTIN HOTELS

AUGUST 1985

FRONT



Westin Chuckwagon Stars at Stampede

(Story, page 3)

NEWSFRONT

Moving on Moving up

Michael Higgins, assistant manager, front office at The Westin Hotel, Galleria Dallas to assistant manager, front office at The Westin Hotel, Chicago.

Steven Hughes, national sales manager at The Westin South Coast Plaza to sales manager at Century Plaza.

Glenn Brooks, sales manager at Century Plaza to sales manager, national accounts at The Westin Mauna Kea (located at the Westin Sales Office in Los Angeles).

Karen Crouch, assistant director of personnel at The Westin Hotel, Galleria Dallas to assistant director of personnel at The Westin Bonaventure, Los Angeles.

Christopher LaLonde, sous chef at The Westin Peachtree Plaza, Atlanta to executive sous chef at The Westin Hotel, Williams Center Tulsa.

Amy Core, employee relations manager, The Westin Peachtree Plaza to director of personnel at The Westin Hotel, Cincinnati.

Christopher Baum, from temporary assignment with United Airlines to director of marketing at The Westin Hotel, O'Hare.

Cynthia Jorgensen, convention services manager at The Westin Bonaventure, Los Angeles to director of convention services at The Westin South Coast Plaza.

Karl Reiseck, director of food and beverage, The Westin Hotel, Williams Center Tulsa to director of food and beverage at The Westin Peachtree Plaza.

Maurizio Binotto, executive sous chef at The Westin Bonaventure, Los Angeles to executive chef at The Westin South Coast Plaza.

Greg Calderwood, executive sous chef at The Westin Hotel, O'Hare to executive chef at The Westin Hotel, Cincinnati.

Reiner Greubel, executive chef at The Westin Hotel, Seattle to executive chef at The Westin Plaza.

Jean Pierre Alotte, assistant director of food and beverage at The Westin St. Francis to director of food and beverage at The Westin Hotel, Washington D.C..

Daniel Gregory, assistant controller at The Westin Hotel, Seattle to controller at The Westin Hotel, Tabor Center Denver.

Dennis Kolodziejski, executive chef at The Westin Hotel, Cincinnati to executive chef at The Westin Hotel, Seattle.

Nancy Riter, director of personnel at The Westin Bellevue Stratford to director of personnel at The Westin La Paloma, Tucson.

Chuck Lahr, reservations manager at The Westin Hotel, Williams Center Tulsa to reservations manager at The Westin Hotel, Renaissance Center Detroit.

Paul Tomchyshyn, food and beverage operations analyst at The Westin Hotel, Tabor Center Denver to assistant manager, front office at The Westin Hotel, Ottawa.

Don Blakesley, director of sales at The Westin Oaks, Houston to director of marketing at The Westin Hotel, Cincinnati.

Linda Shaw Ehman, reservations manager at the Arizona Biltmore to reservations manager at The Westin La Paloma, Tucson.

Michael Ehman, assistant manager, front office at the Arizona Biltmore to assistant manager, front office at The Westin La Paloma, Tucson.

Daniel Simard, executive sous chef at Century Plaza to executive chef at The Westin Hotel, Washington, D.C.

Tom Moore, director of personnel The Westin Bonaventure to manager personnel systems, Westin Corporate Offices.

COVER: Rodeo fans at the Calgary Stampede grounds catch the fast-moving action of the chuckwagon racing event. Coming around a turn (right) is the Westin entry, a joint sponsorship by the Westin hotels in Canada. The world-famous Calgary Stampede is held every year in early July.

(Cover photo courtesy of Marty Hadash, Calgary.)

FRONT

A monthly publication by and for employees of Westin Hotels

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Printed in U.S.A.



Hermann Gammeter (left), managing director of The Westin Peachtree Plaza, accepts the Gold Key award on behalf of The Carlton from Wendy Black, chairperson of the AH&MA Communications Committee.

Westin scores twice with AH&MA Gold Key Awards

Of the eight Gold Key Public Relations Achievement Awards presented by the American Hotel & Motel Association (AH&MA) in this year's competition, two went to Westin.

One went to The Carlton in Johannesburg, South Africa, for their entry in the "Employee Relations" category. The Carlton's entry reported on its highly successful social club program designed to encourage informal interaction, such as social and sports events, between the various employee groups to breach social, cultural and

racial barriers as well as to enhance the work situation.

The other was Westin's Corporate Offices who won the top spot in the "Guest Relations/Corporation" category. That program involved sending personalized congratulations to the CEO's of all the 99 other companies listed in the book, "100 Best Companies to Work For in America," along with the subtly phrased message to the effect that since Westin was the only hotel company to be listed in the book and that if Westin is a great place to work, its "product" must also be first class.

Winners of the annual AH&MA Gold Key PR Achievement Awards were announced at the Association's Annual Convention held this year in Orlando, Florida.

NEWSFRONT



Kenny Hudson



Mehri Walsh

Two from same hotel win AH&MA honors

Two employees of The Westin Hotel, Seattle were among the runners-up in annual hotel employee competitions sponsored by the American Hotel & Motel Association (AH&MA).

Each year AH&MA promotes a "Bellman/Bellwoman of the Year" and a "Roomkeeper of the Year" recognition program among its members. Winners are selected from the dozens of submitted entries by an Awards Committee which also recognizes a few select runners-up.

Among the three runners-up in the Bellman/Bellwoman of the Year category was Kenny Hudson, luggage attendant at The Westin Hotel, Seattle. And among the four runners-up in the Roomkeeper of the Year competition was Mehri Walsh, room attendant also with The Westin Hotel, Seattle.

Hudson, a 43-year veteran of Westin Hotels, was nominated for his professionalism on the job, particularly for his innate ability for "making guests comfortable." That ability involves a talent for calming and reassuring guests upset because they may be running

late to catch a plane, were caught in a stalled elevator or experiencing other temporary anxieties.

Over the years, Hudson has — on numerous occasions — gone beyond the call of duty in situations ranging from giving insulin shots to diabetics to helping disarm a guest threatening to shoot a cab driver.

Walsh, with the hotel since 1979, was singled out for nomination largely because "... she brings a special spirit to her job" which is reflected in a number of areas.

Noted were that guests could always count on her rooms being spotlessly clean, safe and problem free; supervisors know her work to be consistent and reliable; fellow employees know her as a problem solver and a champion for their recognition by management as deserving.

Walsh's "special spirit" is also reflected in her attitude which was variously described on the nomination form as "effervescent, cheerful, positive, free-spirited" and, "refreshingly outspoken."

Off the job, Walsh devotes her considerable energy as a volunteer for Vision Services, an agency for the visually impaired. Daily, or as much time as she can spare, Walsh visits the agency to chat, read to or shop for patients.

Westin takes center stage in Calgary Stampede

Considering it was the first time out for a Westin entry and the field of 36 entries, the fifth-place result was not that shabby.

The event was the exciting thrill-a-minute Chuckwagon Races, one of the big show stoppers of the famous Calgary Stampede.

This year, The Westin Hotel, Calgary, along with its sister Westin hotels throughout Canada, pooled resources to purchase a regulation chuckwagon and hire a driver to compete in the races. It was the first time ever that a hotel company had been represented in the event.

The races are run every night

during the ten-day Stampede with nine heats every performance. Winners are decided by heat and total times each night. The four fastest times overall compete for the \$50,000. purse on the final night. Westin's entry was up with the winners and it was only due to a couple of unfortunate penalties that they were shut out in the finals.

Calgary Stampede, billed as "The Greatest Outdoor Show on Earth", features the world's finest rodeo events and stars and draws tens of thousands of visitors from around the world every year.

In keeping with the Stampede spirit, The Westin Hotel, Calgary transforms its lobby each year into a Western town. Front-of-the-house staff dress in appropriate Western garb throughout the event. Each day begins with a chuckwagon breakfast near the hotel's entry while staff members square dance for the entertainment of the guests. Following this, a parade of local Indian tribes in full-dress regalia perform traditional dances.

By mid-afternoon, the false-fronted "Golden Garter Saloon" off the hotel's lobby opens its doors for beverages, Western entertainment and dancing until 2 a.m. These non-stop action daily events plus the friendly get-involved spirit of the hotel's staff has, over the years, earned The Westin a reputation as one of the liveliest places in town during Stampede week.

Now, with its entry in the Chuckwagon Races, that reputation for lively action takes center stage as part of the big show itself in the Stampede arena.

Management Changes

Recent management changes have included the following:

Steve Bullock, executive assistant manager, The Westin William Penn, has been appointed executive assistant manager of The Westin Hotel, Washington, D.C.

Larry Sheerer, executive assistant manager, The Westin Bellevue Stratford, has been named executive assistant manager of The Westin La Paloma, Tucson.

John Federer, executive assistant manager, The Westin Crown Center, has been appointed executive assistant manager of The Westin Bellevue Stratford.

Keith Gundelfinger, senior assistant manager, Century Plaza, has been named executive assistant manager of The Westin William Penn.

CHRIS MARKER

ON OPERATING PROFITABILITY

Chris Marker, Executive Vice President, is responsible for Westin's system-wide hotel operations.

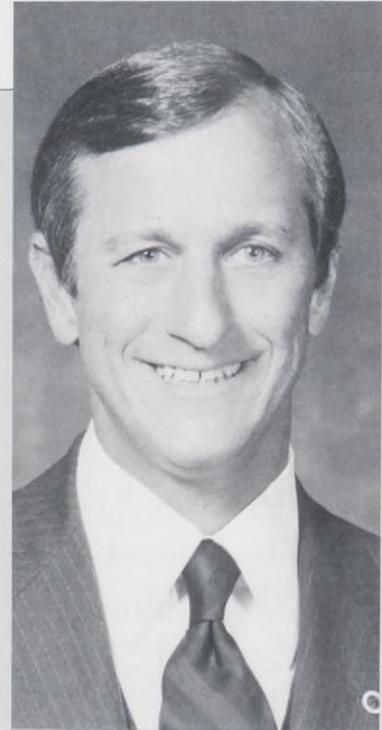
A graduate of Washington State University, with a B.A. and M.B.A., Marker has served with Westin Hotels since 1966. Following experience in Westin hotels in Seattle and Chicago, he was named Resident Manager of The Carlton in Johannesburg in 1971 and General Manager of that hotel in 1973.

He later transferred to Kansas City as General Manager of The Westin Crown Center and in 1979, was named Managing Director of The Westin Hotel, Renaissance Center Detroit.

Marker was elected a Vice President in 1980 and Group Vice President in 1981. With his election to Executive Vice President in 1982, he was responsible for directing the company's food and beverage, marketing, personnel, real estate and rooms management activities. He was assigned to his present operations responsibility in 1984.

As part of his current responsibilities, Marker has taken a very active involvement in the Westin pursuit to improve the operating profitability of its hotels and corporate office operations.

In this FRONT interview, Marker sheds some insight into the direction of that pursuit and shares his comments with Westin people.



Q • A company objective, as presented at the Management Conference, was to improve the operational profitability of hotels and the corporate offices. What is meant by "operational profitability" and what makes it a priority Westin Hotels issue at this time?

A • With Westin's commitment to growth as its number one goal, it is the company's desire to expand its operations of quality hotels in major business centers and resorts worldwide.

In order to do this, it takes an increasingly complex corporate and financial

structure to support this growth with each segment of the organization contributing its share to corporate profitability.

But, most importantly, it takes a high level of operating efficiency within the hotel structure to achieve the optimum operational profitability that is vital to keeping Westin a successful, growing company.

A key word here is "optimum" which means sustaining the highest level of profitability possible over an extended period of time to achieve the best possible return on investment.

When we speak of operational profitability, we refer to the gross operating profit earned by the hotels. That is,

“Profitability and individual growth and achievement go hand-in-hand....”

those profits before charges such as rent, interest on debt, taxes, etc. The major generators of a hotel's operational profitability are Rooms and Food & Beverage with some contribution also from such support departments as the garage, laundry, health club, etc.

Other expenses deducted from those profits include the cost of general administration, marketing, corporate support, maintenance and renovations.

Operational profitability is a company priority not only because of Westin's growth goals, but it is a key element in providing us with an acceptable return on investment required by Westin, its parent company UAL, Inc., and by the owners and developers of our hotels.

Westin has maintained an exemplary record in achieving good gross operating profits. However, in today's increasingly competitive environment that record is getting more and more difficult to maintain.

That means we have to find better, more efficient ways of doing things—and this is really the focus of our efforts today.

Q. What is Westin's "plan of attack" in addressing this issue?

A. We are tackling the issue the way Westin has always tackled the tough opportunities — through our people.

That is, through the company's corporate structure. Through the hotels' management personnel. Right to the key people who actually deliver the product and service to our customers.

We are asking, at every level, that we examine what we are doing, why we are doing it, and is it serving a useful purpose. When that critical "why" is answered, then we ask that that activity be examined in depth. That is, to analyze it for the contribution it may or may not be making and what alterations, if any, are required.

Take "quick check-out" as an example. This is an area of great importance to our customers, but there

has never been a consistent handling procedure throughout our hotels. An analysis of that activity has resulted in a standardized procedure that has enhanced our customer service as well as our operations efficiency in that area.

I want to emphasize that this review is very much a collaborative and participative process. Hotel management teams and corporate support people are interacting with each other as never before and the results that are being achieved are very positive indeed.

We believe that we are not only maintaining, but often enhancing, service to our customers as a result of this activity and doing it with far less expense than ever before.

Q. How will the plan affect organization staffing of the hotels and the corporate offices?

A. We don't believe that a single, rigidly determined organizational structure can necessarily work throughout every hotel. It's been quite interesting to note, however, that the structures as recommended by each of the hotel managers are very similar hotel-to-hotel and location-to-location.

As a result of Westin's market-driven focus, some general trends in response to that focus are developing throughout the hotels. For example, both the catering and reservations functions, which traditionally have been in the F&B and Rooms areas, are now perceived more broadly as marketing functions. That is, as sales and revenue producing activities they are more akin to marketing and may serve best under that umbrella.

Westin's market-driven emphasis has also had its effect on the corporate Marketing Division structure and staffing. The recent appointment of Fletch Waller as executive vice president/Marketing is a case in point.

The organizational structure review

in the hotels, carried through in all departments, has resulted in a variety of consolidations of services or functions that have further contributed to Westin's operational profitability objectives.

Q. Is this process to be perceived as a specific objective to be achieved by a specified time, or is it an on-going process to be incorporated as a standardized management procedure?

A. There is no question that all of us are looking at things differently today than we did even a year ago. But we're not alone. Westin's "new direction" is consistent with what we are seeing taking place in any number of industries and companies around the country in response to today's changing economy.

These changes are not something that a company, or a department or an individual can achieve overnight. It's an on-going learning process with the day-by-day application of new experiences.

As mentioned earlier, Westin has always achieved fine operating results but we can do better. It's that process of finding and applying the ways and means of "doing better" that we are and will continue to be occupied with as a company.

Q. What is projected as the long-range outcome of this exercise as it will benefit the company and Westin's employees?

A. Simply stated, an improvement in operational profitability will bring more hotel management opportunities to our company and provide Westin people with greater career potential than ever before. Profitability and individual growth and achievement go hand-in-hand and are of equal importance to the management team of Westin Hotels.

PHOTO NEWS



Hawaii live

KAMUELA—The culture and romance of old Hawaii is revived each year at The Westin Mauna Kea Beach during the hotel's traditional May Day is Lei Day celebration. Employees, dressed in costumes they've made themselves, display their talents in a program of songs and dances of Polynesia for the enjoyment of hotel guests. Pictured is this year's group of employee performers gathered around their elected May Day/Lei Day Queen, Stephanie Kaluahine (center back), hotel guest attendant.

A cuppa for cabbies

TORONTO—To celebrate the tenth anniversary of The Westin Hotel, Toronto on June 24, the hotel shared the driver's seat with some 500 of Toronto's cabbies. From 7 to 11 a.m., each taxi driver or limo chauffeur who pulled up at the front door received a special Westin-imprinted dash-mount coffee mug filled with steaming hot coffee and muffins fresh from the hotel's bakeshop.

Sales staff members dressed in kitchen whites (pictured with a cab driver) took turns greeting and serving the drivers and sending them on their way with thanks and appreciation for taking care of hotel guest transportation needs over the past ten years.



It's a jungle in here

DALLAS—Konan, an 18-month-old lion, gets a friendly — if very cautious — welcome to The Westin Hotel, Galleria Dallas from (left) John Edwards, convention services manager, and Cliff Lindemann (right), assistant front office manager. Konan made his appearance at the hotel as "prop" for a meeting group to put across the point on how competitive it is out there in the high-tech jungle.



PHOTO NEWS



Century room shoot

LOS ANGELES—Playing an important role in Sylvester Stallone's newest movie, "Rocky IV," is the Century Plaza Tower's Century Room which was used as the set for a press conference scene in which Rocky Balboa announces his decision to re-enter the ring. The sequence took two days to shoot to the delight of hotel guests and employee fans. The movie, in which Stallone not only stars but is also producing and directing, is planned for release around the Christmas holidays. Here "Sly" crushes hands with Tony McDonald (left), catering manager. At right (presumably with hand already crushed) is vice president and general manager, Bill Quinn.



Royal couple

HOUSTON—Willie Smith/Laundry (left) and Leslie Fernandez/Reservations (right) proudly wear their crowns and title as Mr. and Ms. Westin Galleria as winners of the hotel's Fourth Annual Employee Beauty Contest. The popular annual event is promoted as a money raiser for the Employee Council and features casual wear, swimsuit and evening attire judging categories. Naveen Ahuja (center), general manager of The Westin Galleria, Houston, presented the royal couple with their trophies.



Devoted couple

PHILADELPHIA—John and Betty Ryan, employees of The Westin Bellevue Stratford, share a toast at a surprise party given in their honor in celebration of their recent 25th wedding anniversary. The devoted couple are also devoted hotel employees — John, in catering sales, has been with the hotel for 33 years; and Betty, catering secretary for 30 years. In fact, the pair met, courted and married in the early years of their hotel careers.

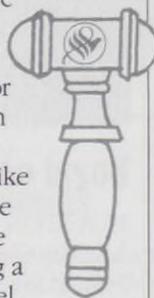
FRONT DESK

Notes
and
news
briefs

Sure, all of our guests deserve our very special consideration.

But there are some guests that deserve our very, very, very special consideration.

You might run into them as they poke around your hotel — mostly in the function room areas — with an absorbed but sharp-eyed look on their faces. They may be by themselves or in the company of a member of the sales staff. You would very likely see them mingling with the crowd when there is a meeting or convention group in progress. And while they may look just like anyone else, they are easy to spot because they will be wearing a Westin Golden Gavel pin like the one sketched here.



These very special guests are, as you've probably already guessed, meeting planners. And the reason for their very special status is because they are largely responsible for bringing all that meeting and convention business to our hotels. Their decisions to book business with us, or not to, has a lot to do with their poking-around impressions of the hotel and, especially, with the attitude of the staff.

So, keep your own sharp-eyed look out for Golden Gavel pin wearers. Know them as very special people deserving of your very, very, very special consideration. Help make their visit a memorable Westin experience — one they will want to share with their meeting or convention group people.

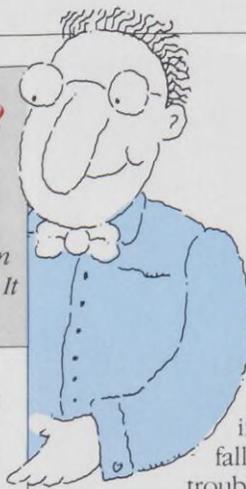
Whose friend are you?

(The following commentary appeared in the Camino Real News, a publication of Westin's Camino Real Hotel in Guatemala City, Guatemala. It provides pause for thought.)

The magazines which report on current lifestyles are full of stories about the "me" generation. Reinforcing this, the self-help shelves in bookstores are packed with volumes aiming to teach us how to be our own best friend, to intimidate others and to get our own way every time.

If this accurately reflects the way we're living now, we are forced to wonder whatever happened to the concept of friendship.

Do we still have friends, or only neighbors, colleagues, associates, acquaintances? Are there still people for whom we would drop everything and fly



to their sides if they should fall into real trouble? Or do we have only golf partners and community associates, people we join for superficially social or self-serving occasions? It would seem that for an increasing number of us, such acquaintances have apparently replaced friends.

We're too busy, as well as too intent on attaining our own desires, to take the time to make the effort required to cultivate real friendships.

That's too bad . . . the loss is our own, and it's a big one. Along with family, friends are what gives life much of its meaning.

Westin Trivia

No one has ever accused Westin's hotels of being cookie cutter look-alikes. In fact, it's the distinct individuality and age diversity of Westin's hotel collection that is one of its prime guest appeals. While fine quality and service may be consistent throughout, architecturally Westin's hotels range from grande dame graciousness to space-age sleekness and with uniquely conceived variations in between.

Partly because of their distinctive architecture, partly because of their age, and partly because of their significant influence and impact upon their communities over the years, seven Westin properties in the United States have qualified for inclusion in the U.S. National Register of Historical Structures. Before you peek at the answers at right, test yourself on guessing how many of them you can name. The answers also include the year in which each of the seven hotels opened.

If you want to know what's happening in Philly, ask VICI.

VICI is the acronym for Versatile Interactive Computerized Information dispenser, a unique telecommunications information device that has recently taken up residence in the lobby of The Westin Bellevue Stratford.

The property of the Philadelphia Visitor's Bureau, VICI's function is to excite interest in and describe the city's tourist attractions. It was installed in the hotel because its lobby is noted for its heavy visitor traffic.

Here's how VICI works: As an individual approaches the unit, a sensor triggers an audio welcome tape with instructions for accessing information. The screen displays a "menu" of 12 general attraction categories of visitor interest. If, for instance, the user chooses the restaurant category, yet another "menu" will appear. After a restaurant selection is made, VICI responds with an information print-out that includes an area map with directions and the appropriate telephone link-up number. By dialing the link-up number, the user can make a reservation or seek further information. The same simple process may be used for all other categories that includes sports events, theaters, tourist attractions, etc.



WESTIN TRIVIA ANSWERS:
The Westin St. Francis (1904)
The Westin Bellevue Stratford (1904)
The Westin Plaza (1907)
The Westin Hotel Utah (1911)
The Westin Paso del Norte (1912)
The Westin Benson (1913)
The Westin William Penn (1916)