

WestinWorld

May/June 1990



Inside ...

Aoki's global
hotel network

Interview with
John Hiroyoshi Aoki

1989's top F&B
winners ...
and
marketing winners

WESTIN HOTELS & RESORTS
CELEBRATING



AND TAKING ON
THE WORLD
1989-1990





WESTINWORLD

A publication by and for employees of Westin Hotels & Resorts.

Managing editor: Linda Plumb
Contributing editors: Sue Brush, Connie Hill, Dashiell Wham & Carol Gjersee, intern
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COVER PHOTO:

As *WestinWorld* went to press, Aoki Corporation was working on a deal to purchase the Swissotel group. Assuming that purchase went as planned, Aoki now owns/operates a network of over 86 hotels worldwide. That group also includes Westin Hotels & Resorts, Caesar Park, and the Vier Jahreszeiten (Hamburg). The red dots represent Westin hotels; the yellow dots, Swissotel's properties; the aqua dots, Caesar Park; and the blue dot, the Vier Jahreszeiten.

Workers' comp cost control focus of conference

Workers' compensation cost reduction was the focus of this year's Risk Management Conference held from May 14 to 18 at The Westin Resort, Hilton Head Island.

Approximately 65 risk managers, loss control coordinators, directors of security and other Westin personnel attended a variety of programs, many of which were presented by Westin personnel who shared their hotels' success stories.

Awards were given to several properties for their on-site production of loss control videos. In addition, the winners of the annual Westin Safety Awards were announced. (To be listed in the next issue of *WestinWorld*.)

The year's best F&B

Top food & beverage achievers for 1989 were recently selected. The year's F&B Awards of Excellence go to the following hotels:

EAST REGION/ U.S.:
The Westin Hotel, Washington, D.C.

WEST REGION/ U.S.:
The Westin St. Francis

RESORTS DIVISION:
The Westin Kauai

FAR EAST REGION:
The Westin Stamford & Westin Plaza

CANADA:
The Westin Hotel, Ottawa

MEXICO:
Camino Real, Mexico City

The issue of workers' compensation cost reduction has been pinpointed as a major concern by Westin because of escalating premiums and their impact on Westin's hotel budgets.

To help combat these rising worker compensation premiums, the Risk Management Department, under the direction of Doug Sutten, vice president-finance, recently developed goals for each U.S. hotel to reduce the number of workers' compensation claims and associated costs 10% to 25% in 1990.

For hotels not currently rated under the International Hospitality (Five-Star) Safety Rating System, a second goal was prescribed. Those hotels are to achieve a Two-Star rating by the end of 1990. Of 39 U.S. and Canadian hotels, only 15 are currently rated under this program.

To win this award a hotel must have the most overall points in the Silver Spoon, Golden Chalice and Chef Keller categories, in addition to points received for apprenticeship training and labor improvement.

"Many hotels are already doing a commendable job with loss control," explains Roena Baum, insurance manager. "We believe, however, that an increasing awareness of risk management practices will contribute to even better programs. The success of this claim reduction program is expected to have major impact on future insurance premiums."

"This is a hard-fought competition. Each entry is scored on profit performance, revenue improvement and marketing talent," commented Kurt Fischer, director of corporate food & beverage.

Back to college for Marketers

It was back to college for over 135 Westin marketing executives as they attended "college classes" at Westin's Worldwide University — the theme of the 1990 Marketing Conference held in early April at The Westin South Coast Plaza.

Attendees listened to a number of university professors expound on subjects that ranged from understanding different cultures, to pricing strategy to public relations tactics.

The group also heard from Catherine Walker, Westin vice president and general counsel, on anti-trust laws; Javier Gorozpe, vice president, HOCASA, on Mexico's economic future; Steven Forbes, editor in chief of *Forbes* magazine, on the world's economic outlook in the early 90's; and Jon Ballard, senior vice president/development on Westin's near-term development opportunities.

Key thoughts interwoven and repeated throughout the three and one-half day conference included:

■ Westin is a market-driven company; the customer tells us what he wants, not vice versa.

■ The world is shrinking; we all must think in global terms and learn to do business internationally; we must make an effort to understand and study other cultures, as well as their economic trends.

■ In addition to North America, Japan, India and Europe will be major economic forces in the future, and key players in the travel industry as well.

■ Word of mouth advertising is powerful. An unhappy guest might tell 10 people about his experience; a happy guest only tells five. And it is five times more costly to capture a new customer than to keep a current one.

Larry Magnan, president and CEO for Westin, wound up the conference with a candid assessment of Westin's present state of affairs, as well as the outlook for its future. Magnan reaffirmed his "bullish" outlook for the company and its relationship with our owners, the Aoki Corporation.

Another highlight of the conference was the announcement of 1989's award winners (see accompanying photo).

Westin's "Worldwide University" Marketing Conference graduated over 135 attendees — a select handful of those with honors.

Westin's 1989 marketing awards went to the following people, pictured below. From left: Rey Villar, The Westin Philippine Plaza, Director of Sales of the Year; Rhonda Leahy, The Westin South Coast Plaza, Reservations Marketer of the Year; Janice O'Neill, The Westin Peachtree Plaza, Hotel

Salesperson of the Year; Paula Crowder, area director of sales/ West Coast, CSO Team of the Year; David Hayden, managing director, The Westin Stamford & Plaza, Marketing's Manager of the Year; Leslie Farry, San Francisco CSO, National Account Manager of the Year; Vicki Weigle, The Westin Galleria & Westin Oaks, Catering Marketer of the Year; Anne Tresidder, The Westin Bayshore, Convention Services Marketer of the Year; Doug Smith and Ray Brum, WALT DISNEY WORLD SWAN, Hotel Sales Team of the Year; and Brian Winston, The Westin Hotel, Washington, D.C., Director of Marketing of the Year.

Moving On Moving Up

Edward Andrews, director of food & beverage, The Westin Lenox to director of food & beverage, The Westin St. Francis.

Traci Atwood-Sayer, national sales manager, The Westin Bonaventure to national sales manager, The Westin Hotel, Washington D.C.

Jeffrey Brown, national office assistant manager, The Westin Hotel, Cypress Creek to front office assistant manager, The Westin Hotel, Tabor Center.

Karen Collins, national sales manager, The Westin Hotel, Washington D.C. to director of sales, The Westin Hotel, Copley Place.

Gerald Cretton, pastry chef, Mauna Kea Beach Hotel to pastry chef, The Westin Stamford & Westin Plaza.

Andrew Economon, relief assistant restaurant manager, The Westin Hotels, Houston to Graffiti's manager, The Westin Hotel, Indianapolis.

Patrick Fetsch, chief engineer, The Benson to chief engineer, The Westin Hotel, Copley Place.

Mark Hellrung, director of food & beverage, The Westin Kauai to executive assistant manager, The Westin Hotel, Copley Place.

Karen Huettl, laundry manager, Arizona Biltmore to assistant director of housekeeping, The Westin Hotel, Copley Place.

John King, building superintendent, The Westin Lenox to building superintendent, The Westin Resort, Hilton Head Island.

George Marine, director of food & beverage, Mauna Kea Beach Hotel to director of food & beverage, The Westin South Coast Plaza.

Lisa Oglesby, national sales manager, The Westin Lenox to national sales manager, The Westin South Coast Plaza.

Laurie Safton, assistant controller, The Westin Mission Hills Resort to assistant controller, The Westin Hotel, Cincinnati.

Ingo Schweder, director of food & beverage, The Westin South Coast Plaza to director of food & beverage, The Westin Chosun.

Babette Shade, restaurant manager, The Westin Hotel, San Francisco Airport to director of restaurants, The Westin St. Francis.

David Shepherd, senior assistant manager, The Westin Hotel, Winnipeg to senior assistant manager, The Westin Hotel, Ottawa.

Tim Steckbeck, Compass Rose manager, The Westin St. Francis to director of food & beverage, The Westin Hotel, San Francisco Airport.

Leatitia Tabaks, administrative assistant, WALT DISNEY WORLD SWAN to project coordinator, The Westin Resort, Naples.



Outstanding examples of Westin Service Distinctiveness continue to pour in to *WestinWorld* editors.

And once again, Westin employees have offered these examples of exemplary service:

Justin Schmid, assistant garage manager at The Westin Hotel, Copley Place, was commended by a guest when Schmid was able to make the necessary phone calls that resulted in the return of the guest's wallet which he had left in a cab.

In a letter to the hotel the guest wrote, "The work I am involved in will take me to Boston often in the next two years. I can assure you that I will be staying at The Westin Hotel, Copley Place because of the level of service you extend to your customers."

The management at **The Westin Hotel, O'Hare** received this charming letter from one pint-sized customer:

"I rely, rely (sic) LOVED the stay. I loved the pool and my room. I hope I can come back soon. If I owned the hotel I would not share it. I would use it as my house. Love, Jill."

Rhea Moore, doorman at The Westin Bonaventure, made an already special day for a little girl even more special with his attentiveness. Father and daughter were out for an "adventure day." When lunchtime rolled around, they found themselves outside the hotel.

Wanting to surprise his daughter with lunch on the 35th floor, Dad stopped, but couldn't find a place to park. Moore came to the rescue. Moore not only greeted the pair with a big warm smile and a place to

park, but he also graciously volunteered to show them the way to the restaurant.

After lunch, the father and daughter duo were again met in the lobby with a warm smile, tip of the hat and even a bow.



Daughter Sarah was totally captivated, her father reported, and he wrote in a letter to hotel management: "I have stayed in Westin hotels all over the United States and have encountered hundreds of polite, competent and efficient people, but never one quite like Rhea."

Thanks to **Mark Garrison**, front desk agent at The Westin Hotel, Galleria Dallas, that hotel now has another loyal guest to add to its guest files.

At 2 a.m. one morning a guest began feeling very ill, and fearing he was having a heart attack, dressed and came down to the lobby to ask for help. That help was Garrison, who arranged for a taxicab and called ahead to the hospital.

We stand corrected...

In our listing of AAA Four-Diamond award-winners for 1990 in the last issue of *WestinWorld*, we inadvertently left out two hotels.

Also earning Four-Diamond awards for 1990 are The Westin Hotel, Cincinnati, and The Westin Hotel, Williams Center.

The guest later told his story to the hotel's management, and how impressed he was with Garrison's kindness. A former Marriott devotee, the guest now claims devout allegiance to Westin.

An excerpt from a guest letter sent to **The Westin Hotel, Indianapolis:**

"I needed a bottle of wine delivered to a business associate on Christmas Eve. In my desperation to locate some means of getting this gift (after I found that everyone had closed or could not deliver), I called your hotel in hopes you might help.

"Your assistant manager, **Linda McCue**, not only located a decent bottle of wine, but she also jumped into her car and delivered it to a small town an hour away from In-

dianapolis in what was miserable weather. ... Extraordinary.

"It is under trying circumstances such as these that one finds out if he is dealing with a good hotel or a great one, and there is no question that yours is one of the best."

Beverly Forrest, room attendant at The Westin Hotel, Chicago, turned on her service distinctiveness when she turned her supply cart into a luggage carrier for a guest. When Forrest noticed a gentleman pacing up and down the hallway, she asked him if there was anything she could help him with. He explained he was late for a flight, and was waiting for someone to carry his heavy luggage. Forrest simply loaded up her cart with the items and whisked the pleased guest off to the front desk.

Management changes

Scott Pickert, formerly executive assistant manager at The Westin Paso del Norte, has been named executive assistant manager at The Westin Peachtree Plaza.

Juan Furrola, formerly general manager of the Camino Real, San Salvador, has been transferred to the Camino Real, Ixtapa. He replaces Rene Macin, who has resigned.

Carlos Muhlbach, formerly executive assistant manager at the Camino Real, Cancun, has been promoted to general manager of the Camino Real, San Salvador.

Andres Rossetto, formerly executive vice president, Hoteles Camino Real, had been promoted to chief executive officer of HOCASA.

John Berthelot, president of Hoteles Camino Real, retired in April, after a distinguished career in the hospitality industry, including over 24 years with HOCASA.



Travel agents receive 60th anniversary discount

Over the past 60 years, travel agents have booked millions of room nights into Westin Hotels & Resorts.

As a way of recognizing this effort and saying "thank you" to these valuable travel partners, Westin is offering travel agents a special 60th anniversary discount. Through December 15, 1990, travel agents will receive 60% off rack rates at most Westin properties. (This represents an additional 10% savings over the normal industry discount of 50%.)

According to Marsha Massey, director of corporate and travel industry

market development, and Jim Weiss, manager, travel industry marketing, the 60th anniversary discount is intended to encourage agents to visit or reexperience Westin properties around the world.

"After seeing for themselves the service and facilities at our hotels and resorts, travel agents will be able to continue confidently recommending Westin to their clients," Massey believes.

**WESTIN HOTELS & RESORTS
THE 1950'S
FROM ALASKA TO GUATEMALA**



In the early 50's, four more cities and two more states (Montana and Colorado) became Western Hotel destinations. Edward Carlson was named executive vice president in 1952. And two years later, the company acquired one of its most prestigious properties, Hotel St. Francis in San Francisco.

In 1955, Seattle's Olympic joined the company and, in turn, the company "joined" the hotel

when it moved its corporate offices from the New Washington hotel to the 12th floor of The Olympic.

By mid-1950, Western's subsidiary company, Western Service & Supply, began to set the course for its future growth and development with the appointment of J. William Keithan to head the operation.

In 1956, the company's reach was to Hawaii with the acquisition of the Hawaiian Village in Honolulu, and then it reached north in 1959 with the Anchorage-Westward in Alaska. A more significant "reach," in terms of international expansion, occurred in 1958 when Western acquired the management of three hotels in Guatemala. One of these, the Guatemala Biltmore

(now the Camino Real, Guatemala) still remains a Westin family member. The 50's saw a total of 18 hotels joining the fast-growing Western family including two properties in the state of Arizona.

In 1952, Western introduced its "Family Plan," and in 1959, its company "Pledge." Both concepts were the first of their kind for a major hotel company.

And in 1958 the company's most prestigious employee recognition program, The Thurston-Dupar Inspirational Award (named after two of the company's founders), was established.

Next issue: the 1960's.

The Hotel St. Francis, shown prior to its 1972 32-story tower addition, joined the Western International family in 1954.



Straight talk with John Hiroyoshi Aoki

The editors of *WestinWorld* are honored to be able to present an executive interview with our company's chairman. Interviewed while on a recent visitation in Seattle, Mr. Aoki was open, direct and eager to communicate with all Westin employees.

Q. How did you become interested in the hotel business?

A. It was by chance. In 1973 I opened a branch office for Aoki Corporation in Brazil. We got a contract to build two hotels. While they were being built, the owners decided to sell and I was surprised to find myself in the hotel business.

We gave the hotel in Sao Paulo an Italian name, Caesar Park, because it was on Augusta Street in Cerqueiro Caesar and my business partner was of Italian descent and had a son named Caesar. After we decided on the name, "Caesar," we added the word "Park" to the name to differentiate it from Caesar's Palace in the United States.

Q. Has anything surprised or disappointed you about the hotel industry?

A. No. Perhaps the reason I've been so satisfied with this business is because I'm able to enter and adapt to new industries quickly, and also because I've had the support of my wife, Chieko.

Although my father owned Aoki Construction for many years, I did not join him until later in my career. Out of college, I joined the Japanese government and worked for the Ministry of Finance for 13 years.

It was a very difficult decision for me to leave the government to join my father, so learning a new industry is not new to me.

Q. How did you decide to buy Westin?

A. The decision to purchase Westin was another very difficult decision. Doing business in the U.S. is much different than doing business in Japan. I finally made the decision to go ahead, based on our experience operating Caesar Park hotels and the tremendous support I received from the banks and my partner at the time, the Bass Group.

This decision changed my life. I quickly realized I would need to spend more time in Seattle and more time pursuing our expansion goals. Consequently, I had to give up my post as

president of Aoki Corporation and assumed the new post of chairman. This allowed someone else to take over the day to day operations so I could focus on Westin.

Q. Can the goal of doubling Westin's size be achieved?

A. The number is only a target. Our strategic plan really aims at having a better company overall in terms of quality and quantity. By adding the 17 Swissotels, which I'm currently negotiating to purchase, our family of hotels is nearly 90 strong. If we do business better and make more money, we'll add more hotels.

Many hotel owners are going bankrupt these days. We must be very careful and concentrate on getting more management contracts. We have financial resources available, but we must be very careful how we use them.

Q. What's a typical day like for you?

A. To show you how hectic my days are, I'll confess my golf handicap is starting to go down drastically for the first time in 30 years!

Most of my energy is consumed by Westin business although, as I said earlier, I'm also chairman of Aoki Corporation. It takes more energy for me to speak English, so I find myself very tired at the end of every day.

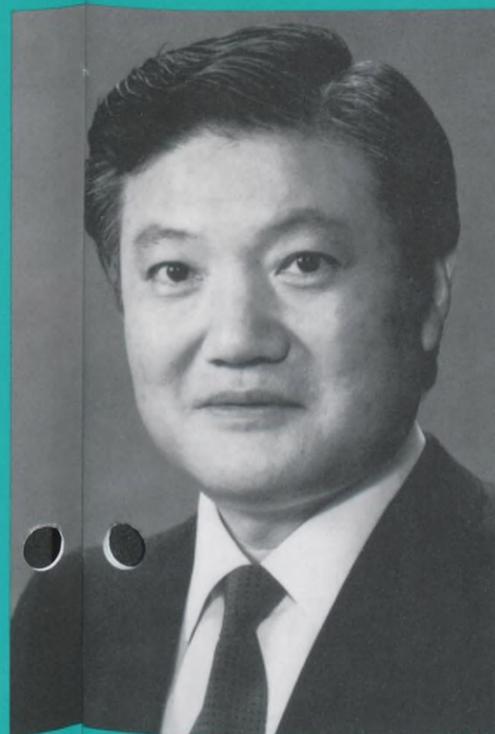
Although I've been spending a lot of time on development activities, I realize the real hotel business is to make money from the operations side. I trust Larry Magnan and his team implicitly and watch hotel operations through them.

One of the nicest hotel experiences I've had lately occurred at the Century Plaza where I was taken to the employees' canteen by the managing director, Bodo Lemke. The employees welcomed me and even gave me a canteen pass.

Q. Do you have a favorite place or hotel you like to visit?

A. I love all my hotels.

Caesar Park Taiwan is my treasure because I built it and was responsible for not only the construction, but also the marketing and operations. With that hotel, I opened a brand new market for the tourism industry in Taiwan. It has a very good location featuring beautiful beaches and mountains. The hotel was so successful, it paid dividends in its fourth year of operation.



Hiroyoshi Aoki

I also like one of my newest acquisitions, the Vier Jahreszeiten in Hamburg, Germany. It's reputed as one of the best hotels in the world. I was very happy with the warm reception I received in that city. I was welcomed as the newest citizen in Hamburg. The local newspaper, ordinarily printed in German, ran a special Japanese-language headline that read, "Welcome to Hamburg, Mr. Aoki."

My favorite place is Brazil. I spent my late 20's there and have a home there where my wife lives. My children have Brazilian passports.

Q. How does doing business in Japan differ from the U.S.?

A. The main difference is that in Japan, decision-making is made from the bottom up rather than top down. Consequently, decision making in Japan takes longer because it requires the consensus of all departments. In spite of the time it takes, the decisions are well thought-out and quickly implemented because of all the involvement in the decision making process.

Here, I can and do make immediate decisions, but it's hard for me. That's been a very big adjustment I am trying hard to make.

In making the deal for Swissotels, I behaved like an American businessman and made some very quick decisions.

Q. Is there anything employees can do to help the company achieve its goals?

A. Of course! This is *our* company; we are all Westin people.

It's important that we join together to make our company better. I'm convinced we could be the best hotel company in the world. We must now compete with other quality hotel companies like Four Seasons, Ritz Carlton, Regent, and Trust House Forte, etc.

The market is changing. The world is changing. We must all adapt to this change. All of us should do whatever we can to improve our hotels and fulfill our individual duties in a way that will contribute to this success.

Q. What does the new Westin Hotel, Osaka mean to you?

A. Aoki Corporation was founded in 1947 on the very spot where this new hotel will be built.

My father died over eight years ago. He would be very pleased if he knew a Westin Hotel was being built on this site. It represents a symbol of integration between Aoki and Westin. Consequently, it must be the best hotel in Japan and we'll have that in 1993.

Q. Would you tell us about your family?

A. My wife, Chieko, you already know because she worked for Westin. She has always helped me in the hotel business, in which she has been involved for years. However, she went through serious surgery last year and is still recovering. Following her doctor's recommendation, she has reduced her activities. She travels less and prefers staying longer in Brazil, something she could never do while she was totally dedicated to Aoki's hotel business.

I also have one son, two daughters and one grandson who is 2-1/2.

My son, 31, works for Aoki Corporation. He's in charge of our computer information systems and has spent time at Westin headquarters here in Seattle learning more about Westin computer systems.

My eldest daughter is married and my youngest daughter is studying here in the United States.

Q. What do you do for fun in your free time?

A. I like to do many things like listening to classical music and reading detective stories. I like most sports. I used to be an amateur baseball pitcher and still love the game.

Q. What are your future dreams for Westin?

A. First, I'd like to make Westin the best hotel company in the world. That will also make it the best company in the world to work for.

On a broader scale, I'd like to help improve relations between the United States and Japan. Japan needs the U.S. and I think the U.S. needs Japan. I'd like to help make the difference.

Aoki Corporation — a Global Enterprise

WORLD
COVER
STORY

What began as a post-war experiment in 1947 has evolved into an international company with two main offices, 60 offices in Japan and 17 other offices around the world.

This is Aoki Corporation, parent company of Westin Hotels & Resorts.

A Japan-based international construction company, it was founded in Osaka, Japan, by Masuji Aoki in May of 1947.

In 1989, construction sales totaled \$2.1 billion from civil engineering (44.7%), building works (34.9%) and development (20.4%). Of this, 19.7% was for business outside of Japan.

Aoki's construction business has been the backbone of its success from the beginning.

In the area of building works, significant projects include construction of the Kobe Maritime Museum, which has become the new symbol for the City of Kobe, Japan; the HAL computer school; and the Life Inn Kyoto, a home for the aged which employs an entirely new concept in total life care.

In civil engineering, Aoki's proudest achievements are the famous Honshu-Shikoku Bridge, a suspension bridge connecting two Japanese islands, and the Seikan Tunnel, an undersea tunnel which is 9 miles long.

One of Aoki's largest and most ambitious projects, the Kansai International Airport, is currently under construction. It will be the first 24-hour international airport in Japan.

Within the overall sphere of development works, Aoki is active in urban redevelopment; development of suburban towns; development of commercial areas and office buildings; and resort complex development.

The vast organization now includes Aoki Construction, Caesar Park Hotels, Westin Hotels & Resorts, the Vier Jahreszeiten hotel in Hamburg, Germany, and 60 other affiliated companies. Caesar Park was added during the 1970's and Westin was acquired in 1988. The Vier Jahreszeiten was purchased in early 1990.

Also earlier this year Aoki Corporation began negotiations to acquire 17 Swissotels. With the addition of this hotel company, Aoki will own/operate a network of over 86 hotels worldwide.

Westin accounts for over 60 of those properties, most concentrated in North America and Asia (with 2 hotels in Central America).

Aoki has no immediate plans to blend all hotel properties into one operation. However, according to Michael Corr, senior vice president/marketing, "We are working on a plan that will cross-sell, or market, a major portion of the Aoki hotel conglomerate together. We haven't devised all the details yet, but we believe we can achieve some efficiencies of scale for these hotels by uniting them under one larger marketing umbrella."

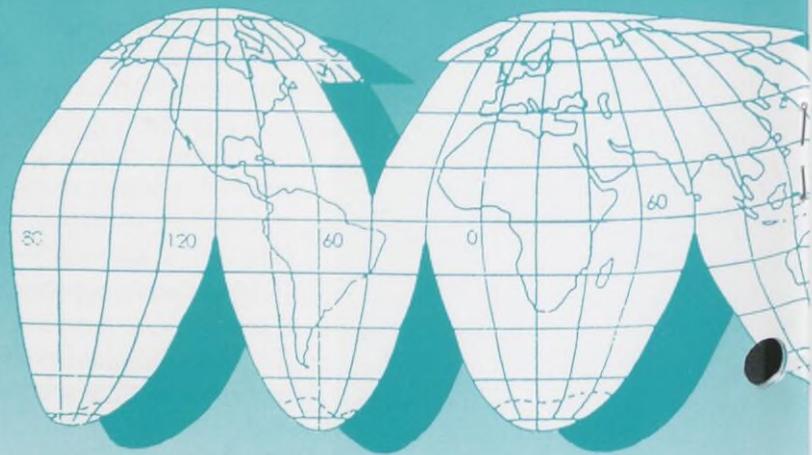
The Swissotels family includes:

Hotel International,
Zurich, Switzerland
Le Plaza, Basel,
Switzerland
Lausanne Palace,
Lausanne, Switzerland
Le Montreux Palace,
Montreux, Switzerland
President,
Geneva, Switzerland
Bellevue Palace,
Bern, Switzerland
Amsterdam Ascot,
Amsterdam, Netherlands
Chateau Marquette,
Heemskerk, Netherlands
Lafayette, *Boston*
Drake, *New York*
Swiss Grand Hotel, *Chicago*
*Swiss Grand Hotel, *Atlanta*
Swiss Grand Hotel, *Seoul*
*Bosphorus Swissotel,
Istanbul, Turkey

*Swiss Grand Hotel,
Beijing, China
Swissotel at Rheinpark,
Neuss, W. Germany
*Swissotel at Toronto Airport
*Currently under development

Caesar Park hotels include:

Caesar Park Hotel,
Sao Paulo, Brazil
Caesar Park Hotel Ipanema,
Rio de Janeiro, Brazil
Fazenda Caesar Park Monte Verde,
Vitoria, Brazil
Marriott Caesar Park Hotel,
Panama City, Panama
Caesar Park Contadora,
Contadora Island, Panama
Algonquin Hotel,
New York, New York
Hotel Ritz,
Barcelona, Spain
Caesar Park Hotel,
Kenting, Taiwan



WestinWorld visits the Asia/Pacific Region

Our series on Westin's structure since regionalization concludes with a visit to the team located the farthest from Westin's worldwide headquarters in Seattle: the Asia/Pacific Region, headquartered in Hong Kong.

Leading the team is Dave Paulon, senior vice president, who oversees Westin's hotels in Singapore, Hong Kong, the Philippines, South Korea and Japan (two under construction).

Reporting to Paulon, with a dotted line to Mike Corr, senior vice president/marketing, is regional director of marketing Bob Hutchinson.

Working out of The Westin Plaza and Westin Stamford and reporting to vice president and controller Bill Ellis, with a dotted line to Paulon, is regional controller Phil Stoy. Located in the office, but reporting to Jon Ballard, senior vice president/development, is development director Joe Supinskas.

Also located in Hong Kong and reporting to Steve Schnoor, vice president/project management, is Richard Browning, regional project director.

Assisting in the administration of the region are: Ian Lien, development planning manager; Betty Wong, regional marketing coordinator; Magdalena Yue, executive secretary to Dave Paulon; Rity Lai, executive secretary to Dick Browning, and Cynthia Choi, development secretary.

As you might expect, the Asia/Pacific region team comes to their assignments with years of experience. Twenty-four year veteran Dave Paulon was opening general manager for the Kowloon Shangri-La, Hong Kong and The Westin Philippine Plaza prior to serving as opening managing director in Singapore. He became vice president in 1986 and was promoted to senior vice president earlier this year.

Bob Hutchinson joined Westin in Seattle 20 years ago and served as director of marketing in Tulsa and Manila before being promoted to regional director of marketing in 1986.

Phil Stoy had served Westin as controller in six hotels on three continents over 19 years before assuming the responsibilities of regional controller last year.

Joe Supinskas has been in the hotel business for 15 years, serving Holiday Inns, Ramada and others prior to joining Westin five years ago.

Eighteen-year veteran Dick Browning served Westin as a project manager for many years prior to his move to Hong Kong last year.

So how is regionalization working in the fastest growing area of the world? According to Dave Paulon, "Asia has actually been regionalized for years due to its geographic location, so it's working extremely well."

Bob Hutchinson agrees: "Regionalization for Asia is a natural, but with the distances between countries and the cultural differences involved, it's a challenge to create a unified cohesive direction."

With projects under way in Japan, and several in development for Taiwan, Macau, Thailand and Fiji, the Asia/Pacific region could easily double in size in the near future.

Joe Supinskas believes that this part of the world could one day surpass North America in total revenues generated: "We recently estimated future potential in 24 countries and 59 individual markets. Dealing with so many countries, each having different languages, customs, legal systems and ways of doing business, is an exciting challenge, and we get better at it everyday."



David Paulon, Senior Vice President/Asia-Pacific

Left to right: Joe Supinskas, Bob Hutchinson, Phil Stoy and Dave Paulon





Development, operations duties shift

Effective in March, John Chen, senior executive vice president, was assigned responsibilities for the operations division. Chen had previously been responsible for Westin's development activities.

Part of his new position will be to identify ways Westin can cooperate and work with all the hotels in the Aoki group to realize greater economic returns.

At the same time, Jon Ballard, formerly vice president, was promoted to senior vice president of the development division. He reports directly to John Aoki who supervises development activities.



John Chen



Jon Ballard

'Eddie' will be sorely missed

Edward E. Carlson died on April 3 in a Seattle hospital at age 78 after a prolonged battle with cancer.

Known as "Eddie" to most of his friends and colleagues, Carlson was elected president of Westin in 1960 and board chairman in 1969. The year Westin merged with UAL Inc. (1970) he was elected president and chief executive officer of UAL Inc. and United Airlines, and retained the title of chairman emeritus of UAL Corporation, United Airlines and Westin Hotels & Resorts until his death.

During his long career with Westin, Carlson engineered Westin's first major development expansion in the international arena, primarily Mexico and Asia. Under his leader-



ship, Westin developed the reputation for service and excellence that the company upholds today.

"Eddie was held in the highest regard by his peers, his professional colleagues, and his friends. His personality is woven inextricably into the fabric of Westin Hotels & Resorts' history, and we will sorely miss his friendship," Larry Magnan, president and CEO, commented.



Richard Cox

Richard Cox, convention services manager at The Westin Peachtree Plaza has received the Diamond Award of Excellence from the American Society of Association Executives.

The Diamond Award is ASAE's way of honoring meeting and exhibit professionals who display excellence in the field of association convention service management. The award was presented during the ASAE awards luncheon at Westin's January management conference.

Human resources director at The Westin Hotel, Galleria Dallas, **Patty Evans**, has been elected president of the Education Institute of Dallas for 1990. Dallas is the first Educa-



Ho Chi Man

tion Institute chapter to be founded in Texas.

Selina Kong and **Ho Chi Man** were selected as Kowloon Shangri-La's 1989 Employees of the Year.

Kong joined the hotel in 1981 as a wine stewardess and was promoted to wine captain in 1988.

Chi Man, general service attendant, started working at the hotel in 1982. His outstanding performance has earned him much praise from his superiors and colleagues.

Kong and Chi Man each received two round trip tickets to Manila, five days complimentary hotel accommodations at The Westin Philippine Plaza, and five days paid vacation.

Jim Seeks, FORMA's director of design, was one of a select group of nationally-recognized interior design professionals, educators and advisors invited by the American Society of Interior Designers Advisory Committee to contribute an article in the industry's 1991 Professional Practice Manual.

Seek's article will address healthcare design and how it is different from other design specialties.

Seeks, who joined FORMA in 1988, has 21 years of experience in interior design with a major focus on the healthcare sector.

Shirley Chew, senior house attendant for The Westin Stamford and Westin Plaza hotels in Singapore, was named Employee of the Year for 1989 by the Food, Drinks and Allied Workers' Union (FDAWU)

W I N N E R S

and the Singapore Hotel Association.

Franz Kofler, director of food & beverage at The Westin Hotel, Ottawa, won first place for his bullseyes in the Sponsors' Celebrity Shooting Competition at the annual



Franz Kofler

meeting and competition of The Canadian Shooting Federation held at the hotel a few months back.

The hotel's two ballrooms were transformed into shooting galleries for the Federation's air pistol and rifle championships, which attracted competitors from all over Canada and the U.S. The hotel reported that the group managed to leave all chandeliers intact.

Hartmut Ballin, general manager of The Westin Hotel, Chicago, has been elected president of the Hotel & Motel Association of Illinois.



Richard Scott

Richard Scott, security officer for The Westin Hotel, Washington, D.C., recently received the Hotel Association of Washington's "Security Officer of the Year" award.

Scott received a certificate of achievement and a check for \$500. Also, his name was submitted to the AH&MA for consideration in the National Security Officer of the Year competition.

Scott has been with The Westin Hotel, Washington, D.C. since it opened in 1985.



David Bradford

David Bradford, senior security officer for The Westin La Paloma, was honored as a finalist for the 1990 American Hotel and Motel Association's Security Officer of the Year.

Bradford started with Westin in early 1987 as a security officer and was promoted to senior security officer that same year.

Bradford trains newly hired employees, conducts a monthly C.P.R. class for the hotel's 700+ employees and recently coordinated a class for the hotel's hearing impaired employees.

Service distinctiveness to the 'Maxx'

T.J. Maxx, a retail clothing store chain, recently held a Regional Sales training meeting at The Westin Hotel, Galleria, Dallas to teach the value of providing outstanding customer service.

The regional vice-president for T.J. Maxx found out first hand what quality attention and service can do for the customer.

He was so impressed with The Westin's service,

he took a vote of all 62 meeting participants on the Westin employee who best exemplified the service distinctiveness commitment.

Enrique Gonzales (left), a banquet extra and Zaheer Udding, banquet manager, were asked to be present at a luncheon where Gonzales was to receive this special recognition. In appreciation for his outstanding service, he was presented a \$250 tip, asked to sit at the head table and was served lunch by members of the T.J. Maxx group.



High Five ...

Dave Evans, vice president/general sales manager (back, left) helps Tokyo Corporate Sales Office employees celebrate their five-year anniversaries with Westin.

Receiving their five-

year pins last February were, from left: Mieko Kanai, reservationist; Haruko Maruyama, reservations manager, and Keisuke Okutani, sales manager. At right is Akio Hirao, area vice president/sales for the Tokyo CSO.





Going underground

In late winter, the ground hog is supposed to emerge from its burrow to check on the arrival of spring. But in the case of a group of Westin Crown Center runners participating in the annual Ground Hog run for the Crippled Children's Nursery, it was quite another story.

The Westin team visited the ground hog's territory in late January when they set out on a 10K run in The Caves — an underground storage facility consisting of 600 acres of caves. Each year the hotel sponsors a team to run in the fundraiser and contributes \$500 to the cause.

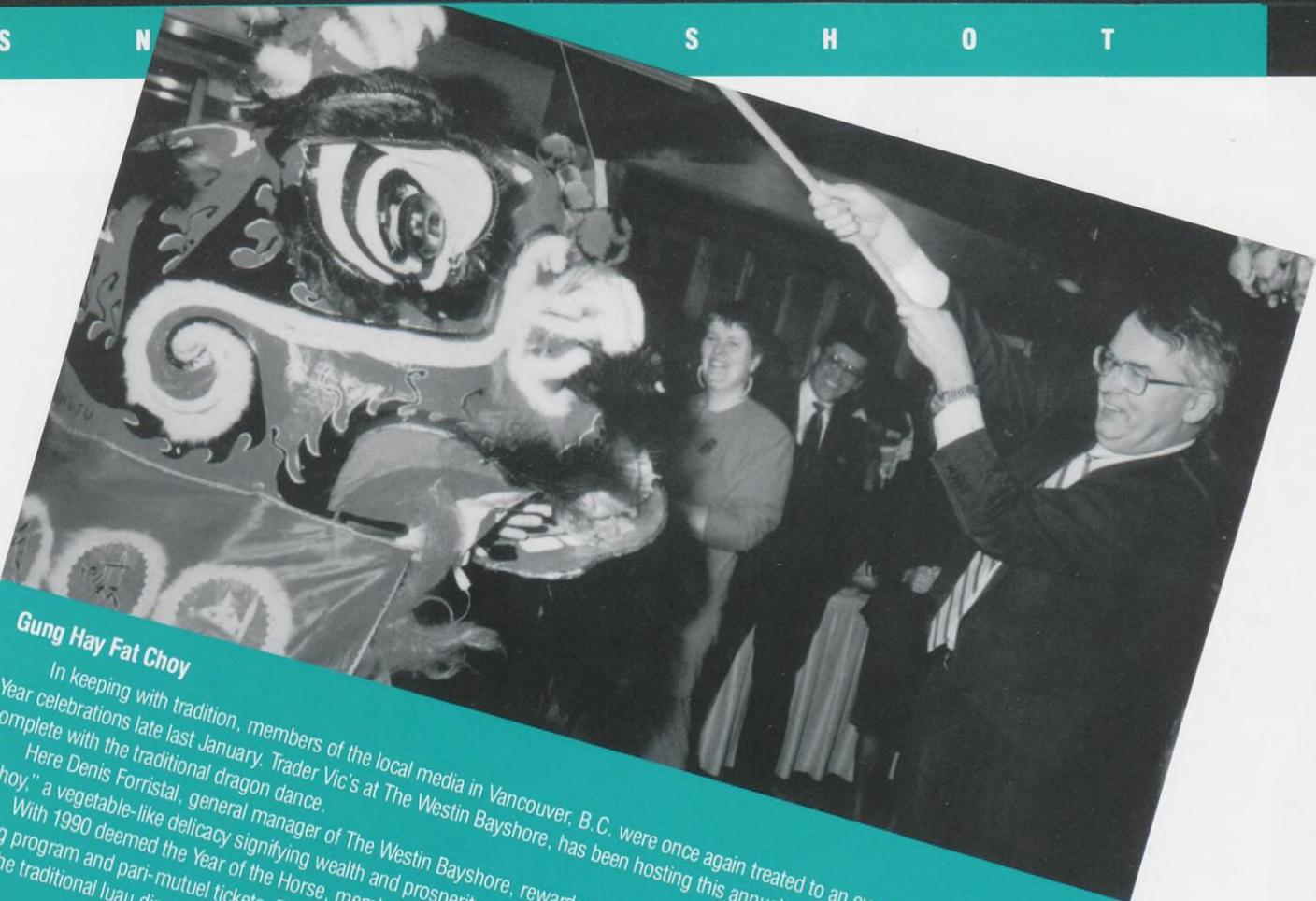
This year's participants were, from left, Bob Dever, health club manager; Julie Gustafson, employment coordinator; and Dorothy Miller, payroll manager.



Wining and dining at Westin

To help mark Westin's 60th anniversary this year, Westin hotels and resorts around the world are participating in a food and wine promotion, using Mondavi wines and menus provided by great chefs of the world.

Here, in the photo at left, Christoph Leu, executive chef at The Westin Hotel, Copley Place, shares a moment with "great chef" Julia Child. At right, Westin St. Francis food & beverage director Edward Andrews, right, was joined by Mondavi chef Holly Peterson and Bruce Kruger, left, of Mondavi to introduce Mondavi's great chef's menu.



Gung Hay Fat Choy

In keeping with tradition, members of the local media in Vancouver, B.C. were once again treated to an evening of Chinese New Year celebrations late last January. Trader Vic's at The Westin Bayshore, B.C. has been hosting this annual event for the past 28 years, complete with the traditional dragon dance.

Here Denis Forristal, general manager of The Westin Bayshore, rewards the dragon with a head of lettuce which symbolizes "choy," a vegetable-like delicacy signifying wealth and prosperity.

With 1990 deemed the Year of the Horse, members of the media were treated to an evening at the races. They were provided a racing program and pari-mutuel tickets. The races were run on an audio-cassette and the one who cashed in the highest dollar payoff won the traditional luau dinner for 12, the annual giveaway at this function.



Celebrating 60 — how sweet it is

Westin South Coast Plaza pastry chef Victoria Pargee displays her marzipan and chocolate confection saluting Westin's 60th anniversary.

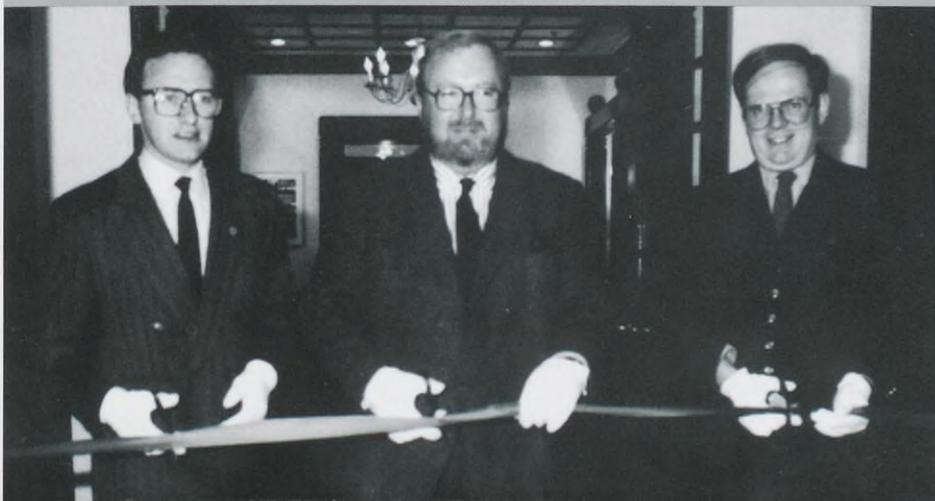
The world map showing Westin's hotel cities was made with 30 pounds of almond paste, 50 pounds of sugar, 15 pounds of chocolate, and approximately 50 hours of labor. Pargee had help from third-year culinary apprentice Richard Hebben, and catering assistant Cindy Casey.

Pusan goes Irish

Ciaran Kelly, general manager of The Westin Chosun Beach in Pusan (left), cuts ribbons with Irish Ambassador Richard Ryan (center), and U.S. Consul Dennis Halpin to open the hotel's — and Korea's — only Irish pub, O'Kim's.

The O'Kim's Irish Pub and Sports Bar opening was part of the hotel's \$15 million.

Ireland's first ambassador to Korea, Richard Ryan, was obviously posted there just in time. One of his first official duties was to open the Irish pub.





Everything's ducky

This year's Fiesta Bowl parade proved to be a prize winning event for the Arizona Biltmore when they were awarded the Grand Prize for their float "Singin' in the Rain" featuring a family of ducks dancing on lily pads.

The float was constructed of parsley leaves and fresh flowers which adorned the umbrellas. Brilliantly colored coco sticks created the look of flowing water and rain.

Pictured here is the happy duck couple splashing their way down Central Avenue and listening to NBC's Gary Collins and Mary Ann Mobley describing the event.

Winnipeg goes Scottish

Each year on January 25, The Westin Hotel, Winnipeg holds its annual Robbie Burns Day celebration in honor of the famous Scottish poet who died in the early 1800's.

This is a very important day for the Scottish community. Haggis, a traditional Scottish meat pudding, is served along with turnips, Scotch broth, shortbread and gaelic coffee. The Haggis is appropriately paraded and a speech is made which is known as the "Address to the Haggis".

Pictured here from left is Les Archibald, member of the St. Andrew's Society, Westin's sous chef Ming Wong displaying the Haggis, and piper Doug Roxburgh.



Atlanta checks in 5 million

"Who was the five millionth guest?" That was the most-asked question last March 15 at The Westin Peachtree Plaza.

The lucky guest, Helen Ma, right, of Los Angeles, was greeted by Managing Director Hermann Gammeter, center, and checked into the Presidential Suite by Karl Weitz, left. (Weitz, a front desk agent and cashier, was January's Employee of the Month.)

Ma is a Westin Premier Gold Card holder, and is a regular at the hotel, having stayed there for the last five years, five times a year, five days on each trip!

Asked why she regularly chooses The Westin Peachtree Plaza, Ma replied that one of the best features of the hotel is the sense of security it gives her.



Clean results

Century Plaza Hotel & Tower room attendant Ruby Raymond, left, and property maintenance manager Armandina Montijo assist in serving cake to the staff to celebrate the Century Plaza's improved room cleanliness results on the December/January Guest Satisfaction Surveys.

Through the efforts of the entire staff the Century Plaza Hotel & Tower received a 90.1 score for room cleanliness and a 90.8 for bathroom cleanliness.



Great lunches from great chefs

Both Chicago properties kicked off their 60th anniversary Robert Mondavi Great Chefs of the World wine and food promotion last March with chef's table luncheons for the press.

Both hotels reported they received rave reviews, and they have been madly clipping the press reviews and stories.

Seated with the various newspaper and magazine reporters are Serge Delage, executive chef, The Westin Hotel, O'Hare (sixth from left); Bill Webb, director of f&b, The Westin Hotel, O'Hare (eighth from left); Ulrich Wall, general manager, The Westin Hotel, O'Hare (fifth from right); Ellen Abrams, director of PR, The Westin Hotel, Chicago (third from right); and Beth Rosenberg, marketing manager, The Westin Hotel, O'Hare (right).

Design by Marty Roselius Design

Wrap-Up



'Cliff-hanger' Kiele best new golf course

The Jack Nicklaus signature course, Kiele, at The Westin Kauai, Kauai Lagoons, was named "America's Best New Resort Golf Course" for 1989 in the January issue of *Golf Digest* magazine.

Kiele was selected by a panel of over 200 people judging more than 100 new golf courses open to play between July 1, 1988 and June 30, 1989.

Golf Digest staffer Ron Whitten described the Kiele course as "a gorgeous 18 holes with elaborate bunkering, bold terracing and a collection of cliff-hanger greensites."

Both the Kiele and its companion 18-hole course, Lagoons, are open for play to Westin Kauai resort guests as well as island visitors and residents.

Earthquake at 5; dinner at 6!

San Francisco's October earthquake hit at 5:04 p.m., but the lavish dinner buffet The Westin St. Francis had planned for 450 CEOs in the Grand Ballroom went on as scheduled at 6 p.m.

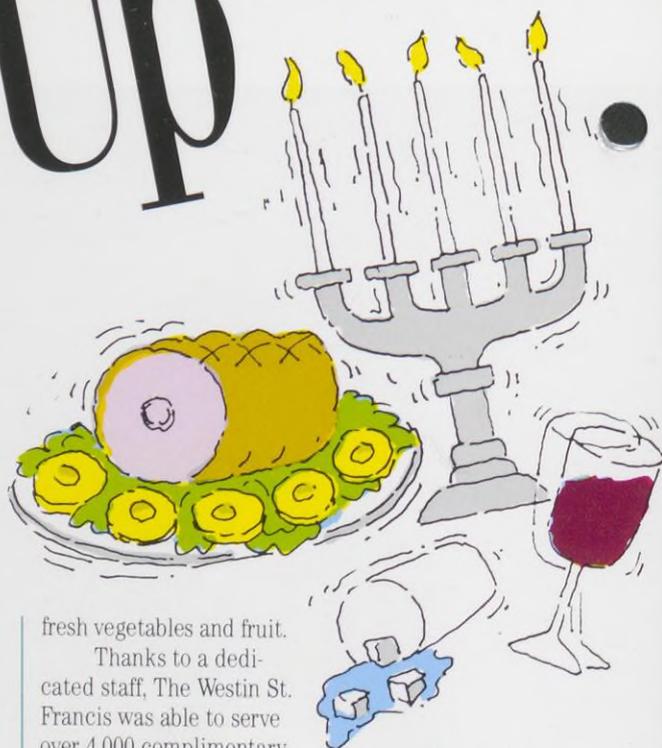
An amazing feat, indeed, and here's how they did it.

Luckily, the kitchen had already prepared all the food, including tea duck, pasta, fresh seafood and carved beef. Despite the loss of power, Larry Dean's catering staff lit the room with 100 5-branch candelabra and served the group still-warm food by candlelight.

In fact, the hotel's extensive outside catering experience made it possible to provide continuous food service until electricity was restored 36 hours later.

Fortunately, the hotel's inventory included cutlery and dishware to serve 6,000. Additionally, paper plates and plastic utensils and glassware were used to cut down on maintenance. Catering even brought in two refrigerated trucks to store perishables.

For breakfast the next morning, fresh juice, fruit and milk were served along with plenty of breads and danish. Although no hot food could be prepared at lunch, the staff served pasta salads, cold cuts,



fresh vegetables and fruit.

Thanks to a dedicated staff, The Westin St. Francis was able to serve over 4,000 complimentary meals to its own guests and many others, as well, from smaller Union Square hotels who were without food.

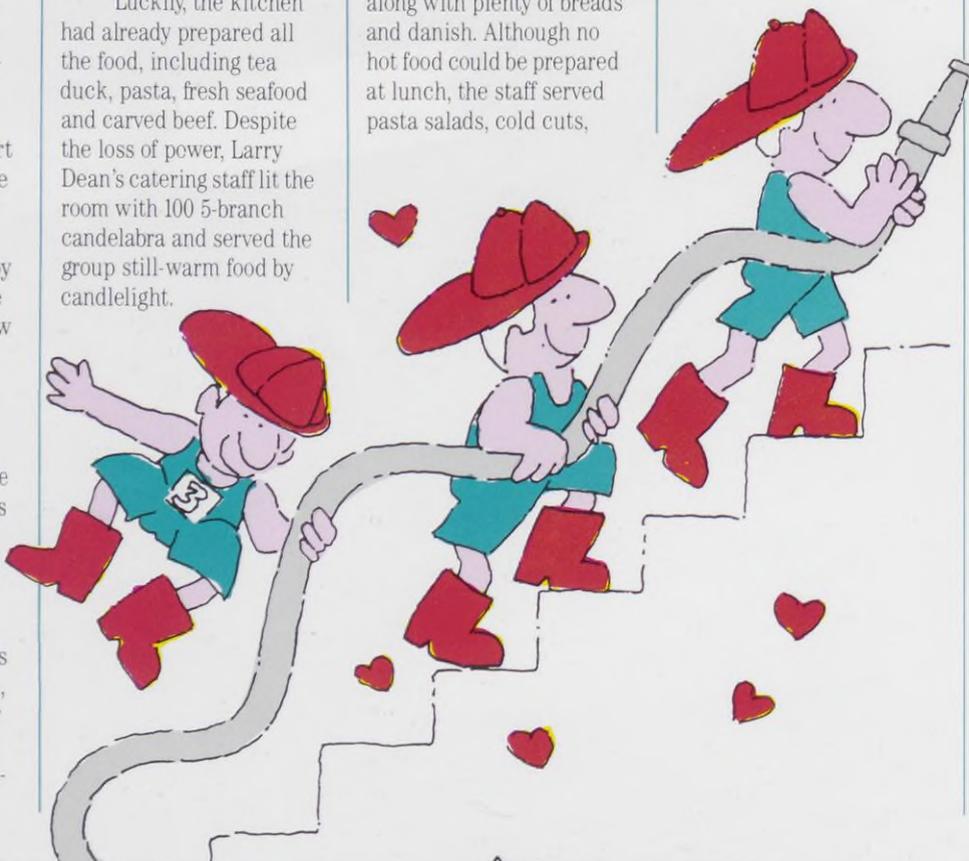
1,162 stairs later...

Ever wonder how long it would take to climb the stairs to the top of one of the world's tallest hotels?

Only four minutes 28 seconds, to be exact. At least that's what it took a team of Detroit's finest firefighters as they put their legs, lungs and hearts together to win the firefighters team relay and raise money for the American Heart Association.

The relay was one of three races in the second annual "To the Top" fundraising event held at The Westin Hotel, Renaissance Center. The firefighter team claimed their speedy victory on The Westin's 72 flights of stairs (1,162 steps).

Over 300 amateur athletes participated in the event which also included "The race to the Summit" and the "Vertical Mile Marathon."



Just for laughs — and a \$20 check

We just *know* there are some humorous stories floating around out there. Hotels can be crazy places, and we'd like to share your humorous experiences with other Westin employees.



As added incentive for you to share your humorous (and/or embarrassing) stories with us, we will pay you \$20 if we run your anecdote in *WestinWorld*.

Please send your input to Linda Plumb, The Westin Building, MKT-13, Seattle, WA 98121.