

Front!

February, 1981



WESTIN HOTELS



**Top Westin Hotels
award for
'model' employee
Jane Herring**

(Story, page 5)

On the move

Let's tell the world

"Our family has a proud new name and symbol. Let's tell the world."

That's the message you'll be reading on posters that will soon be displayed in all our Westin hotels and offices.

If for no other reason than it's quicker and easier to say, most of us by now are automatically using our new Westin Hotels company name. And many of us, I'm sure, have become as automatically familiar with our handsome new company symbol.

Our big challenge now is to promote an automatic name and symbol familiarity with the public.

A lot is being done in that direction in our advertising, through news stories and publication articles and other organized promotional efforts.

But these efforts can be greatly helped along by each one of us when we talk about our new family name and symbol to our friends and acquaintances. Word of mouth is still one of the best ways of "telling the world" who we are and, as important, where we came from.

Telling where we came from is important because even though our name and symbol are brand new, nothing else has been changed. As a 50-year-old company, we still rank as the oldest operating hotel company in America. And that proud 50-year history has earned us a reputation as one of the most prestigious and respected hotel companies in the world.

Westin Hotels, as it was with Western International Hotels, still stands for the finest.

Let's tell that to the world.



Harry Mullikin
President and
Chief Executive Officer

Harry Mullikin

Bernard Agache, from executive assistant manager, Hotel Bonaventure, to executive assistant manager, Hotel Toronto.

Bill Buffington, from director of personnel, Los Angeles Bonaventure, to director of personnel, Detroit Plaza.

Bruce Falls, from regional director of sales, Washington, D.C. sales office, to director of marketing, Detroit Plaza.

Lynn Kirsch, from director of personnel, Detroit Plaza, to director of personnel, Century Plaza.

Robert Niederhauser, from director of food & beverage, The Plaza, to corporate director of food & beverage for Westin Hotels in Mexico.

Chris Scala, from acting controller, The Olympic, to controller, The Space Needle Restaurant.

Keefer Welch, from national sales manager, Los Angeles Bonaventure, to regional director of sales, Washington D.C. sales office.



COVER: Galleria Plaza catering sales manager Jane Herring was awarded the top company employee honor, the Thurston-Dupar Inspirational Award, at the Management

Conference in early January. Presenting Herring with this most prestigious employee honor is Westin Hotels president and chief executive officer, Harry Mullikin.

Front!

A monthly publication by and for employees of Westin Hotels

Gabe Fonseca,
Internal Publications Manager

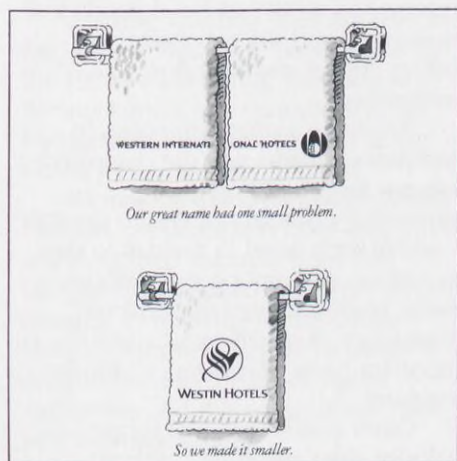
Linda Plumb, Publications Editor

The Olympic, 4th & Seneca, Seattle, WA 98111

Westin Hotels — now we tell the world

Although news releases announcing our name change to Westin Hotels have already flooded the media around the globe, the corporate Advertising Department wants to make sure that Westin Hotels will become a "household word" with travelers around the world — and the sooner, the better.

To accomplish this, they have launched one of the most extensive ad campaigns in the company's corporate advertising history. A sized-down version of the first ad running in print media appears here.



This particular full-page ad ran one time in the national edition of the *Wall Street Journal* and in the Seattle daily papers January 15. Then, follow-up half-page ads were scheduled to run in the *Journal* once each week for three consecutive weeks.

Also in January, this same full-page ad ran in Canada's *Financial Post* for the Canadian audience.

In the works, and scheduled to appear beginning in early February, are ads in 14 international travel trade publications, with three insertions in each publication.

And that's only the beginning. A feature story in an upcoming issue of *FRONT!* will detail the complexities inherent in launching such an advertising program, as well as give employees a preview of the advertising and other promotions they will be seeing in the months to come.

The Arizona Biltmore still rated 'one of the best'

The Arizona Biltmore has done it again and again, and again, and, well — 22 times again, to be exact.

The classy Phoenix resort hotel was recently informed that they once more had garnered one of the top rating honors of the hotel industry — the Mobil Five-Star award. The 1981 rating marks the 22nd consecutive year that the Westin property has been selected for this award that designates it, according to the Mobil Guide rating system, "one of the best hotels in the country."

Information on other Westin hotel Mobil award winners were not available in time to meet February *FRONT!* deadlines, but these top rated winners will be recognized in future issues.

Offices 'check-in' at Cincinnati hotel

January 19 was check-in day for The Westin Hotel, Cincinnati as the staff moved from their former office building headquarters into their permanent locations in the hotel.

The executive, catering, sales and front office operations moved into the lobby-level area. Purchasing, receiving and housekeeping set up shop in the service level, and the accounting staff moved into what is identified as the 3M level.

Further construction delays have pushed the "soft opening" into early March with official opening ceremonies to follow about 30 days later.

Groundbreaking starts up for north Dallas hotel



This 441-room hotel in north Dallas will be part of a 43.8-acre office/retail complex.

The same folks who brought us the Houston Oaks and Galleria Plaza hotels, Gerald D. Hines Interests, have teamed up with Westin once again in another exciting hotel development.

This newest addition to the Westin family is a proposed 21-story, 441-room luxury hotel to be constructed in north Dallas, Texas.

The hotel will be part of a 43.8-acre office/retail complex now under development by Hines.

The property will include a fine specialty restaurant, coffee shop and grill, rooftop club and a swimming pool and health club. Catering to group business as well as the individual corporate traveler, the hotel's function space will include a grand ballroom, junior ballroom and 12 smaller support rooms.

Integrated into the property will be two fashionable retail outlets — Saks Fifth Avenue and Marshall Field & Co. Other quality shops will be located within the complex.

The hotel's location at the intersection of Dallas Parkway and LBJ Freeway places it within 20 minutes of downtown Dallas and 12 minutes from the Dallas/Fort Worth Airport.

Groundbreaking for the hotel takes place in February, with opening scheduled for January, 1983.

Westin will manage and participate as an equity owner in the hotel.

Annual conference sets strategies for the 80's directions

Probably no management conference in the company's history has gotten off on a more dramatic note.

One of the first items on the agenda was the introduction by president and chief executive officer, Harry Mullikin, of the new Westin Hotels name and symbol.

Mullikin's audience was the first company group to learn of this new identity change. They were the over 130 hotel and corporate management executives attending the 1981 Management Conference at the Century Plaza January 4-8.

That dramatic announcement was followed by a multi-media presentation on the development of the new name/symbol concept including some proposed applications. Some of those applications were already in the works. In his related remarks, Ron LaRue, director of advertising and public relations, briefly outlined the soon-to-be released department plans for promoting the new corporate name and symbol throughout the world.

But, before making the name change announcement, Mullikin spoke at some length on the general state of the economy in relation to the company's financial picture.

He noted that "1980 was a good, but also a tough year." He also noted that in spite of the "tough" economic situation, the corporate profit plan had been met, adding, "But just barely." For this he gave high praise to the efforts of the hotel executives and their staff members.

Looking ahead, Mullikin predicted that, in general, "1981 was not going to be a great year in terms of business" but tempered that with the feeling that "... 1982 and the balance of the 80's will be good."

It was this look ahead that provided the cue for the conference theme — "Strategies for the 80's." That theme was basis for the various division

presentations and the discussion group sessions that packed the hard-hitting, four-day conference.

The Marketing Division's strategy thrust for the 80's, for instance, targeted on expanding markets. The major emphasis was in the expansion of their European Marketing Plan which was launched last spring.

Executive members of staff services — Rooms, Food & Beverage, Personnel and Corporate Communications — joined forces in a half-day presentation and audience input session.

While each staff services member spoke on their particular areas of responsibility in line with the company's strategies for the 80's objectives, their basic message to their hotel member audience was the same. That was a re-emphasis of their professional expertise availability to assist the hotels in whatever way they could to achieve their individual goals.

Other corporate member presentations included "updates" in the areas of Development Division activities, computerization development and anti-trust regulations.

One of the more popularly received presentations was an in-depth analysis of two of Westin's major hotel company competitors by two two-member general manager teams. These reports provided the attendees with some valuable insights into what these competing company's hotels in their communities were offering their clientele — information that could affect their own merchandising strategies.

In his remarks, C. R. Lindquist, executive vice-president for hotel operations, outlined the areas of top priority for 1981 requiring particular focus by the attendees.



Harry Mullikin, president and chief executive officer, proudly announces the company's new name, Westin Hotels, to Management Conference attendees.

These included pricing in response to rising raw product and energy costs; loss control, particularly as to the "misuse and abuse" of hotel goods and equipment; and stricter controls of staffing, energy and cash flow management.

Receiving a strong emphasis in Lindquist's remarks was the company's concern for promoting quality consistency — in service and in product — within each hotel in the day to day operations, and among the various hotels. Lindquist rated this uniform consistency of quality as a "vitaly important point of difference" for the company.

Other conference highlights included the Carlson-Himmelman Achievement Award dinner, the traditional Thurston-Dupar Inspirational Award luncheon and at the conclusion of the conference, a "Town Hall Today" general session, during which questions posed by the attendees were responded to by Westin Executive Committee members.

New with this year's conference was the "Resource Center" — an exhibit area where top ideas in hotel advertising and/or promotion campaigns and VIP room gifts were displayed.

Conference chairman was Jack Gaines, general manager of the Continental Plaza, assisted by Bill McCreary, general manager of the Williams Plaza as vice chairman.

For her 'model' qualities, the top employee award

If there was ever a model for other employees to follow, Jane would be that model."

That's how the Galleria Plaza's nominating committee began their report in support of fellow employee, Jane Herring's, nomination for the company's Thurston-Dupar Inspirational Award for 1980.

The corporate committee who selects the award finalist from among the hotel entries was as equally impressed with Herring's "model" qualities. She was also their choice to receive this highest, most prestigious Westin Hotels employee honor.

Herring, catering sales manager for the Galleria Plaza, was presented with the 1980 award during the traditional Awards Luncheon ceremonies at the Management Conference held at the Century Plaza in early January.

In making the presentation, Harry Mullikin, president and chief executive officer, quoted excerpts from the Galleria Plaza committee's entry in his remarks. In referring to the entry, Mullikin commented that Herring's "... contributions to the hotel, fellow employees and the community make very exciting reading."

That "exciting reading" included a number of quoted accolades from hotel clients in high praise of Herring's professionalism, warm and friendly manner and competence.

High praises were also given by the committee for Herring's outstanding working relationships with the people in her department and with other hotel departments. As the Galleria Plaza committee affirmed, "She sets the example for all others, not only by following the policies and procedures of the hotel, but through her cooperation and friendliness with other departments."



Jane Herring learns she has been selected for the Thurston-Dupar Inspirational Award and gets a congratulatory hug from Jim Mogush, Galleria Plaza's general manager.

She was also cited as being a "creative and innovative merchandiser of hotel services, implementing ideas that have brought new and welcome markets into the hotel."

Among her merchandising achievements was the pursuit of the local wedding function market. Largely through her efforts, the name Galleria Plaza and weddings have become synonymous for many people in the Houston area.

Herring's people-caring nature and boundless energy have also involved her in community affairs.

She was first in line, for instance, to volunteer her services for answering telephone pledges in a recent Houston Leukemia Society Telethon.

On a permanent basis, she has committed herself to serving as both an officer and volunteer for a unique volunteer organization serving the needs of patients awaiting or undergoing psychiatric help. A number of off-duty hours — both in her administrative capacity and in visiting with these patients — are devoted to this special commitment each week.

As the 1980 Thurston-Dupar Inspirational Award winner, Herring was presented with her personal award plaque plus a two-week paid vacation for two (in addition to her regular vacation) at any Westin hotel of her choice in the U.S., Canada or Mexico that included a \$500 expense check.

Herring's name, engraved in brass, will join the name of previous award winners on the special Thurston-Dupar Inspirational Award plaque that is kept on permanent display at Westin corporate offices.

She will also have the singular privilege of wearing the black disc behind her Westin Hotels pin that identifies her as a company-wide Thurston-Dupar Inspirational Award winner — further confirmation of her recognized "model" employee qualities.

Safety record worth \$1,000

What's a top hotel safety record worth? Ask the employees of the Galleria Plaza — they know.

They'll tell you that aside from the obvious well-being benefits resulting from smart safety practices, a top safety record can also be worth a healthy chunk of cash.

As the 1980 winner of the fifth annual Westin Safety Award competition, the Galleria Plaza was presented with a traveling plaque and a cash award of \$1,000 during Management Conference award ceremonies at the Century Plaza in January.

Al Vettori, corporate insurance manager and coordinator of the annual safety program, commended the hotel for making the greatest improvement among all Westin properties in controlling employee job-related accidents.

C. R. Lindquist and John Calvert, executive vice presidents, jointly presented the award to Galleria Plaza general manager Jim Mogush, who accepted on behalf of the hotel's entire staff.

The cash prize is to be used as the hotel's employee council chooses.

The Ilikai, winner of last year's award, was also recognized and was presented with a permanent safety award plaque for display at the hotel.

The safety award program was designed to stimulate greater hotel safety awareness, to reduce job accident injuries among employees, and to encourage employees to contribute towards a safe environment for employees and guests alike.

Denis Forristal honored with Carlson-Himmelman award



A surprised, and apparently quite pleased, Denis Forristal (second from left) was presented with the Carlson-Himmelman Achievement Award by Harry Mullikin, president and chief executive officer (left). C. R. Lindquist, executive vice president (second from right), and Joe Mogush, senior vice president, applaud The Bayshore general manager.

It has been a year of honors for The Bayshore's general manager, Denis Forristal.

The most recent was the Carlson-Himmelman Achievement Award, bestowed upon Forristal at the Management Conference held at the Century Plaza in January. Earlier last fall, he was honored as the 1980 Hotelier of the Year by the Commercial Travelers Association of Canada.

Forristal has been at The Bayshore as general manager since 1977. He began his hotel career in 1961, when he first came to Canada from his native Ireland. His first hotel job was with Hotel Vancouver. From 1963-69 he held various front office jobs at Hotel Georgia, then a Westin property, and was named senior assistant manager at that hotel in 1969.

In 1970 Forristal took over as executive assistant manager at Calgary Inn. That was followed by a brief stint at The Olympic in the same capacity, and then by a move back to Calgary Inn in 1973 as general manager. He stayed at Calgary Inn until his move to The Bayshore.

The Carlson-Himmelman Achievement Award is presented as recognition of achievement and service to the company.

The award was named in recognition of the two men — Edward E. Carlson and Lynn P. Himmelman — who led the second generation of Westin Hotels from a small, regional hotel management company to its present international hospitality prominence.

Previous award winners include executive vice president C. R. Lindquist, senior vice presidents Joe Mogush and Dan McClaskey, and Dave Paulon, general manager of Shangri-La, Hong Kong.

Award winners receive a month's trip to visit great hotels around the world.

Photo news

Safety (no) laughing matter

PORTLAND — On-the-job safety messages are repeated often. They should be. They are important. But the challenge is, how do you get these messages across to people in a new, interesting and memorable manner? The Benson's employee Safety Committee has come up with an approach that not only gets the message across, but does it with laughs. They kicked off a safety program with a series of skits whose silent movie-vintage characters — Charlie Chaplin, W. C. Fields, Buster Keaton, Harpo Marx and Laurel and Hardy — demonstrated, in their classic comic styles, the safe — and unsafe — way to go about their jobs. And that's where the laughs came in as these committee member impersonators of slapstick comic routine did their schtick, demonstrating, for instance, how, and how not to, lift a heavy object; and how easy slipping



and falling can be. Costumed committee members are (from left): T. C. Warren, Jan Martin, Dee Ronk, Howard Burton, Pamela Schuetze and Karen Kleyla. In a more serious, straightforward vein, emergency-type situations were also discussed, and a representative from the State Accident Insurance Fund was on hand to reinforce safety information and discuss accidents in general.

Catering to every whim

HOUSTON — Whether it's duck hunting in the local marshes, or a romantic evening on the white sand beaches of Cancun, Houston Oaks catering department can handle the order. Thanks to the imaginative efforts of Director of Catering Kathryn Vater and her staff, the hotel is now offering an impressive list of catered events to suit almost any whim. The duck (or goose) hunt was one of their offerings this past fall. It came complete with early morning breakfast and an after-hunt seafood buffet. And, of course, transportation to and from. Here, hotel staff members create the mood (from left): Glenn Miller, sales manager; Mark Hellrung, banquet manager; Ted

Galloway, director of sales; and Brandy, the Spaniel.

Now that the hunting season is over, the hotel's catering staff has come up with about a half-dozen equally different and exciting catering "adventures." Among them, a Tailgate Party where guests are bussed to the Astrodome for a sporting event. Then, either a delicious lunch or dinner is served to the sporting crowd of 10 or more "tailgaters." And for the more active sports enthusiast, there's a raft race on the Colorado River. The hotel makes all the arrangements, including bussing the crews to the river, and supplying the barbeque, beer and winner's cup. Or how does a leisurely lake cruise sound? This catered party for 24 includes a serenading guitarist, tropical libations and a tasty seafood spread. And for the party appropriately titled "The Ultimate Fantasy," guests can climb aboard their own chartered Lear jet bound for Cancun, Mexico, where they will be treated to a private Mexican fiesta on the white sands of this resort paradise. Looks like Fantasy Island has met its match.

Photo news

A gift from the 'heart'

LOS ANGELES — Century Plaza employees got into the giving spirit well before Christmas. In their annual Red Cross blood drive, held earlier this past fall, they gave generously. And perhaps the competition to see who could recruit the most people from their departments helped out. Filemon Arias, executive steward (left), came through with the most donors (12) from his department, while Jerri Levin, executive secretary, brought 63 percent of the sales department in to give some of that life-saving liquid. The plaque recognizing the pair's recruiting efforts was placed in the employee cafeteria.



And that's a lot of flowers...

HONOLULU—Each year employees of The Ilikai, Mauna Kea and Wailea Beach Hotel enter a float in the Aloha Week Float Parade. And you can bet they don't use paper flowers. Yup, it was the real thing — about 35,000 fresh flowers, not to mention the thousands of leaves, ferns and bundles of moss. Nearly 300 employees from the three hotels chipped in to help decorate the Westin entry, which meant a non-stop 19-hour marathon "fastening-on-flowers" session. That session began 8 a.m. on a Friday so that the float would be ready and "daisy (uh... hibiscus) fresh" for the Saturday morning parade.

Home-grown talent

SINGAPORE — Nearly 1,000 staff members at the Shangri-La gathered for their ninth annual staff night in November for an evening of food, fun, music and dancing. The surprise entertainment attraction was provided by the "Famous Five" staff choir (left to right): Mustafa Rahaman, senior assistant manager; Parker Smith, resident manager; Richard Goh, personnel director; Michael Kalyk, general manager; and Tay Boon Seng, food & beverage director. Crowned 1980 queen of Shangri-La during the festivities was Tiara Lounge hostess Katherine Quek. Runner-up was Jaquita Gonzalez, telephone department.





Perfect balance

SEATTLE — Working with thousands of dollars and hundreds of accounts, the night audit team of the Washington Plaza recently accomplished a landmark achievement: as of the end of September, the front office accounts were in perfect balance for a record 200 consecutive days. "Such a feat requires careful coordination and exceptional efforts by all front office personnel," said Jesse Champers (far right), night manager. Other members of the crew are (from left): Ron Ray, Carol Halverson and Chuck Abbott.



A Cincinnati picnic

CINCINNATI—What enthusiasm! They aren't even open yet, and the first employee picnic at the Westin Hotel, Cincinnati is history. And what a fun history! A total of 56 people — employees, family and friends — turned out for the first annual affair in October which featured plenty of good food, fun and games. A special cake in the shape of the hotel was baked for the occasion. Here, Sam Horn, sales secretary (left) and Tom Hosea, general manager, demonstrate how to successfully run a two-legged sack race. The hotel is slated for its "soft" opening this month, and says one employee, "All the departments are now in high gear; the excitement is growing to the point that I think we'll all burst before opening!" (That bursting feeling couldn't have anything to do with all the good food consumed at the picnic, could it?)

United effort for United Way

LOS ANGELES — Los Angeles Bonaventure employees contributed their fair share — and more — to the hotel's 1980 United Way fund-raising campaign. Their 1980 contributions were five times greater than for the 1979 campaign. Employees gave almost \$7,300 this past year. Highlight of the campaign, which was headed by Susan Fernau, director of reservations, was an employee carnival. Baked delights, a palm reader, a dart throw, a dance contest and a dunk tank were among the fun events which helped raise \$1,700 of the total campaign contribution. Getting into the carnival spirit here were (left to right): Bill Buffington, former director of personnel; Shirley Amato, P.A.B.X. supervisor; Ron Spellecy, director of marketing; and Kathy Stevens, marketing research.



'Frantic week in November' and Bellevue Stratford lives again

Joe Callihan, senior vice president, still shakes his head in near disbelief as he recalls the details of that frantic week last November.

"It was a real challenge," he admits. "But we pulled it off — thanks to some super teamwork and the outstanding professionalism of the transition team, as well as that of their hotel counterparts."

He grinned broadly, adding, "They even made it look easy!"

The team Callihan referred to was the group, which he spear-headed, that was formed to handle the

transition details when the company acquired the Bellevue Stratford hotel in Philadelphia.

The challenge was to transform the hotel, including changing its name, from a fully-operating Fairmont hotel to a fully-operating Westin hotel without missing a single operations beat.

As one team member so graphically put it, "It was like buying a Cadillac and transforming it into a Mercedes while it was still being driven by its current owner."

The chain of events leading up to that "frantic week in November" had begun about six weeks earlier. The hotel's owners, Rubin Associates, had contacted Westin about managing the property following the expiration of the current management's arrangement with them in mid-November.

Harry Mullikin, president and chief executive officer, visited the property and was very enthused with what he saw. It was definitely a Westin-class hotel.

When it appeared that a mutual agreement (which included Westin's equity participation) would be reached, Mullikin informed Callihan of the pending transaction and assigned him the responsibility for recruiting a transition team to handle the myriad of operational details required to make the changeover.

Team selected

Callihan was briefed on the Thursday prior to acquisition week. He had about two days to select his transition team and get them to the Philadelphia hotel by the following Monday morning, ready for action.

The team member lineup: from the Marketing Division — Bill Newman, vice president/sales; Ron LaRue, director of advertising and public relations; and Ken Kitchin, public relations manager. From the Rooms Division — Director Ray Sylvester and Hanne Dittler, director of property services. From the F&B Division — Director Jacques Bourgeois and Joe Huber, corporate cost control manager. Representing Financial Services Division — Paul Matteucci, director of internal audit, and Ken Williams, coordinator, hotel accounting services.

Rounding out Callihan's corporate offices crew was

Jerry Gunderman, director of personnel. Added to the team were some staff members from various hotels, including Waldo Brun, executive chef of the Peachtree Plaza, and Joe Briglia, sales manager at The Mayflower, as well as others.

Callihan arrived at the hotel on Sunday morning for preliminary sessions with Mullikin and with Phil Hughes, managing director of The Plaza, to whom the Bellevue Stratford's new general manager, Bart Moore, would be reporting. Moore, formerly resident manager at The Plaza, also attended these sessions, as did the hotel's newly appointed director of sales, Archie Holeman. (The other appointed members of the hotel's executive committee arrived over the next few days.)

Transition week, which officially began on Monday morning, November 10, found the Westin team gathered at their "strategy headquarters" — one of the hotel's upper-floor suites.

Three-pronged strategy

"Our strategy," Callihan explained, "was three-pronged.

"Since the decision had been made to reintroduce the hotel's original name, Bellevue Stratford, it meant we had to change all name identification wherever we could throughout the hotel by the time

New identity stickers are applied to restaurant menus



the changeover became official on the following Friday midnight.

"Then we had to begin the job of promoting the hotel's new name and its identification with our own company to all our audiences.

"And, very importantly, we had to establish an immediate and favorable relationship with the hotel's employees, who, naturally, would be very apprehensive about the change once the news was announced."

But first, and most urgent, was getting to work on the name change.

"We needed to have that assignment completed as soon as possible," LaRue explained, "because everything else that we had to make name changes on depended on the graphics



Bart Moore (center) joins a group of veteran employees at the hotel's entry to welcome the reappearance of the Bellevue Stratford name on the hotel's marquee. All these employees had worked at the hotel under its original name.

Bellevue Stratford general manager, Bart Moore (left), and director of sales, Archie Holeman, display a Philadelphia newspaper headline announcing the return of the Bellevue Stratford name under Westin management.



for the new name and colors that would be used."

By Monday evening, a local artist had designed the signature logo for the Bellevue Stratford name. Brown and tan had been selected as the hotel's official colors.

Aided by the Corporate Identity Guide and with the gathering of actual items used in the hotel, decisions were made as to where name changes could be practical.

"That part was easy," says LaRue. "The big job was to find printers and other suppliers in town who understood what 'I needed it yesterday' really means."

Judith Morse, the hotel's director of public relations, took on the responsibility of having a supplier prepare Bellevue Stratford signs, and a hotel flag, to mount on the hotel's two entry marquees opening day.

Tuesday is news-day

The next day, Tuesday, the news was released to the media. One Philadelphia newspaper banner-headlined the news, "Bellevue Stratford to live again."

Meanwhile, Callihan had gained permission from the Fairmont management to hold employee meetings to let the staff know what was happening; to inform them about their new company, and to assure their welcome to the Westin family. These meetings were held throughout the day, including one that was scheduled at midnight for the benefit of the night staff.

On Wednesday, the team's suite began to look like a newsroom as clippings from the various local and regional papers were gathered and tacked on walls. A barrage of calls from the media and other interested parties seeking additional details kept Kitchin and Morse tied to the telephones.

The way had been cleared for members of the Westin team to consult with their hotel staff counterparts in most of the hotel's departments.

Most of this contact involved observing operations, becoming acquainted with the staff and answering their questions about their new company, and, in general, to help where they could in facilitating as

smooth a transition as possible.

Release of the acquisition news was the signal for the marketing/sales members of the team to get into the act.

The strategy, as plotted by Newman and Holeman, was to first contact all those accounts booking business for the following 90 days. Their aim was to acquaint these accounts with the new management and to assure them that their business would remain in good hands.

And to let everybody else know that Westin was in town and welcoming new business a special \$20-off room rate promotion was quickly put together. It was aimed, largely to attract the greater Philadelphia and Chicago markets. (Chicago is one of the prime Philadelphia business markets.)

Travel partner, United Airlines, also lent a hand in this effort. Their sales staff members helped contact travel agencies in both cities to distribute the rate promotion literature. Additional literature was also distributed to United passengers on the Chicago to Philadelphia flights.

Again through the special efforts of United — specifically its communications operations — the Bellevue Stratford was linked with the company's Westron reservations system within a few days after becoming a Westin property. That installation procedure normally takes up to 90 days.

Transition completed

By Friday midnight, it became official — the Fairmont was a Bellevue Stratford was a Westin hotel. Now it was full speed ahead to make the transition complete.

The nearly exhausted, but excitedly exhilarated team, was ready to go. Signs behind the front desk and elsewhere throughout the hotel were replaced. Packets of new guest room materials were made ready for room attendant distribution the following morning. Bellevue Stratford stickers were attached to restaurant menus and wherever else they needed to be applied.

This busy changeover activity continued throughout the early Saturday morning hours to be climaxed by the hanging of the new Bellevue Stratford marquee signs and the flag at the hotel's entries.

"It took a lot of hard work and planning and most of us didn't get a whole lot of sleep," Callihan admitted, "but by Saturday morning as much of the transition as we could do was completed, right down to the smallest nit-picking detail. The team did a terrific job, but I also give a lot of credit to the hotel's staff. They were cooperative and professional throughout it all — a great group of people."

Guests who had retired Friday night at the Fairmont, awoke Saturday morning at the Bellevue Stratford. If there were any questions in their minds as to what had happened, the buttons on the employee uniforms that morning proudly said it all, "The Bellevue Stratford Lives Again."

People

A circular route from 'rags to riches' (as it were)

(EDITOR'S NOTE: When we contacted *The Plaza's* FRONT! correspondent, Suzi Forbes, to supply us with details on a proposed story on manager, Hartmut Ballin, we got more than we bargained for — this humorous report, as printed below, written by fellow employee, Ray Quinn. Quinn is assistant to Forbes, the hotel's advertising and public relations manager.)

We plugged in our Hoover to get all the dirt on Hartmut Ballin, The Plaza's newly appointed manager, and uncovered a true rags to riches story in the process.

After he spent a half dozen years in various European cities (Rome, Frankfurt, London, Brussels, Geneva and Gothenburg, to name a few), Mr. Ballin, who hails from Wippra, Germany, came to our shores to see what conquests could be made in the U.S. hotel industry. His first stop? Where else but Manhattan — and The Plaza! Someone at The Plaza was duly impressed with Mr. Ballin's background and he was hired to begin his U.S. career — as a dishwasher.

A dishwasher? Well . . . really a dishwasher supervisor in the hotel's stewarding department. Undoubtedly, Ballin saw the opportunity, even if his first job didn't seem terribly gratifying. And while he was considering the possibilities over supper one day in the employee cafeteria, Ballin came to know a girl named Enid, who was to become his wife.

The future Mrs. Ballin, a native New Yorker, then administered the honeymoon promotion program for the



Hartmut Ballin still eats his lunch or dinner in the employee cafeteria.

marketing department at The Plaza. She was obviously very good at her job. The Ballins were married in 1971 and have two children.

Well, in only thirteen years, Hartmut Ballin has climbed the rungs of a ladder which has more of a circular design. From dishwasher in 1967, he became assistant food & beverage manager at The Plaza in 1969. Ballin then accepted a variety of assignments at other Westin hotels. At the Continental Plaza in Chicago, he served as the "Chicago '93" room manager. Then, as a director of food and beverage, he traveled to the Washington Plaza in Seattle, the Hotel St. Francis in San Francisco, and the Los Angeles Bonaventure. Ballin's most recent position was with The Olympic in Seattle, where he served as executive assistant manager and manager.

Now, Ballin completes the circle and returns to The Plaza with a most impressive management history to assume his position as manager. He's located a few stories higher now than he was in 1967, but he's still having lunch or supper in the employee cafeteria.

This time, however, he doesn't have to wash his dishes.

An "honest" day's work

LOS ANGELES—Honesty definitely paid off for Richard Griffin recently. A banquet house attendant at Century Plaza, Griffin came across some valuable camera equipment while going about his regular duties. Knowing the owner would be frantic when he discovered his loss, Griffin immediately turned in the find to Security. Sure enough, a frantic, and hopeful, guest appeared in Security a short time later. His hopes were realized as he was reunited with the forgotten equipment which he described as valuable, old and apparently irreplaceable. The grateful guest expressed his gratitude to Griffin with a \$100 reward — not a bad "salary" for an honest day's work.



People



'Blue Pin' at The Bayshore

VANCOUVER, B.C.—Jan Segers (second from left), front office manager at The Bayshore is now the proud wearer of an AmEx Blue Pin. And what's the big deal about a Blue Pin? Plenty. The American Express-sponsored award, given throughout the Canadian hospitality industry, is presented on an annual basis to the service person at any hotel deemed to possess those qualities most prized in a hospitality service

employee — diligence, friendliness, loyalty and a positive attitude. The Bayshore staff nominated Segers for the award, and, in October, five American Express executives traveled from Toronto to The Bayshore to personally present the award to Segers. Denis Forristal, general manager (left) was on hand for the award presentation made by two of the American Express executives, Ed Cooperman (second from right) and John Crewe (right).

Five-star employees

SEATTLE — Not only do our hotels receive five-star ratings (the top rating by Mobil Travel Guide), but so do our hotel employees. Two employees at the Washington Plaza recently received their fifth gold star for outstanding job performance. Taylor Terao (left) and Joan Simione each received their awards — dinner for two at Trader Vic's and a check for \$100 — from Jim Treadway, general manager. Terao and Simione accumulated their five gold stars for having received favorable mention from guests; providing outstanding effort in work assignments; completing difficult tasks on time; and maintaining an excellent attendance record and a positive attitude.

Employees are nominated for gold stars by their department head, and that nomination then must be approved by personnel, a division head, and the executive office before a gold star is given. The hotel's Gold Star program was instituted in May 1980 as the employee recognition program at the property. It ties in with the hotel's goal to achieve a Mobil five-star rating in 1983. That will be the first full year of operation for the soon-to-be twin tower hotel.



Mexico's new F&B director

MEXICO CITY — Robert Niederhauser was recently appointed to the newly created position of corporate director of food & beverage for Westin Hotels in Mexico. Niederhauser had worked at The Plaza as director of food & beverage before his appointment in Mexico. A graduate of the University of Denver in hotel and restaurant management, Niederhauser has worked for Westin Hotels for just over 13 years. Three of those years were spent in several of Westin's Mexico properties where, after a stint as an executive trainee, Niederhauser served as director of food & beverage at two of the properties.

Hotel security — it's a (wo)man's world

Jobs in the security field traditionally have been men's jobs. Not anymore — at least for Westin Hotels.

Last fall, Hotel St. Francis and Calgary Inn each named a woman to a management position on their security teams.

Cindy Van Lieu was promoted from lost and found coordinator at Hotel St. Francis, to assistant director of security, making her the first woman in security management at a Westin hotel. About a month later, Bernadine Christian was hired as director of security at Calgary Inn.

Both bring with them impressive security backgrounds. Christian served in the Canadian Armed Forces military police, and held several other jobs in security before coming to Calgary Inn. Van Lieu is a former teacher in the San Francisco area, but also held a part-time security job before hiring on at Hotel St. Francis.

So what is it like breaking into what traditionally has been a man's job?

It hasn't been all that difficult, according to both women.



Bernadine Christian — it never hurts to have some self-defense training.

Says Christian, "When I was in the military police, I ran into some opposition and found sometimes I had to prove myself where maybe a man wouldn't have had to. But when I was hired by the Calgary Inn, I was made to feel quite accepted right from the beginning."

Van Lieu philosophizes about being a woman on her job at Hotel St. Francis: "I really don't tend to think about how I, Cindy, as a woman would do the job. I just set about my duties in my own personal style."

It appears that her own personal style has been a boon to the department. According to Bill Augugliaro, security director, "We have been impressed with Van Lieu's assertive rather than reactive actions. And she has contributed a great deal to the morale of the rest of the staff with her fantastic sense of humor."

Being a woman in security can work both for and against you, these female security officers agree. "Sometimes, when confronting an unruly male," Christian explains, "a woman's size and sex may work to her advantage — a man may not feel so threatened by a woman and, consequently, behave better."

"On the other hand," counters Van Lieu, "some men can become quite defensive toward a female security officer."

"The female officer needs to strive to be patient, assertive, confident, firm and consistent in her attitude and demeanor," she believes.

And Christian adds, "It never hurts to have some self-defense or combat training."

Typically, a hotel security team is responsible for security checks, responding to "trouble" calls (and initiating the proper action), troubleshooting, doing liaison work with the city police department, and handling medical emergencies.

"Probably one of our primary functions is to act as information officers," Christian noted. "But specific actions can range from dealing with a case of alcohol over-indulgence, to retrieving eyeglasses from the swimming pool."

"We are actually kind of a mini-city. So, anything that a small town police force would do, a hotel security team would do," Christian adds.

Of course, there are the other more unusual — and sometimes humorous — problems a security department can be called upon to remedy. Like the time Van Lieu rescued a young high school prom guest from a rather embarrassing predicament.

As Van Lieu recalls, "One young lady was wearing a dress cut very low at the neckline, *and* cut very high from the direction of the hemline — so there wasn't much in the middle. Her enthusiastic dancing caused the dress to split all the way open, which, in turn, precipitated an embarrassed dash for the ladies room. Security was called, and with the help of a hotel sewing kit, I repaired the damage."

That had to be one guest very glad that hotel security is no longer an all-male stronghold.



Cindy Van Lieu — the female officer needs to be patient, assertive, firm.

Inn basket

Shot in the arm for travel industry

— No longer will U.S. corporations be hampered with the tax deduction restrictions previously applied to expenses on out-of-country conventions. A bill signed by President Carter in December repeals those restrictions, which kept many companies from holding conventions outside the U.S. The new law places no limits on convention expenses that can be deducted if the convention is held in the U.S., Canada or Mexico. Expenses incurred while attending a meeting outside North America are deductible when they pass a four-point "reasonableness" test included in the legislation.

DPH, can you top this? — The friendly rivalry between the Detroit Plaza Hotel and the Peachtree Plaza as to which hotel can claim honors as the world's tallest, has been settled. Or so claim Peachtree boosters. The recent installation of a broadcast tower atop the Peachtree Plaza now gives them the tower-power edge over the Detroit Plaza Hotel by 100 feet. (Watch this space for the DPH's retaliation move.)

Goodbye luggage hassle? — "Travel light and leave the luggage to us" is the slogan of United's new special baggage delivery program that was tested in four U.S. cities in December. Here's how it works: A passenger picks up a luggage delivery service form at the departing gate (which is also an envelope) and fills out the form enroute to his destination. Into the envelope goes a \$10 service fee plus luggage claim checks. Upon arrival, the envelope form is deposited in a special drop box located in the baggage area and two to six hours later, the luggage is delivered to the passenger's home or hotel as requested. (Next move — hanging up the clothes and taking care of the dirty laundry?)

'The Consummate Hotelier'

— That's the title — and the tag — for the "Executive Report" article profiling CEO Harry Mullikin and our company appearing in the January issue of United's MAINLINER magazine. If you haven't already seen it, suggest you get ahold of a copy for some interesting inside insights reading. (And if "consummate" throws you, Webster's will help you out.)

A little of the bubbly — Dinner guests at the Houston Oaks' Savoy restaurant had a "poppin' good time" New Year's Eve, as the restaurant cleared their cellar of Dom Perignon champagne for the occasion. Are you ready Guinness Book of World Records? Over 100 corks were popped on this delicious, and not inexpensive, bubbly. (Now, that's the way to bring in a New Year with class.)

Inaugural boggler — Presidential inaugurations mean busy times for The Mayflower in Washington, D.C. This year's event was no exception. The house was full, and the pace was hectic with an activity level to boggle the mind. The importance of the occasion was evidenced by the hotel's full house — completely sold in the two days after the November 4 election. Among some of that electric activity was the hosting of one of the six inaugural balls held throughout the city inauguration eve. The Mayflower's ball, for the younger crowd of 3,500, upheld the long tradition for inaugural balls at the historic hotel. The Mayflower's grand ballroom has hosted an inaugural ball for every new president since Calvin Coolidge.

The Arizona Biltmore-ites



FRONT!
correspondent
for The Arizona
Biltmore is Sally
Thompson. You may
contact Sally in the

Advertising and PR office, extension 2615. (All other Westin people, submit items to your local correspondent listed below.)

HOTEL ALAMEDA, Ana Galindo.
THE BAYSHORE, Monica Hayes.
THE BENSON, Gayle Larson.
HOTEL BONAVENTURE, Antoine Khoury.
CALGARY INN, Susan Reeves.
CAMINO REAL, CANCUN, Jose Tamayo.
CAMINO REAL, GUADALAJARA, Carlos Reyes.
CAMINO REAL, MAZATLAN, Lupita Torres.
CAMINO REAL, SALTILLO, Enrique Meyer.
CAMINO REAL, SAN SALVADOR, Ana Maria Vides.
CARLTON HOTEL, Patricia Squires.
CENTURY PLAZA, Lindsay Geyer.
CHERRY CREEK TOWNHOUSE, Linda Dirkson.
CHOSUN HOTEL, Nancy Langston.
CINCINNATI PLAZA, Carol Brown.
CONTINENTAL PLAZA, Audri Adams.
CROWN CENTER HOTEL, Marilyn George.
DETROIT PLAZA HOTEL, Mozelle Boyd.
EDMONTON PLAZA, Joanne Cass.
GALLERIA PLAZA, Esther Feinerman.
HOUSTON OAKS, Lindy Valintin.
HOTEL CAMINO REAL, S.A., Francisco del Cueto.
HOTEL SCANDINAVIA, COPENHAGEN,
Dorthe Thing.
HOTEL SCANDINAVIA, OSLO, Sissi Solberg.
HOTEL TORONTO, Debbie Ellis.
THE ILIKAI, Valery O'Brien.
LAS BRISAS, Derek Gore.
LOS ANGELES BONAVENTURE, Mary Jordan.
MAUNA KEA BEACH, Sheila Donnelly.
THE MAYFLOWER, Joe Briglia.
MICHIGAN INN, Bill Arthur.
MIYAKO HOTEL, Kerstin Bertram.
THE OLYMPIC, Katie Berg.
PEACHTREE PLAZA, Carolyn Bryson.
PHILIPPINE PLAZA, Lynn Romero.
SHANGRI-LA, Hong Kong, Sally Moncrieff.
SHANGRI-LA HOTEL, Singapore, Herbert Teo.
SOUTH COAST PLAZA HOTEL, Judy Perry.
THE SPACE NEEDLE RESTAURANT,
Nancy Watson.
HOTEL ST. FRANCIS, Katie Meyer.
THE ARIZONA BILTMORE, Sally Thompson.
THE PLAZA, Suzi Forbes.
WAILEA BEACH HOTEL, Sheila Donnelly.
WASHINGTON PLAZA, Sue Brusb.
WILLIAMS PLAZA, Al Wrinkle.
WINNIPEG INN, Penny Brookes.
WIH EXECUTIVE OFFICES, Dorothy Stauffer.
WIH FINANCIAL SERVICES, Bob Graves.
WIH RESERVATIONS CENTER, Andy Gyure.
WSES, Nancy Neuman.