

WestinWorld

Spring/Summer 1993



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Growth Expansion

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a Sales Associate





WESTINWORLD

A semi-annual publication for employees of Westin Hotels & Resorts produced by the Communications Department.

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Service Express University

By Nancy Allison, Director of Public Relations The Westin La Paloma

Many Westin Hotels & Resorts' associates are going back to school. Not to get their masters, but to get their "degree" in Service Express at Service Express University.

No, Service Express University isn't an Ivy League School — it doesn't even have a football team. But just like college, Service Express University offers new ideas for the future.

The university is located at The Westin La Paloma in Tucson, one of four original pilot properties for Service Express. The university

is designed as an educational workshop devoted to the "how-tos" of implementing this new concept. Service Express is Westin's unique approach to consolidating services for the ease and convenience of our guests.

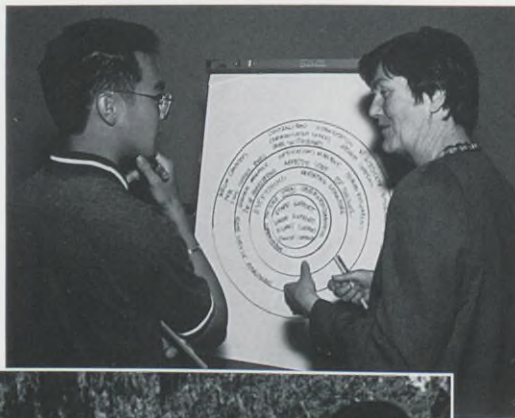
The two-day workshop is led by The Westin La Paloma's Service Express Manager, Bobby Retz, with participation from La Paloma's Service Express team. Together, they introduce attendees to the process of initiating the program at each individuals' respective property.

The workshop agenda covers every aspect of implementation. Topics discussed include staff training, job descriptions, command center technology and data collection.

In establishing Service Express University, La Paloma's Director of Rooms, Coleman Hughes, outlined the steps necessary to put the program in place. Hughes emphasizes that one of the most important messages of the workshop is that Service Express requires "more than developing a new program, it requires developing a new culture, based on continually improving guest satisfaction."

To date, over 40 Westin associates representing 35 properties have received their diplomas from Service Express University.

(Service Express University won 1st place for innovation in the WNA 1992 awards program — see related article page 6.)



Westin participants exchange ideas at Service Express University at The Westin La Paloma.

Arnold Batliner, 88, retires after 31 years of money laundering

Arnold Batliner, operator of the world's only legal "money laundering" operation at The Westin St. Francis, retired from his unique profession on April 26 at the age of 88.

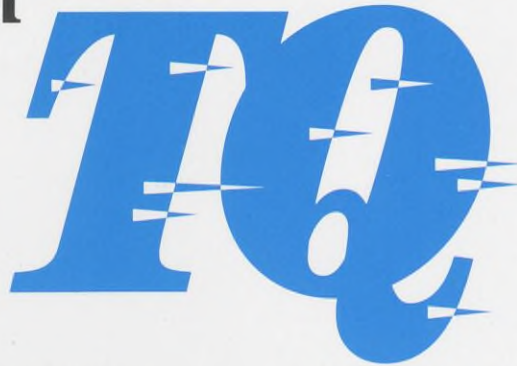
Batliner, who was born three months after The St. Francis hotel opened in 1904, began washing coins at the hotel in 1962. During his 31 years as The Westin St. Francis' Coinwasher he has cleaned an estimated \$17 million in change — over 1,105,000 pounds.

The hotel began this unprecedented custom in 1938 when silver dollars were the coin of

Total Quality in Action

John Devine, Lead for The Westin St. Francis, was inspired by a presentation at the January TQ Lead Conference by representatives of Milliken & Co., the 1989 Malcolm Baldrige Award winner for practicing TQ for 12 years. As a result, he decided to implement an OFI (Opportunity for Improvement) system at his property.

The system is set up for easy access by all employees in the hotel. They can submit ideas for improvement opportunities by turning in printed forms (located in each department and targeted



for immediate processing through interoffice mail) or contact John directly using the OFI "Hot-Line" voice mail box.

As with the Milliken system, John is maintaining a contract to respond with an acknowledgment of any OFI submission within 24 hours and to indicate

exactly what action will be taken on the OFI within seven days. Since the Quality Council must review each OFI prior to deciding the appropriate action, it was determined that the smallest window for responding would be one week.

But the results are the real pay off and the hotel has had some spectacular results in the short time that the system has been "on-line."

Over 80 OFI's have been received (the majority coming through the interoffice mail rather than through voice mail) and of those 80, two-thirds were deemed appropriate for implementation. Thirty were implemented immediately, while another 25-30 were sent to division heads for further study.

the realm. Former manager Dan London ordered the coins cleaned to keep the ladies' white gloves from getting dirty. The tradition has been expanded to include all of the change in the hotel, and continues today under the direction of managing director Gerald Wolsborn.

The Westin St. Francis' money laundry includes a Tahara silver burnishing machine (used at one time to polish the hotel's flatware) to wash the money, a heat-lamp drying system, an electric sorting machine, and a machine to recount and wrap the sparkling clean coins.

In San Francisco and around the world,

Batliner's clean coins have become known as "St. Francis" money. Over the past three decades, his unique operation has been featured on several major television networks, from ABC to CBS to the BBC and Nippon TV, as well as national magazines such as *Family Circle*, *Money*, and *Fortune*. He is renowned for his one-liners to the media, including:

- To *Money*: "It's only money."
- "I've only been doing this job for 25 years." — 1987
- To Austrian TV: "I hope my relatives there don't see what I do for a living."
- "Pennies are the hardest. I have to soak

'em in Tidy Bowl cleaner."

- To *L.A. Times*: "Your photographer is the prettiest."
- "It's nice being the same age as the hotel...it's just been refurbished so maybe I should get a facelift too."
- After all this publicity: "It's a great job, keeps me young."
- On doing something else: "I'd like to play first base for the Giants, but Will Clark seems like such a nice young man."



Moving On, Moving Up

Chuck Agnew, manager of La Paloma Country Club to systems and support manager, The Westin La Paloma.

Domingo Alisna, outlet manager, The Westin Kauai to outlet manager, The Westin Galleria, Dallas.

Alan Brody, market research analyst, The Westin Hotel, Chicago to reservations supervisor, The Westin Hotel, O'Hare.

Marian Burba, accounting manager, Century Plaza Hotel and Tower to controller, The Westin South Coast Plaza.

Geraldine Cabrera, secretary, The Westin Maui to office assistant, Century Plaza Hotel and Tower.

Patricia Darakdjian, catering/convention service manager, The Westin Hotel, Cincinnati to catering/convention service manager, Walt Disney World Swan.

David Defelice, accounting manager, The Westin St. Francis to controller, The Westin Hotel, SFO.

Joel Delmond, executive sous chef, The Westin Hotel, Copley Place to executive chef, The Westin Hotel, Waltham.

Adriana del Real, housekeeping supervisor, The Westin St. Francis to outlet manager, Walt Disney World Swan.

Duane Elledge, controller, The Westin Kauai to auditor, Corporate Offices.

Susan Fisher-Wilson, sales manager, The Westin Crown Center to national sales manager, The Westin Hotel, Renaissance Center.

Mary Carmen Genovia, housekeeping manager, The Westin Kauai to housekeeping supervisor, Century Plaza Hotel and Tower.

Ken Halligan, food & beverage director, The Westin La Paloma to manager of La Paloma Country Club.

Michael Hammer, property maintenance manager, The Westin St. Francis to director of housekeeping, The Westin William Penn.

Chris Harris, housekeeping supervisor, The Westin Bonaventure to housekeeping manager, The Westin Hotel, LAX.

James Hill, accountant, The Westin Peachtree Plaza to accounting manager, The Westin Hotel, Waltham.

James F. Hill, general manager, The Westin Hotel, Cypress Creek to general manager, The Westin Hotel, Ottawa.

Leonard Jump, assistant banquet manager, The Westin Hotel, Renaissance Center to banquet manager, The Westin Peachtree Plaza.

Gary Lind, operations manager, The Westin La Paloma to food & beverage director.

Cindy Lake, convention services coordinator, The Westin St. Francis to secretary II, The Westin Hotel, Seattle.

Susan Lincoln, human resources director, The Westin Hotel, Cincinnati to human resources director, The Westin Hotel, Waltham.

Donald MacDonald, laundry/valet manager, The Westin Kauai to laundry/valet manager, Century Plaza Hotel and Tower.

Continued on page 5

Porcelain theme park opens in Arita, Japan

Imagine driving up a winding road through the picturesque countryside of Japan and seeing a stunning replica of a German castle rise out of the horizon. That's the new Porcelain Park in Arita, Japan.

It opened on April 18 as a tribute to the generations of porcelain craftsman prospering in this southern region of Japan. The German theme is a result of a sister city relationship between Arita and Menten, Germany, another mecca for porcelain production.

The Porcelain Park displays priceless antique porcelain pieces in the Gallery section of the castle-like structure. A series of other German-style buildings house a variety of restaurants, a theater, shops and studios where porcelain is crafted on-site.

Aoki Corporation is an equity partner in the project which aims to attract up to one million visitors each year.



Hirooyoshi and Chieko Aoki with special guests, Prince and Princess Takamado at the grand opening of the Porcelain Park in Arita, Japan.

The Westin Galeria Plaza hosts VII Hotelier Race

The Westin Galeria Plaza in Mexico City again organized the VII Hotelier Race, which took place on May 23. The purpose of this annual race is to encourage and promote friendship and sportsmanship between employees from various hotels in Mexico City.

The run was 10 km in length, and began from the famous Revolution Monument, continuing past Passo de la Reforma, and ending at the main entrance of The Westin Galeria Plaza.

More than 400 men and women participated in the event.

The Westin Mission Hills Resort announces a 20-acre resort park addition

The Westin Mission Hills Resort in Rancho Mirage has added a huge addition to its already expansive 360-acre resort. The 20-acre addition, called Resort Park, features a one mile paved track for joggers, bicyclers, and roller-blade enthusiasts, and a quarter-mile track for competition. A half-mile dirt track for motorcross

and go carts will also be showcased at the Resort Park. Children's play equipment, basketball courts, softball and soccer fields round out the new amenities of the Park.

The Park is expected to meet the needs of both individual travelers and group events and will also be a major part of the resort's expanded Cactus Kids program. Strong interest is expected from

corporate clients who are learning the value of sporting and outdoor events for confidence and team building.

The Resort Park opened to The Westin Mission Hills Resort's guests on May 1.



Westron: A One of a Kind Reservations System

Since its inception in the early 1970's, Westron has endured as one of the finest central reservations systems of its kind. Designed to provide buyers with an instantaneous determination of reservations availability, Westron has been so successful that seven major hotel companies have purchased the Westron software from Westin Hotels & Resorts.

Currently, Westin Hotels & Resorts benefits from Westron in several different ways. Each Westin hotel stores information on the Westron database, located in the mainframe computer in Seattle. All on-line users book, revise and cancel reservations through this database, which immediately updates availability.

Over the years, the Westron communication network has expanded globally to include a wide variety of users. Westin operates eight reservations centers around the world to handle reservations from the Americas, Far East and Europe. Many travel agents, travel planners, and individual guests call reservations centers, such as the Central Reservations Office in Omaha, to make reservations. The reservations centers in

turn access the Westron mainframe with the updated information. In 1992 alone, the Central Reservations Office in Omaha handled over 2.7 million calls.

In addition to the reservations centers, each hotel's reservations manager has access to a Westron terminal where several specific hotel options are controlled, including a 200-line hotel description. Through Westron, Westin has developed an airline system interface which allows Westron to communicate with all major airline reservations systems, allowing travel agents, the primary source of bookings through these systems, as much ease in booking as possible. This has also allowed Westron to accept all hotel reservations initiated through airline systems and thus eliminate error-prone manual intervention.

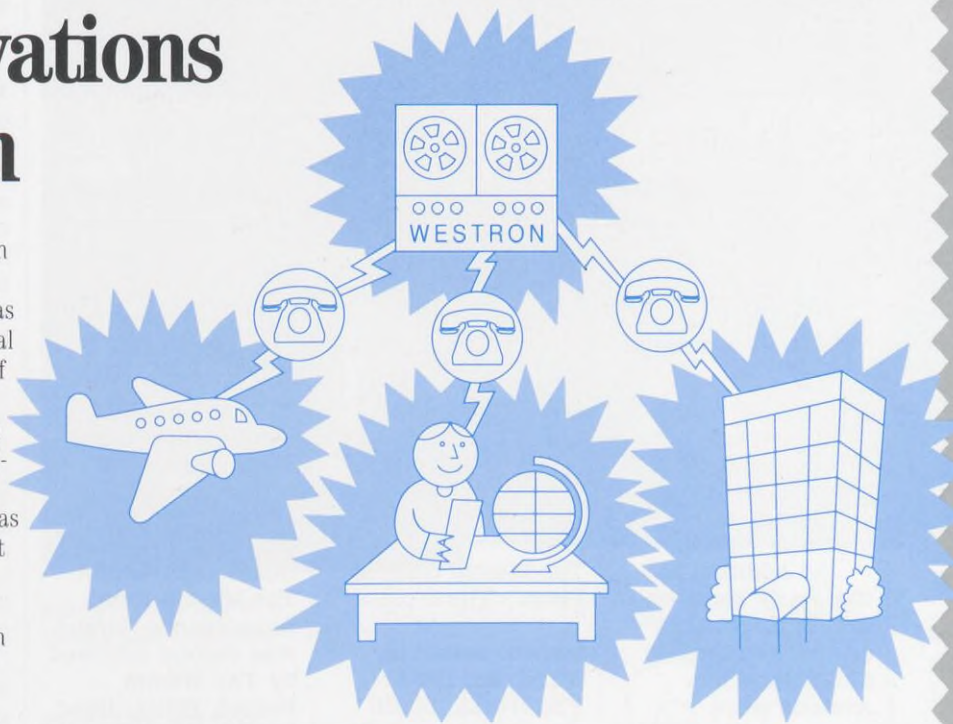
With technology rapidly increasing and competitors' reserva-

tions systems becoming more and more advanced, Westron is due to undergo several changes in 1993 and 1994. The general look and presentation format of Westron is being enhanced with the goal of creating a more user friendly system. Airline interface programs are also being improved dramatically. When complete, airline reservation systems will have direct access to Westron, allowing agents to receive an immediate confirmation code.

The new interface between Westin Premier and Westron is an excellent example of how delays are being removed from the Westron system. In the past, Premier profile updates in Westron were delayed up to one week, causing confusion for guests, agents and employees. Today, Westron is directly updated when changes are made in Westin Premier.

Other scheduled changes include an updated rate-processing system, a guest history function, a two-way Westron to WELCOM mesh, and cost effective reporting improvements. The new rate-processing system, for instance, will allow Westron to handle any rate, such as a negotiated rate or a package. "I am really excited about the future of Westron," says Helene Dahlander, Manager of Sales and Marketing Systems. "The changes we are making will make Westron the best central reservations system available."

Westron was the first central reservations system of its kind. It has handled millions of bookings, and as it upgrades for the future, it will handle millions more.



Moving On, Moving Up... Continued from page 3

Brett Magnan, convention services manager, The Westin St. Francis to catering manager, The Westin Hotel, Seattle.

Marcia Murphy, assistant outlet manager, The Westin Galleria, Dallas to assistant outlet manager, The Westin Maui.

Tamara Nakayama, sales manager, Century Plaza Hotel and Tower to sales manager, The Westin Hotel, Tabor Center.

Laureen Naumu-Balocan, outlet manager, The Westin Kauai to assistant outlet manager, The Westin Bonaventure.

Scott Pickert, general manager, the former Westin Paso del Norte to general manager, The Westin Hotel, Waltham.

Janet Polido, controller, The Westin Hotel, SFO to controller, The Westin Hotel, Waltham.

George Pond, controller, The Westin Hotel, Chicago to controller, The Westin Canal Place.

Robert Pratt, operations manager The Westin Hotel, Winnipeg to general manager, The Westin Hotel, Edmonton.

Mohammed Rahman, food & beverage manager, the former Westin Paso del Norte to food & beverage manager, The Westin Galleria, Dallas.

John Savage, reservations manager, The Westin Hotel, Chicago to reservations manager, The Westin Hotel, O'Hare.

Monica Schmidt, receptionist, Corporate Offices to executive secretary, The Westin Hotel, Waltham.

Barbara Sommer, auditor, Corporate Offices to controller, The Westin Hotel, Renaissance Center.

Mark Spadoni, operations manager, The Westin Resort, Hilton Head Island to general manager, The Westin Hotel, Cypress Creek.

Anthony Spallone, building superintendent, The Westin Hotel, Renaissance Center to building superintendent, The Westin Bonaventure.

Axel Suray, general manager, The Westin Hotel, Tabor Center to managing director, The Westin Stamford and The Westin Plaza.

Michael Thornton, controller, The Westin Canal Place to controller, The Westin Crown Center.

Thomas Vallatini, outlet manager, The Westin Kauai to outlet manager, The Westin Resort, Hilton Head Island.

Medeline Yu, service coordinator, The Westin Bonaventure to office assistant, Century Plaza Hotel and Tower.

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

WESTIN INTERNATIONAL SOUTH AMERICA

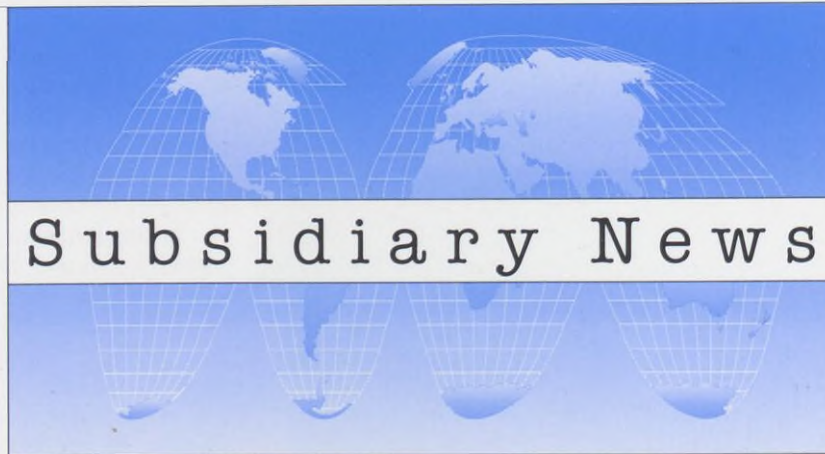
The WISA Marketing department is currently working on a monthly newsletter for the Brazilian travel and tourism trade. The newsletter consists of a special insert in *BrasilTuris*, a bimonthly publication with a circulation of 15,000 to travel agents and tour operators from across the country.

The newsletter is called WESTIN NEWS, and features a variety of subjects including articles with photography on hotel and resort openings, famous and important people, local trade events, and special offers and promotions.

A monthly internal publication is also being produced, which will communicate and share with regional Westin employees the vision, progress, products and people that make up Westin International South America.

WESTIN NORTH AMERICA

The quarterly Westin North America Manager's Meeting was held recently at The Westin Hotel, Cypress Creek in Fort Lauderdale. Coordinated by Kevin Hylton, Vice President of Finance, the meeting also included the TQ



Leads from each WNA property for several days of training on the use of metrics as a valuable TQ tool.

In addition to the many sessions taking place, the annual Leadership and Innovation Awards were announced by WNA President Jim Treadway as follows:

- 1992 Leadership Team of the Year**
The Westin Resort, Hilton Head Island - Winner
Walt Disney World Swan - Honorable Mention
The Westin Galeria Plaza - Honorable Mention
The Westin Hotel, Copley Place - Honorable Mention

- 1992 Leader of the Year**
Matthew Hart, The Westin Kauai & The Westin Maui (now operations manager at The Westin St. Francis) - Winner
Pat Burton, The Westin Resort, Hilton Head Island - Honorable Mention
Minaz Abji, The Westin Crown Center - Honorable Mention
David King, The Westin Hotel, Copley Place - Honorable Mention

- 1992 GOP**
Walt Disney World Swan - First place
The Westin Hotel, Calgary - Second place
The Westin Galeria Plaza - Third place

- Improvement in GOP from 1991**
The Westin South Coast Plaza and *The Westin Hotel, Cypress Creek* tied for first place. The Walt Disney World Swan came in third.

- Improvement in GOR**
The Westin Canal Place placed first. The Westin Hotel, Cypress Creek was close behind in second place while the Walt Disney World Swan was third.

- 1992 Grand Mean / GSS**
Note: Grand Mean is the average of scores for all elements evaluated in the GSS (Guest Satisfaction Survey), excluding restaurant scores for the entire year.

- The Westin Resort, Hilton Head Island* had the highest rating for Guest Satisfaction. The Westin La Paloma and The Westin Mission Hills Resort tied for second.

- Improvement in Grand Mean from 1991 / GSS**
The Westin Resort, Vail had the greatest improvement in Guest Satisfaction. The Westin Hotel, Renaissance Center was second followed by The Westin Resort, Hilton Head Island.

- Rooms Revenue Market Share**
The Westin Hotel, Galleria in Dallas had the highest Rooms Revenue Market Share; The Westin Hotel, Ottawa was second and The Westin Hotel, Cincinnati was third.

- Improvement in Rooms Revenue Market Share**
The Westin Resort, Hilton Head Island was the most improved over 1991. There was a four-way tie for third among The Westin Hotel, Galleria and Oaks in Houston; The Westin Hotel, San Francisco Airport; The Westin Hotel, Renaissance Center; and The Westin Hotel, Galleria in Dallas.

- Food & Beverage Profit in 1992**
The Westin La Paloma had the highest food & beverage profit. The

Westin Resort, Ixtapa tied for second with the Walt Disney World Swan.

1991 Innovation of the Year
For the first time, WNA presented awards for innovative ideas that hotels had implemented in the spirit of continuous improvement. The first place winner was *The Westin La Paloma* for Service Express University. The "university" is a training forum for all Westin hotels to learn how to implement Service Express (see story page 2). In addition, it also generates incremental business for the resort.

Second place went to The Westin Resort, Hilton Head Island for its idea sharing program called "Egret Ideas." The hotel documents its ideas for continuous improvement and regularly shares them with all WNA hotels and resorts.

Third place for innovation was awarded to The Westin Bayshore in Vancouver for its efforts to develop eco-conscious guest rooms. Everything from the reduction of amenities packaging to bulk purchasing of other guest room items has positioned the hotel as a responsible citizen with respect to the environment.

The Westin Crown Center was awarded fourth place for a simpli-

fied approach to its banquet department organization which eliminated titles and redistributed the workload in a more cost effective manner.

1992 Perseverance Award

David Shackleton and his team at The Westin Kauai received this award for dedication and teamwork following Hurricane Iniki on September 11, 1992.

1992 Outstanding Service Award

Arthur Oades, The Westin Calgary, was recognized upon his retirement, which included 35 years of service to Westin and 53 years in the industry.

WESTIN INTERNATIONAL ASIA PACIFIC

The world's tallest hotel was the site for a recent meeting of the leadership team from Westin International Asia Pacific (WIAP). Officers, general managers, managing directors, and staff members representing all WIAP properties convened in Singapore at The Westin Stamford and The Westin Plaza for three days of information-sharing, learning and planning.

WIAP President, John Chen, hosted the opening reception at the 70th floor Compass Rose, which

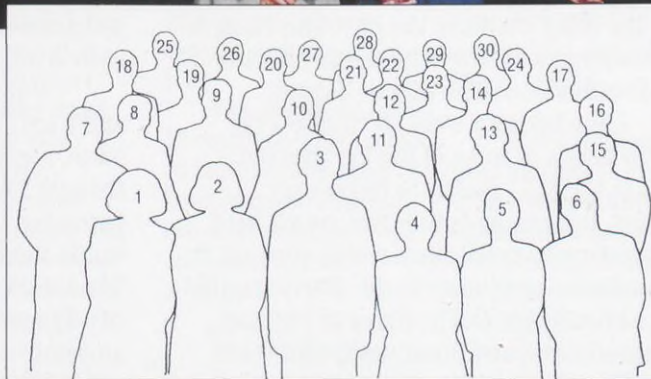


Attendees at the 1992 WIAP Management Conference

overlooks the city and is in view of five Asian countries. The meetings included updates by each general manager, in addition to presentations by Phil Stoy on finance, Ian Lien on development and several corporate representatives on marketing, technical services, food & beverage, and human resources.

The January opening of The Westin Resort, Macau, the June 3 opening of The Westin Osaka, and the 1994 opening of The Westin Tokyo were also reviewed.

Giovanni Angelini, Vice President of Operations for WIAP, served as chairman of the event. The hotel staffs at The Westin Stamford and Plaza were recognized for its high level of service and the variety of meals with ethnic themes that were served.



Pictured as numbered above:

- 1. Sumico Hirose, Director of Marketing, WIAP
- 2. Johnna Howell, Director, Selection & Development Systems, Corporate
- 3. John Chen, President, WIAP
- 4. Carol Evans, Corporate Director, Rewards Systems, Corporate
- 5. Sue Brush, Vice President, Communications, Corporate
- 6. Giovanni Angelini, Vice President, Operations, WIAP
- 7. Axel Suray, Managing Director, The Westin Stamford and The Westin Plaza, Singapore
- 8. Peter Ray, Projects, WIAP
- 9. Christopher Fulton, Director of Marketing, The Mahsuri Westin Resort, Langkawi
- 10. Kurt Fischer, Vice President, Food &

- Beverage, Corporate
- 11. Tae-Soo Hahn, General Manager, The Westin Chosun Beach, Pusan
- 12. Jim Purvis, Vice President, Human Resources, Corporate
- 13. Steve Schnoor, Vice President, Technical Services & Systems, Corporate
- 14. Robert Fitzner, General Manager, The Westin Chosun, Seoul
- 15. Masanori Tomimatsu, Projects, WIAP
- 16. Herman Uscategui, Aoki Corporation, Seattle Branch
- 17. Andre Rolli, Managing Director, The Westin Tai Ping Yang, Shanghai
- 18. Michael Holehouse, Vice President, Marketing, WIAP
- 19. Akira Nobuto, Finance, WIAP
- 20. Charles Besford, General Manager, The

- Westin Osaka
- 21. Phil Stoy, Vice President, Finance/Operations, WIAP
- 22. Tom Richards, Director of Employee Benefits, WNA
- 23. Victor Chang, General Manager, Caesar Park Kenting
- 24. Ken Uchida, Vice President, Human Resources, WIAP
- 25. Curt Ewald, Director of Marketing, The Westin Stamford and The Westin Plaza, Singapore
- 26. Ian Lien, Director, New Business Development, WIAP
- 27. James Simkins, Managing Director, The Westin Tokyo
- 28. Michael Andrea, General Manager, The Westin Resort, Macau
- 29. Michel Geday, General Manager, The Westin Philippine Plaza
- 30. Ray Stone, Vice President, Corporate Marketing

A DAY IN THE LIFE OF...

A Sales Associate

By SALLY LITTLE, Director, Business Travel Sales, Europe

(This is part of a continuing series highlighting various jobs and the personalities that make them so special to Westin. In this case, the editors asked Sally to write a first-person narrative on her initial impressions as a new member of the Westin team. She works out of the London Corporate Sales office.)

After a six-hour delay at Heathrow Airport, London, England, I was finally on my way to New York City en route to The Plaza. My last job, with another big American chain, took me to New York several times and I always took my clients to the Oak Room Bar for a night cap so that they could compare it with the other hotels in the city. The Plaza is an exception however: we compare it with The Dorchester or The Ritz in London.

I was taking a week to visit several Westin hotels in some of the key gateway cities in the U.S., mostly to refresh my memory, but also to familiarize myself with the people who make them work. After all, I am a relative newcomer to the Westin family!

I finally got to The Plaza at 1:00 a.m., jet lagged, tired and dreary eyed (for me it was 5:00 a.m.)! I was met with smiles from the doorman, bell boy and especially the desk clerk who had been informed by the airline about our long delay. Quickly, efficiently and courteously, I was checked in and directed to my room, with my luggage in hot pursuit. Now, strangely, I felt wide awake and ordered tea (of course). Ten minutes later it was being served by yet another cheerful member of The Plaza team. I was by now "sold" on The Plaza, where everyone says hello and smiles — unbelievable! The next day, after a thorough tour of 36 rooms, including the Presidential Suite and an in-depth discussion with the sales team, I hurried off to The Algonquin.

The first person who greeted me with smiles was a lovely Greek waiter who told me many stories in the space of 10 minutes. Fascinating guy — I could have spent all day talking to him. I didn't meet Matilda, the resident feline however, for which I was most upset. I was lucky enough to see her photo album, though.

I had heard of The Algonquin before, but only that Harry Connick, Jr. had gotten noticed there. The hotel's atmosphere made me feel very secure, probably because it feels European! But in actuality it is probably because once again the staff continually smiles and talks to you and makes you feel welcome. By now I was feeling "at home" with Westin.

A quick flight up to Washington, D.C. and a tour of our ANA Hotel. Lunch on the patio, plenty of iced tea and where they all thought I was Australian! When I politely corrected people and said I was English, I would then get questioned about the Royals. What did I think of Di leaving Charles? Did I like Fergie? What's Andrew like? etc. Very amusing!

It was difficult now to make up my mind about which hotel, so far, I liked the best. All so different, but all oozing the same friendliness, warmth, hospitality, and standards. Los Angeles should be another story, I thought — until I got there! The Century Plaza Hotel and Tower was my first point of call.

Despite its size, I still felt secure and nothing was too much trouble for anyone. By now, I had messages I needed to reply to in London, and I needed some clothes pressed (after all, I had packed and unpacked my suitcase several times). The Concierge staff was helpful, the housekeeping staff outstanding.

The Westin Bonaventure's extraordinary architecture left me marveling. Its size is amazing and I was impressed with the room key color coding system. I can imagine Europeans getting lost as we don't have anything the size of this hotel anywhere in Europe! I took a good look around downtown LA and went on to my favorite city, San Francisco.

The desk clerk at The Westin St. Francis commented, "Gee, I didn't know we had a hotel in London!" I explained that I



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Awards

was from our Corporate Sales Office, which led him into a long list of all the sales people he knew in the company. I was impressed.

My last stop was Seattle to visit both the hotel and the Corporate Offices. But everywhere I went, I kept running into British Airways crews. I couldn't get away from the Brits!

My whirlwind visit to the States was beneficial, enjoyable and above all, the most wonderful way to be introduced to a new employer. Everyone I met was kind, helpful, generous, enthusiastic, warm, hospitable and genuine.

If this is Westin, then I have no problem selling our hotels confidently. What makes this a unique group has to be its size. I was used to selling a much larger group. At the end of the day, guests used to tell me that they would forget where they were staying and have to look at the telephone label to check.

If all of our hotels are like the ones I have seen to date, then rest assured you will see many more Europeans wandering around in them. Our offices in London, Paris and Frankfurt ooze the same kind of enthusiasm, so we can only hope to work with you even more closely from now on.

Thanks for welcoming me into your family.

Better Homes & Gardens magazine has selected **The Westin La Paloma** as one of the best resorts for family vacations in the United States. In recognition of this award, the resort was featured as one of America's "Super Spots" in the magazine's May issue.

The magazine's staff members traveled throughout the U.S. for over a year reviewing more than 100 resort properties. They rated the resorts on their family programs, children's activities, value for the money and facilities. The reviewer who visited The Westin La Paloma was especially impressed with the resort's children's programs, its general beauty, and comfort of accommodations.

The Westin La Paloma was also recognized as the recipient of the 1993 Corporate Award from the Southern Chapter of the Arthritis Foundation. The annual award recognizes outstanding efforts in hiring disabled individuals.

The Arthritis Foundation selected The Westin La Paloma for its commitment to recruiting individuals with disabilities and for making the workplace accessible for its physically challenged employees and customers. Since its opening in 1986, the resort has actively supported hiring mentally and physically challenged individuals. At the 1993 Employee Service

Awards Banquet, five employees with disabilities were honored for completing five years of service at the hotel.

The Westin Stamford and **The Westin Plaza** in Singapore were awarded the "Best City Hotels for Meetings and Conventions" in the 1992/1993 Asia Pacific "Excellence" Awards, presented by *Prestige* magazine in the U.S.

The awards covered 12 countries from Hawaii to Australia including 14 hotel category awards, two destinations awards, and one award for airlines.

The Westin Plaza was also honored for the second consecutive year as the "Best Business Hotel, Asia/Pacific" by travel agents. Giovanni Angelini, former managing director for the property, accepted the award at a banquet during the PATA Travel Mart in New Delhi.

Racquet magazine, in recognizing the global village our planet has become, decided to draw up a list of their favorite resorts, not in any one region, not even on a single continent, but in the world. In deference to avid tennis players, they decided that the Top 100 resorts had to offer adequate tennis facilities and that every resort must provide something special, whether it be elegant accommodations or captivating cuisines.

Three Westin resorts made the Top 100 list as follows: **Las Brisas** in Acapulco for its superb beach club and for offering each guest privacy and comfort; the **Arizona Biltmore** in Phoenix for its outstanding architecture; and **The Westin Mission Hills Resort** in Rancho Mirage for its three swimming pools (one with a 60-foot water slide) and full fitness center.

Executive Sous Chef **Thomas V. Flynn** of **The Westin Resort, Hilton Head Island**, has been awarded one of 24 scholarships for the School for American Chefs at Beringer Vineyards located in Napa Valley, California.

Flynn was selected from over 800 applicants to train with Madeline Kamman, a renowned teacher of chefs throughout the world.

Admission to the program tested Flynn's creativity, resourcefulness and common sense. In one rigorous exercise, each applicant had to create an entire menu with an identical list of ingredients for the season of their choice. In proper English, a recipe for 12 servings of each dish was prepared, describing each technique in a detailed manner.

Items from Flynn's winning menu will be featured at The Barony Grill, one of only two AAA Four Diamond restaurants in South Carolina.

Westin Hotels & Resorts Continues To Grow

Westin has seen an impressive rise in the total number of management contracts during the first half of 1993.

MANAGEMENT ACQUISITIONS...

On April 1, Westin North America was awarded the management contract for **The Westin Hotel, Waltham**, a former Hilton International property in suburban Boston, Massachusetts.

This luxury hotel features 347 guest rooms, including 30 suites, three non-smoking floors and 18 rooms for guests with disabilities. In addition, it offers an Executive Floor and Lounge, extensive meeting facilities, business services, a Health Club with an indoor heated swimming pool, two restaurants and lounges, and several golf courses nearby.

Just minutes from Waltham is the historic town of Lexington where the first battle for American Independence was fought, and Minute Man National Historic Park is located in neighboring Concord.

Westin North America also took part in intense negotiations with Bancomer, S.A. of Mexico City during the first quarter to manage three prestigious new Mexican properties — negotiations which were successful and resulted in Westin being chosen over Fiesta Americana. The management contracts were signed on May 7 and Westin's official takeover of management responsibilities took place on June 1.

The acquisition of these management contracts also coincided with the dissolution of Westin's 30-year association with Hoteles Camino Real in Mexico, effective later this year.

The Westin Regina Resort, Cancun is a 385-room resort located on Punta Nizuc, the southern tip of Cancun Island. Each spacious guest room offers panoramic views of the ocean or the lagoon and the surrounding area. The resort has five outdoor swimming pools, four jacuzzis, several tennis courts and a white sand beach. In addition, it offers 18,500 square feet of meeting and banquet space.

The Westin Regina Resort, Puerto Vallarta has 280 rooms and is located on 21 acres of lush, tropical grounds called Marina Vallarta, the city's newest development. In addition to the 900 foot beach, the resort features deluxe guest rooms with private balconies, four outdoor swimming pools, three lighted tennis courts, a complete fitness center, and substantial meeting and banquet facilities.

The Westin Regina Resort, Los Cabos is currently under construction and is scheduled to open in October. This premier resort in Mexico's most popular emerging destination is located on an 18-mile stretch of beach called the Los Cabos Corridor, an area situated between San Jose del Cabo and Cabo San Lucas. All 242 guest rooms provide views of the Sea of Cortez and plans include three outdoor swimming pools, tennis courts, a fitness center and meeting and banquet facilities.

CELEBRATING A GRAND OPENING...

And Westin International Asia Pacific celebrated the opening of the much-anticipated Westin Osaka on June 3 (see cover photo).

The hotel is part of the New Umeda City Urban Development Project located in central Osaka. The project is a multi-use business complex including the hotel, office and retail space, and food & beverage outlets. Aoki Corporation and its partners are the project developers and designers, with Professor Hiroshi Hara from Tokyo University serving as architect.

The Westin Osaka features 304 spacious guest rooms in the 30-story building with three levels of parking under ground. The first six stories are devoted to the lobby area, meeting space and food and beverage outlets.

The guest rooms include 94 suites, two of which are traditional Japanese suites with a

separate tea ceremony room, and 27 Executive Club rooms. Guest rooms feature mini bars, separate bathtubs and shower stalls, in-room safes and multi-line speaker phones. Guest rooms accessible to those with physical disabilities are also available.

The hotel offers extensive meeting and banquet facilities, four restaurants, two lounges, a health club, a fully-equipped business center, extensive retail facilities, a travel desk, a barber shop and a beauty salon.

Opening activities included a ribbon-cutting ceremony on June 3 with the Governor and Mayor of Osaka in attendance; a Grand Opening reception for 3,000 is being planned for June 30.

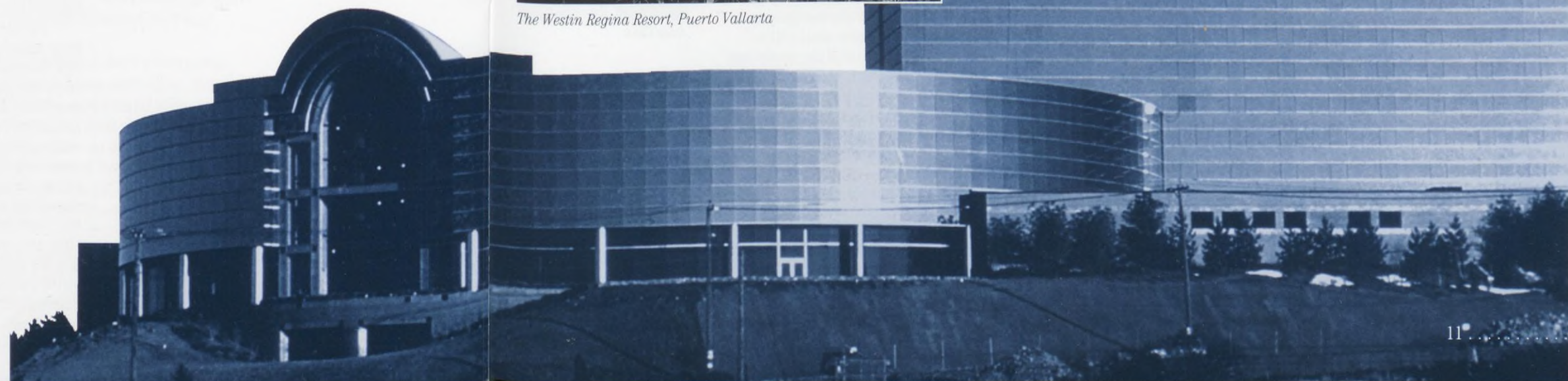
The Westin Regina Resort, Cancun



The Westin Hotel, Waltham



The Westin Regina Resort, Puerto Vallarta



Interviews with Westin's Subsidiary Presidents...

Chieko Aoki, WISA; Jim Treadway, WNA; and John Chen, WIAP

The editors of WestinWorld contacted three subsidiary presidents for their comments on the current state of affairs in their regions. Their replies are reprinted below and indicated by each president's initials: Chieko Aoki (CA), Jim Treadway (JT) and John Chen (JC).

1. WHAT IS THE CURRENT STATE OF THE ECONOMY IN YOUR SUBSIDIARY?

CA: The South American economic environment is constantly changing and the current state of the region's economy is indeed challenging. Of the three main countries that Westin International South America concentrates in, Brazil is now faced with economic and political uncertainties. Argentina has a more stable political situation and the economy is showing a positive trend toward growth. However, there are concerns regarding artificial stimulus created by the government. Chile is the most economically and politically stable of the three, but we feel that its hotel market is currently over-built, and that it will take a few years for demand to catch up to supply.

JT: The U.S. economy is still sluggish. The new administration under President Clinton is trying to reduce the federal deficit which could mean higher taxes for individuals and businesses and cutbacks in some government programs. The competitive nature of the airlines and their lack of profitability jeopardizes the entire travel industry. Corporate "downsizing" and "belt-tightening" are also affecting travel negatively. Supply in the North American hotel market is saturated and the hospitality industry is still plagued by financial difficulties brought about by restructuring and/or burdensome debt.

JC: Overall, the Asia/Pacific region is the fastest growing economic area in the world and is expected to continue growing at a rate well above that of any other region.

2. WILL WE SEE ANY GROWTH IN YOUR SUBSIDIARY THIS YEAR? IF SO, WHERE?

CA: Yes. Despite the challenges referred to earlier, we have worked very hard to ensure growth in our region. In Brazil, we are working to finalize a Westin hotel project in Sao Paulo, a Westin resort project near Rio de Janeiro, and a Caesar Park project in the northern city of Recife. In addition, we have begun negotiations on a possible Caesar Park project in the heart of Sao Paulo.

JT: Yes, with four new contracts already this year, we plan on further aggressive growth through more management contracts and licensing and represen-

tation agreements. We are not, however, planning to build any new hotels in North America.

JC: WIAP has already grown with the official opening of The Westin Resort, Macau in February and the recent opening of The Westin Osaka. Construction has begun on the Langkawi project, and continues on The Westin Tokyo and The Westin Suites, Bangkok. Additionally, many other developments in the Asia/Pacific region are currently under negotiation.

3. ARE ANY NEW PRODUCTS BEING DEVELOPED IN YOUR SUBSIDIARY SUCH AS TIME SHARE, APARTMENT HOTELS, ETC.?

CA: Later this year we are looking forward to the opening of our first apartment hotel product named Caesar Towers. Thus far, a total of 11 apartment hotel management contracts have been signed in Brazil, and we are currently in negotiation for three more — one in Brazil, one in Argentina, and one in Chile.

JT: We have the Blue Tree timeshare product in Orlando and we are currently considering other timeshare ventures.

JC: Yes, because inter-Asia travel is increasing, WIAP is developing a product that will be tailored to the culture and customs of the region. We are now researching a hotel that will be driven by the latest technology.

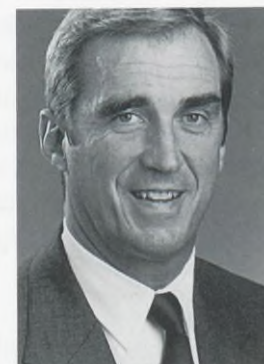
4. WHAT ARE YOUR CURRENT BUSINESS GOALS?

CA: Our main goal is to succeed and grow in a region that is currently facing economic and political uncertainties. We want to keep the ranking of the best hotel company and hotels in Brazil and be known as introducing TQM to hospitality in Brazil. We also want to expand the recognition to the new markets we are in. These goals will be achieved by effective integration of the assets and experience of Westin Corporate, WISA and the South American hotel properties to: 1) maintain profitability for our existing hotel properties; 2) expand into new and growing markets, and 3) develop new products and services to satisfy regional market needs.

At the same time we are also looking to expand awareness of the Westin brand through establishment of properties carrying the Westin name, as well as an extensive marketing and public relations effort that will effectively promote the Westin group, including the usage of Caesar Park's association with the group.



Chieko Aoki



Jim Treadway



John Chen

JT: Simply stated:

1. Maximize the financial performance and therefore fee income of existing managed and consolidated properties.
2. Add at least five net new agreements annually.
3. To continue WNA's intense focus on improving internal and external customer satisfaction, our image, the value of the Westin name, and the perception of value in the traditional price/value relationship.

JC: Increased Westin presence throughout the Asia/Pacific region.

5. WHAT IS THE BIGGEST CHALLENGE BEING FACED BY YOUR SUBSIDIARY TODAY?

CA: The biggest challenge by far is the region's economic and political crisis and political uncertainty. Additionally, a challenge remains to achieve expansion and growth with uniformity of our company values, good communication, high quality of service and self development. To this end, WISA is implementing several human resources programs that have proven to be very successful in past years.

JT: Enhancing our physical plants in view of limited capital funds.

JC: When you are considering Asia, you're looking at an area that is comprised of many countries and cultures. Adapting human resources to these various cultural differences can be challenging at times.

6. HAS TQM BECOME A WAY OF LIFE IN YOUR SUBSIDIARY? IF NOT, DO YOU EXPECT IT TO BE ANY TIME SOON?

CA: Through Caesar Park, TQM has been a way of life in our region for more than 10 years now. Each employee practices TQM not only at work, but in all facets of their life. All of our employees believe in TQM as a total philosophy, not only as a necessary function for the work environment. Through this belief, we have been able to enhance and increase our TQM results with many concrete cases of excellence in service with reduced costs, and time and labor for greater profitability for hotels and the company.

JT: We are committed to doing business based on the principles of TQ throughout the WNA organization and have already begun to do so. We have a TQ infrastructure in place both in the properties and in

The Westin Building. Our strategic WNA TQ implementation plans are in the process of being implemented throughout WNA. By the end of this year, we will have transitioned to a TQ organization operationally and organizationally.

JC: TQM has been a way of life in several Asian communities for a very long time. In fact, here in Japan, it's part of the lifestyle. However, there are parts of Asia that do not use TQM, and therefore one of our 1993 goals is to introduce it to the entire region.

7. ON A MORE PERSONAL LEVEL, WHAT'S THE MOST RECENT BOOK YOU'VE READ?

CA: Unfortunately, I do not have as much time as I would like to read books that are not business-related. I have read a couple of books on globalization by professor Kenichi Ohmae, a couple of books on marketing and services in general, including "How to get 120% Customer Satisfaction" by Hisashi Kawakatsu, "The Customer Driven Company" by Richard C. Whiteley, "Powershift" by Alvin Toffler, and "Right Brain and Left Brain" by Tadanobu Kadota. For leisure, I am a big reader of magazines like Fortune, Newsweek, Time, and of interior design and decoration, cooking and fashion magazines.

JT: "The Seven Habits of Highly Effective People" by Stephen Covey.

JC: "Building a Chain of Customers" by Richard J. Schonberger.

8. WHAT DO YOU DO FOR FUN AND RELAXATION?

CA: For fun and relaxation, I enjoy shopping, playing with my dogs, and watching television and videos. I especially enjoy being with my family and cooking for them, or just relaxing at home. In general, I am a very family-oriented person who cherishes quality time with my family.

JT: Spend time with my family. Play tennis, golf and volleyball. Ski and water-ski when the weather cooperates. What I don't do is travel. My work provides more than enough travel opportunities.

JC: I actually look forward to the time I spend on airplanes since I can't be reached by phone or fax. This allows me to get some sleep and relaxation.



The Caesar Park Ipanema celebrated the Carnival season with several events, including a Feijoada (a traditional Brazilian Saturday dish) for 300 people with entertainment by one of the country's most famous School of Samba bands and mulata dancers. General manager Philippe Faidy is seen here enjoying the Carnival spirit.



Jim Treadway and the new Westin Regina and Westin Mexico Operations and Marketing Team in Acapulco on May 5 at the opening of Tianguis, Mexico's largest travel trade show.



Barry Manilow, the "king" of romantic songs, stayed at The Westin Plaza in Singapore during his recent visit. In between sold-out concerts held at the Singapore Indoor Stadium, he was also a special guest at the Westin Mixer's Cocktail reception held at the Compass Rose for corporate clients. From left to right: Casey Toh, Sales Manager; Barry Manilow; and Brian Tan, Sales Manager.

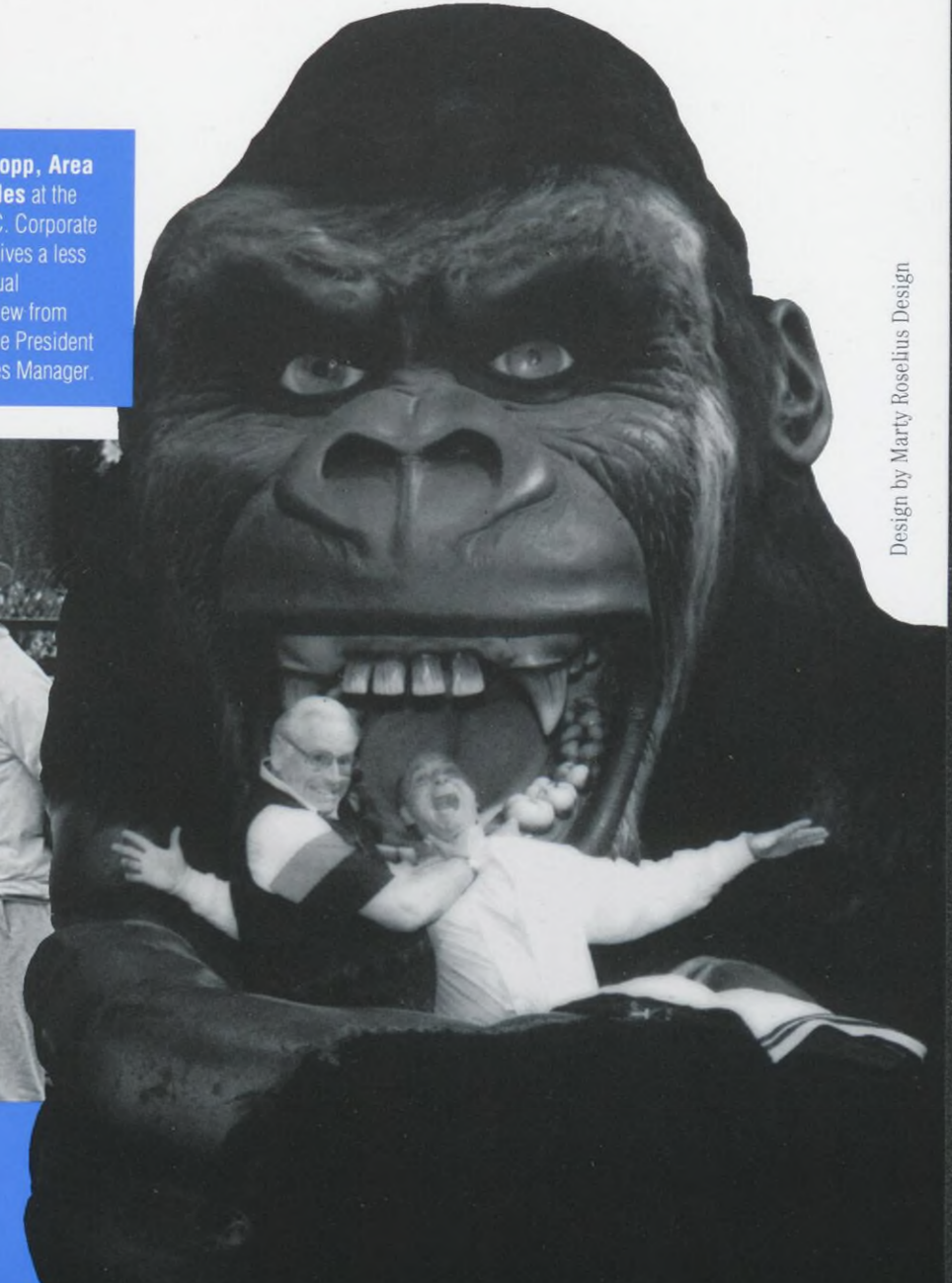


The Century Plaza Hotels and Tower's "key" players in last quarter's Business Incentive Contest are from left to right: Angie Harris, Kim Weaver, Catherine Youatt, Frederick Pearson, Doug Brooks, Veronica Medrano, Terrie Snowden, Joel Dollentas, Jenny Andrade, Colleen McCaskey, Lynn Chamberlain, Jim Jacob, and Dian Seaford.

Tony Schopp, Area Director of Sales at the Washington, D.C. Corporate Sales Office receives a less than perfect annual performance review from David Evans, Vice President and General Sales Manager.



The joint team of employees from the Westin Corporate Office and The Westin Hotel, Seattle walked 12 miles in the recent WalkAmerica to benefit the March of Dimes. From left to right, back row: Samantha Graves, Angie Fleck, Tom Richards, Joyce Zenner, Laurie Lewis, Wendy Lothspeich, Debbie Furuikido, Eric Larson. Front row: Tasmin Graves, Dave Fleck, Sabrina Graves, Jenny Modlin, Kari Cutbirth, Sue Brush, Kathy Hewitson, Leslie Larson, Betty Williams, Ralph Heitt.



Design by Marty Roselius Design

Just For Laughs

As the concierge, I am often asked to send out packages via UPS or Federal Express for our guests. This particular incident comes to mind as a classic.

I was called by the Front Desk Agent to ship a box for a guest who was checking out. He wrote down the address he wished the package to be sent to in Guatemala City. I received a box that was already taped up with the shipping label already attached, so I called UPS and notified them that I had a package going internationally to Guatemala. They picked up the package and took it to Guatemala but after several weeks they brought it back, saying it was undeliverable. The process then began to try and reach the owner to get further instructions. Phone calls were made to try and track him down, to no avail. After several more weeks of effort it was decided to place the box in lost and

Wrap-Up

found. Ninety days later when it was not claimed, the box was finally opened and the contents inspected.

Inside the box was two bricks of Velveeta cheese.

*Contributed by:
Michael Cooper
The Westin Hotel, Cypress Creek*



One of my favorite recollections during my 16 years at The Westin Hotel, Renaissance Center is when a fellow server, Rick Kyburz at The Summit Steakhouse, greeted a table where a very expectant mother was seated by saying, "Good evening! Welcome to The Stomach!"

*Contributed by:
Beth Lanzob
The Westin Hotel,
Renaissance Center*

Iwork in the Human Resources department. We recently hired a man named Ronald and he attended our new associate orientation. On that day, he received his uniform and work schedule.

Ronald was scheduled to work the following week, but didn't show up to work or call. We figured he was no longer interested in employment with us.

Exactly one week later, a man entered the offices and said he was looking for a job. He asked if he could fill out an application.

It was Ronald!

*Contributed by:
Shelly Sack
The Westin Hotel,
Cincinnati*

More than 200 scale the world's tallest hotel

More than 200 participants from Malaysia, Singapore, U.S.A., U.K., Australia, Japan and Germany competed in the Vertical Marathon that scaled 1336 steps at The Westin Stamford on March 6.

The winner was a 26-year old Malaysian, Wong Yew Kin, who clocked a time of eight minutes, four seconds (the world record is six

minutes, 55 seconds set by Singaporean Balvinder Singh in 1989).

A charity event, the 1993 Vertical Marathon raised a total of \$20,000 to aid the Community Chest, a fund raising division of Singapore's National Council of Social Services.

In the inter-hotel relay race, with participation from six hotels, the Westin Hotels relay team emerged as champions with the fastest time of seven minutes, 56 seconds and minimum spillage of the cocktail carried by each runner.



Just for laughs — and a \$20 check

We just know there are some humorous stories floating around out there. Hotels are fun and exciting, and we'd like to share your humorous experiences with other Westin employees.



As an added incentive, we will pay you \$20 if we run your anecdote in a future issue of *WestinWorld*. Please send your contribution to *WestinWorld*, ATTN: Leslie Larson, The Westin Building, Seattle, WA 98121.