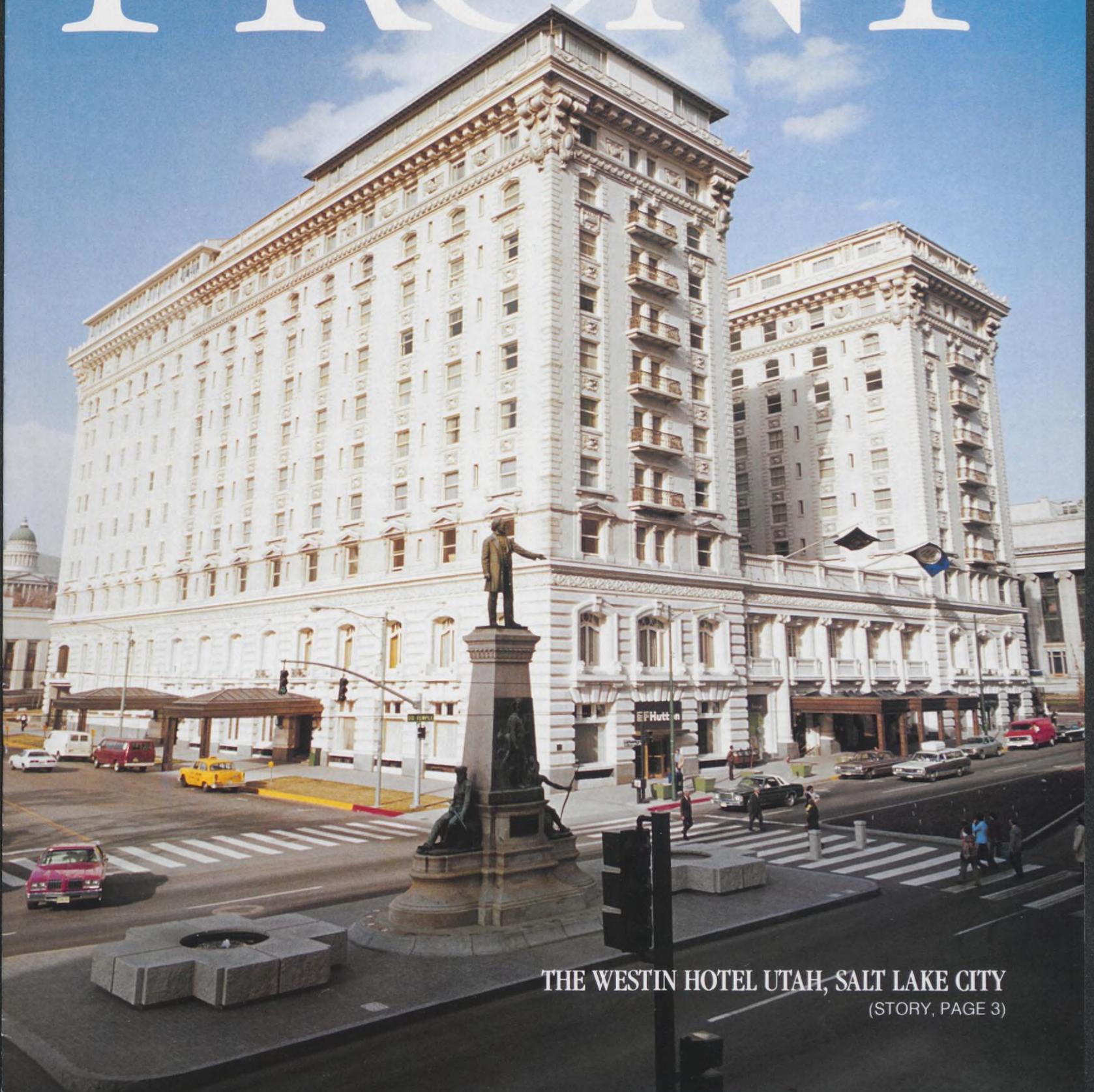




WESTIN HOTELS

JULY 1984

# FRONT



THE WESTIN HOTEL UTAH, SALT LAKE CITY  
(STORY, PAGE 3)

## Moving on Moving up

**Charles Berthoud**, executive assistant manager, The Westin Hotel, Chicago to F&B director, The Westin Stamford & Westin Plaza.

**Wayne Bodington**, executive assistant manager, The Westin Hotel, Winnipeg to executive assistant manager, The Westin Bayshore.

**John Bruns**, executive assistant manager, The Westin Hotel, Cincinnati to executive assistant manager, The Westin Hotel, Chicago.

**Charles Evans**, purchasing agent, The Westin Hotel, Vail to purchasing manager, The Westin Hotel, Tabor Center, Denver.

**Patrick Freyne**, assistant controller, The Plaza to controller, The Westin Bellevue Stratford.

**Cathy Grady**, sales manager, The Westin Hotel, Chicago to sales manager, The Westin La Paloma, Tucson.

**Laurie Johnson**, director of personnel, The Westin Hotel, Cincinnati to director of personnel, The Westin Crown Center.

**Ciaran Kelly**, senior assistant manager, The Westin Bayshore to executive assistant manager, The Westin Hotel, Winnipeg.

**Jack Knudtsen**, executive assistant manager, The Westin Bellevue Stratford to vice president, Westin Service.

**Linda Nolan**, director of personnel, The Westin Hotel, Vail to director of personnel, The Westin Hotel, Tabor Center, Denver.

**Shanty Persaud**, assistant director of housekeeping, The Westin Hotel, Toronto to director of housekeeping, The Westin Hotel, Edmonton.

**Jerry Pococky**, director of housekeeping, The Westin Hotel, Edmonton to director of housekeeping, The Westin Hotel, Calgary.

**Christine Scala**, controller, The Westin Bellevue Stratford to director/financial planning, corporate office financial services.

**Susan Swihart**, assistant group services manager, The Plaza to catering sales manager, The Westin Hotel, Galleria Dallas.

## Strategic planning project gets under way

**H**ow will Westin maintain its industry lead in the face of increasing competition?

What are the determining factors in establishing the company's growth and direction?

How should Westin approach hotel investment and diversification opportunities?

These are among the questions of focus on Westin's future that are being faced head-on by Westin's Senior Management Committee in concert with the participants of the recently formed Strategic Planning Project.

The corporate project was launched in late May by the Senior Management Committee with the stated objective, "To develop a comprehensive strategic plan for Westin Hotels. To establish the direction of the company's development and to set specific return on investment, earnings and asset growth objectives. To develop a unified company research information and analysis system. To establish a program for

implementing the company's strategic plan."

Heading the project is Byron Brady, director of corporate planning. Working directly with Brady is a strategic planning team from Arthur D. Little, Inc., a highly respected international management consulting firm. Roger Hearne, vice president for the western region, heads the Arthur D. Little team.

Brady also chairs a separate strategic planning group comprised of corporate executives: Duane Knapp, vice president, Westin Enterprises as vice-chairman, and members Ken Mallory, vice president, Growth Planning; Dan McClaskey, executive vice president, Development; John Schneider, senior vice president, Legal; and Ray Whitty, senior vice president, Financial Services.

Additionally, a corporate staff support group was formed to provide direct and continuing assistance in developing and implementing the project work program. The members representing major corporate functions include Jon Ballard (project finance), Ken Hughes (management information systems), Lou Martinelli (hotel operations), John Matthysee (growth planning), Bill McAleer (financial services), John Olberg (project management), Ron Olstad (marketing), Myra Weissman (legal) and Walker Williams (personnel).

Additional corporate staff will be added to the group based on the project's need.

Assigned on a full-time basis to work on the development of an ongoing research information system is Doug Detloff, manager, Planning Information Systems.

The project's timetable calls for completion of the strategic plan in October with development of implementation plans in November and December.

*COVER: The Westin Hotel Utah, a symbol of gracious elegance and hospitality in Salt Lake City for over 70 years, joined the Westin family on June 15.*

## FRONT

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

**Gabe Fonseca**  
Publications Editor  
The Westin Building  
Seattle, WA 98121

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## Management changes

These changes in hotel management positions were announced in June:

Dick Fyock, general manager of The Westin Hotel, Galleria Dallas, has been named general manager of The Westin Hotel, Cincinnati.

Fyock replaces Tom Hosea who has been named general manager of The Westin Hotel Utah.

Patrick Kelly, formerly the executive assistant manager at The Westin Bayshore, is now general manager of The Westin Chosun Beach, Pusan, Korea.



## Famed Utah hotel is newest Westin member

Salt Lake City's Hotel Utah, ranked among the nation's finest, is the newest addition to the Westin Hotels family.

Westin assumed management of the historic hotel, now known as The Westin Hotel Utah, on June 15. Appointed as the hotel's general manager is Tom Hosea, formerly general manager at The Westin Hotel, Cincinnati.

The 10-story, 560-room hotel is located at the very center of Salt Lake City's entertainment, cultural, shopping and business district at Main and South Temple Streets.

Designed in the style of the Italian Renaissance, it features a magnificent two-story lobby with 12 polished pillars, a hand-leaded stained glass skylight and a massive crystal chandelier. Potted plants, deep pile

red carpeting, gold trim, Victorian couches and low tables impart an air of uncluttered elegance throughout.

The hotel's convention and meeting facilities include the Bonneville Hall Exhibition Center offering 10,000 square feet of display space, a new Grand Ballroom seating over 1,200 for banquets, plus 21 meeting rooms available in a variety of sizes, to accommodate groups from 10 to 1,800 people.

Restaurants include the Travel/Holiday Award winning Roof Restaurant, the Bowl 'n Basket and The Hotel Utah Grill.

Guest room accommodations and services are befitting of a hotel that has been awarded an American Automobile Association (AAA) top Five Diamond Award for the past several years. Mobil Travel Guide has also awarded the hotel with its 4-Star rating this year. And the New York Times called it, "... among the two or three very

best hotels in this country between either coast."

A famed city landmark for over 70 years, The Westin Hotel Utah, is owned by the Church of Jesus Christ of Latter-Day Saints and is located across from Mormon Temple Square.

## Miyako contract to expire in December

Westin Hotels' management contract with The Westin Miyako, San Francisco will expire on December 1, 1984.

Announcement to that effect was jointly made by Masao Kawakami, executive vice president of Kintetsu Enterprises Corporation of America, representing the hotel's owners, and Harry Mullikin, chairman and chief executive officer for Westin Hotels.

## One down, two up

A story in the April issue of FRONT on the hotels of Raffles City stated that the office building in the project is 43 stories high. Wrong, it's 42 stories. The article also noted that The Westin Stamford is 71 stories. Wrong again, it is 73 stories.

## Shangri-La repeats top honors rating

For the second consecutive year, Shangri-La, Hong Kong, has been voted one of the "Ten Best Hotels in the World" by frequent business travelers.

The survey was conducted by the British magazine "Executive Travel" in conjunction with the hotel reservation firm Exp-o-tel, Ltd. The criteria for evaluating hotels focused on quality of room, general facilities, comfort, standard of service and value for money.

The results of the "Executive Travel"/Exp-o-tel Hotel of the Year awards were featured in the publication's May 1984 issue.

# CRO

## Anniversary

### Makes

### News

**I**t was an on-going media event, an employee awards banquet and a gala civic luncheon all rolled into one. For Westin, it was a landmark occasion that marked the tenth anniversary of the Central Reservations Office in Omaha that took place May 31-June 1.

It all began with the arrival of Westin Chairman Harry Mullikin in Omaha on May 31. Shortly after checking into his room, he was interviewed by a reporter from the "Omaha World-Herald," then whisked to television studios for a second interview on a local business news program. The subject of discussion in both instances—Westin Hotels, and, in particular, the Central Reservations Office operation.

That evening Mullikin, among other corporate office executive guests, attended the CRO's Tenth Annual Service Awards Banquet held at Omaha's Highland Country Club. Of the 35 CRO employees attending, five were presented with ten-year pins and eleven received five-year pins.

The highlight of the occasion was the presentation of the Thurston-Dupar Inspirational Award. Recipient was Debbie Davenport, quality control coordinator. And to package agent, Jeani Skoglund, went the Bruce Pierce Memorial Scholarship Award which she plans to apply to her continuing studies

at the University of Nebraska.

The following morning, Mullikin attended a breakfast hosted at the CRO office. This was followed by a tour of the facilities where he had the opportunity to meet those employees who had not attended the Awards Banquet. And it was also an opportunity for some additional media coverage for Westin and the CRO. At the breakfast were writers from three major travel trade publications, "Travel Agent," "TravelAge Mid America" and "Travel Weekly," assigned to report on the anniversary event.

The next stop for Mullikin was a banquet room at a major downtown hotel. The occasion was a civic reception and luncheon, hosted by Westin, to which travel industry people, local and state government officials and prominent members of the Omaha business community had been invited.

The purpose of the luncheon, as Mullikin expressed to the civic leaders, was to thank Omaha for its role in making Westin's reservations center the success that it is.

That afternoon, Mullikin participated in two more media interviews, one with a local radio station and the other with a regional business journal, before his return to Seattle.

*During the civic luncheon, Harry Mullikin (left) chats with Don Dworak, director of the Nebraska Department of Economic Development, and Steve Robinson, Director of the Division of Communications for the State of Nebraska. ▶*



*A tour of the Central Reservations Office draws the intent interest of Harry and Judi Mullikin. At left is travel writer Sandy Williams of "TravelAge Mid America" magazine. ◀*



*Delighted by her win, Debbie Davenport receives the Thurston-Dupar Inspirational Award plaque from Harry Mullikin. ▲*

# PHOTONEWS



## Support #1

TORONTO—For the past eight years The Westin Hotel, Toronto and local radio station CKFM have teamed up in an

annual fund raising drive to benefit Toronto's Hospital for Sick Children. A number of promotions are involved, with the major event being the "Light a Bulb/Help a Child" Christmas season campaign. Over the eight years, the hotel/radio station team helped raise approximately \$650,000, with \$255,000 of that raised during the 1983 campaign.

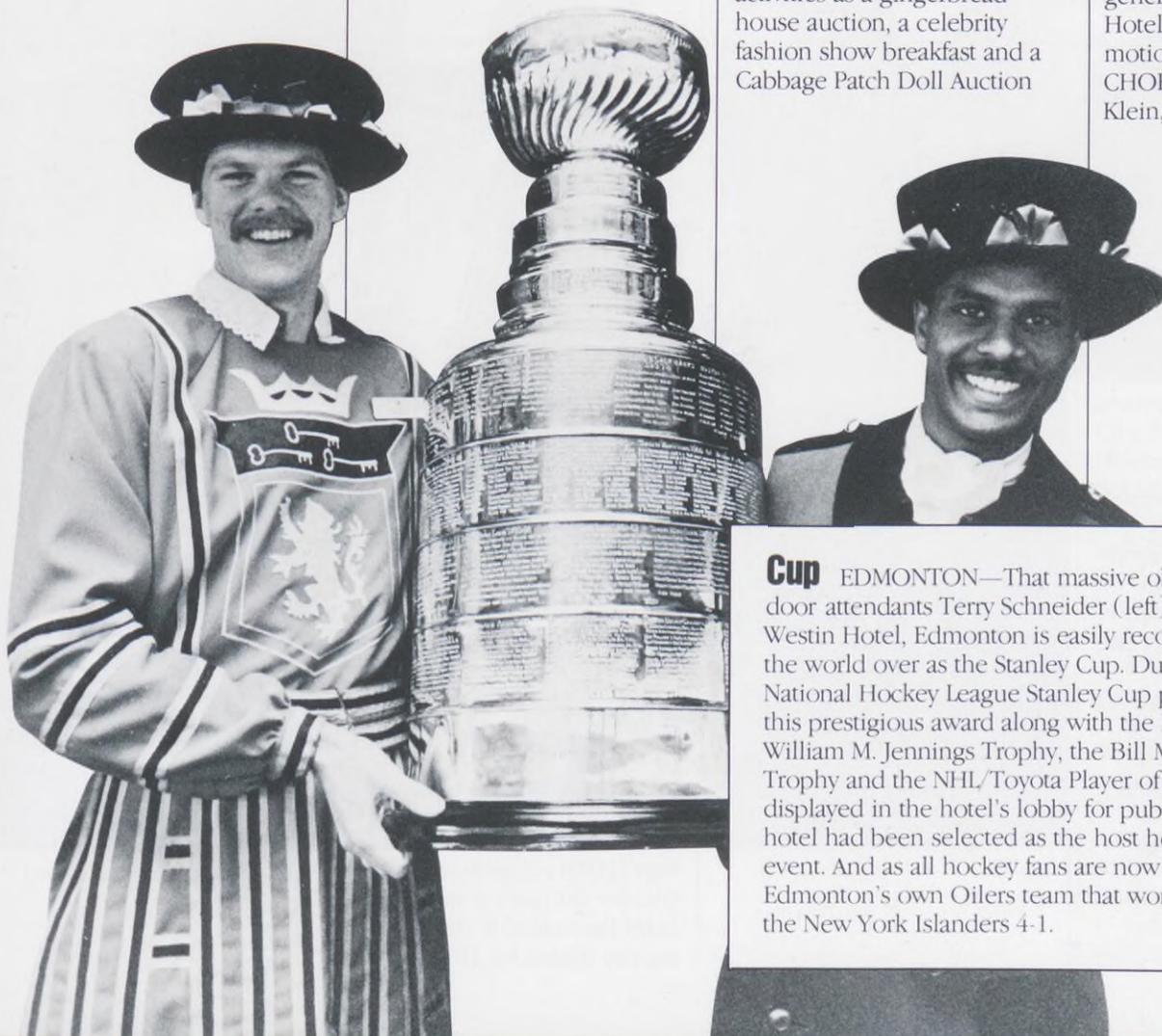
In recognition of their support, The Hospital for Sick Children Foundation recently hosted a reception for The Westin and CKFM during which vice chairman James Tory (right) of the Hospital Board, presented Peter Smith, former general manager of the hotel, with an appreciation plaque.



## Support #2

CALGARY—In Calgary, The Westin Hotel and local radio station CHOR have teamed up for the past ten years to help raise funds for The Calgary Cerebral Palsy Association and Technical Resource Center under the "Light Up a Child's Life" campaign banner. Such activities as a gingerbread house auction, a celebrity fashion show breakfast and a Cabbage Patch Doll Auction

contributed to a campaign record for 1983 of \$116,155 or \$16,000 more than goal. A poster-sized check representing total campaign donations is displayed by (from left) Lloyd Wilson of the Calgary Cerebral Palsy Association; co-chairperson Lanny MacDonald, captain of the Calgary Flames hockey team; Arthur Oades, general manager of The Westin Hotel, Calgary; Rick Hall, promotions director of station CHOR; co-chairperson Colleen Klein, wife of Calgary's mayor.



**Cup** EDMONTON—That massive object being supported by door attendants Terry Schneider (left) and Robil Jaleel of The Westin Hotel, Edmonton is easily recognized by hockey fans the world over as the Stanley Cup. During the recent National Hockey League Stanley Cup playoffs in Edmonton, this prestigious award along with the Emery Edge Award, the William M. Jennings Trophy, the Bill Masterton Memorial Trophy and the NHL/Toyota Player of the Year Award were displayed in the hotel's lobby for public viewing since the hotel had been selected as the host hotel for this sports event. And as all hockey fans are now aware, it was Edmonton's own Oilers team that won the cup, beating out the New York Islanders 4-1.



## Presentation

BOSTON—Michael Corr (left), director of marketing for The Westin Hotel, Copley Place Boston, accepts the award on behalf of Westin Hotels, for being one of the selected "100 Best Companies to Work for in America." Milton Moskowitz, one of the authors of the book of the same title, presented the awards to the Boston-area companies included in the book during the hotel luncheon ceremonies.



## Lei guys

COSTA MESA—Wearing Hawaiian costumes to compete in a chili cook-off may not connect, but for this line-up of "lovelies" from The Westin South Coast Plaza, their island get-up won them the first place Best Costume trophy. The occasion was the Fourth Annual South Coast Chili Cookoff at which the hotel's team competed, including this frightful foursome (from left): Steve Trambetta, Jimmy Peterson,

John Nesbitt and Bob Jordan. The Westin Paradise Peppers, as they billed themselves, also took a second prize for Best Spirit and two third prizes, one for Best Booth (a grass shack) and the other for Entertainment. Their chili recipe? Well... not too hot, though it did make the top ten.



## Appreciation

HOUSTON—For its "Creative support of charitable and community service efforts in Houston," The Westin Galleria, Houston was recently presented with the prestigious President's Award from the Houston Metropolitan Ministries (HMM) organization. Each year for the past six years the hotel has hosted a Thanksgiving day dinner for 100 senior

citizen volunteers from HMM. The dinners are served by the executive committee, which also provides gifts and entertainment. HMM president Shelia Jackson Lee (right) presented the award plaque to Ahuja Naveen, general manager, before a group of over 400 Houston business people who had gathered for the award ceremonies.



## Research

SEATTLE—Chef Reiner Greubel of The Westin Hotel, Seattle (right) hosted Chef Shinozawa of the Akasaka Prince Hotel, Tokyo, at a special chef's table dinner in the hotel's Palm

Court restaurant in early May. Chef Shinozawa was in Seattle to research the Northwest dining scene in preparation for a Pacific Northwest Food Fair to be staged by Westin's Tokyo affiliate this summer.

## Beef

VAIL—The end of the ski season prompted the management of The Westin Hotel, Vail to whip up a season-ending party of thanks and appreciation for the staff. A highlight of the festivities was a talent "Gong Show" at which prizes for the best acts were awarded. Winners were this

maintenance engineer group whose unique act, performed to appropriate bump and grind music, answered the question, "Where's the beef?" The winners in this "before" photo are (from left) Tim Mack, Roger Wilkinson and J.T. Sander. Not shown is fourth member, Dan Griffith.



## Students

HOUSTON—Twenty-seven students from The University of Houston's Conrad N. Hilton College of Hotel & Restaurant Management invaded The Westin Oaks on a Sunday in March to learn "hands-on" about Westin and hotel marketing and sales. The students grouped themselves into teams for a three-day blitz of the Houston area with each team put under the direction of a member of the hotel's sales staff. By the following Wednesday, all were trading war stories about sore feet, rude receptionists and the trials and, especially, the triumphs encountered in the "real world." With dogged determination and lots of enthusiasm, the group garnered over 620 sales leads and 33 banquet leads for the hotel. And for themselves, it was an invaluable learning experience as well as a chance to know each other better.

# They Delivered

## WHEN IT CAME TO THE ULTIMATE TEST

It was, as one F&B staffer at The Westin Hotel, Seattle wearily put it, one helluva week.

It began with a Sunday night reception in mid-May. The affair was one of the most elaborate productions ever catered by the hotel, and with more than 2,500 people in attendance, it was also rated the largest.

The occasion was the official opening event for the "Discover America Pow Wow," for which the city of Seattle was this year's host. Pow Wow attendees, for the most part, comprise tour wholesalers and operators from all over the world as well as travel writers from the various countries. Their aim is to meet with representatives of various U.S. travel destinations who had also come to Seattle. The interchange assists the international group in formulating future tour and travel packages for their clients back home. These annual Pow Wow get-togethers, held in a different U.S. city each year, provide the international travel industry with, literally, a one-stop travel shopping trip of the U.S.

In keeping with the "Discover America" concept, Westin Hotels sponsored a welcome reception on Sunday, May 13 which offered the visitors a one-stop visual and culinary tour of the United States. Various sections of the hotel's Grand Ballroom were decorated to represent regions of the country — the West,

Midwest, East, Southwest and South—and featured food specialties and beverages most typical of those regions. The South, for instance, depicted a southern plantation setting where barbecued pork, chicken and peach cobbler were served along with mint juleps.

The state of Alaska was represented by an "Ice Carving Park" display with carvings of an Alaskan polar bear, a totem pole and the American eagle. Attendees "crossed over the ocean" to the adjoining Fifth Avenue Room to reach Hawaii where they sampled island specialties and enjoyed Hawaiian music and entertainment. Continuous entertainment was also featured on the Grand Ballroom platform stage.

Earlier, the reception had gotten off with a musical salute to the group from a high school band in the hotel's lobby. Attendees were then ushered to the reception site on the fourth floor level where they entered the ballroom under a massive canopy of red, white and blue balloons formed in the shape

of the U.S. flag.

Here, tuxedoed sales staff members from the various Westin hotels, as well as corporate office executives formed a reception line to greet the arriving guests with applause.

The long-planned, imaginative and skillfully executed event proved a smash-

ing success that left attendees singing high praises for Westin's style.

**B**ut for the staff, the anticipated opportunity to relax and bask in the glow of their triumph was short lived.

At 3 p.m. the next day

At The Westin Hotel, Seattle, a Westin reception line greets arriving POW-WOW guests.



days (Tuesday and Wednesday). Again, it would be for the same 2,500 plus people.

Managers of the key departments involved in responding to this request, including Director of Food & Beverage Frits Gehner, Executive Chef Reiner Gruebel, Director of Catering Laura Matson, Purchasing Manager Pat Wheeler and Banquet Manager Charles Neal immediately met in hasty session. Though the hotel was full and hosting another large convention, it took but a few minutes to come to a "yes, we can deliver" decision.

The decision made, the call

went out to round up the troops to develop and implement the plan of action. The response by volunteers, working until the early hours of Tuesday morning, was tremendous.

Tableware and serving pieces were taken from storage, cleaned and packed for transport to the Center. Menus for both luncheons were worked out and preparation assignments made. Food and other supplies were ordered. Personnel were recruited for setup arrangements, and transportation for carting the food, equipment and staff to the Center was worked out.

At 7 a.m. on Tuesday, everyone reported back in and the "Great Cater-Out" began.

**T**he crew worked all morning setting up food stations and tables. Then, just before the hungry guests arrived, everyone donned serving jackets and slipped into new roles as table servers.

The luncheon proved another triumphant performance, and this time the applause came from the guests, who not only applauded the quality of the meal and its presentation, but, aware of the hotel's last minute call to action, acknowledged the professionalism and "can do" spirit with which the hotel responded.

Following the luncheon, the hotel people went back into action, clearing, cleaning and packing for the return to the hotel where the equipment would be washed and readied for the next day's replay.

Then for most of the group it was overtime sessions back at the office or station on both days to try and catch up with neglected routine duties.

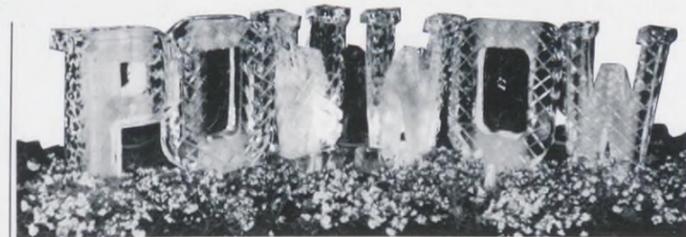
The "one helluva week" comment, heard after Pow Wow check-out, was said in pride as much as in weary relief—the satisfying pride of accomplishment and in knowing that when it came down to the ultimate test, "we delivered!"



At the Seattle Center, final instruction plans are given by Charles Neal, banquet manager and Queen Hopper, banquet captain.

(Monday), a call from the Seattle Center where the travel people were convening brought an unexpected challenge.

Since the hotel had done such a tremendous job for the opening reception, would they consider catering the luncheons scheduled at the Seattle Center the following



At the Grand Ballroom's entry foyer, this POW-WOV ice carving.



## Top laundry manager

LOS ANGELES—John Bethel (right), laundry manager at the Century Plaza, beams with pride after having been selected as "Laundry Manager of the Year" by the Southern California Laundry Managers Association. The competition was a stiff one as Bethel was one of 40 other managers in the running. The winner's trophy was presented to Bethel during the Association's Annual Awards Luncheon, held at The Westin Bonaventure, by Don Wold (left), president of the Laundry Managers Association.

## 'Olympics' champions

CINCINNATI—Mary Aaron (right), housekeeping supervisor at The Westin Hotel, Cincinnati, found herself hailed as an "Olympics champion" at the hotel's Employee Awards Banquet held in late March. She had been selected as the hotel's Employee of the Year, and, in keeping with the banquet's Olympics theme, was presented with an appropriately inscribed gold medallion.

The Olympics theme that underscored the evening's events included torch lighting ceremonies, the unveiling of an Olympics ring symbol ice carving, a Hall of Nations flag display and the presentation of silver and gold medallions to hotel staff members deserving



of special recognition during the prior year.

Other "Olympics champions" included Wendy Blight who was also presented with a gold medallion for her Supervisor of the Year selection and Marion Spelman, concierge, the

hotel's Thurston-Dupar Inspirational Award recipient.

Georgia Smart (center) convention services director, offers Aaron a congratulatory embrace on her Employee of the Year win.

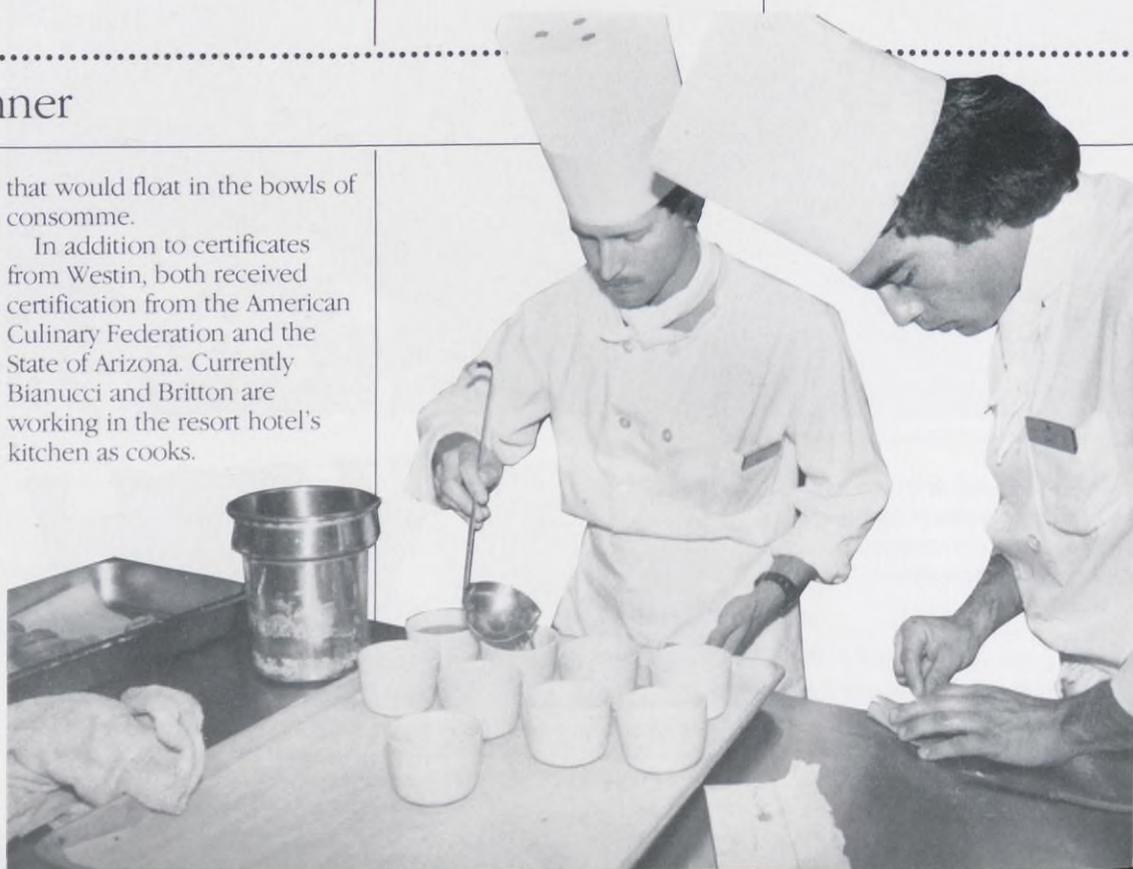
## The graduation dinner

PHOENIX—Climaxing three years of culinary instruction, two apprentice chefs of the Arizona Biltmore graduated from the Culinary Apprenticeship Program during ceremonies held at the hotel in mid-April. The pair, Mark Bianucci and David Britton, prepared and planned their own menus which were served to the examining committee, including executive chef Siegbert Wendler, and guests.

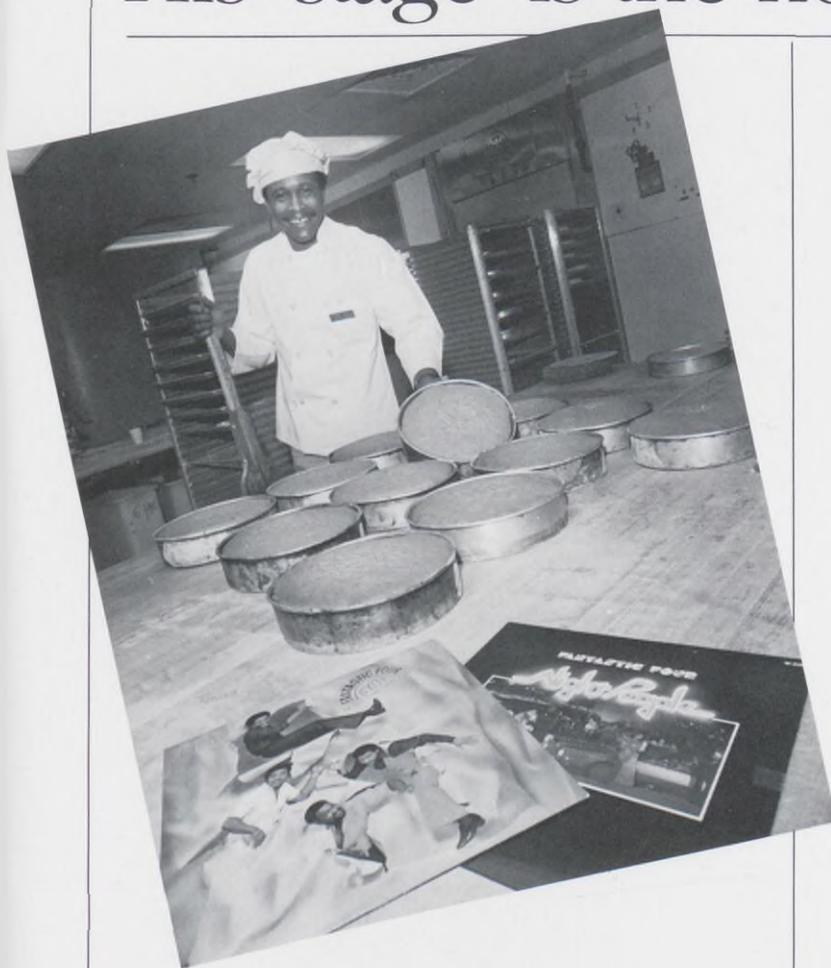
Here apprentice chef David Britton (left) ladles a consomme he had prepared for the occasion assisted by Daniel Perry, banquet broiler roast cook, who readied the gold leaf

that would float in the bowls of consomme.

In addition to certificates from Westin, both received certification from the American Culinary Federation and the State of Arizona. Currently Bianucci and Britton are working in the resort hotel's kitchen as cooks.



# His 'stage' is the hotel's kitchen



“Creating pastries from scratch gives me the same thrill that writing a song and performing used to,” notes Wesley Horne, demi-chef with The Westin Hotel, Renaissance Center, Detroit.

The now culinarian was referring to his earlier career in show business. It was a career that came close to boosting the one-time entertainer into the arena of successful recording artists.

Horne began singing in front of audiences when he was ten years old. “My father was a minister, and he sort of pushed me into the church choir,” he recalls. Later, he performed with his high school choir, and in 1963 he went professional when a group called The Fantastic Four asked him to be a stand-in. Horne recorded an album with the group, then left Detroit for New York and the big time.

In New York, Horne hooked up with Kool & The Gang, writing and producing songs for the group’s production company. After touring with the group for three years on the East Coast nightclub circuit, Horne decided to leave the group and return to Detroit.

“That was a bad move on my part,” Horne now admits. A short time later, Kool & The Gang got their big break and went on to become a commercial success.

Back in Detroit, Horne rejoined The Fantastic Four and recorded a few albums to only mild success. One song, “Alvin Stone (Birth and Death of a Gangster),” had hit potential which the group felt could propel them to the top of the charts and, in fact, had been selected for a performance on the popular TV show, “Soul Train.” But the violent aspect of the song was deemed to be in bad taste in light of two assassination attempts on then President Gerald Ford, and the group’s performance was cancelled.

The group’s label, which was backed by Atlantic Records continued to finance their tour, however. “We opened up for some big acts like Aretha Franklin and The Spinners,” Horne recalls, “but mostly we just made the ‘chitterling circuit,’ a term they call black nightclubs across the country.”

After eight years on the road, Horne became disillusioned with the music business. “The fun went out of it, and I could see we weren’t going to make it big.” Weary of traveling, The Fantastic Four disbanded in 1980. Horne settled in Detroit and took a turn as a salesman and then as a baker before joining The Westin last August.

He doesn’t have any regrets about what didn’t develop out of his entertainment career. “They were great days while they lasted,” Horne reflects, “but it wasn’t something I wanted to do forever.”

Smiling, he adds, “The Westin is my new ‘stage’ now. I really like what I’m doing. I work with great people and have a steady income. Besides, I’m not the type of person who is always looking back and dwelling on what could have happened.”

Still, he admits that whenever he receives the occasional album royalty check in the mail, he feels a twinge of nostalgia for those great moments in the spotlight.



Center, Tulsa, isn’t cooking behind the scenes in the hotel’s kitchen, he’s cooking in front of TV cameras at station KJRH’s “Mid-Day Tulsa” show. For over a year, Chef Lissonnet has been a regular guest on this popular show and has developed an eager and loyal following throughout the Tulsa area. His on-camera philosophy, “I fix dishes that everyone can prepare at home . . . simple dishes that look and taste good and are not too complicated to prepare are the best ones.” With Lissonnet is Karen Keith, host for the TV show.

## Cooking on camera

TULSA—When Jacques Lissonnet, executive chef of The Westin Hotel, Williams



# HERE'S TO THEIR HEALTH!

Along with their business cards and briefcases, today's busy travelers pack jogging shorts and swimsuits. Many hours of air travel, tiring business calls and long meetings require some time for exercise and relaxation—an antidote to the workday's fatigue and mental exhaustion.

Most Westin hotels provide these health-restoring recreational "antidotes" for the benefit of our guests that range from fully-equipped fitness centers to jogging/walking tracks. This chart is based on current facility information on most of Westin's operating hotels. You may wish to save it as a handy reference if you are ever asked.

	Hitt. Cl. / Exer. Rm.	Sauna / Whirlpool	Swimming Pool	Tennis Court(s)	Racquetball / Squash	Golf Course	Putt. Gr. / Driv. Ring	Jogging Track / Map	Beach		Hitt. Cl. / Exer. Rm.	Sauna / Whirlpool	Swimming Pool	Tennis Court(s)	Racquetball / Squash	Golf Course	Putt. Gr. / Driv. Ring	Jogging Track / Map	Beach		
<b>UNITED STATES</b>																					
<b>Atlanta</b> The Westin Peachtree Plaza	●	●	●					●			<b>Canada (cont'd)</b>										
<b>Boston</b> The Westin Hotel, Copley Place	●	●	●					○			<b>Vancouver</b> The Westin Bayshore	●	●	●						○	
<b>Chicago</b> The Westin Hotel (Downtown)	●	●	●					○			<b>Winnipeg</b> The Westin Hotel	●	●	●							
<b>Chicago</b> The Westin Hotel (O'Hare)	●	●	●	●							<b>EL SALVADOR</b> San Salvador Camino Real	●	●	●							
<b>Cincinnati</b> The Westin Hotel	●	●	●					○			<b>GUATEMALA</b> Guatemala City Camino Real	●	●	●	●					●	
<b>Dallas</b> The Westin Hotel, Galleria	●	●	●	○	●			●			<b>HONG KONG</b> Kowloon Shangri-La	●	●	●							
<b>Detroit</b> The Westin Hotel, Renaissance Center	●	●	●	○	○			●			<b>JAPAN</b> Kyoto Miyako	●	●	●							
<b>Hawaii, Big Island</b> Mauna Kea Beach			●	●		●	●	●	●		<b>Tokyo</b> Tokyo Prince Hotel	○	●	●					●	●	
<b>Hawaii, Honolulu (Waikiki)</b> The Westin Ilikai	○	○	●	●	○		●	●	●		<b>KOREA</b> Pusan—The Westin Chosun Beach	●	●	●						●	●
<b>Houston</b> The Westin Galleria	○	○	●	●			○				<b>Seoul</b> The Westin Chosun	○	●	●							
<b>Houston</b> The Westin Oaks	○	○	●	○			○				<b>MEXICO</b> Acapulco Las Brisas	●	●	●						●	
<b>Kansas City, MO</b> The Westin Crown Center	●	●	●	●			●	●			<b>Cancun</b> Camino Real	●	●	●					●	●	
<b>Los Angeles</b> Century Plaza (Westside)	○	○	●	○	○		○				<b>Guadalajara</b> Camino Real		●	●					●	●	
<b>Los Angeles</b> The Westin Bonaventure	○	○	●	○			●				<b>Ixtapa/Zihuatanejo</b> Camino Real		●	●		○				●	
<b>New York</b> The Plaza			○	○							<b>Manzanillo</b> Las Hadas		●	●		●				●	
<b>Orange County, CA</b> The Westin South Coast Plaza			●	●		●					<b>Mazatlan</b> Camino Real		●	●					●	●	
<b>Phoenix</b> Arizona Biltmore	●	●	●	●	●	●	●	●			<b>Mexico City</b> Alameda	●	●	●						●	
<b>Seattle</b> The Westin Hotel	●	●	●								<b>Mexico City</b> Camino Real	●	●	●	●					●	
<b>Tulsa</b> The Westin Hotel, Williams Center	○	●	●	○	○		●				<b>Mexico City</b> Galena Plaza		●								
<b>Vail</b> The Westin Hotel		●	●								<b>Puerto Vallarta</b> Camino Real		●	●						●	●
<b>CANADA</b>											<b>Saltillo</b> Camino Real		●	●						●	
<b>Calgary</b> The Westin Hotel	●	●	●				○				<b>PHILIPPINES</b> Manila Philippine Plaza	●	●	●	●					●	●
<b>Edmonton</b> The Westin Hotel	●	●	●								<b>SOUTH AFRICA</b> Johannesburg The Carlton	●	●	●		○				○	
<b>Ottawa</b> The Westin Hotel	●	●	●	●																	
<b>Toronto</b> The Westin Hotel	●	●	●																		

Chart courtesy of *The Traveler*