



WESTIN HOTELS

AUGUST 1983

Front!

CARLTON SETS AH & MA WORLD'S RECORD

(Story, page 5)



Moving on Moving up

Minaz Abji, executive assistant The Westin Hotel, Edmonton to executive assistant The Westin Hotel, Toronto.

Robert Bekins, staff planner The Westin Bonaventure, Los Angeles to administrative assistant The Westin Hotel, Tabor Center Denver

Charles Biagi, chief engineer The Westin Hotel, Chicago to building superintendent The Westin Hotel, O'Hare.

Bill Fenner, front office assistant manager Arizona Biltmore to front office assistant manager The Westin Crown Center.

Joe Huber, assistant F&B director The Westin Hotel, Seattle to F&B director The Westin Hotel, Ottawa.

Joan Jenks, corporate manager trainee Arizona Biltmore to staff accountant The Westin St. Francis.

Sandra Kronick, director of housekeeping The Westin Hotel, Calgary to director of housekeeping The Westin Hotel, Ottawa.

Vlastimil Lebeda, executive chef The Westin Hotel, Chicago to executive chef The Westin Hotel, O'Hare.

Christine Lucier, assistant housekeeper The Westin Hotel, Chicago to assistant housekeeper The Westin Bellevue Stratford.

Jack O'Hara, area director of marketing Camino Real, Mexico City to director of marketing The Westin Hotel, Vail.

Larry Scheerer, senior assistant manager The Westin Ilikai to manager/operations The Westin Hotel, O'Hare.

Robert Starankovic, management trainee The Westin Hotel, Chicago to administrative assistant The Westin Hotel, O'Hare.

Bruce Stone, director of training and development The Westin Hotel, Chicago to personnel manager The Westin Hotel, O'Hare.

Knut Robberstad, assistant property maintenance manager Century Plaza to property maintenance manager The Westin Hotel, Copley Place Boston.

Victor Shook, controller Williams Plaza to controller The Westin Hotel, O'Hare.

Randy Villareal, assistant F&B director The Westin St. Francis to assistant F&B director The Westin Hotel, Renaissance Center.

September groundbreaking for D.C. HOTEL

Groundbreaking for Westin's newest in-city hotel, The Westin Hotel, Washington, D.C., is scheduled for early September.

The 400-room luxury hotel is part of the Westin Center, a project being developed by The Oliver T. Carr Company in the Nation's capital. The

location, at 24th and "M" streets, places it between Georgetown and the downtown business district and just a few blocks from Embassy Row and the White House.

Hotel facilities will include an elegant dining room, a bistro-style bar, a lobby lounge, a ballroom with capacity for 500 persons, and 15 meeting rooms, including an auditorium for 275 people which will offer teleconferencing facilities. A complete fitness

center is also planned.

In addition to the hotel, the Westin Center will include an office building and 35,000 square feet of retail space.

Opening of The Westin Hotel, Washington, D.C. is set for April 1985.

Scale model of The Westin Hotel, Washington, D.C.



The six 30-foot high windows of the main lobby of The Westin Hotel, Tucson at La Paloma will overlook a terrace, with pools and lush desert planting, to the mountains beyond.

Westin to manage new resort in TUCSON

Tucson, Arizona's second largest city, is site for Westin's newest luxury resort hotel.

The 400-room The Westin Hotel, Tucson, is to be built as part of the 790-acre La Paloma development located in

Tucson's exclusive Catalina Foothills area.

Douglas Seaver and Associates, Tucson architects, is designing the complex to take maximum advantage of spectacular views of the Santa Catalina Mountains and of the valley city of Tucson as well as of the 27-hole championship golf course, designed by Jack Nicklaus, which will encircle the resort.

The hotel's design is a contemporary adaptation of the Spanish mission style. The off-white stucco two-story main building, with Spanish tile roof and wrought iron balustrades, will be connected by open corridors to the guest room areas.

The two and three-story guest room wings, extending from both sides of the main building, will be grouped around open courtyards with Jacuzzi spas and fountains.

"The design is planned to create an open feeling and a melding of indoor and outdoor areas," Seaver said.

A restaurant and lounge at the lower lobby level will overlook a terrace courtyard and deck areas with a mountain background. Other facilities will include an informal restaurant and bar, a natural food snack bar in the health club, poolside snack bar, two outdoor theme party areas and 24-hour room service.

The resort will feature two divisible ballrooms equipped with the most advanced audio-visual telecommunications and acoustic systems, and capable of accommodating meeting groups from 200 to 1300 persons. Fourteen additional meeting rooms are provided for smaller groups.

The 36-acre resort will offer 10 lighted tennis courts and tennis clubhouse, outdoor swimming pools, racquet ball and squash courts, jogging and

cycling trails and a fully-equipped health club in addition to the 27-hole La Paloma golf course and country club.

Larry Magnan, Westin vice president—development, who participated in the public announcement of the new property in early July, noted that The Westin Hotel, Tucson "...promises to be one of the premier resorts in the Southwest, if not the entire country."



KEITHAN RETIRES

Bill Keithan, senior vice president, announced his retirement from Westin, effective the end of July, after 33 years with the company.

A graduate of Cornell University's School of Hotel Administration, Keithan joined Westin at the Mayflower Hotel in Seattle in 1950. Six years later he was named manager and vice president of Westin Service.

In 1969 he was elected to his senior vice president post in charge of the design and construction activities for the company.

Keithan's retirement plans are active ones calling for establishing a hospitality industry consulting service, furthering his education, teaching and continuing his involvement in service industry activities. He will also continue to provide his services in the maintenance of Westin's corporate archives, which he founded in 1976.

COVER: Employees of The Carlton participating in AH&MA study courses proudly gather for this group portrait. In the background, a backside view of the uniquely designed, wedge-shaped Carlton hotel.

See page 5 for story details.

Front!

A monthly publication by and for employees of Westin Hotels

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

Printed in U.S.A.



Reservationists 'catch up' and plan ahead

It had been two years since Westin's reservations people have gotten together as a group. So, when they did gather for a three day workshop in Omaha in late June, there was a lot of catching up to do.

Some of it was social. Newcomers getting acquainted. Old-timers getting re-acquainted. For many it was their first opportunity to observe the operations of Westin's Central Reservations Office and to meet with the staff. But for everyone, it was a "catching up" of what's been happening over the past two years with Westin's Westron reservations system operations. A kickoff session did better than that. Presented was a Westron capabilities review session that highlighted all of the enhancements made to the system since its day-one debut in early 1975.

Follow-up sessions took on a more of where-we-are-today and where-are-we-going focus. In joint and small group sessions, attendees were updated on communications philosophies and systems, current Marketing and Rooms programs, and airline interface procedures.

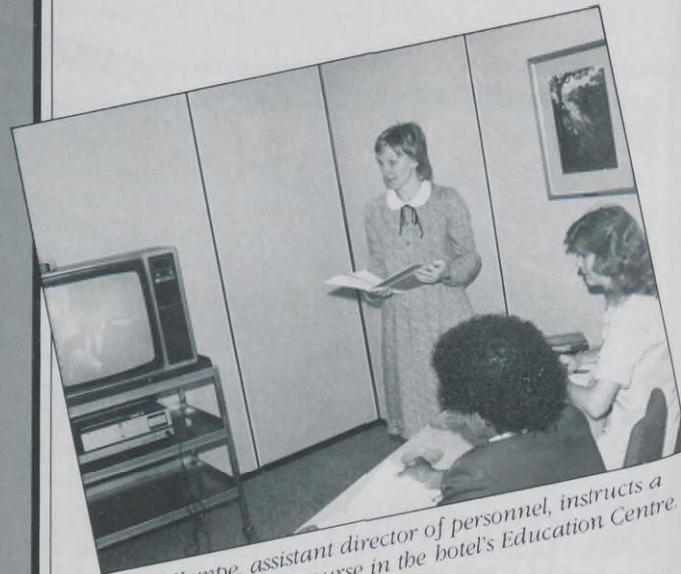
Regrouping for future direction, as it were, attendees were confronted with what proved to be the two major highlights of the workshop agenda.

One of these was a session on operations strategies. From what was learned from this session, each attendee was required to develop a formalized strategy specifically applicable to their hotel's reservations operations as a take-home assignment. The objective-oriented strategies once implemented would also serve as basis for future periodic review and discussion during visitations by Rooms Division staff.

The other was the Round-Table Luncheon session. At this session, attendees in small table groupings were asked to identify and list enhancement suggestions to the Westron system. Free reign was encouraged. However, full justification for each suggested enhancement was stipulated.

Later, a committee as selected from among the attendees, will review the combined enhancement suggestions, cost each out and prioritize them in order of need and justification. Then, pending their approval based on a number of factors such as cost, applicability, etc., the intent is to implement them throughout the system.

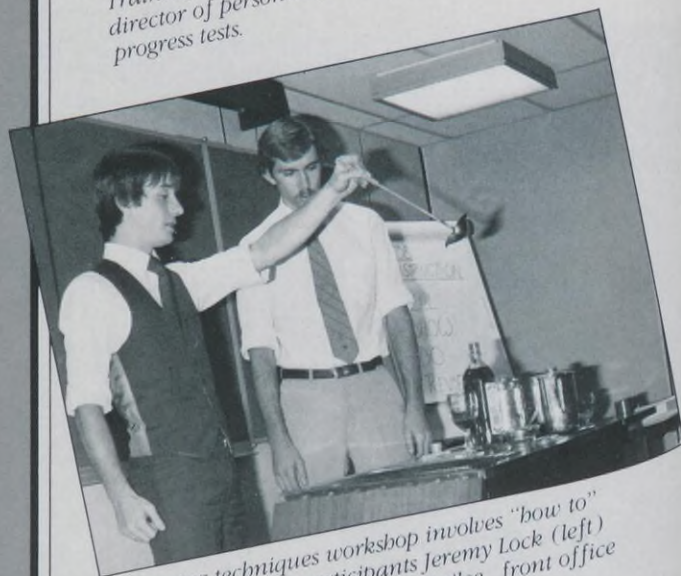
Among the 50 or so attendees to the workshop were the reservations managers and/or supervisors from Westin's hotels and reservations offices worldwide, as well as members of the corporate offices staff. The joint Rooms and Marketing Divisions' function was hosted by Mike David, manager of the Central Reservations Office and co-chaired by David Ling, director, Rooms Division, and Harvey Cannova, manager, reservations systems, Marketing Division.



Ingrid Kempe, assistant director of personnel, instructs a time management course in the hotel's Education Centre.

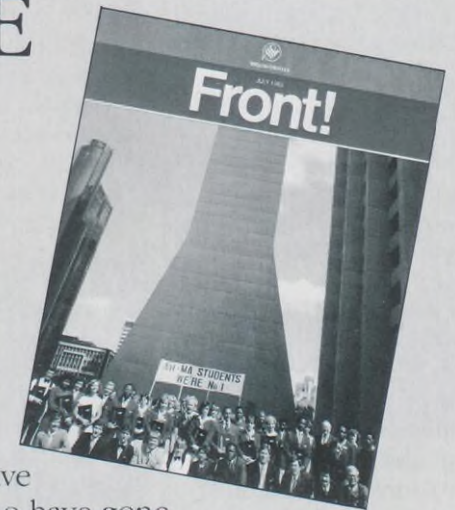


Training officer, Mike Duggan (left) and Peiro Farina, director of personnel, confer on the evaluation of AH&MA progress tests.



A training techniques workshop involves "how to" demonstrations by participants Jeremy Lock (left) management trainee and Ray Bailee, front office supervisor.

AT THE CARLTON, SELF-IMPROVEMENT IS NUMBER ONE



There are a lot of employees of The Carlton in Johannesburg that would spell career development, "AH&MA."

Currently, over 100 employees are registered in diploma course studies through the American Hotel & Motel Association's Education Institute. That's the highest single enrollment of AH&MA course students ever recorded for any hotel in the world!

Further, the South African hotel can boast of a dozen employees who have successfully completed AH&MA study programs and at least two others who have gone all the way to meet the requirement for Certified Hotel Administrators (CHA) — the most advanced and prestigious of the Institute's professional development programs.

Impressive indeed. And especially so when considering the hotel's geographical distance from the mainstream of the American hospitality industry.

But even more impressive is the hotel's all out dedication to staff training and development.

That dedication emphasis began about three years ago when Pat Burton, general manager, and members of the executive staff made a critical evaluation of the hotel's approach to training and development. The evaluation was sparked by a management philosophy that stressed, "the systematic training and development of employees is an essential investment in The Carlton's quest for continued efficiency, productivity, and profitability."

A policy was formalized to ensure a systematic training effort that was both goal directed and cost-efficient. Programs and sources, such as the highly popular AH&MA courses, were established.

The Carlton's next move was to establish its in-hotel Education Centre. Housed in the hotel's service level, the Centre boasts a classroom capable of seating 35 persons, plus two smaller training rooms. In addition to the usual

classroom equipment, a sophisticated video-tape/camera unit was added. The Centre is staffed by two Personnel Department employees. The pair, Ingrid Kempe, assistant director of personnel and Mike Duggan, training officer, are assigned major responsibilities for employee training and development activities.

While The Carlton is high on AH&MA, its comprehensive schedule selects from any number of sources as applicable.

Some are designed in-house. Among them are its training techniques workshops, on-the-job staff training programs, and such specific-need programs as effective employee selection, fire and safety seminars, first-aid courses and the like.

Others, such as its Interaction Management Program, are purchased from outside professional training organizations.

And, of course, The Carlton makes good use of the various programs and training aids as furnished through Corporate Personnel and other Westin Division offices.

In addition to all these centralized training and development activities, The

Carlton also actively supports an external study assistance plan. The plan provides employees with financial support for outside courses of study that are of direct assistance in their development toward specified goals or positions.

Further, to assist employees in their verbal communications skills and public speaking confidence, the hotel has formed its own Toastmaster's Club chapter. Participation in The Carlton Toastmasters Club, which averages about 30 members at regularly scheduled meetings, is both encouraged and financially supported by the hotel.

"The combination of this wide range of training and developmental programs has proved of major assistance in maintaining The Carlton's position as the leading hotel in South Africa" says Burton.

"But more than that," the hotel's general manager continues, "it has provided a rewarding environment for employees to develop their technical and personal skills. Staff enthusiasm for self-improvement has been tremendous. I think our world record for enrollment in AH&MA study courses is a pretty good indication of that. We're proud of being number one — and in a lot more ways than one."

New sales training program wins **RAVES AND RESULTS**

The high-priority request was voiced by the hotel managers at this year's Management Conference. It was directed towards the corporate Marketing Division staff.

Needed, they said, was a first-rate, highly professional and results-oriented sales training program.

They got it.

Or so it appears, based on the overwhelmingly enthusiastic response from those Westin sales people who have already participated in the traveling sales workshop program that was kicked off at The Westin Hotel, Edmonton in late June.

Typical of participant reaction is this from Keith Bell, director of sales for The Westin Hotel, Calgary. Exclaims Bell, "Excellent! Superb! I can't say enough good things about it. The program was positive, easy to understand and credible. But, most of all, it's an on-going thing that really works!"

More superlatives from Chris Green, director of sales for The Westin Hotel, Toronto, who attended the second presentation which was held at his hotel. "I guess a lot of us approached it negatively," Green admits, "but we all left feeling as high as a kite. It was fantastic! Especially when we found that what we learned could be applied immediately to hard sales results."

The program generating all this enthusiasm is called Dimensions of Professional Selling (DPS) and was designed and tailored to Westin's needs by one of the top training firms in the business, Carew Dimensional Systems of Denver.

The intensive four-day DPS workshops draws on a wide range of learning strategies. Included are group and individual presentations, which are video-taped for positive feedback; case studies designed specifically for Westin; films and speaker

support slides, and audio-taped role playing. The concept throughout is positive, supportive, non-confrontive and decidedly results oriented.

All sessions are geared to immediate application from ways to maximize account relationships to learning how to

develop a tracking system for accurately measuring results on a quantifiable basis.

Operating as workshop facilitators are Ron Olstad, vice president-marketing, and Barbara Harlow, management consultant.

Says Olstad, "We chose the DPS program because it provides a solid base from which to build an integrated, on-going sales training program that blends needed selling skills with professional skill development.

"A lot of the program's focus is on individual attitude and behavior impact on sales relationships and how to adapt sales strategies in response to the buying situation in a more professional manner."

Adds Harlow, "The program is not only designed to provide maximum learning that transfers to the job and to bottom line results, but, in itself, is a highly involving, intellectually exciting and action packed experience."

DPS is so action packed, in fact, that in order to maintain energy levels and prevent burn-out, a workout or game period change of pace is a vital part of each day's session.

Following its Edmonton debut and follow-up performance in Toronto, at which sales staff from area Westin hotels attended, DPS hit the road with schedules at The Westin Crown Center and The Plaza in August. From there, DPS will move on to Los Angeles, San Francisco, Chicago and other Westin city destinations.



Role playing sessions are audio-taped for playback analysis.



How do I appear to the client clues are revealed in video-taped sessions.

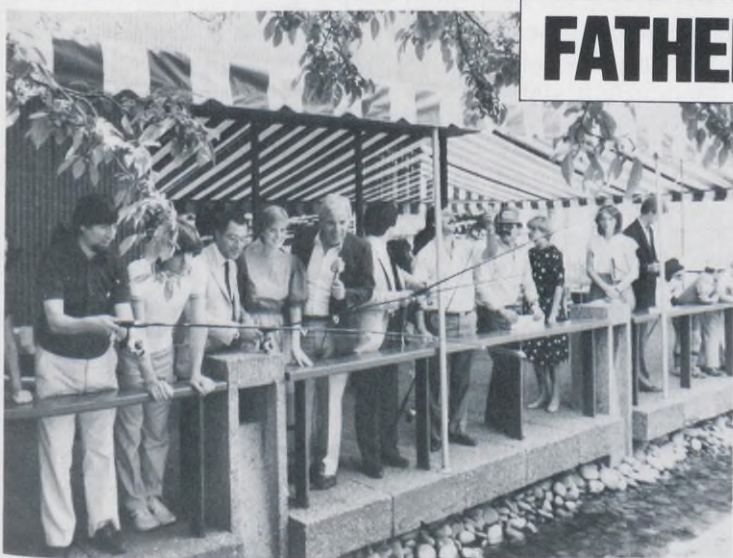
PHOTONEWS



Good neighbors to the rescue

HOUSTON—When disaster struck in the form of tornados and floods that left thousands homeless in the Houston area this spring, both The Westin Oaks and The Westin Galleria responded with donations of boxed meals for crisis victims.

Here, Sharon Nunn (left), director of personnel for The Westin Oaks, and James Seay (right), director of personnel for The Westin Galleria, assist a Red Cross volunteer with the loading of boxed meals for delivery to remote areas. Hotel food deliveries were also made by volunteer units from Houston's Salvation Army Emergency Services.

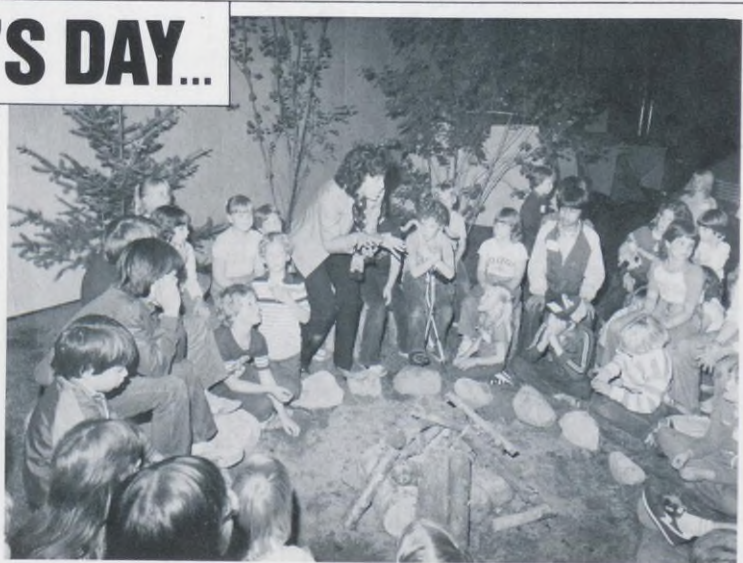


is for dads

MONTREAL—The fish were biting on Father's Day at The Westin Bonaventure, Montreal; 17 floors above downtown street level. As a special Father's Day promotion, the hotel stocked one of their roof garden ponds with rainbow trout, then invited all dads that

came for brunch at Le Castillon restaurant to try their luck at catching a big one. And, the fathers were given the option of taking their catch home or having it cooked on the spot in the hotel's kitchen and served for Father's Day brunch.

FATHER'S DAY...



is for kids

SEATTLE — Father's Day weekend at The Westin Hotel, Seattle was as much a treat for the kids as it was for their dads — and moms. While parents luxuriated in their special-rated guest rooms, their children whooped it up in the hotel's Grand Ballroom magically

transformed into a campground complete with real grass, trees, picnic tables, tents, and a pond filled with live goldfish.

Here a "Camp Westin" counselor entralls a group of youngsters gathered around a campfire to listen to ghost stories.

Y'all come to Canada, eh?

HOUSTON—The Canadian Consulate General Tourism Section in Texas recently sponsored receptions in Austin, Dallas and Houston to promote Canada's facilities to Texas meeting planners. Assisting with a little friendly persuasion of their own were these Westin folks from Canada hotels as well as staff from the local Westin sales office.

Pictured at the Houston function (from left): Keith Bell, The Westin Calgary; Debbie Urquhart, The Westin Bayshore; Arthur Oades, The Westin, Calgary; Chris Baum, Westin Sales Office/Houston; David Morton, The Westin, Edmonton and (front) Glenn Miller, Westin Sales Office/Houston.



All slickered up

WINNIPEG—Jim Hill, F&B director at the Westin Hotel, Winnipeg dresses in appropriate fisherman garb in preparation for the hotel's "Great Newfoundland and Labrador Seafood Festival" a month-long event that was kicked off in mid-June. Daily fresh seafood specials were featured in all three hotel restaurants which were flown direct from seacoast catches off Newfoundland and Labrador.



In appreciation, a daffodil

PORTLAND—Portland may be known as the "City of Roses," but its leading hotel is known as a daffodil. That is, Dr. Thomas Throckmorton, a surgeon with an interest in the hybridization of daffodils, has named one of his most recent hybrids "The Benson" in appreciation of the hotel of which he has been a frequent guest for more than 18 years.

Here, Paul Himmelman (left), general manager of The Westin Benson, is presented with a first bloom of the new hybrid by Dr. Throckmorton. "The Benson" has been officially registered with the London Royal Horticultural Society. With only 60 bulbs in existence, "The Benson" runs a pricey \$60 per bulb.

Right combination of 'rights'

NEW YORK—The combination of being at the right place at the right time and having the right name drawn, made travel writer, Barbara Mehlman (left), a very happy person. The right place was The Plaza. The right time, the recent annual Westin New York Media Luncheon held at the hotel. And the right name, of course, was Mehlman's which was drawn from among 100 luncheon guests to receive a prize of three nights deluxe accom-

modations at The Westin Galleria, Dallas, hotel plus round-trip air fare on United Airlines. Two other right place/time/name winners received trips to The Westin Hotel, Vail, and to the Akasaka Prince Hotel, Tokyo.

Presenting the trip prizes were luncheon hosts, Ron LaRue, Westin's director of advertising and public relations (center), and Chuck Novak, corporate communications manager for United Airlines.





They went that way

SAN FRANCISCO—San Francisco's annual Bay to Breakers Race is an everybody-gets-into-the-act event that this year drew some 85,000 sprinters. Getting into the act from The Westin St. Francis was a team of 75 racers, about half of which are pictured here. The 7.5 mile race starts in San Francisco's Financial District and winds through the city ending at Ocean Beach.

Assistant account manager, Brett Evart, made the best hotel time, completing the run in 47 minutes to put him among the first 500 racers to complete the course.



'Model' anniversary cake

PUSAN — When The Westin Chosun Beach in Pusan, Korea celebrated its fifth anniversary in early June, it was occasion for a festive birthday party for some 150 invited guests in the hotel's Grand Ballroom. Star attraction was a 60-pound birthday cake, a near exact scale model of the hotel "constructed" by executive chef Peter Haberli and his crew. Cutting the first slice are (left) Y.S. Yoon, vice president of the Chosun hotel company, and Giovanni Angelini, the hotel's general manager.

Row, row, row your (dragon) boat

HONG KONG—Each June, Hong Kong's Victoria harbor takes on a wildly festive look as tens of thousands of people turn out to celebrate the annual Dragon Boat Festival. And the Shangri-La's 29-member employee team proved the surprise dark horse — or dragon — entry in the competition by winning first place in the "Row for Charity" Inter-Hotel Championships and placing second runner-up in the International Hong Kong Championship race. Competing in the International race were 78 local and nine overseas teams totaling some 2,500 rowers.



Westin's wearers of the golden keys

The identifying insignia, crossed golden keys, is usually worn on both lapels of the concierge's uniform.

To the guest who recognizes them, they communicate a most assuring message that says, "Whatever your request, I'm here to serve you. Just ask."

To the insignia wearer, it's the proudly worn identification of membership in the prestigious international association of dedicated concierge professionals known as "Les Clefs d'Or", or "The Society of The Golden Keys."

The association was founded in France over 50 years ago under the somewhat cumbersome original name of "L'Union Internationale des

Portiers des Grands Hotels." Its aim, to perpetuate the highest standards of personalized guest service with a basic philosophy of "Whatever the guest requests, we will do."

Subsequently, the association expanded internationally. The United States section, known as Les Clefs d'Or-USA, was established in 1978 and currently boasts a membership of some 55 concierges. Of these, seven are Westin people with pending membership for four other Westin applicants.

Claiming the first Westin membership in Clefs d'Or-USA is Jim Gimarelli, concierge at The Westin Benson, who was accepted into the society in 1979.



Other current members include concierges Brian Weider, The Westin St. Francis; Marjorie Silverman and Phyllis Shlay both of The Westin Hotel Chicago; Michael Karr of The Westin Hotel, Galleria Dallas, and Manuel Mulero and Michael Gafford of The Plaza.

All seven members are very active in the association's administration. Both Brian Weider and Marjorie Silverman serve as directors of the national association's executive board and, recently, Silverman was elected as the association's treasurer. All others serve as regional membership committee members. (Phyllis Shlay is also currently serving her second term as president of the Chicago Concierge Association.)

Qualifications for membership take a number of factors into consideration. Among them: the candidate's moral character, professional commitment, experience, and extent and nature of the individual's responsibilities and concierge station operations.

Should membership in Les Clefs d'Or be a "must" for all concierges? "Not necessarily," says The Westin St. Francis' Brian Weider. "Membership does not necessarily mean that you are a better concierge than one who is not affiliated. "But, he adds," to members there is a real pride in belonging to an organization of service-oriented professionals that are dedicated to the highest standards of service. It keeps you on your toes

Manuel Mulero
The Plaza



Phyllis Shlay
The Westin Hotel, Chicago



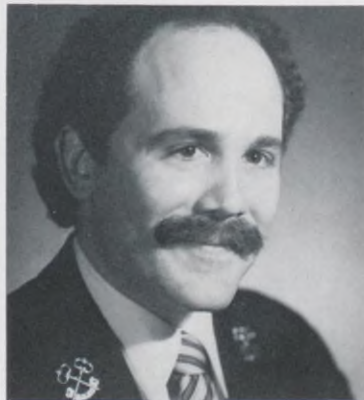
Michael Karr
The Westin Hotel, Galleria Dallas



Michael Gafford
The Plaza



Jim Gimarelli
The Westin Benson



Brian Weider
The Westin St. Francis



Marjorie Silverman
The Westin Hotel, Chicago

FRONT! SPOTLIGHTS...

and inspires you to achieve greater professionalism."

To this, Michael Karr of The Westin Hotel, Galleria Dallas, adds, "Indirectly, the guest appreciates the Association when they find out that to the person who wears the golden keys there is no such response as 'no.' Unless, of course," Karr smiles, "it's illegal, immoral or impossible. But as far as the impossible is concerned," his smile broadens, "well, we just try harder."

And Marjorie Silverman of The Westin Hotel, Chicago, feels that the hotel also benefits. "Recognition of the crossed keys insignia on a concierge's uniform can't help but enhance the hotel's prestige in the eyes of the guest," she says.

All agree that one of the major benefits of Association membership is its networking operations. That is, members practice a "My guest today is your guest tomorrow" philosophy, and feel free to call on each other to share helpful guest information and to share favors to better serve the guest.

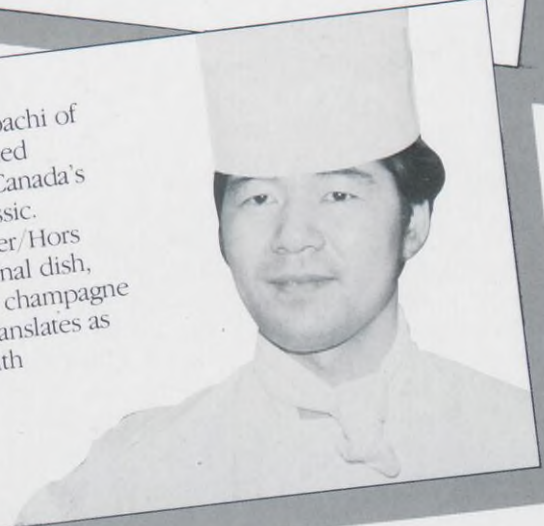
The professional cooperative spirit and comradery that exists among Clefs d'Or members is largely stimulated by the group's annual National Meeting get-togethers. It's their opportunity to really get to know each other personally, to exchange ideas and to mutually promote the Association's high ideals and standards.

Host for the most recent of these National Meetings, held last March, was The Westin Hotel, Chicago at which six of Westin's seven Clefs d'Or members were in attendance.



Wine steward Bernard Beauchemin of Le Castillon restaurant of The Westin Bonaventure, Montreal for attaining Certified Hotel Administrator designation as awarded by the Educational Institute of the American Hotel & Motel Association. The CHA program is the most advanced and prestigious of the Institute's professional development programs requiring the completion of the Institute Diploma plus the satisfactory completion of five additional courses.

Executive sous chef Yoshi Chubachi of The Westin Hotel, Winnipeg, named Regional Winner for his entry in Canada's Fifth Annual Wiser's Culinary Classic. Chubachi scored in the "Appetizer/Hors d'oeuvre" category with his original dish, "Gold Eye fume en crepe sauce champagne aux echalotes," which loosely translates as Gold Eye whitefish in crepes with champagne sauce and shallots.



Westin's travel industry sales manager Jim Weiss for being awarded the Pacific Area Travel Association's (PATA) prestigious Award of Merit for his "devotion, energy and talents applied over the years in the furtherance of travel and tourism through the Pacific area." Since joining Westin in 1972, Weiss has been extremely active in PATA having served, among other posts, as a member of its Board and as chairman of the organization's Pacific Northwest Chapter for the past six years.

DISCOVERIES

Debuts with a class act

In January 1982, Westin announced the formation of a subsidiary, Westin Enterprises, as a diversification vehicle to add a profitable new dimension to the company's expansion plans.

Elected as president of the new enterprise was John Calvert, executive vice president for Westin and Duane Knapp, new to Westin, as vice president.

Subsequently, Westin Enterprises has been researching diversification possibilities.

Basic to that research, according to Calvert and as stated at the outset of the new company's formation, "...is to take advantage of two of Westin's greatest assets — our dedication to quality and orientation to service."

In late April, Westin Enterprises announced its first venture with the formation of a specialty retail operation, Discoveries, Limited, and in July the first Discoveries store made its debut along with the opening of The Westin Hotel, Copley Place Boston.

"Soon after I came to Westin", Knapp says, "I discussed various diversification ideas with the hotel managers and corporate personnel. Frequently mentioned was the possibility of getting into hotel sundry outlet operations.

"The reason: a lot of managers felt that their current outside-managed operation did not fully reflect the first-class image projected by their hotels in presentation, merchandise quality and, most importantly, delivery of service.

"What was envisioned," Knapp continues, "were outlets that would be consistent throughout all properties, operated under Westin-controlled quality standards and that would provide first-class service to their guests."

With the help of dozens of people throughout Westin from various areas of expertise, Knapp pursued the idea. He also consulted with some of the top retailers in the industry noted for their merchandising innovations.

Upshot of it all was the formation of Westin's first diversification venture, Discoveries, Limited. Jim Crimmins has been appointed vice president of Discoveries and is responsible for all retail operations.

What makes Discoveries different?

"Quality is the key," says Crimmins. "While the customer will find all the sundry item 'necessaries', a lot of emphasis is being placed on specialty gift items — a boutique selection of top-end product lines.

"All high quality," he adds "but not necessarily high price. Along with items you expect of a fine specialty shop, there is a good selection of tasteful souvenir items, small electronics, select Hallmark products, hardcover books, toys and items unique to the area.

"In fact, it was largely because of the quality and exciting diversity of the merchandise that led us to the Discoveries name.

"But," Crimmins continues, "from a store visitor's point of view, what might even be a more pleasant 'discovery' is the attention given to guest service."

For instance, customer

service counters in each store are so placed that Discoveries staff can greet customers as they enter and offer their assistance. And, if a customer wants gift wrapping or purchases delivered to their rooms, these services are promptly and courteously provided.

"The whole idea is for staff to greet customers in the same manner that he or she is treated at the hotel's front desk, restaurants or elsewhere throughout the hotel. The staff, in effect, is an extension of the Westin family."

While functional layout and operations of all Discoveries are similar, each outlet is designed to reflect the personality of its hotel and community.

Additionally, Discoveries will also be providing a select line of amenity gift items and promotional products suited to hotel and corporate office requirements.

Plans are to establish Discoveries stores in U.S. and Canada hotels pending lease expirations of current operators. Further, the company looks toward the expansion of Discoveries outlets outside Westin in select resort destinations and office buildings.



Laurie Lebo, manager of Discoveries at The Westin Hotel, Copley Place Boston.



Jim Crimmins, vice president of Discoveries, Limited.