



**WESTIN**  
HOTELS & RESORTS

DECEMBER 1986

# FRONT

WESTIN IN FLORIDA  
**The Westin Cypress Creek**  
(Story, page 2)

# NEWSFRONT

## Moving up Moving on

**Alfonso Acero**, director of F&B, The Westin Hotel, Winnipeg to director of F&B, The Westin Hotel, Cincinnati

**Chester R. "Butch" Doty, Jr.**, chief engineer, The Westin Hotel, Washington, D.C. to on site representative, The Westin Hotel, San Francisco Airport

**Robert Fitzner**, senior asst. manager, The Westin Benson to senior asst. manager, The Westin Mauna Kea

**Patricia Frost**, Sun Dial manager, The Westin Peachtree Plaza to director of restaurants, The Westin Hotels, Houston

**Helen King-Miller**, senior housekeeper, The Westin Hotel, Washington, D.C. to senior housekeeper, The Westin La Paloma

**Byron Le Seelleur**, systems support specialist, Central Reservations, Omaha to reservations manager, The Westin Hotel, Ottawa

**Christopher Leu**, executive sous chef, The Westin Hotel, Calgary to executive sous chef, The Westin Crown Center

**Arlynn Norimoto**, sales manager, The Westin Ilikai to sales manager, The Westin Maui & Westin Kauai

**Brandon Russell**, senior asst. manager, The Westin Mauna Kea to Country Club manager, The Westin La Paloma

**Stacy Stevens**, conference services manager, The Westin Hotel, Tabor Center Denver to director of conference services, The Westin Plaza

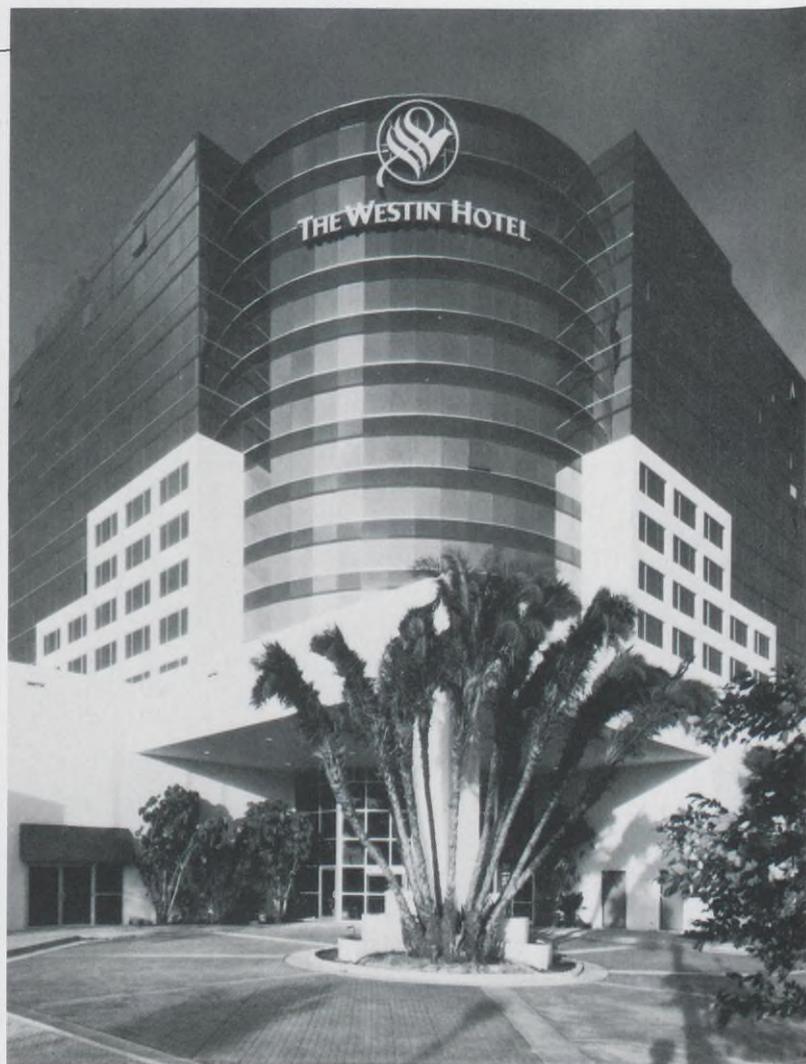
*COVER: The Westin Cypress Creek is pictured a few weeks before its completion and grand opening. This rear view shot shows the lake and walkway to the pavillion area.*  
(Photo courtesy of Tom Kribbs Photography.)

## FRONT

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

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Seattle, WA 98121

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*The front entrance view of The Westin Cypress Creek.*

## The Westin Cypress Creek A 'quality nitch' in Fort Lauderdale

**W**estin's first beach head in Florida is not on the beach — though it's near one.

Nor is it a resort property — though it has the air of one.

Rather, The Westin Cypress Creek represents a "new breed" of hotel for this largely resort dominated area of south Florida. That is, an upscale commercial transient facility appealing largely to the business traveler as well as the local business and social community.

Located in the campus-like setting of the Radice Corporate Center in Fort Lauderdale, the 294-room hotel stands midway

between Palm Beach and Miami off Highway I-95, the major north/south corridor. The Cypress Creek area of mushrooming high tech and business office complexes is recognized as Florida's largest growing commercial center.

"The hotel presents a somewhat different kind of venture for the area," says Frank Gill, the hotel's director of marketing, "because it's located out of the beach resort area and in a developing business community. It's also one that offers an exciting

# NEWSFRONT

marketing and business potential."

In fact a number of other hotel companies have also been captured by the area's business potential resulting in something of a hotel building boom. As Frank Gill confidently puts it, "It will be rough for a while until we become established but none of the others are matching us as far as quality, facilities, meeting space or location is concerned."

Apparently it's also a "no match" as far as staffing is concerned either.

Says general manager Ray Sylvester, "The Westin Cypress Creek has a lot more to offer, but I think our biggest plus will be in our people."

"From what I've seen, none of the others seem to make as concerted an effort to take care of their customers as we are dedicated to doing. Our objective is a very basic one—that is, simply not to give the customer a reason to go elsewhere. And we'll do that through our facilities and our people meeting their every expectations."

"It's all part of an attitude that I've stressed with every employee who comes on board. The 'how may I help you' and 'it was a pleasure serving you' attitude that every employee must understand is basic to daily interaction between guest and staff."

As to its facilities, the hotel can boast of some of the best designed, most spacious and most versatile meeting and conference space around. This includes 17 first class function rooms including meeting/hospitality suites, conference rooms, a 5,000 sq. ft. ballroom, a formal Boardroom and a tiered auditorium forum offering the latest in audio-visual equipment. Most of these rooms open onto breakout terraces with pleasant lake or landscaped views.

And, according to the hotel's F&B director, Darlene Brady, the hotel's food and beverage outlets can also compete with the best in this area which is known for its many fine eateries.

There is the Mediterranean style three-meal Fountain Cafe with its high window views of the lake and the swimming pool pavilion. And the stunning Cypress Room for evening dining in an atmosphere of gracious elegance with its green suede walls, green and black swirled marble floors, crisp white table linens and brass and warm mahogany accents.

The Cypress Room, by the way, is treated as a private membership club during lunch—a unique concept that has attracted many of the top executives within the local business community.

"The food in both of these restaurants will emphasize ingredient freshness and light dishes," says Brady. She adds, "Because you 'eat with your eyes' as it were, our executive chef Jon Hill goes to great pains to make each dish a visual as well as palatable delight. And this applies to all the hotel's food service from breakfasts to banquets."



Ray Sylvester, general manager

Other F&B outlets include the Lobby Lounge featuring evening piano music, the Lakeside Pavilion near the swimming pool that offers beverages and snacks, and Peppers, the entertainment lounge featuring recorded music and a deejay, with its own outside signage and entry.

Beyond its blue reflective glass exterior, the hotel's interior decor suggests a style known as "old Florida". This is recognized in the utilization of cool marble floors, traditional furnishings, tropical plantings, lighter colors and an airy spaciousness. Guest rooms also reflect this spacious quality and all feature luxury amenities and fixtures including refrigerators, mini bars and comfortable working desks appealing to the business executive.

The outdoor swimming pool and pavilion overlooking the five-acre lake lends a resort atmosphere to the hotel. In addition to the swimming pool, recreational facilities include a health club, a half-mile jogging track around the lake and an exercise trail.

In total, The Westin Cypress Creek presents an excitingly attractive accommodations pack-

age that appropriately showcases Westin's market presence in this area.

Says Sylvester, "Now that the hotel is opened we are having the opportunity of actually showing people what we've only been able to tell them about. Now they can compare us with anything else in Fort Lauderdale. People are really noting the quality—both as to the facilities and of the hotel's staff. The reaction has been terrific. Very positive. We've already begun to carve our Westin quality niche in this community."



Jon Hill, executive chef with Darlene Brady, F&B director



Frank Gill, director of marketing

# PHOTO NEWS

## Christmas 'tie'

NEW YORK — When the newest of the world-famed F.A.O. Schwartz toy stores opened directly across 5th Avenue from The Westin Plaza recently, the occasion prompted a Christmas season fun package tying in the hotel with the toy store. The promoted weekend room packages at the hotel included such things as an F.A.O. Schwartz teddy bear per child per stay, early pre-opening shopping time at the store and a \$10 F.A.O. Schwartz gift certificate.

After finalizing the Christmas package details Jeffrey Flowers (left), managing director of The Westin Plaza and Peter Harris CEO of F.A.O. Schwartz pose under the hotel's portrait of Eloise, Kay Thompson's fictional character of the late 50's who "lived" at The Plaza.



## Helicopter 'invasion'

LOS ANGELES — What appeared to be a helicopter invasion of the Century Plaza on November 3, was actually the arrival of the White House Press Corps who had accompanied U.S. President Ronald Reagan's visit to the hotel on the eve of the U.S. elections. While the helicopters rested on parking lot grounds adjacent to the hotel, the Presidential Limousine drove the Reagans to the Century Plaza's new Tower. Reagan had visited the hotel at least 10 times during the past year which has prompted the hotel to be recognized in some quarters as the "Western White House".

## Cable Car #19

SAN FRANCISCO — Robert Wilhelm (right), managing director of The Westin St. Francis, reports a blow by blow account of San Francisco Mayor Dianne Feinstein's efforts to smash a bottle of champagne. The occasion was the christening of cable car #19, the newest member of the city's famous cable car fleet, in ceremonies sponsored by the hotel. The "I stop at the St. Francis" advertising slogan has appeared on the front of the cars since the hotel opened in 1904.

Cable car #19, built at a cost of \$150,000 is the first car to be built entirely from scratch in 24 years and replaces old car #19, which was built in 1891 and saw 94 years of service.



# PHOTO NEWS



## Tips to tips

EDMONTON—Liam Lambert (right) general manager of The Westin Hotel, Edmonton tips his hat to the tips response he received as "guest" door attendant during the hotel's recent United Way drive. Lambert's two-hour stint as door attendant netted \$48.65 in tips for the cause. With Lambert is regular door attendant, Terry Schneider. As chaired by employee coordinators Mona Quadri and Eppo Smit, this year's United Way fund raiser was the most ambitious ever, almost doubling last year's contributions.



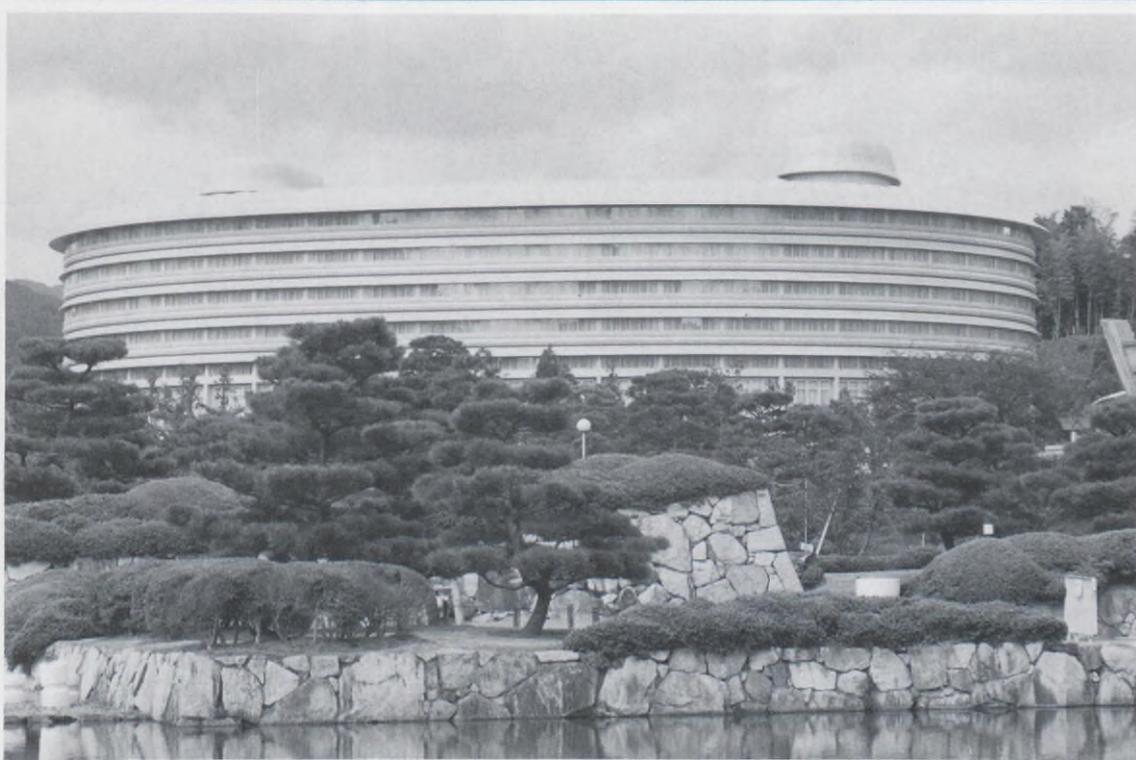
## Show stopper

PHOENIX—Show stopper at the Arizona Biltmore's recent Employee Awards Banquet was the presentation of a five-year service award pin to Muffin, the hotel's tabby in residence. Muffin has been living at the front entrance of the posh resort hotel for over five years and it was thought fitting she receive the service recognition. Holding Muffin is door attendant, Mark Mann with Cecil Ravenswood, general manager, and Bill H. Ellis, Westin senior vice president.



## Snow sprint

DENVER—In spite of 30° weather and snow on the ground, five employees of The Westin Hotel, Tabor Center Denver participated in a recent four-mile race to benefit the American Cancer Society Research Center. The "Sprint for Research" race took place in early November with the Westin team placing a highly respectable fourth place out of the 20 corporate teams participating. Posing before the run (from left): Lori Bullock, Kathy Mays, Frank Fredericks, Vicki Gates and Josh Sciacca who placed third in his age category.



## Westin Kyoto Prince Hotel opens

KYOTO—The Westin Kyoto Takaraga-ike Hotel, a member of Japan's Prince Hotels group that includes The Westin Aka-

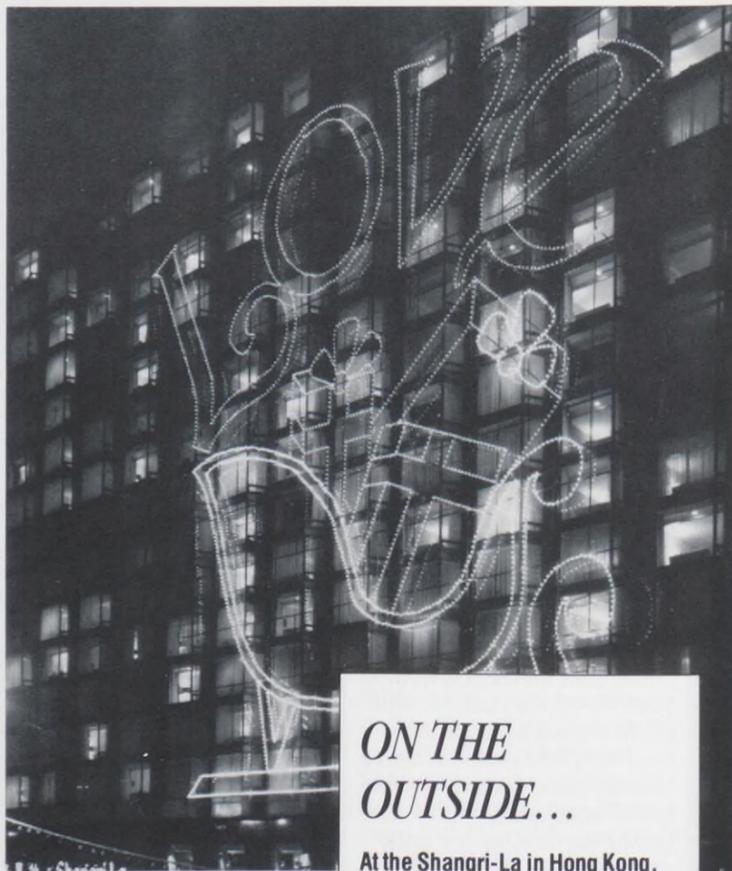
saka Prince and the Tokyo Prince hotels, celebrated its grand opening on October 9.

As with the two Tokyo hotels, the 322-room Kyoto hotel enjoys a marketing services agreement with Westin for representation in the United States and Canada.

This includes marketing consultation services, use of Westin's toll-free reservations system, a marketing communications program and a variety of other promotional and marketing services.

# Holiday Replay

*The way we looked last Christmas*



## ON THE OUTSIDE...

**At the Shangri-La in Hong Kong,** 3,600 lighted bulbs spelled out the message of LOVE along with Santa's sleigh.

**At The Westin Hotel, Copley Place Boston,** air travelers to the city were greeted with a 36-story message of JOY.

**At The Westin Hotel, Toronto,** the window wish for PEACE helped take the chill out of the icy December nights.

**At The Westin Oaks,** a 100-foot candle symbolized the "Lite Up a Child's Life" fund-raising campaigns sponsored by The Westin Hotels, Houston and a local radio station to benefit the Texas Children's Hospital.



## ON THE INSIDE...

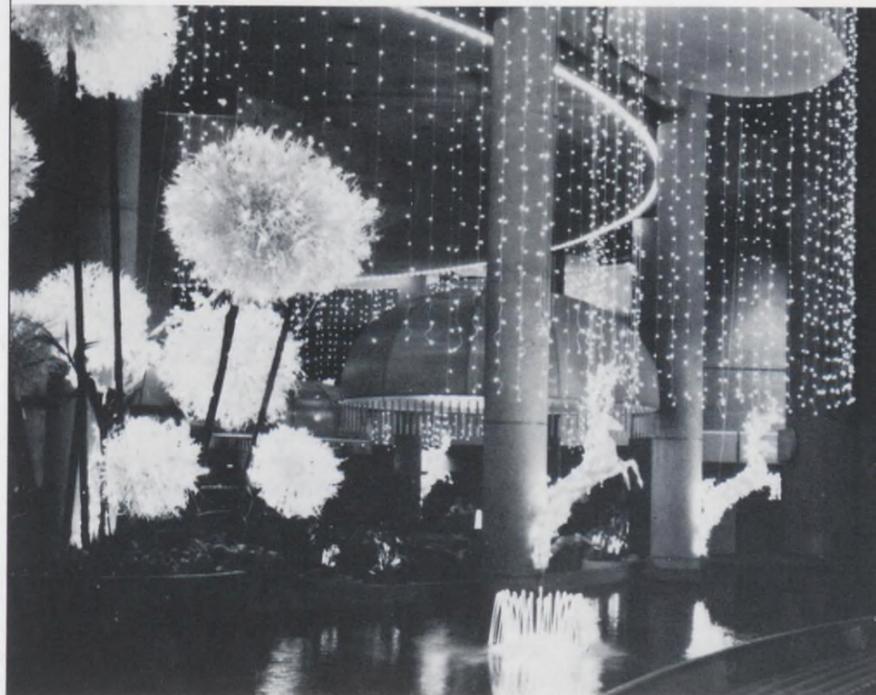
*Clockwise from above...*

**At The Westin St. Francis,** the hotel's English Grill restaurant showcased a Charles Dickens festival throughout December featuring the culinary delights of the Dickensian era served by period costumed staff.

**At The Westin Hotel, Cincinnati,** "Santa's Breakfasts" drew family groups to the hotel's Fifth St. Market restaurant Saturdays during December where Santa and elves were on hand for complimentary photos. The printed photos in Christmas card form along with a Christmas tree ornament were given to the guests.

**At the Century Plaza,** the Marine Corps "Toys for Tots" program drew a generous response from employees with over 250 toys donated. Employees Delores Barron (left) and Francesca Miller played the "Santa's elves" role as they assist in the toy distribution.

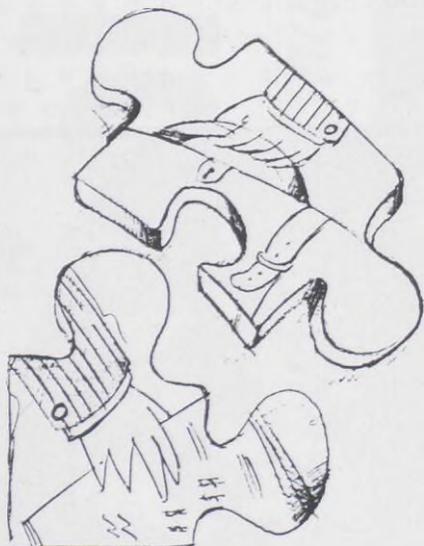
**At The Westin Bonaventure,** the atrium lobby was illuminated by a dazzling display of 36,000 twinkling lights artfully sculpted into giant snowballs and reindeer. Appropriately named "Fantasy in White", it was the hotel's indoor version of a winter wonderland.





## MARKETING RESEARCH —

# TRACKING DOWN THE PIECES



### FRONT: What's the background leading to Westin's decision to establish a Marketing Research Department?

PEEPS: I'm sure that interest in establishing some sort of a marketing research program goes back for years. I know it was a recommendation of the 1984 Marketing Task Force reports. But what really gave the concept its impetus was when Westin switched from being an operations to a market driven company in 1985. The viewpoint of the customer, our guest, gained new meaning.

Skilled research can provide a solid data base of consumer information for setting marketing strategy. It's almost impossible to plan your strategy if you have to second guess your market.

### FRONT: What are some of the research activities the department has been involved in since it has been established?

PEEPS: There have been a number of them, but the one that's been occupying most of our time since the start is a guest satisfaction study. It's an on-going study

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ho are Westin's customers? Where do they come from? Why do they choose a Westin over the competition? Why do they sometimes choose the competition? What did they like or not like about their hotel stay? Would they choose another Westin in another city? Would they come back again...

The pursuit of researched data that would answer these and hundreds of other like questions vital to Westin's marketing operations success is the focused challenge of the company's recently established Marketing Research Department.

Heading that department, as Director of Marketing Research, is Trudy Peeps who had previously held a similar position with Ramada Inns in Phoenix, Arizona. Working with Peeps in their specialized areas are Anne Peterson, Marketing Research Manager and Marty Byrne, Marketing Research Analyst.

Recently FRONT talked with Peeps regarding the significance of the Marketing Research Department's role within Westin's operations and about some of the projects that have gotten underway since the department was formed in September, 1985.

that's now being administered within all our U.S. and Canadian hotels.

Basically, it involves a fairly extensive questionnaire that asks the guests to evaluate—on a "0" to "100" rating scale—every aspect of their hotel stay experience from facilities to people.

These questionnaires are distributed daily to a certain number of randomly selected guests. The completed questionnaires are turned in by these guests at check-out at which time they are presented with a small financial bonus as to-

kens of appreciation for their efforts. Incidentally these bonuses have stimulated an excellent percentage of questionnaire returns.

There are people in each of the hotels who have been trained to handle distribution of these surveys on a daily basis according to a formula we provide them. Every week they send the collected surveys to a designated research supply house where they are accumulated from all hotels and processed at two month intervals.

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**“It’s all great strategy building stuff—a basis for planning our marketing, advertising and promotion strategy.”**

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**FRONT: Then what happens to that processed data?**

PEEPS: This is really the key to it all.

The data is forwarded to us from the research supplier where we analyze it and chart it in easy-to-understand graphic form, by hotel. We then send each hotel’s report to the operational people of that hotel. What they receive is representative information about the guests who’ve stayed at their hotel over the past two months — who they are, what they are there for, their demographics, travel patterns, etcetera.

But more than that is the very important information they receive on how satisfied, or dissatisfied, these customers are with all the various areas of their operation, facilities, service levels and people. Information that would be almost impossible to find out without these guest satisfaction surveys.

**FRONT: Do the hotels have access to each others survey results?**

PEEPS: No. Corporate has access to all survey results, of course, but each hotel receives its information about that hotel only.

What we’ve done is classify hotels in one of three categories — conference, transient and resort. For each hotel area rated, an average rating, or ‘norm’ across all hotels within a particular group is established. So there are three group ‘norms’ for each element rated.

Therefore, when hotels get their bi-monthly reports they can tell not only how they are doing in comparison to their previous reports, but also how they rate in relation to their category norm.

Because this is an on-going study with on-going reports, each hotel’s management can consistently track areas that need improving, areas that have improved and those that have stayed on course, and respond accordingly.

The study is intended to be an operations and marketing tool for the individual hotel operators — to give them trends and



*A department planning session involves Anne Peterson, Marty Byrne and Trudy Peeps.*

accurate clues as to the performance of all areas of the hotel from a guest satisfaction point of view and to give them a good handle as to who their customers are.

**FRONT: That does sound like a very comprehensive and beneficial project from both marketing and operations aspects. What other research projects are you working on?**

PEEPS: Another big project we are working on is called a Competitive Profile Study.

Here we’ve focused on one of Westin’s primary business market segments — the frequent business traveler. Our objective is to survey groups of frequent business travelers who are repeat users of Westin or repeat users of five or six other major competitive hotel companies. We wanted to find out how and why competitive hotel guests differ from our guests.

We want to know not only how Westin users see a Westin hotel, but also how they

see, or evaluate, a Hyatt or a Marriott or a Hilton. Conversely, we want to learn how a Hyatt user sees a Hyatt, a Marriott user sees a Marriott and so on, and then how all these non-Westin users view Westin.

From this survey we’re getting a lot of valuable information as to what deter-

mines product preferences for our market. It’s all great strategy building stuff—a basis for planning our marketing, advertising and promotion strategy.

**FRONT: You’ve talked largely about projects of general company-wide benefit. How about research project for individual hotels or specific operations groups?**

PEEPS: Well, we’ve done specialized projects for the food and beverage people in the areas of fine dining restaurants and are providing data to the Human Resources Division as an aid to training needs. We’ve also done studies for specific areas — for example,

meeting planners and resort user studies.

And we’ve worked on studies for individual hotels. One study we are working on right now is for The Westin Hotel in Seattle. They came to us because they wanted some insights about where the business travel market coming to Seattle was staying and why to help them build a competitive edge for themselves. We went to work on it, did some qualitative research, and came up with some marketing approach implications that may help them capture a bigger share of the pie.

**FRONT: Well, all of this seems to be a lot on the plate for such a small crew. Do you plan on enlarging your staff?**

PEEPS: We don’t anticipate that we are ever going to be a massive department. We feel it’s much more economical to maintain a fairly small department of experts to do all the research and planning here, and have all of our data processing done outside with marketing research houses.

# WESTIN PEOPLE



Mildred Watkins meets with former hotel manager Mike Deighton



Tom Cortabartarte helps housekeeping supervisor Cleo Neal make a bed

## She's the managing director (for a day)

DETROIT—As has been the custom over the past three years, The Westin Hotel, Renaissance Center Detroit promotes its annual Employee/Boss Exchange Day during which the hotel's managing director and a selected employee trade jobs. Selection of the job switching employee is through an open competition during which employees complete an entry form explaining why they would like to be "boss" for a day.

This year's winner was Mildred Watkins (above left), floor supervisor in housekeeping who noted in her entry form that she wanted the opportunity "to learn first hand the many duties of the managing director, and to learn why and how important decisions are made." Throughout her day as the hotel's head honcho, Watkins gained a good overview of the position's responsibilities as she held meetings with the hotel's executive committee and sales staff, reviewed the hotel's advertising

and public relations activities and reviewed the hotel's mail and guest surveys.

Managing-director-turned-floor-supervisor Tom Cortabartarte (right) spent an equally as busy day vacuuming floors, making beds and cleaning guest rooms. Of his learning experi-

## He's the housekeeping floor supervisor (for a day)

ence, Cortabartarte noted, "It gave me a chance to spend a whole day in one department and experience first hand what the staff has to do every day." Both admitted they had gained a good insight and a better perspective of each other's jobs.



## Award of Merit

Security officer Robert Kremm of The Westin Hotel, Cincinnati took the late evening call.

A guest in one of the rooms

was complaining about chest pains and was having difficulty breathing. Kremm rushed to the rescue only to find the guest had collapsed and stopped breathing. He immediately applied CPR and by the time the emergency unit had arrived the guest was breathing with regularity. It was later discovered that the unfortunate guest had suffered a massive heart attack.

For his responsive life saving action, Kremm was recently awarded Westin's Chairman's Award of Merit. Presenting Kremm (right) with the Award at hotel ceremonies was Larry Alexander (left), the hotel's general manager.

# FRONT LINE

FRONTLINE is a confidential communications forum for Westin employees. Use FRONTLINE to ask questions of general concern, to offer suggestions or to express opinions. Send your questions in an inter-office envelope to: FRONT editor, Westin Hotels & Resorts, 2001 6th Avenue, Seattle, WA 98121. Letters must be signed and include hotel or office location. Names are held confidential. All unprinted letters will be answered by mail.

**QUESTION:** Why can't comp room requests be confirmed earlier than 30 days from the date you plan to stay? To get cheaper air fares you usually make flight reservations at least that early (30 days prior) or earlier. However, if you do make your flight reservation and find your comp room request is denied, you're stuck for making air line changes with the restrictions and penalties that go with most of these special fares.

**RESPONSE:** By Walker Williams, Westin Director of Human Resources

Thank you for your very valid and, as it turns out, very timely suggestion. Currently Westin's Human Resources Policy Manual is under review and revision for issuance during the first quarter of 1987. Your suggestion was among the policies being reviewed. You, as well as many other Westin employees, will be pleased to know that the decision was made to extend the present 30 day comp room confirmation limit to 45 days. This revised policy will become effective with issuance of the new Human Resources Policy Manual early next year.

# WESTIN PEOPLE

## TWO CORPORATE EXECUTIVES RETIRE



Bill Ellis

**W**illiam H. Ellis and Ralph Van Noy, both senior vice presidents and both long time Westin members, will retire from the company by year's end.

Ellis, a 34-year veteran of the company, joined Westin at the Multonamah Hotel in Portland, Oregon as assistant purchasing agent in 1952. Much of his early hotel career focused in the food and beverage area ranging from bar manager to assistant food & beverage manager with various Westin properties on the West Coast.

His first hotel management opportunity came in 1961 when he was named manager of the Rainbow hotel in Great Falls, Montana. Subsequently, he was named general manager of the Anchorage-Westward in Alaska, and later the Antlers Plaza in Colorado Springs.

His first overseas assignment came in 1969 when he was named general manager of and opened the Shangri-La in Singapore. In 1973 Ellis was named general manager of the Hotel Scandinavia in Copenhagen, a hotel which he also helped open.

In 1974 he was elected a corporate vice president and was transferred to the Seattle offices to assume the position of operations officer. He was elected a senior vice president of the company in 1982.

Ellis is a recipient of the Carlson-Himmelman Achievement Award.

Ellis leaves with many "wonderful memories" of his 34-year Westin career. The most memorable of these, however, relates to a personal tragedy that had to do with the tremendous caring support he received from throughout the company when his son, Kevin, died at the hands of rebel dissidents while traveling in Africa in 1982. Subsequent response to the Kevin Ellis Scholarship Memorial Fund, established in 1985, Ellis recalls, was equally as generous in its caring spirit.



Ralph Van Noy

**V**an Noy, a 32-year Westin veteran, joined the company with the Bannock Hotel in Pocatello, Idaho in 1954. His early experience was also in the food & beverage area and he served as catering manager for the Newhouse Hotel in Salt Lake City and with the Georgia in Vancouver, Canada over the next four years.

From 1958 to 1959 he held the position of executive assistant manager at The Westin Benson, the Hawaiian Village in Honolulu and the Sir France Drake in San Francisco.

In 1963 he was named project director for the Century Plaza and later that same year was ap-

pointed general manager of the Del Coronado Hotel in San Diego. Two years later, he moved to Seattle and opened The Westin Hotel (Washington Plaza) as general manager.

He was elected a corporate vice president with operations officer responsibilities in 1969. From 1981 to 1983 he served as president of Westin Service & Supply, the Westin subsidiary company that is now recognized as FORMA.

Van Noy's election to senior vice president/operations took place in 1983.

Van Noy also looks back on his Westin career with fond memories and as one that offered him great opportunities for growth and personal job satisfaction. He expressed that he was not only grateful for all the help and encouragement received along the way from supervisors and officers, but, in turn, for the many opportunities he has had to assist and direct young and ambitious employees on their Westin career path.

In late November, Van Noy was presented with the Carlson-Himmelman Achievement Award.

## Management changes

**David Ling**, general manager of The Westin Hotel, Williams Center Tulsa, has been named managing director of The Westin Bonaventure, Los Angeles.

**Michael Deighton**, manager of The Westin Hotel, Renaissance Center Detroit replaces Ling with his appointment to general manager of The Westin Hotel, Williams Center Tulsa.

**Doug Hales**, general manager of The Westin Hotel, Winnipeg, has been appointed manager of The Westin Paso del Norte in El Paso. Hales replaces Paul Himmelman who has resigned from Westin to pursue personal business interests.

**Minaz Abji**, executive assistant manager at The Westin Hotel, Toronto, has replaced Hales with his appointment to general manager of The Westin Hotel, Winnipeg.

**Ulrich Wall**, general manager of The Carlton, Johannesburg, is named general manager of The Westin Hotel, Toronto.

**Pat Kelly**, general manager of The Westin Chosun Beach, replaces Wall as general manager of The Carlton.

**Cesar Perdomo**, general manager of the Camino Real, Ixtapa, has been appointed general manager of the Camino Real, Cancun.

New general manager for the Camino Real, Ixtapa, is **Jose Riviera**, formerly the executive assistant manager for that hotel.

**Naveen Ahuja's** title has been changed from general manager to managing director for The Westin Hotels, Houston.

**Paul Martin**, senior assistant manager, The Westin Hotel, Calgary, is named executive assistant manager, The Westin Hotel, Edmonton.

**Bob Bormes**, executive assistant manager at The Westin Benson, has been named executive assistant manager for The Westin Chosun, Seoul.

# FRONT DESK



## THE PLACES OF WESTIN

(An ongoing series of profile briefs on Westin's hotels and resorts by geographical locations)



### IN IXTAPA

#### Camino Real

Nestled on a hillside that cascades down to a crescent beach and the blue Pacific, the 450-room Camino Real, Ixtapa is the premier hotel of this newly established Mexican resort locale. The hotel's step-back architecture offers guests complete seclusion with unobstructed ocean views either from their rooms or private lanais. Featured are four restaurants, including the award-winning La Esfera, a disco, and three lounges. Recreation facilities include three cascading swimming pools, children's pool, four lighted tennis courts, a nearby 18-hole golf course and beach activities. Close by is the fishing village of Zihautanejo for shopping and discovering. The Camino Real, Ixtapa opened in 1981 as a Westin/HOCASA family member.

### IN ACAPULCO

#### Las Brisas

Las Brisas (The Breezes) perched high above Acapulco Bay, offers a unique resort world of 300 casitas, each with its own private—or semi-private—swimming pool and spectacular view. Pink jeeps are the "elevators" that take guests to their casita, the Bella Vista or El Mexicano dining rooms, the



Video disco, or the private beach club, La Concha on Acapulco Bay. Recreation facilities include five tennis courts, backgammon and tennis club, sailing, water skiing, scuba diving, fishing and golfing at a nearby course. The AAA Five Diamond Award winning resort is located just a few minutes from downtown Acapulco and the airport. Las Brisas has been a member of the Westin/HOCASA family since 1976.

### IN MANZANILLO

#### Las Hadas

A fantasy of white Moorish-style spires and domes in a lush tropical setting, the 304-room Las Hadas is one of the world's most exotic resorts. It is located on a 12-acre site rising above Manzanillo Bay on the Pacific at the tip of Mexico's Santiago Peninsula. Recreational facilities include a lagoon-sized pool fringed with islands, waterfalls and a swim-up bar, an 18-hole golf course, ten tennis courts and a boat marina. The resort's four restaurants include the Legazpi fine dining restaurant for continental cuisine and the delightful and casual El Paramar poolside restaurant. All rooms have balconies and views of Manzanillo Bay. Since Las Hadas joined Westin/HOCASA in 1983, it has gone through extensive renovation.

## Now it's lawyers who are making a good case for Westins

As has been done by a number of other professional journals, the U.S. lawyers magazine, *American Bar Association Journal*, recently conducted its own readership poll of the best places in the U.S. to eat and stay. The results were printed in the August issue of the *ABA Journal*. Noted the *Journal*, "We asked our readers where they would take a client to dinner and where they would arrange for a client to stay. We wanted only the names of those places where everything is just right. This is what you told us—la creme de la creme."

While Westins did not make it in any of the restaurant categories, the verdict was a very favorable one for Westin in the hotel preference category. Of the 60 "creme de la creme" top-rated hotels listed, nine were Westins. The lawyers liked:

**The Westin Peachtree Plaza**  
**The Westin Hotel, Cincinnati**  
**The Westin Hotel, Tabor Center**  
**The Westin Hotel, Renaissance Center**  
**The Westin Crown Center**  
**The Westin Bonaventure Century Plaza**  
**The Westin Plaza** and  
**The Westin William Penn.**

## SEASON'S GREETINGS

'TIS THE SEASON . . . to wish all members of our Westin Hotels & Resorts family the happiest of holidays and a healthy and prosperous New Year.

Special greetings and sincere appreciation to all FRONT correspondents for their news and picture contributions that have helped fill these pages throughout the year.

—FRONT editor