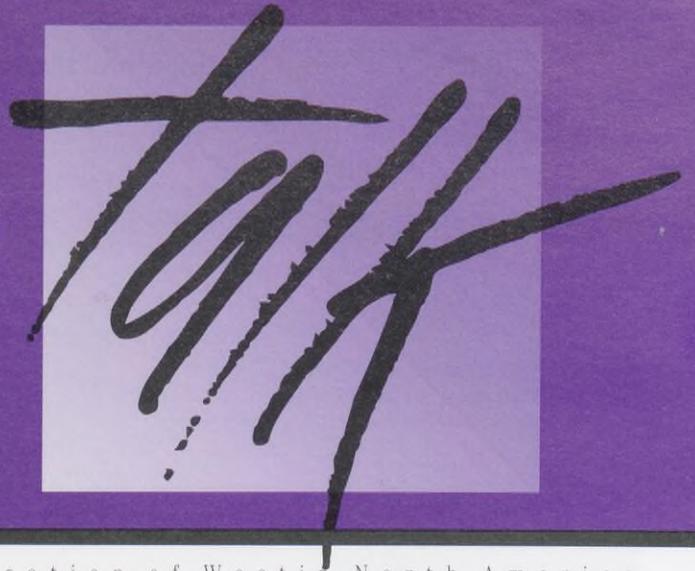


straight



Vol. 2, No. 4, Fall 1993

A publication of Westin North America

The Westin Bonaventure Teams Up With Downtown Businesses to Promote Los Angeles

by Susan Thompson, Director of Public Relations

Understandably, members of the Los Angeles tourism industry were frustrated by the recessionary gloom which followed the riots of 1992. The LA Downtown Marketing Council was created by Sherry Bigler, Director of Marketing at The Westin Bonaventure, and her counterparts at other downtown hotels to enhance the economic and social fabric of downtown by promoting a more positive image. The fledgling organization has grown in one year to include over 500 hotel, restaurant, retail, art, corporate and residential entities.

The Downtown Marketing Council was formed to bring downtown into prominence by way of a grass roots marketing and public relations campaign. Its aim was to capitalize on LA's destination as the hub of the nation's largest concentration of public project openings -- the introduction of three parks, the country's third largest library and the completion of the city's Convention Center.

Aside from a monthly meeting for all members, the Council is run by various committees focusing on special projects such as initiating a media campaign to promote a

more positive image, creating or expanding special events and developing promotional materials to sell downtown.

An example of the Council's work, "Touchdown Downtown," was launched earlier this year during Super Bowl XXVII to entertain the visiting NFL professionals and fans (many of whom were headquartered downtown). More importantly, the event was planned to captivate the media and prove just how visitor friendly downtown Los Angeles could be. The results of "Touchdown Downtown" were overwhelming in numbers and accolades, with



Right: Once the tallest building in the city, Los Angeles City Hall is famous for serving as the "Daily Planet" building in the Superman TV series and in "Dragnet." Left: From John Wayne to Jack Nicholson, the cement court of Mann's Chinese Theatre in Hollywood has immortalized many a star and is one of the city's most popular attractions.

the Council winning recognition and media coverage across the nation.

The Council has also launched a series of seasonal events called "ceLabrate DOWNTOWN," whose goals are to encourage workers and residents to stay in and enjoy downtown. The promotions are modeled after similar civic projects in Philadelphia and Cleveland and highlight discounts and special offers at restaurants, retail outlets and theaters. Festivities and entertainment in public areas in the financial

Celebrating TQ Successes...

THE WESTIN HOTEL, CINCINNATI ELIMINATES "BUMPS AND BRUISES"

Earlier this year, the staff of The Westin Hotel, Cincinnati identified an improvement opportunity following several accidents involving guest automobiles in the hotel garage.

Using Total Quality tools, a Quality Improvement Team (QIT) was assembled that included two valet parking attendants, the engineer in charge of recycling, an assistant manager and a facilitator — those directly involved with activity in the garage on a regular basis. Ownership was established when Engineering agreed to paint arrows for the dumpster so that it would be returned to its designated area, valet parking attendants committed to a ceiling of no more than the allotted 20 cars in the garage or be held accountable, and the security team agreed to be more proactive in its efforts to keep vendors from parking in unauthorized areas.

As a result of three one-hour sessions, the QIT has seen the fruit of their efforts — car mishaps have been reduced from the original five to zero incidents to date. ■

Continued on page three

Continuous Improvement

(This is the first in a series of articles highlighting the seven Total Quality Cornerstones committed to by WNA. They are the principles upon which the company's Total Quality initiative is based.)

The first TQ Cornerstone is Continuous Improvement. It's based on the premise that a series of small improvements will lead to significant improvements in performance, guest satisfaction and profitability. Each of us should be involved in a daily search for improvements in all of our services, products and organizational processes.

The key points to keep in mind are:

- ☞ *We continuously challenge ourselves to improve our products, services, processes and relationships.*
- ☞ *We believe that never-ending improvement is vital to maintaining our competitive position.*
- ☞ *We view all work as a process and organize ourselves accordingly.*
- ☞ *We make incremental improvements as well as quantum leaps.*
- ☞ *We use benchmarking to improve our competitive advantage.*

executive column

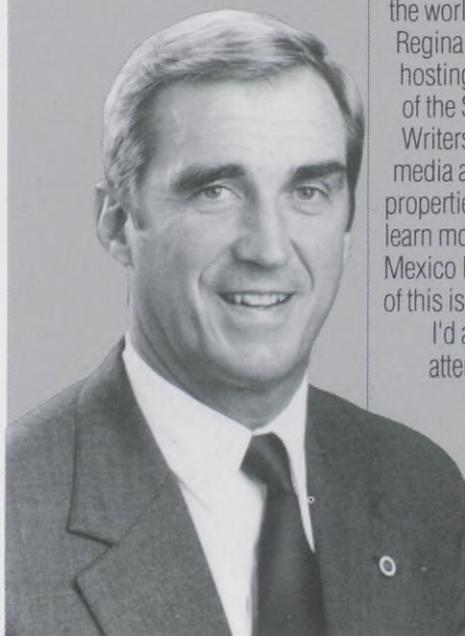
"Straight Talk from Jim Treadway"

This time of year always seems to be particularly busy and challenging. Our conference hotels are scrambling to maximize revenues from groups because that source of business will soon be tapering off as we move into the holiday season. Our resort properties are gearing up for the busiest season of their year, and business hotels are trying to capture share from competitors for both business and leisure travel. At the same time, we are all working hard to develop plans for 1994 and future years which are based on as much input

from customers and employees as possible, and which also take into account our desires to become a Total Quality company, enhance our workforce diversity and improve the safety and accessibility of our hotels.

Activity in Mexico is especially brisk right now as our associates prepare for the opening of The Westin Regina Resort, Los Cabos. This will be the first new Westin property to open in North America since The Westin Mission Hills Resort in 1991. It is expected to be the most spectacular resort in Mexico and one of the finest in the world. And The Westin Regina Resort, Puerto Vallarta is hosting the national convention of the Society of American Travel Writers as a means of gaining media attention for all our properties in Mexico. You can learn more about our Westin Mexico leadership team on page 3 of this issue.

I'd also like to draw your attention to two other articles in this issue. One is our current food and



Continued on page three

Moving On, Moving Up

Jodi Andrason, assistant room service manager, The Westin William Penn to assistant outlet manager, The Westin Galleria and The Westin Oaks.

Anthony Cherone, acting general manager, Walt Disney World Swan to general manager, The Westin Resort, Hilton Head Island.

Gabrielle Critton, outlet manager, Walt Disney World Swan to outlet manager, The Westin Peachtree Plaza.

Francis Flury, outlet manager, The Westin Hotel, Copley Place to outlet manager, Arizona Biltmore.

Magdalena Gamboa-Saldivar, benefits administrator, The Westin Bonaventure to employment manager, The Westin Hotel, LAX.

John Gilbert, operations manager, The Westin Mission Hills Resort to project director, Westin Mexico.

Claudia Colbert-Jensen, manager, engineering programs, Westin Corporate to director, technical systems, WIAP.

Jaswinder Narang, operations manager, The Westin Hotel, Calgary to general manager, The Westin Resort, Hurghada.

Mark Ozawa, Manager, Technical Systems, Corporate to operations manager, The Westin Mission Hills Resorts.

Charles Reid, EDP manager, Walt Disney World Swan to accountant, The Westin La Paloma.

Deborah Reid, employment specialist, Walt Disney World Swan to employment manager, The Westin La Paloma.

Peter Rostron, director of marketing, The Westin Chosun to director of marketing, The Westin Chiangmai.

Cynthia Schwarz, assistant front office manager, The Westin St. Francis to convention services manager, The Westin Hotel, Chicago.

Andrew Sheldon, assistant banquet manager, Walt Disney World Swan to banquet manager, The Westin Hotel, Copley Place.

Doreen Tan, senior convention services manager, The Westin Stamford and The Westin Plaza to director of convention services.

Ruby Ware, security supervisor, The Westin Galleria and The Westin Oaks to security manager, The Westin Hotel, SFO.

Information on promotions and transfers is supplied by Corporate Human Resources and represents personnel changes from July 1 to August 16, 1993. Additional information has been provided by hotel personnel.

Subsidiary Update

Westin International Europe

Westin International Europe has announced plans to manage the former Eden Hotel near Hyde Park in London which is being renovated into a four-star boutique hotel and will open in December, 1994 as the Hotel at Harrington Gardens. It's proximity to Hyde Park offers easy access to London's city center, museums and other attractions.

The Hotel at Harrington Gardens will feature 128 rooms and suites with traditional European ambience, furnishings and decor. Also included will be a main dining room, specialty restaurant, bar, lounge, room service and several meeting rooms. Guest rooms will be fully air conditioned and offer

individual temperature control. Immobiliere Hoteliere S.A. of Paris purchased the property in 1988. It is now owned by Harrington, Ltd., a subsidiary of Immobiliere.

Westin International South America

Through their participation in various food festivals abroad, one can say that the Caesar Park Ipanema's chefs are becoming cultural ambassadors for the country. In light of their expertise, they have been invited to organize many Brazilian festivals in 1993 for such properties as The Westin Philippine Plaza in Manila, The Sherwood Taipei Hotel in Taiwan, The Plaza Basle Hotel in Switzerland, and the Hotel Dusit Thani Bangkok in Thailand.

In Manila, for example, they coordinated a "Carnival in Rio" promotion which lasted 40 days, featuring feijoada, churrasco, and other famous Brazilian dishes which fed over 1,500 people.

Hats off to Executive Chef Bertrand Bovier and his assistant Carlos Sabino for sharing their culinary talents with the world.

Westin International Asia/Pacific

The Westin Philippine Plaza in Manila recently launched Total Quality Management among its staff with a State of the Hotel Address given by General Manager Michel Geday stating the program's mission and action plan for implementation.

Employees also underwent instruction on TQ Cornerstones and values. ■

"Straight Talk"

continued from previous page

beverage promotion focusing on the wines and cuisine of Australia. The second is another in a series of articles which examine the destinations Westin serves. This issue spotlights efforts by The Westin Bonaventure's leadership team to revive tourism in downtown Los Angeles.

I salute all of you for your efforts to continually improve our levels of quality and profitability. Your continued good work in these areas is essential to our ability to realize our goals for 1994 and beyond. Thanks so much for all you're doing to contribute to Westin's success.

Jim

Westin Mexico Team In Place and Ready for Action

Westin North America has expanded its resources in Mexico in a concerted effort to position this important and growing entity of WNA as the top international hotel group in the region. In order to meet this goal, four team members have recently been appointed, bringing to Westin Mexico both a wide range of experience and expertise from within the Mexican and U.S. hotel industries and a vast knowledge of Westin Hotels & Resorts.

Together with Eduardo a' de Lima, vice president, and Bill Godfrey, director of marketing, the new members of the Westin Mexico team will promote Westin's properties in the country. The group will focus on representation and growth of the Westin brand in Mexico and provide management and marketing services to the hotels to maintain Westin's quality standards throughout the region.

Westin Mexico will grow as Westin continues to expand its

presence in Mexico. Leadership is provided by:

Eduardo A' de Lima, vice president, is responsible for all managerial, operational and marketing activities for Westin Mexico and also currently serves as managing director of Las Brisas in Acapulco.

Bill Godfrey, director of marketing, oversees all advertising, public relations and sales promotions activities including marketing plans, personnel selection and Mexico central reservations.

Mauricio Martinez de Alva, director of sales, will employ his previous experience and knowledge of the Mexican market to focus on marketing activities and strategy development for all Westin properties in Mexico. He will also provide support to the directors of sales at each property and 12 additional sales people based in Mexico City.

John Gilbert, project director, has been with Westin since 1975 and brings extensive

pre-opening, renovation and acquisition experience to Westin Mexico. In this position, he will participate in all activities related to the identification and acquisition of new hotel management contracts. He is also responsible for opening new Westin properties in Mexico and promoting growth of the organization.

Hector del Valle, director of human resources, will apply his extensive experience in the Human Resources discipline to his position where he will oversee all human resources practices and systems and will provide support and expertise to the human resources directors of existing and future properties in Mexico.

Phil Mervin, director of financial management, has been with Westin since 1969 and is responsible for overall financial operations, including economic analysis, new project development, hotel and subsidiary financial planning and management for both Mexico and

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Bonaventure Promotes Los Angeles

Continued from page one

district are tied with discounted or free parking, shuttles and late subway trains. Council members also hope to encourage downtown corporations to sponsor open houses and corporate activities.

The Council is largely fueled by volunteer efforts under the direction of The Westin Bonaventure's Managing Director Naveen Ahuja, Sherry Bigler, Director of Public Relations Susan Thompson and their counterparts at other area hotels, who handle all the day-to-day operations of this non-profit organization. Through this unique public/private sector collaboration, the Council hopes to bring business and visitors to downtown and create a community in which to be proud. ■

4 Stampede '93!

by Joanne Fosti, Director of Public Relations

Stampede time is that time of year when normally conservative Calgarians shed their business suits and don jeans, cowboy boots and designer Western wear, throwing normally subdued behavior out the window. The city of Calgary takes on a festive atmosphere for a full ten days, with activities going on all around the city, at all times of day and night. Throughout the city you'll find chuckwagons serving up complimentary flapjacks and coffee, accompanied by Western entertainment.

The Westin Hotel, Calgary annually joins in the fun by converting its ballroom into the Golden Garter Saloon, which operates for nine days — every day except Sunday. Two musical groups entertain non-stop, providing partiers the opportunity to polka and line dance to a Western group and rock to other performers.

In front of the hotel, staff serves up flapjacks daily from a chuckwagon from 8:00 a.m. to 10:00 a.m. There's also a Western-themed wagon which is used to dispense coffee. Profes-

sional square dancers perform while guests are lined up for the complimentary breakfast. Hotel guests love these daily activities and they oftentimes can be seen joining in with the square dancers. At the conclusion of the dancing, a parade passes by featuring colorful Indian tribes (First Nations people), in full dress.

As Monday night has been traditionally slow at the Golden Garter, 1993 marked the first year that the Monday night admission was reduced to half-price with an additional market-

ing twist. In practicing Total Quality, the hotel invited its suppliers and top accounts to attend the Golden Garter on Monday evening, bringing with them as many guests as they wished, all compliments of The Westin Hotel, Calgary. Clients could then use this promotion for their own client entertainment, as well as staff recognition. Top notch entertainment was provided for a very successful evening, resulting in positive feedback from the hotel's clients and doubling revenues. ■



Westin Salutes Education Through Community Relations

This fall, Westin North America launched the second of three community relations events planned for 1993. After the successful commemoration of the Americans with Disabilities Act (ADA) at the beginning of the year, Westin was ready to focus its attention on education as children return to school during the fall months. In an effort to promote the joys of reading and the importance of library services to a student's education, Westin teamed up with local libraries and schools across the United States and Canada to provide a

variety of reading activities to returning students.

Westin's "Salute to Education" primarily focused on encouraging children to read by supporting a Library Card Sign-Up Month in September, sponsored by the American Library Association. The Library Card Sign-Up Month served as a clear reminder to parents that a library card is an essential resource for their children's education.

The recurring educational theme for the event, "Books: The Perfect Travel Partners," was the brainstorm of Michelle Saeveke, director of public relations at The

Westin St. Francis. During each individual hotel event, Westin properties were adorned with posters and Westin employees wore ribbons and distributed bookmarks to guests and children espousing this theme. Hotels also displayed a "Salute to Education" statement explaining Westin's commitment to student learning. Special activities varied at each property but were directed primarily towards students; parents were also encouraged to participate.

Westin's final community relations event will take place in the winter quarter and will be directed toward children and our ongoing support of CARE, the international relief and development agency. ■

Westin Mexico Ready for Action

Continued from previous page

Canada. Mervin will divide his time between offices in Mexico and Seattle through the opening of The Westin Regina Resort, Los Cabos in January, 1994.

The Westin Mexico team will continue to use all Westin North America systems, processes and quality standards, in addition to working closely with the general managers at each Mexican property to provide support and develop strategies. Westin Mexico general managers are: Arturo Arrelano, The Westin Regina Resort, Cancun; Rafael Millan, The Westin Resort, Ixtapa; Werni Eisen, The Westin Regina Resort, Los Cabos; Italo Di Censo, The Westin Galeria Plaza, Mexico City; and Rolf Salomon, The Westin Regina Resort, Puerto Vallarta. Eduardo A' de Lima will continue to oversee operations for Las Brisas in Acapulco until a managing director is appointed for the award-winning resort.

Initial projects for Westin Mexico include staffing and setting up a newly acquired office concentrating on the January 4, 1994 opening of The Westin Regina Resort, Los Cabos. ■

Quote of the Day:

"There is no subject so old that something new cannot be said about it."

- Dostoevsky

"MEMORIES OF DOROTHY PARKER AND A TRIBUTE TO HER AT THE ALGONQUIN"

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The Algonquin Hotel in midtown Manhattan was the home of the legendary Round Table, where literary lions from the 1920's and 1930's established an informal club.

During the month of August and especially over its last weekend, the hotel has been celebrating the centennial of Dorothy Parker, who was one of the Round Table's most famous members. People were singing songs to her memory and recalling the life she shared at The Algonquin with the likes of H.L. Mencken, Booth Tarkington, F. Scott Fitzgerald, James Thurber, Robert Benchley, Ring Lardner, Heywood Brown, Robert E. Sherwood, Edna Ferber, Alexander Woolcott, George S. Kaufman and Marc Connelly.

On Thursday and Saturday, Marion Meade, who wrote a biography of Ms. Parker, "What Fresh Hell Is This?," presided over literary luncheons. On



weekend evenings, Mary Cleere Haran sang the premier of an original work, "You Might As Well Live," about the life and times of Ms. Parker.

The hotel also dedicated the Dorothy Parker Suite, which will

display letters, books, photographs and mementos of the author's life.

Finally, The Algonquin is offering a film festival to guests through closed-circuit television featuring movies written by Ms.

Parker, other Round Table members and their friends. They include, "A Star Is Born," "Sweethearts," "A Night At The Opera," "The Man Who Came To Dinner," "Holiday," "Suzy," "Roman Scandals," "Foreign Correspondent" and "Saboteur." The selection also includes "The 10-Year Lunch: The Wit and Legend of The Algonquin Round Table," the 1987 Academy Award-winning documentary. ■

Europeans have combined their own influences with Australia's indigenous foods to create unique versions of predominantly German, French, Greek and Italian foods, according to Fischer.

Examples of menu items that will be available during the "Australia '93" promotion include Marron (small Lobster Tail) in Papaya and Chili Sauce, Aussie Bouillabaisse, Warm Salad of Rabbit with Macadamia Nut Dressing, Spinach and Mushroom Salad with Steamed Prawns in a Tomato and Cottage Cheese Vinaigrette, Lamb Loin with Red Potatoes, Tomatoes and Spinach Peppered Venison and Turnip Cake, and Chocolate Melbourne Truffle.

Australian winemakers have also established distinctive styles with their own techniques and grape varieties. "The Australian wines more closely match today's fun, casual style of food and are meant to be enjoyed right away rather than after a lengthy aging process," Fischer said.

Wines featured in Westin's promotion are Marsanne, Chardonnay, Semillion Chardonnay, Semillion Sauvignon Blanc, Cabernet/Shiraz/Merlot, Cabernet Sauvignon and Port. Each menu item is matched with a primary and secondary wine recommendation to best complement the food. ■

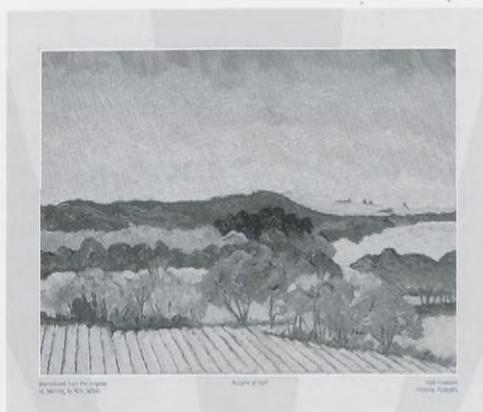
"AUSTRALIA '93" HIGHLIGHTS WINE AND FOOD FROM "DOWN UNDER"

Special menus incorporating wine and food from Australia will be served at 35 participating Westin hotels in September and October.

"Australia '93" features the distinctive cuisine of Australia which often combines influences from various European ethnic

groups, according to Kurt H. Fischer, vice president of food and beverage. "In the last several years, Australia has developed a more casual style of wine and food presentation that Westin guests can now enjoy in other parts of the world," he said.

Over many generations,



Coming Soon in WestinWorld...

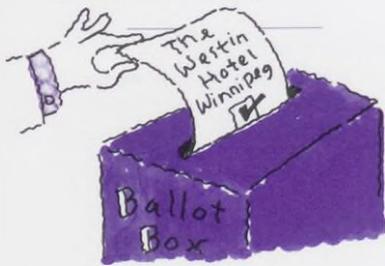
- Worldwide Thurston-Dupar Award winners
- Opening of new hotels in Chiang Mai, Thailand; Hurgada, Egypt; Penha Longa, Portugal; and Los Cabos, Mexico
- WestinWorld Employee Survey Results
- Day in the Life of a TQ Lead
- Unveiling of Westin's 1994 Ad Campaign
- And much, much more!

shop *Talk*

WNA Officers and Managing Directors and General Managers convened in Calgary, Alberta at The Westin Hotel recently for the 1993 Fall Leadership Workshop.

The three-day workshop included break-out sessions using TQ tools to compile a list of preferred leadership behaviors, as well as idea-sharing sessions celebrating recent successes.

Kudos to Michele Maskell, General Manager at The Westin Hotel, Calgary and her staff for the coordination and implementation of an excellent and productive workshop.



The Westin Hotel, Winnipeg is the proud recipient of the 1993/1994 "Hotel and Motel of the Year" award presented by The Northwest Commercial Travellers' Association of Canada.

This prestigious award is recognized by business travelers who have received the highest quality of service and is based on approximately 12,500 members of the organization who vote for the hotel/motel of the year.

Mr. Christopher David Payne McDerment has been named Director of Food and Beverage for The Westin Galeria Plaza in Mexico City.

He previously held the position of food and beverage manager at the Camino Real, Puerto Vallarta and has held several restaurant and bar management positions within the

Camino Real organization. McDerment holds a Bachelors degree in Business Administration from the University of Houston.

Denis Forristal, General Manager at The Westin Bayshore in Vancouver, B.C., recently accepted an Appreciation Award on behalf of the hotel for its participation in the American and Canadian Cancer Society's "Rooms for Cancer Patients" program.

This special hotel guest room program provides hotel accommodations at no cost to cancer patients and their families while they are receiving scheduled treatment on an ambulatory basis. When overnight accommodations are needed on the way to or from treatment facilities, complimentary accommodations are also provided.

The program began at Westin in 1987 and since then, a total of 1,219 room nights, or 348 guests have been assisted by The Westin Bayshore during their time of need, making them feel welcome in their "home away from home."



There has been a realignment of responsibilities of the Marketing Division as follows:

Marc Pujalet, formerly Vice President of Sales and Marketing for Westin North America, has been promoted to Senior Vice President of Sales and Marketing for Westin Hotels & Resorts. He will be responsible for Westin's overall sales and marketing activities, including global

integration of subsidiary programs.

Don Welsh, formerly Corporate Director of Sales and Marketing, East Region for Westin North America, replaces Marc as Vice President of Sales and Marketing for WNA. He will assume responsibilities for field sales and marketing in North America and the management of WNA's pricing, promotion and distribution systems.

Sue Brush, Vice President of Communications for Westin North America, is accepting additional responsibility for brand management, brand integrity, and brand awareness throughout Westin.



What's burgundy and gold, has four wheels and is a tremendous success? Cafe A La Carte, in the lobby of The Westin Hotel, Chicago, of course.

Cafe A La Carte has joined the myriad of facilities that have popped up during the year of the "coffee kraze" in Chicago. Since its opening on July 30, the staff of Cafe A La Carte has been busy from 6:30 a.m. to 8:00 p.m. daily, grinding beans, steaming milk and blending specialty coffee drinks.

Daily goals for the coffee cart were originally set at \$100 per day but have exceeded this goal by averaging \$700 per day since its inception. As a result, new goals are being set (and met) every day.

Dave Evans, Vice President and General Sales Manager, recently announced the appointment of Patrick J. Cooney, National Account Director,

Corporate Sales for the western region, effective September 16.

Cooney will be based in the Los Angeles Corporate Sales Office which recently moved to new offices at The Westin Hotel, LAX. He will be responsible for national corporate transient accounts headquartered in the western U.S.

The Westin Hotel, Cincinnati responded recently to the plight of victims during the flooding of St. Louis, Missouri.

"Operation Flood Relief" was conceived by Edward Kornman, a security officer at the hotel, who contacted several groups and businesses in the Cincinnati area and with the help of Kriss Hurlburt, a volunteer with the Red Cross, organized a Greyhound bus full of volunteers to help with the relief effort.

Kornman, along with James Moffat, Security Manager; Tony Colby, general cashier; Cindy Brun, Fifth St. Market server; and Stephanie Jones, Pool & Health Club attendant; departed for St. Louis with a truck loaded with portable ranges, generators, and both perishable and non-perishable food items for flood victims and relief workers in the flooded region. The group also cooked three meals a day for two days for over 250 people.

What's in a name? Three Westin hotels are changing their names to better reflect their identity and improve name recognition in their regions. The Westin Tai Ping Yang in Shanghai, China is now The Westin Shanghai; The Westin Resort, Ixtapa in Mexico has become The Westin Brisas Resort, Ixtapa; and The Westin Bonaventure in Los Angeles is changing its name to The Westin Bonaventure Hotel and Suites as a result of one tower being renovated to all suites in early 1994. ■



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