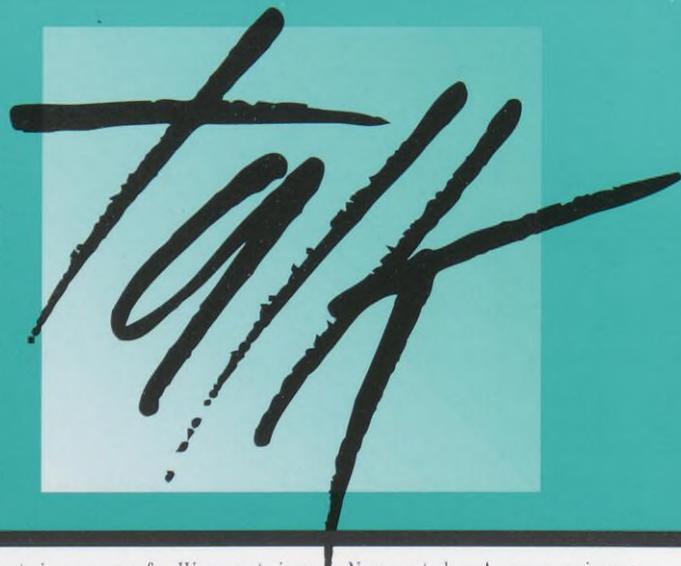


# straight



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## Westin North America Adopts TQM Philosophy

**W**NA has been committed to the implementation of a Total Quality Management process throughout its entire operation. What is it and how does it affect Westin?

One of the leaders in the development of TQM is Joseph Jablonski. He defines it as

*"... a cooperative form of doing business that relies on the talents and capabilities of both labor and management to continually improve quality and productivity using teams."*

Philosophically, there is more to TQM as it relates to Westin than is embodied in the above concise, generic definition.

TQM for Westin North America represents a significant change in the way we will do business. Historically, our company grew from a small regional group of managed properties led by talented entrepreneurs using their own experience and instincts to make decisions, to a medium-sized global first-class hotel chain. Throughout this 61-year evolution, Westin has continued its tradition of promoting the "best people" to leadership positions.



These people have been depended upon to lead the company with a preponderance of reliance on experience and instincts, with only minimal amounts of statistically-valid performance data, competitive data and customer input.

When competition was relatively insignificant in the first 5 decades of our company's long history, this system worked. To compete in the 90's and beyond, Westin must establish its position as the *clear-cut quality leader* among the Hyatts, Marriotts, Hiltons and Sheratons of the world. This will require that we at Westin change the way we do business.

Consequently, Westin's Quality Imperative states, "From this day forward, Westin commits to doing business in a way that empowers all employees to work toward continuous product

innovation and improvement, thereby ensuring maximum quality and service to all guests, employees and owners."

In the months and years to come as TQM as a "way of doing business" is introduced to our North American properties, you'll be hearing the specifics of this fundamental change in how we work. Your role in the pursuit of Total Quality will be defined and your ideas and participation sought. ■

## The Westin St. Francis Coin Washer Celebrates 88th Birthday

**A**rnold Batliner, the world's only legal "money launderer," celebrated his 88th birthday at a employee party at The Westin St. Francis in San Francisco.

Batliner has washed over \$17 million in coins during his 30 years at The Westin St. Francis. The hotel began washing its money in 1938 to keep its female guests' white gloves from getting soiled. Batliner, who is the same age as the hotel, has continued the tradition since 1962. ■



Arnold Batliner receives a big birthday kiss from General Cashier Wedad Shammis (left) and Accounts Receivable Manager June Wong (right).

# "Straight Talk from Jim Treadway"

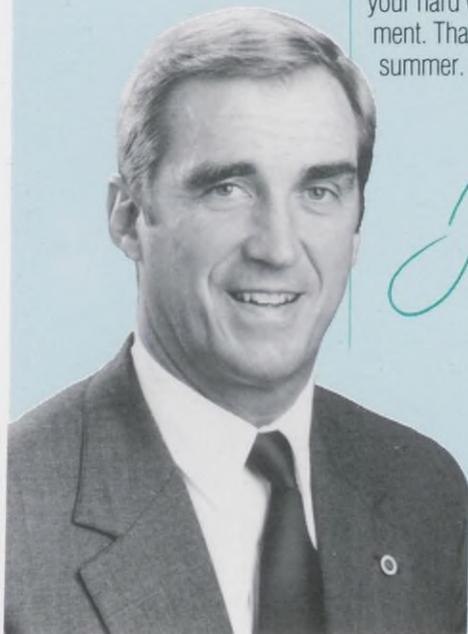
**Y**our leadership team of general managers, managing directors, officers and a few others spent five productive days at our recent Manager's Meeting at The Westin Mission Hills Resort. The staff there did an extraordinary job of hosting our group. I was particularly impressed with their creativity and enthusiasm — believe me, it was contagious.

The primary focus of the meeting was to provide training on the steps necessary to implement Total Quality Management throughout Westin North America. I feel we made good progress in this regard and believe we now all have a much better grasp of the fundamentals necessary for this continuous improvement process. Our leadership team will meet again in October for further training and to plan the initial implementation stages of TQM.

In other news, I'm delighted to confirm that the Arizona Biltmore has been purchased by Aoki Corporation and Grossman Company Properties which means it will remain part of the Westin family indefinitely. Bill Lucas and the resort staff are to be commended for their patience and perseverance during the period of uncertainty preceding the sale.

I've also been pleased to participate in several customer activities recently. Included are an Incentive Task Force in Palm Springs, a Hospitality Industry Investment Seminar and panel discussion through New York University, Westin's 17th Annual Media Luncheon in New York, and the Accounting and Sales/Marketing workshops in Orlando. I've also visited several of our Canadian and Mexican properties — visits which were long overdue, but were also very productive and insightful for me.

As busy and challenging as these times are, I'm constantly reminded of and encouraged by your hard work and commitment. Thanks and have a great summer.



*Jim*  
— Jim Treadway

## VALUES... Excellence

*(This is the third in a series of articles focusing on Westin North America's ten key values)*

**E**xcellence is a word that burst out of business books in the 1980's and was espoused evangelically by Tom Peters, Ken Blanchard and others. *In Search of Excellence* got our attention and raised our consciousness about the decline of quality in America. From the auto industry to the travel industry, we all agreed change was necessary.

The WNA leadership team chose excellence as one of its values because it represents a commitment to quality and an overall desire to perform at the highest level. It's a phrase most of us understand to mean "the best," and one that is certainly in keeping with our vision and values. ■

## Moving On, Moving Up

**Edgar Aldana**, laundry/valet manager, The Westin Bonaventure to laundry/valet supervisor, Arizona Biltmore.

**Robert Bormes**, resident manager, The Westin Philippine Plaza to operations manager, The Westin Hotel, Copley Place.

**James Bozzelli**, director of sales, The Westin Hotel, Indianapolis to director of sales, The Westin Mission Hills Resort.

**Kim Bradford**, director of sales, The Westin Resort, Hilton Head Island to national sales manager, Walt Disney World Swan.

**Philip Brezinski**, operations manager, The Westin Peachtree Plaza to acting general manager, The Westin Williams Center.

**Bradley Calkins**, assistant banquet manager, The Westin Maui to cost analyst, The Westin Hotel, Santa Clara.

**Steven Connock**, national sales manager, The Westin Hotel, Cincinnati to director of sales, The Westin Hotel, Indianapolis.

**Duane Elledge**, accounts manager, The Westin Kauai to controller, The Westin Resort, Vail.

**Katherine Fugate**, assistant outlet manager, The Westin Hotel, Chicago to assistant outlet manager, The Westin Mission Hills Resort.

**Pat Gleason**, director of romance, The Westin Maui to catering sales manager.

**Ray Green**, catering sales, The Westin Galleria and Oaks, to front office manager.

**Curtis Hicks**, executive sous chef, The Westin Williams Center to executive sous chef, The Westin Peachtree Plaza.

**Janet Jansen**, convention services manager, The Westin Galleria and Oaks, to catering/convention services manager, Walt Disney World Swan.

**Francine Kaonohi**, housekeeping manager, The Westin Maui to housekeeping manager, The Westin Galleria and Oaks.

**Jon Lockwood**, national accounts manager, Washington D.C. corporate sales office to director of sales, The Westin Bonaventure.

**Steven Mapes**, outlet manager, The Westin Maui to outlet manager, The Westin Hotel, Santa Clara.

**Jeffrey McCallion**, assistant front office manager, The Westin Hotel, San Francisco Airport to front office manager, The Westin Hotel, Santa Clara.

**Timothy Moynihan**, sous chef, The Westin Peachtree Plaza to sous chef, The Westin Resort, Hilton Head Island.

**Eliana Orta**, sales manager at Camino Real, Mexico City to director of sales at the Ambassador, Monterrey.

**Paul Riso**, sous chef, The Westin Mission Hills Resort to sous chef, The Westin Hotel, Santa Clara.

**Todd Shallen**, catering sales manager, The Westin St. Francis to director of catering/convention services, The Westin Hotel, Santa Clara.

**Jay Thibeault**, assistant front office manager, The Westin St. Francis to assistant lead front office manager, The Westin Hotel, Santa Clara.

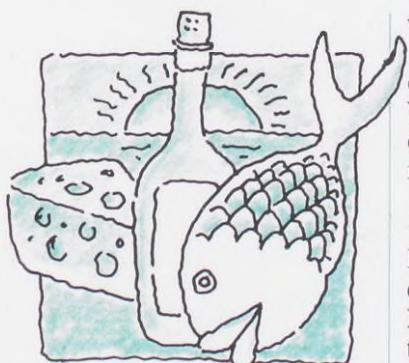
**Jennifer Thompson**, housekeeping manager, The Westin Hotel, Seattle to housekeeping manager, The Westin Mission Hills Resort.

**Richard Vinson**, catering/convention services manager, The Westin Hotel, Cypress Creek to catering/convention services manager, The Westin Hotel, Santa Clara.

**Robin Vollandine**, account coordinator, The Westin La Paloma to assistant front office manager, The Westin Hotel, Cypress Creek.

**Allyson Wilson**, convention services manager, The Westin Hotel, Chicago to catering sales manager, The Westin Hotel, Chicago.

## Subsidiary Update



### Westin International South America

The **Caesar Park Monte Verde** celebrated "Night of Cheese and Wine" and "Festival of Trouts" in July, both events an effort to make the coldest month in Brazil an enjoyable one for its guests.

The hotel served 16 varieties of imported and regional cheese for the "Night of Cheese and Wine" event, and Brazilian wines

were also showcased.

For the "Festival of Trouts" event, the **Caesar Park Monte Verde** selected five principal dishes of trouts, fresh from their nursery in the Monte Verde Farm.

When the United Nations Earth Summit took place in Rio de Janeiro in June, The **Caesar Park Ipanema** was in the thick of things, hosting Summit events with such distinguished guests as the former Prime Ministers of Japan, Mr. Naboru Takeshita and Mr. Toshiki Kaifu, tenor Placido Domingo, actor Jeremy Irons, and Monaco's Prince Albert and Prince Rainier Grimaldi.

In addition, the hotel also hosted some of the most important events of the Conference, including a luncheon offered by Patty Pulitzer Preston, wife of the

World Bank President, for Brazil's First Lady and dinners hosted by the State Governor for the Kings of Sweden and several presidents of South America countries.

### Westin International Asia/Pacific

The construction of **The Westin Resort, Macau** is progressing at a rapid pace with the interior finishes now going in and the hotel pre-opening staff moving into the already finished accounting area.

The staff is pleased with how the project is moving forward and looks forward to the grand opening.

### Westin International Europe

The **Hotel Vier Jahreszeiten** recently hosted the Mayor of New York City, David N. Dinkins. Mr.

Dinkins followed his visit with a letter to Gert Prantner, Managing Director of the hotel and President of W.I.E., expressing how impressed he was by the renowned hotel's excellent service.

The German toll-free line for reservations for all Westin hotels and resorts has been changed to 0130-852662. ■

## Global Sales & Marketing Workshop Focuses on "The Challenge of Change"

Sales and marketing personnel from around the world gathered at the Walt Disney World Swan in June for a three-day workshop. They represented hotels, corporate sales offices, subsidiaries and the corporate office staff.

Keynote speaker, Alan Parisse, focused on the necessity of change to keep us alert and competitively strong. His message was amplified through quotes like, "Dig your foxhole and you dig your grave," by former U.S. General George S. Patton and "Change for the future, not the present." Attendees responded well to the concepts Parisse presented which set the tone for the remainder of the workshop where several new systems were introduced.

Among the other topics addressed at the workshop were:

- A new sales distribution system
- Total Quality Management
- A new database marketing system for tracking guest history
- A new format for the Hotel Strategic Business Plan
- A new, simplified pricing philosophy and structure
- A new approach to FBT sales

Special breakout sessions dealing with regionally specific issues and actions were held for hotels in geographic areas such as Canada, Mexico, Asia, South America and the West, Central and East regions of the United States. ■

## The Westin Maui Shares a Little Magic

The Westin Maui welcomes back the 5th Annual Magic Johnson/Jerry West Executive Basketball Camp which follows the 1992 Summer Olympic Games in Barcelona, Spain. The first camp is scheduled for August 23 - 27 and the second camp runs August 29 - September 2.

This unique adult camp takes on the feel of an official NBA training camp, featuring four days of basketball, clinics, films, video taping, training tables and one-on-one instruction.

Magic Johnson and Jerry West serve as head coaches and, this year, are assisted by Lakers' Guard Larry Drew, Phoenix Suns' Forward Kurt Rambis and Assistant Lakers' Coach Randy Pfund. In addition, Harry Shearer, comedian and writer for the *LA Times Magazine*, and Gary Marshall, film director, are participating in the camp. Each camp culminates in an intra-squad game followed by an award ceremony.



The Westin Maui employees "hang loose" with Magic after a softball game at last year's camp.

For a fee of \$5,500, participants receive luxury accommodations at The Westin Maui, three meals per day, an official Laker uniform, practice gear, basketball shoes, team photos, and a video tape of the final intra-squad game with Chick Hearn calling the play-by-play.

Magic and the campers practice twice daily, and Magic makes himself readily accessible to all the guests, especially the children, during the camp's off-hours. ■

## shop *Talk*

**The Westin Galeria Plaza in Mexico City** recently hosted the Sixth Annual Hoteliers Race to promote sports and friendship between employees from different hotels in Mexico City.

The race started at the famous Revolution Monument, went up Paseo de la Reforma Avenue and ended at the hotel. More than 350 participants ran in the race which included various categories for both men and women.

**Lisa Cathro, director of housekeeping at The Westin Hotel, Winnipeg** was recently awarded the "Most Safety Conscious First Line Supervisor Award," for the Province of Manitoba. This honor is annually awarded by the Workers Compensation Board in cooperation with leaders of Manitoba's health and safety community. Over 19,000 companies fall under the jurisdiction of the Compensation Board, making this award an extremely prestigious one.



Lisa Cathro and general manager Michele Maskell.

Lisa's commitment to thorough training in the area of safety is evident in specialized WHMIS training for all housekeeping employees. She has also implemented a daily exercise program for room attendants, which has dramatically impacted the number of lost days due to occupational injuries. She is now planning an exercise program for the laundry department.

Lisa has been a key force in the International Three-Star Safety Award which the hotel has held for five years. She has completed the Practical Loss Control Leadership Course from the International Loss Control Institute and continues to upgrade her knowledge in safety by attending seminars regularly.

**Eduardo A' de Lima, Vice President of Westin Mexico, has been awarded the "Silver Star Hotelier of the Year Award,"** from the Association of Journalists and Public Relations Professionals (APREP) in Mexico.

The prestigious award is given to those professionals who have excelled in public relations in their field. The association is led by journalists and members of the public relations community in Mexico, who closely follow the work of the nominees.

**Bill McCreary**, senior vice president of Westin North America and **Doug Hales**, managing director of The Westin Hotel, Seattle received Junior Achievement's Bronze Leadership Awards recognizing their support for Junior Achievement's programs in the Puget Sound area.

*In the March/April issue of Straight Talk, the Corporate Sales Office in Toronto was inadvertently omitted from the article, "First-ever CSO Meeting held in Seattle."  
We regret the error. — Ed.*

This recognition is given by the national office of Junior Achievement Inc. for outstanding volunteer performance in support of the organization's economics/business education programs. McCreary, a Junior Achievement board member and special events chairman for 1992-1993, has provided support for programs and fund raising events. Hales provided local leadership for JA's National Business Hall of Fame Conference which was held at the hotel on April 9.

**The theme for the 1992 "Westin Week" sales event** at The Westin Hotel, Chicago was "Lifestyles of the Rich and Flavorful." It was appropriately hosted by Robin Leach, host of the American television show, "Lifestyles of the Rich and Famous." Held for key clients in the Chicago territory, the event featured a champagne cocktail reception, gourmet dinner and an elaborate dessert buffet prepared by Westin chefs Serge Delage, The Westin O'Hare; Waldo Brun, Walt Disney World Swan; Tylun Pang, The Westin Kauai; Tadashi Katoh, Century Plaza Hotel and Tower; Karl Peters, The Westin Renaissance Center; and Lohann Lustenberger, The Westin Hotel, Chicago.

**The city of Guadalajara, Mexico and the Camino Real** are celebrating their first anniversary of the First Latin American/Iberian Peninsula Summit. The hotel proudly hosted 23 leaders of Latin America and Iberia during the 4-day Summit in July.

The Grand Opening for the Camino Real, Guadalajara's Executive Business Center Lounge took place on July 25. Complete with what you'd expect from Camino Real or Westin, the business center is spacious and modern, and offers every convenience with state-of-the-art technology for their guests. ■

## \$500,000 in Savings and Still Counting...

**F**rom retrofitting lighting systems to placing tent cards in guest rooms reminding guests to conserve water and electricity, Westin properties are continuing in their pursuit to save a combined \$1.5 million in utility costs this year.

Engineering department heads from Westin properties in the U.S. and Canada joined at the company's first Utilities Conservation Workshop in April to develop goals and programs for further conservation efforts.

"We are well on our way toward our goal," said Gus Newbury, director of engineering for Westin Hotels & Resorts. "In the first four months of 1992, we saved a total of \$550,000 and many of our hotels are implementing new systems that will achieve greater energy efficiency," he said.

Attendees of the Utilities Conservation Workshop participated in three days of sessions relating to heating, cooling, water and lighting conservation. They presented their ideas and experiences and shared common problems and solutions.

The conference received positive feedback from its Westin attendees. "The interaction and synergy among the members was very valuable," said Joe Carroll, building superintendent for the Walt Disney World Swan in Orlando. "I think we all gained from the innovative techniques being implemented throughout the company and we returned to our hotels with new ideas to pursue," he said.

Newbury said Westin hopes to hold a similar workshop in 1993 to build on the momentum gained through in the company's utilities conservation program. ■



A publication for employees of Westin North America produced by the Communications department. Vice President: Sue Brush; Editor: Leslie Larson • Contributors: Elizabeth Vasey, Communications; Julia Gajcak, The Westin Maui; Michelle Saevke, The Westin St. Francis; Iara Veiga, W.I.S.A.; Ralf Borchert, W.I.E.; Tina Wissmar, Westin Corporate; Eduardo A de' Lima, Westin Mexico; and Terri Lee Farber, The Westin Hotel, Winnipeg. • Printed in the U.S.A. • *Straight Talk* is a bi-monthly publication. Please send contributions to *Straight Talk*, ATTN: Leslie Larson, The Westin Building, Seattle, WA 98121. ☎