



WESTIN HOTELS

OCTOBER 1983

# FRONT

THE WESTIN HOTEL

**WELCOME! BIENVENUE!**  
**THE WESTIN HOTEL, OTTAWA**  
(STORY, PAGE 2)



# NEWSFRONT

*COVER: Strikingly attractive, The Westin Hotel, Ottawa is the dominating centerpiece of the 14-acre Rideau Centre, a mixed-use complex in the heart of Canada's capital city.*

*A report on this exciting hotel, which opens this month, is featured on this page.*

## FRONT'S NEW FACE

*With this issue, FRONT introduces its new cover format — bolder, cleaner, crisper and, we think, more reflective of the style of excellence that is Westin Hotels.*

*And, you may have noted another change; the deletion of the exclamation point from the FRONT name. Rather than implying a command, the new exclamation-less FRONT now suggests a condition — the front-runner status that Westin Hotels and Westin people have achieved and continue to maintain within the hospitality industry.*

*We hope you like FRONT's "new face" look. Let us know. And, of course, in our continuing efforts to keep you better informed about our company, we appreciate your feedback regarding any area of FRONT that will help us better serve you in our communications objectives.*

*Write to the FRONT editor as listed below.*

# 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.*

## Moving on Moving up

**Sue Matheson**, director of housekeeping The Westin Hotel, Vail to assistant director of housekeeping The Westin St. Francis.

**Mary Orlando**, front office assistant manager Century Plaza to front office assistant manager The Westin Hotel, O'Hare.

**Joe Pappalardo**, convention service manager Williams Plaza to sales service manager The Westin Hotel, O'Hare.

**Richard Rawski**, assistant director of security The Westin Hotel, Chicago to chief of security The Westin Hotel, O'Hare.

**Jan Segers**, senior assistant manager The Westin Bayshore to executive assistant manager The Westin Hotel, Edmonton.

**Gail Sepanek**, sales manager The Westin Hotel, Renaissance Center Detroit to director of sales The Westin Hotel, Miyako.

**Christopher Swift**, convention services manager The Westin St. Francis to director of catering The Westin Hotel, Copley Place, Boston.

**Paul Tomchyshyn**, assistant manager/Chimes restaurant The Westin Hotel, Winnipeg to F&B operations analyst The Westin Hotel, Ottawa.



*Guest room — 50 percent are double doubles and the rest feature king-sized beds.*

## OPENING IN CANADA'S CAPITAL, THE WESTIN HOTEL, OTTAWA

This month, on Wednesday, October 12, The Westin Hotel, Ottawa opens its doors.

The new hotel, the seventh member of Canada's Westin Hotel family, completes the cross-country link of major metropolitan center properties that stretches from Vancouver to Montreal.

The 475-room, 24-story Ottawa hotel is one in which its sister Canadian hotels can well take pride as can all Westin family members around the world.

The handsome structure is centerpiece of Rideau Centre, the largest commercial complex in the Nation's capital. The Centre overlooks picturesque Rideau Canal with Parliament Hill, the National

Arts Centre and the downtown core all within easy walking distance.

From its lobby level, the hotel connects directly to the Rideau shopping concourse, an enclosed complex featuring over 200 stores, boutiques, theaters, restaurants and services.

And from the mezzanine level there is direct access to Canada's new Capital Congress Centre, a major convention center that can accommodate up to 4,000 delegates.

But the main attraction is the hotel itself — not only Ottawa's newest but certainly its finest, most exciting and most elegant.

Its 475 guest room count includes 52 premier deluxe suites, 17 junior suites, 15 executive suites and five specialty suites. On the seventh floor are ten rooms specifically equipped for the handicapped.

Guest rooms feature all Westin first-class amenities including cable and pay television. The Premier suites also feature black and white televisions in the bathrooms. All rooms offer spectacular views of the city, Rideau Canal and/or

## More on Clefs d'Or

In a follow-up to the FRONT story on Les Clefs d'Or, the professional concierge society (August issue), The Westin St. Francis' Brian Wieder makes note of the fact that he has been elected to the post of National Secretary for Les Clefs d'Or, Ltd.-USA.

Among his responsibilities, Wieder says, is to act as contact for information on membership into the society as well as to assist new concierges, via phone or mail, on procedures for setting up guest related services.

He invites your inquiries by calling or writing him in care of the hotel.

the Parliament buildings.

Sure to become the city's dining sensation is the hotel's fine dining room, Les Saisons, which, as its name implies, will feature the freshest of seasonal menu items.

Other food and beverage outlets include Hartwells, a fresh seafood restaurant with adjoining lounge located in the lobby entrance level, and Daly's, the three meal a day restaurant.

A fully-equipped health club on the sixth floor includes an indoor swimming pool, hot tub and saunas, gymnasium, and three squash courts. The area opens out into a sundeck where a bar and snack service is featured.

Among the many special guest services offered are 24-hour room service, in-house laundry and valet and full concierge service.

Because of the hotel's proximity to the shopping concourse, the only retail outlet inside the hotel is a Discoveries specialty shop.

The Westin provides for its own "convention center" offering more than 26,000 square feet of meeting and banquet facility space including the city's largest ballroom, the Confederation Ballroom, that can accommodate groups as large as 1,600. There are also ten other meeting rooms of varying sizes.

And catering to the busy business traveler, the hotel features an executive board room, telex and secretarial service and the assistance of bilingual personnel.

General manager of The Westin Hotel, Ottawa is Timothy Whitehead.

## HOUSTON HOTELS TOOK ALICIA'S FURY IN STRIDE

Both The Westin Oaks and The Westin Galleria weathered the worst that Hurricane Alicia had to offer, including winds that whipped up a 115 m.p.h. fury, bowed but far from beaten.

There was some damage with The Oaks getting the brunt of it. The roof bar lost windows, (one literally pulled out by the frame) and the front entrance revolving door lost two large panels. Resourceful employees, however, blocked the gaps with mattresses.

More dramatic; on the pool deck several gazebo structures took flight, some crash-landing through the skylight of the Galleria Mall.

At The Westin Galleria, wind damage tore up the tennis court and scattered plantings at the hotel's front drive.

That outside turmoil was matched with turmoil of a different sort inside each of the two Houston hotels.

Because of the hurricane's

violence few people dared venture out. Consequently, many Houstonians caught in the Galleria complex when the storm hit and, unable to go home, decided to spend the night at either of the hotels. All hotel guests, including those due to check out, stayed on. This, in addition to several key hotel employees who had to be housed overnight, loaded both hotels to capacity.

Not that the employees had much opportunity to enjoy their room facilities, however. Since the at-home employees could not report for work, the on-duty staff had to pitch in for extra duty; many volunteering to work around the clock.

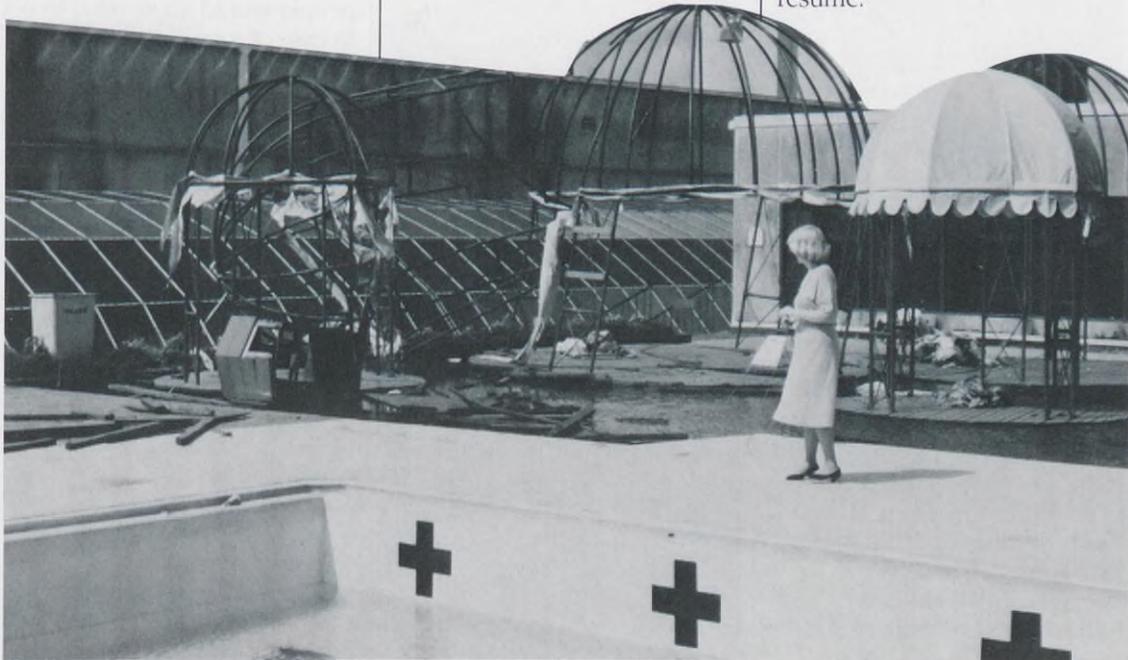
Due to the shorthanded situation there was a lot of sharing of unaccustomed working roles. Reservations people worked the front desk. Sales department personnel parked cars and several top management people donned waiters' jackets and assisted with room service. One restaurant manager helped pass out towels and soap from room to room, then once more switched roles to work as a cocktail server.

Restaurants and lounges did

a booming business during the height of the storm on Thursday. At The Westin Oaks, Zucchini's served a buffet-style dinner and fed some 1,600 people. The Galleria's Cafe Plaza chalked up a record-breaking day serving over 2,000 meals.

While both hotels experienced minor losses of power and water, there was never a loss of cheerful, helpful team spirit among the employees of the hotels as they valiantly coped with the situation. Even the guests were caught up in a we're-in-this-together atmosphere. Along with the employees, they monitored the storm on radio and TV and a camaraderie developed as the latest reports were freely exchanged and discussed.

But it wasn't until Friday morning that the report that everyone had been waiting to hear was received. Again the Westin spirit rose to the occasion as teams of staff members from both hotels raced through the corridors passing out notices under guestroom doors announcing the good news — "Alicia the terrible" had moved on. Normal operations would resume.



Storm damage on The Westin Oaks pool deck from which a few gazebo frames "took a walk on the wild side," is surveyed by Lisa Hall, the hotel's public relations manager.



The hotel's Evacuation Committee members (from left): Steve Keith, John Bruns, Laurie Johnson and Lloyd Hodges judge employee poster contest entries.

## THEY KNEW WHAT TO DO WHEN THE ALARM WENT OFF

At 8:30 a.m., Friday, August 12, fire alarms rang on two floors of The Westin Hotel, Cincinnati.

Over the annunciator system a reassuring voice intoned, "Hotel personnel begin evacuation test. This is a training drill. This is a test only."

Calmly, hotel employees went to the nearest emergency exit and left the hotel where they regrouped at designated areas in Fountain Square Plaza.

Before they exited, however, department supervisors quickly ran through a check list of emergency "to do's" such as seeing to it that electrical equipment was unplugged, making sure that all employees had been alerted and accounted for and making sure that all doors were closed following evacuation.

That same scenario was repeated eleven more times for three consecutive days with alarms going off at different times and at different employee levels or areas of the hotel.

The evacuation drill climaxed a very comprehensive fire safety awareness program at the hotel developed by the hotel's Evacuation Planning Committee consisting of Steve Keith, security director; John Bruns, executive assistant manager; Lloyd Hodges, building superintendent and Laurie Johnson, director of

personnel and the hotel's loss control chairman.

That awareness program began with an employee poster contest. Teams from each of the hotel departments were assigned to decorate one of the hotel's 18 employee bulletin boards with a fire safety theme. Cash prizes of \$50, \$25 and \$15 were awarded for the three top winners.

All bulletin boards also listed evacuation procedures and announced that evacuation drills would take place. No specified dates or times were listed. Employees were advised to learn the procedures in preparation for the surprise drills.

During the week prior to the

actual evacuation, Steve Keith met with each department head to review individual checklist procedures. Supervisors were requested to maintain an employee schedule and a listing of the home telephone numbers of each employee they would take with them at the evacuation. (In an actual emergency, this information would be invaluable in accounting for all department members.)

Following the drill, and once the department's safe evacuation was verified, employees returned to their work area.

"It went great," approved Lt. Joe Welz, evacuation drill observer from the Cincinnati Fire Department. "In all 12 training sessions the hotel completed the drill in less than the anticipated time."

Hotel guests, most of whom had been notified of what was happening, were also impressed. As employees left the building during each of the drills pre-assigned supervisors looked after the needs of the guests. The positive guest comments ranged from, "It's reassuring to know that your alarms do work!" to "It's a good idea—nice to know your people would know what to do in case of a real emergency."

## INCENTIVE TRAVEL SALES EFFORT LAUNCHED

Incentive travel is big business, and we want to increase Westin's share of this growing market. A market that is still very much in its infancy."

These words from Ulrich Schwartz, vice president/marketing, during his opening address to the first Westin Incentive Travel Seminar, set the tone for the two and one-half day agenda that followed.

Attending the get-together at The Westin Hotel, Vail in late August, were 43 sales executives from Westin's hotels and sales offices of eight countries.

They had all come to learn how they could best apply their professional expertise towards increasing Westin's share of this fairly new, highly lucrative and rapidly growing industry of which Schwartz noted, "Just two years ago, Americans alone spent over \$1.1 billion on incentive travel with more than half of it going to hotel service."

Incentive travel, for those unfamiliar with the term, is



Forty-three hotel and sales office employees from eight countries attended the Incentive Travel Seminar in Vail.

# PHOTONEWS

largely "earned reward" travel. That is, expense-paid business/pleasure trip awards that are "earned" by a company's employees or its dealers or distributors through exceptional performance such as exceeding sales quotas.

Most of the trips are to resort areas. For U.S. companies, for instance, the more popular incentive travel destinations would include Mexico, Hawaii and the resort areas of the U.S. sunbelt. But more distant destinations—Europe, the Orient and especially Hong Kong, are also in the running.

As this market increases, the demand for more imaginative and attractive hotel packages that offer unique, memorable experiences that the incentive travel planner can offer clients is also increasing.

Westin's ultimate objective, Schwartz pointed out to the seminar attendees, is to create a preference for individual Westin hotels as perfect site selections for incentive business.

In preparation for the objective, the seminar focused on training the attendees as incentive travel sales specialists. Additionally, those who had not already done so, were specifically requested to participate in a Society of Incentive Travel Executives (SITE) Seminar or University to further their training.

Schwartz, who has been appointed general coordinator for Westin's incentive travel efforts, worked with Jim Weiss, Westin's manager of travel industry sales in producing the seminar which was highlighted both by case history presentations from sales member attendees and by industry presentations from travel and incentive industry professionals.

Following the seminar, attendees were required to develop a marketing plan for the incentive travel business for their respective hotels.

## Birthday

SEATTLE—The first birthday anniversary of the Westin Hotel, Seattle's tower addition in August was an appropriately gala affair. The two-week celebration was kicked-off with a balloon ascension and the suspension of bright, multi-

colored banners between the two towers that were visible for several miles.

There was even something for the kids—a gala birthday party for children ages 4 to 11 at the hotel's Market Cafe that featured cake, ice cream and clowns.



## Gastronomic

MONTREAL—Over the years, critics' kudos for Le Castillon restaurant at The Westin Bonaventure, Montreal have been commonplace. Most recent confirmation of its gastronomic excellence came on August 2, when The International Wine and Food Society, Montreal branch, awarded the restaurant its Annual Haute Cuisine Award for its "... high culinary standards and its achievements in the presentation of fine food and wine" which are among the Society's objectives.

At the award presentation ceremonies following an epi-



curean dinner that won the restaurant its high honor are (from left): Lee Hambleton, Society president; Michel Geday, executive assistant

manager; Michel Rea, F&B director; Charly Saile, executive chef; Pierre Margueron, Le Castillon manager; E.T. Pearson, Society director.



## Peelers

LOS ANGELES—Watermelon eating, silverware sorting and baby picture guessing contests may not be your standard Olympic events—unless you happened to be a participant in the Annual Employee Olympics held recently at The Westin Bonaventure, Los Angeles. The day-long affair, at which employees from throughout the hotel participated, was held in the hotel's Exhibition Hall.

One of the more popular events (pictured here) was the potato peeling competition in which contestants had to peel as many potatoes as they could in one minute by using the opposite to their dominant hand. At the conclusion of the games, and following the traditional presentations of Olympic ribbons and trophies, victors and the less than victorious celebrated with a snack and beverage party and danced to the music of a live band.

## Pareau

HONOLULU—Charlie Panui, The Westin Ilikai's head tennis professional, fits Hud Hinton, executive assistant manager, with a prized Samoan pareau, a colorful wrap-around skirt that is worn by both men and women throughout the South Pacific. The pareau and the ceremonial koa bowl (foreground) were among Panui's prizes for winning the fourth annual American Samoa Tennis Association Doubles Championship recently in American Samoa.

Panui is currently seeded number four in the \$11,000 Grand Prix of Tennis, a six-tournament statewide circuit that will climax with a championship event October 29-30 at The Westin Ilikai.





### Masterpiece

HONG KONG—In its execution it could pass as an ivory carving masterpiece sculpted by an ancient Chinese artist. Actually, it was sculpted in margarine by a modern Chinese artist—the pastry chef at the Shangri-La, Hong Kong. The margarine sculpture, entitled “Monkey and the White Bone Devil” from an old Chinese legend, was the first prize winner in its category at the recent 1983 Hong Kong Culinary Arts Salon and Competition.

The talented Shangri-La culinary staff walked off from the show with a total of eight major awards including two more first place honors—one in the Ice Carving category and the other for Chinese Cold Platter.



### Formal

CHICAGO—While it didn't make the social pages of the local papers, this formal event at The Westin Hotel, Chicago led to some favorable “news” in the booking pages of a number of Westin properties. The event was the “Westin in the Midwest” reception hosted in late July for corporate clients, meeting planners and other potential hotel client users.

Hosts were sales, marketing, convention service reps and hotel executives of The Westin Hotel, Renaissance Center, Detroit; The Westin Hotel, Cincinnati; The Westin Hotel, O'Hare along with The Westin Hotel, Chicago, who donned formal attire for the evening affair following their week-long sales blitz of the Chicago area.



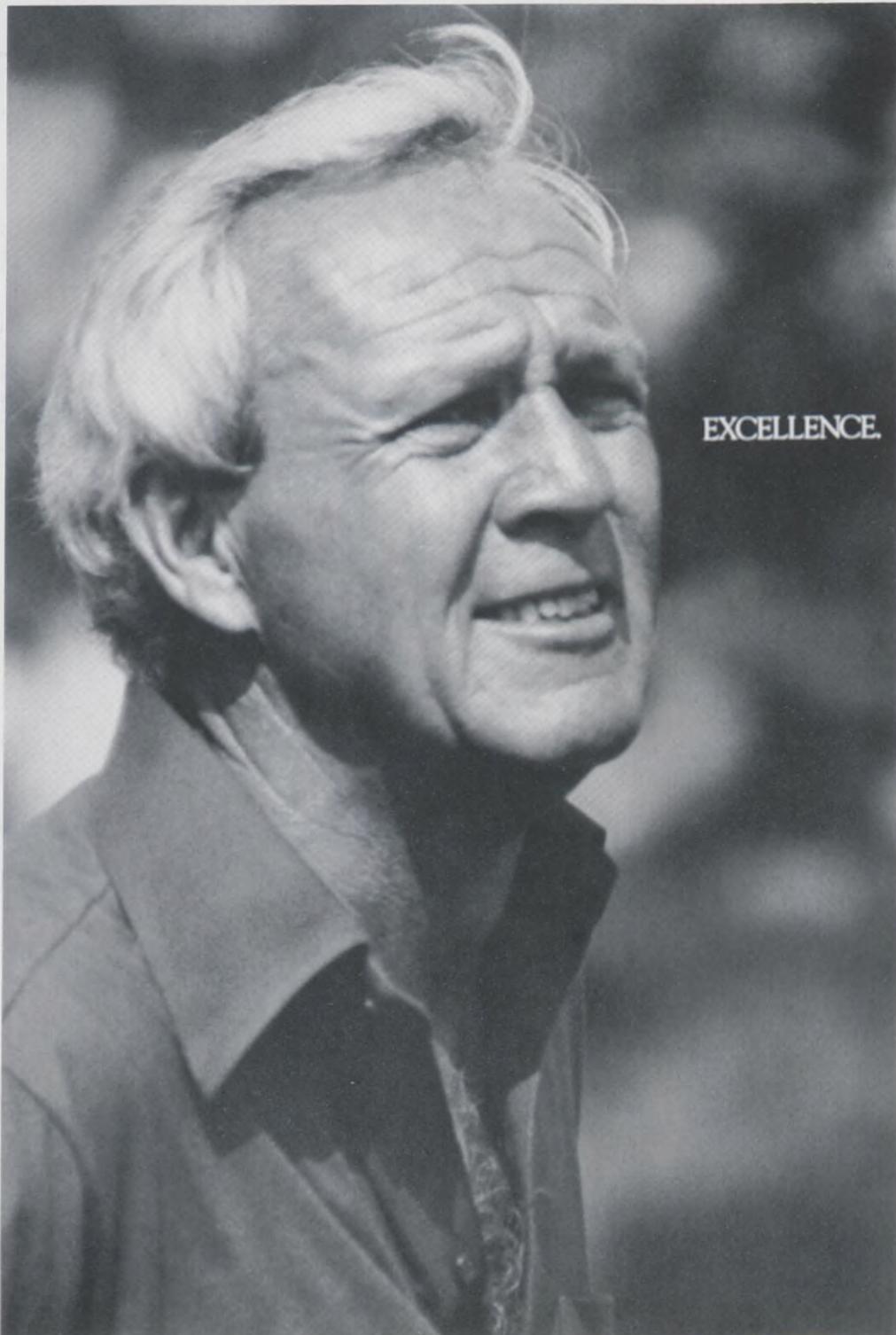
### Pacesetter

SEATTLE—Westin Hotels was selected as one of a group of Seattle organizations as a “Pacesetter Company” to kick off the 1983 community-wide United Way campaign. The corporate offices effort was launched with a day of exhibits and demonstrations from various community agencies, funded by United Way,

including a representative from a Medic II unit (pictured) who offered Cardio-Pulmonary Resuscitation (CPR) instruction sessions.

To stimulate campaign participation, corporate divisions and departments vied with each other for group and individual incentive prizes.

# EXCELLENCE



EXCELLENCE.

## & THE CHARACTER OF EXCELLENCE.

The word "class" is like a favorite putter. It should be used with accuracy. And restraint.

But what term better fits Arnold Palmer? For here is the stuff of legends. A man who strived for excellence, and achieved it.

This same pursuit of perfection defines great hotels. And this is an ideal the people of Westin find easy to accept. For this is the tradition and the reality that sets Westin apart: Individuality in hotels and accommodations. Service and amenities neither artificial nor contrived. Simply the comfortable luxury of hotels that have retained the elusive quality of "class" — a rarity these days of copies and compromises.

So be our guest and experience the rewards of excellence.

For reservations, call your travel agent, your company travel department, or in the U.S., 800-228-3000.

UNITED STATES  
 Atlanta, The Westin  
 Phoenix Plaza  
 Boston, The Westin  
 Hotel, Garden Plaza  
 Chicago, The Westin  
 Hotel, Columbus &  
 LaSalle  
 Cincinnati, The Westin  
 Hotel, Eden  
 Dallas, The Westin  
 Hotel, Galleria  
 Denver, The Westin  
 Hotel, Tyler Center  
 (Early 1980)  
 Detroit, The Westin  
 Hotel, Renaissance Center  
 Honolulu, The Westin  
 Hotel, Ala Moana  
 Kansas City, MO, The Westin Hotel  
 Los Angeles, Century Plaza  
 (Mid-1980s) &  
 The Westin Boardwalk  
 Condominiums  
 New York, The Plaza  
 Orange County, CA, The Westin South  
 Coast Plaza  
 Philadelphia, The Westin  
 Hotel, Independence  
 Phoenix, Arizona  
 Portland, OR, The Westin  
 Hotel, Broadway  
 San Francisco, The Westin  
 Hotel, Bayview &  
 The Westin Hotel, Embarcadero  
 Seattle, The Westin  
 Hotel, Pike Place  
 Spokane, The Westin Hotel  
 Tulsa, Oklahoma Plaza  
 Vail, The Westin  
 Washington, D.C., The Westin  
 Hotel, Embassy  
 CANADA  
 Calgary, The Westin  
 Edmonton, The Westin  
 Montreal, The Westin  
 Vancouver, The Westin  
 Vancouver  
 Toronto, The Westin  
 Winnipeg, The Westin  
 EL SALVADOR  
 San Salvador, Camino Real  
 GUATEMALA  
 Guatemala City, Camino Real  
 HONG KONG  
 Kowloon, Shanghai La  
 JAPAN  
 Kyoto, Miyako  
 Tokyo, Anjima Prince  
 Hotel & Tower Prince Hotel  
 KOREA  
 Pusan, The Westin  
 Seoul, The Westin  
 Seoul  
 MEXICO  
 Acapulco, Los Brises  
 Cancun, Camino Real  
 Guadalajara, Camino Real  
 Havana, Zlatastepec  
 Mexico City, Marriott  
 Camino Real  
 Mexico City, Marriott  
 Camino Real  
 Puerto Vallarta, Camino Real  
 San Juan, Camino Real  
 PHILIPPINES  
 Manila, Philippine Plaza  
 SINGAPORE  
 Raffles City (1980), The Westin Plaza & The Westin Boardwalk  
 SOUTH AFRICA  
 Johannesburg, The Carlton



WESTIN HOTELS

# & THE CAMPAIGN OF EXCELLENCE

A flip of the page and the attention of The Wall Street Journal reader is unavoidably drawn to the almost life-sized likeness of golfdom's legendary Arnold Palmer.

Nor can the Journal reader avoid the headline caption, "Excellence and the Character of Excellence." Persuasively, these words draw the reader into the few well-worded phrases of the text.

It speaks of Palmer as, "A man who strived for excellence, and achieved it." Then in direct application to Westin, the point is made that, "This same pursuit of perfection defines great hotels. And this is an ideal the people of Westin find easy to accept. For this is the tradition and the reality that sets Westin apart."

Listed along with the ad text on the opposite page, are the places this "Character of Excellence" can be experienced; the more than 50 Westin hotels around the world.

The same full-page-and-a-third ad, but in color, is also grabbing the attention of readers of the widely-circulated national newspaper, USA Today.

And of readers of the national Financial Post in Canada. And of the Wall Street Journal in Asia.

This ad is part of a dramatic high-impact campaign being launched by Westin Hotels

in these newspapers and other consumer publications this month. While the illustrations and text of the ad series varies, the clear-cut message focuses on the single repeated theme — Excellence.

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"Excellence . . . the tradition  
and reality that  
sets Westin apart."

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Excellence as a Westin Hotels theme came to life early last Spring during a planning session for the 1984 advertising campaign.

The campaign's planning was a cumulative effort involving Cole & Weber, Westin's corporate ad agency; the newly formed Westin Advertising Advisory Council, (as reported in August, 1983, FRONT), and the corporate advertising department. But it was the agency that originated the theme.

Explains Lee Bartlett, vice chairman of Cole & Weber, "We all agreed to shift emphasis in our advertising from communicating factual information about the company to communicating what Westin is best known for — its tradition of quality.

"We wrestled with ways of best expressing that quality idea and one word kept coming up time and time again. That word, 'Excellence.' It's a quality standard that Westin has worked to attain ever since the company was founded. Excellence is reflected in the company's people, its

facilities, its services, its style and, above all, in its hospitality.

"The 'Excellence' idea was a natural. We felt it could be effectively used to characterize Westin Hotels and their efforts, a common denominator to unify a widely diverse group of hotels — large, small, commercial, convention, resort — by signifying that what each does, it does well.

"Further, we not only wanted to position Westin among its various audiences as representing excellence but as a company which applauds excellence and recognizes it wherever it is found . . . as, for instance, exemplified by Arnold Palmer."

The all-property ad inserts appearing in major in-flight publications (beginning October in the U.S.), will also be promoting the excellence theme.

Notes Ron LaRue, Westin's Director of Advertising and PR, "What we're seeing during this last quarter is the kick-off for the '84 program. Next year, we plan to greatly expand the program with a special focus on Westin's major markets. Included will be ads in the New York Times and the Globe & Mail in Canada as well as a schedule of radio spots in our top ten markets in the U.S. and in six markets across Canada."

According to LaRue, Westin employees as well as the general public will be reading and hearing a lot about Westin's excellence in the months to come.

Excellence will also be a dominant theme of internal communications and the message will be promoted in all forms of external communication — in publicity and promotions and in advertising originating from the hotels as well as from the corporate offices.

As LaRue puts it, "Since we changed our name to Westin almost three years ago, all our efforts have gone into developing a company name awareness among our various audiences. That effort has been extremely successful.

"Now, we want to firmly establish an awareness in the minds of these audiences about what Westin Hotels is and has always been . . . that among all major hotel companies we are the best. That we operate distinctive, individual hotels. That we meet guest expectations best and give the best value. And that Westin people are the most professional and deliver the most consistent service.

"That's what our excellence message is all about."

WESTIN HOTELS'

# STATEMENT OF PHILOSOPHY



Companies, in a sense, are like people in that they too operate by guiding philosophies of mission and purpose.

That philosophy, as largely agreed upon by the company's management, may be firmed at the outset or one that is developed over a period of time. It may be one that is informally understood by the company's management and its people, or written down as a formalized document.

Westin Hotels' statement of philosophy only became formalized as a written document about a year or so ago. However, its basic ingredients are those of the company's founders, and, as an "understood philosophy," has guided the company through its generations of management over the years.

As presented here in its present stated form, it also reflects societal changes that have occurred over the past more than 50 years since the company's founding.

This is how your company looks at itself—its mission and purpose.

## Company Mission

Westin Hotels is a hotel management and real estate development company whose business is to provide high quality products and services.

To provide such products and services requires skilled and motivated employees, healthy communities in which to operate, a positive business atmosphere and long term financial strength. We are, therefore, committed to employee development, to community service, to exemplary business practices and to profitability.

Westin Hotels serves eight major constituencies: customers, employees, shareholders, investment partners, suppliers, the industry, communities and minorities. We believe our reward for serving these constituencies well is profit; permitting our company to grow in the future.

## Company Purpose

Westin Hotels has specific purposes that represent our philosophy in working with our constituencies. All are based on our overall purpose to provide high quality products and services at prices reflecting fair value while establishing ourselves in a pre-eminent position in this regard in all of the markets we serve.

**1. Customer**— With respect to our customers, our purpose is to operate the highest quality hotel within each market served by consistently meeting or exceeding the reasonable expectations of our customers. We will:

A. Provide desirable, safe and functional hotels.

B. Deliver all services with superior performance and efficiency, with the greatest integrity and with friendliness and empathy.

**2. Employees**— With respect to our employees, we believe that "people make the difference." It is our purpose to:

A. Ensure that each employee is treated fairly and recognized and rewarded for his/her efforts.

B. Provide a safe and pleasant working environment which offers maximum potential for accomplishment and self-fulfillment.

C. Open opportunity for growth and promotion from within, providing a climate that encourages employee development and promotes trust and creativity.

**3. Shareholders**— With respect to our shareholders, it is our purpose to achieve a mutually agreed upon level of return on investment through balanced growth in assets and earnings.

**4. Investment Partners**— With respect to our investment partners, it is our purpose to develop and operate profitable business ventures with partners who share our stated company philosophy and purposes.

**5. Suppliers**— With respect to suppliers, it is our purpose to establish mutually beneficial relationships based on integrity, sound business principles and consistency and reliability of products and services offered at fair market prices.

**6. The Industry**— With respect to hospitality and travel industry organizations, it is our purpose to actively support, participate in and provide leadership for recognized and reputable associations at the national, state, provincial and local levels.

**7. Communities**— With respect to communities, it is our purpose to participate in and serve the communities in which we are located by:

A. Consistently demonstrating exemplary citizenship in the conduct of our business and in our business relationships, observing the highest legal, ethical and moral standards.

B. Taking a leadership role within the community to improve the environment in which we operate through active involvement in business, civic, charitable, trade and governmental organizations.

**8. Minorities**— With respect to minority groups, organizations and individuals, it is our purpose to strive for total equality in our relationships with customers, employees and others with whom we conduct business; regardless of age, disability, race, color, sex, religion, or national origin.

# THE PRACTICE OF EXCELLENCE



“... the practice of excellence by a company's employees is also its greatest source of strength.”

**T**here's a lot of talk about excellence these days. And we think that is a very refreshing trend. We seem to be rediscovering that the practice of excellence by a nation's people is its 'greatest source of strength.'

The same is true of a business — the practice of excellence by a company's employees is also its greatest source of strength. This is especially true in our hotel business where all of us make careers of serving other people.

Excellence has been our aim at Westin Hotels ever since the company was founded more than fifty years ago. And while we've always said we don't expect to become the biggest hotel company in the world, we are dedicated to being the best.

Our Westin Hotel Company Statement of Philosophy (reprinted elsewhere in this issue) makes this a key point of our company's mission. That is, "... to provide high quality products and services" which can only be achieved through excellence.

Excellence is also the dominating theme of the dramatic new corporate advertising campaign being launched this month. We think you'll enjoy reading the report on that campaign which is also featured in this issue.

But talking about excellence in print or among ourselves is just talking words. Excellence is only meaningful when expressed in a product, a service, or as a demonstrated practice.

The Mobil or AAA award winning excellence of our hotels, for instance, is demonstrated by the practice of excellence of the hotels' individual employees. The same goes for our award winning restaurants. Here too, the credit goes to the actively practiced excellence of the individual food and beverage staff members.

And certainly, excellence is most notably demonstrated in the day-to-day actions that happen throughout all of our hotels. It's the room attendant who takes that last extra look around to be sure that everything is just right. The front desk person who wishes a check-in guest a happy stay — and really means it. The helpful door attendant who takes time to give a guest some direction information. Or simply in a warm greeting, a pleasant, friendly smile. All small things, perhaps, but to the guest they all demonstrate excellence in action.

One thing for sure, we could not honestly and convincingly talk about excellence, verbally or in print, to our guests or prospective guests unless we knew we could prove it.

That we can, is because we know your demonstrated practice of excellence supplies that proof.

**Harry Mullikin**  
*Chairman and President*