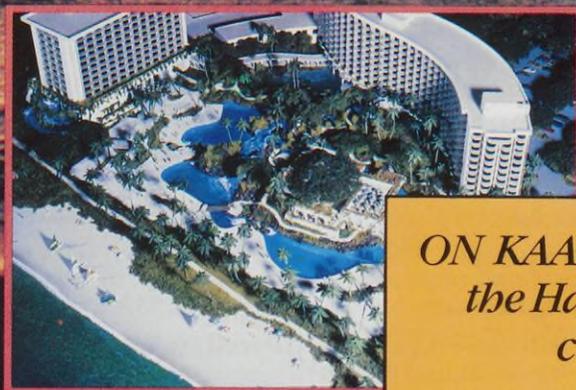


FRONT



*ON KAA NAPALI BEACH—
the Hawaiian dream
comes true*

(Story, page 4)

NEWSFRONT

Moving on Moving up

Wilfredo Barloa, snr. asst. mgr., The Westin Philippine Plaza to snr. asst. mgr., The Westin Hotel Seattle

Steve Beck, asst. front office mgr., The Westin Hotel, Renaissance Center to snr. asst. mgr., The Westin Hotel, Stamford

Kevin Blackbeard, director of catering, The Westin Hotel, Tabor Center to convention services mgr., Century Plaza

Stephen Blaine, room service mgmt. asst., The Westin Bonaventure to Garden Bar, beach bar mgr., The Westin Maui

Lester Byndloss, asst. laundry mgr., Century Plaza to laundry mgr., The Westin Kauai

Irene Correa, director of housekeeping, The Westin Peachtree Plaza to director of housekeeping, The Westin Plaza

Carol Daniels, director of housekeeping, The Westin Hotels, Houston to director of housekeeping, The Westin Peachtree Plaza

COVER: Maui's world-famed Kaanapali Beach is backdrop for The Westin Maui "super resort" which opens in mid-August. A scale model of the hotel is shown in the inset.

FRONT

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

Gabe Fonseca
Publications Editor
The Westin Building
Seattle, WA 98121

Printed in U.S.A.

Serge Delage, exec. chef, The Westin Hotel, Tabor Center to exec. chef, The Westin Hotel, O'Hare

Amy DiGleria, grill mgr., The Westin Hotel, Utah to conference services mgr., The Westin Hotel, San Francisco Airport

David Dolquist, banquet mgr., The Westin Hotel, Utah to asst. F&B director, The Westin Kauai

Paul Gamache, exec. steward, The Westin La Paloma to asst. exec. steward, The Westin Kauai

Kim Geagel, mgmt. candidate, The Westin South Coast Plaza to asst. front office mgr., Arizona Biltmore

John Gilbert, F&B director, The Westin Mauna Kea to F&B director, The Westin Kauai

Michael Guccione, mgmt. candidate, The Westin Hotel, Washington, D.C. to staff accountant, The Westin Hotel, Copley Place

Bryan Guillot, director of sales, The Westin Canal Place to director of sales, The Westin Peachtree Plaza

Heather Harris, front office mgr., The Westin Hotel, Stamford to snr. asst. mgr., The Westin Canal Place

Menze Heroian, banquet mgr., The Westin Hotel, Copley Place to banquet mgr., The Westin Maui

Ray Hopkins, snr. asst. mgr., The Westin La Paloma to snr. asst. mgr., The Westin William Penn

Janne Hurley, director of convention services, The Westin Hotel, Copley Place to director of convention services, The Westin Kauai

Gary Kallman, conference services mgr., Arizona Biltmore to director of conference services, The Westin Plaza

Bernd Liebergesell, exec. chef, The Westin William Penn to exec. chef, The Westin Hotel, San Francisco Airport

Steve Lindsay, accounts mgr., The Westin Bonaventure to staff accountant, Century Plaza

Phillip Manahan, front office asst. mgr., The Westin Hotel, Tabor Center to front office asst. mgr., The Westin Maui

Jorge Melendez, controller, The Westin Hotel, Edmonton to controller, The Westin Paso del Norte

Stephen Modde, operations analyst, The Westin Benson to F&B operations analyst, The Westin Maui

Kelly Mullikin, account exec., The Westin Hotel, Seattle to asst. mgr., The Westin Kauai

Milton Nakagawa, asst. grounds superintendent, The Westin Mauna Kea to grounds superintendent, The Westin Kauai

Tylun Pang, exec. chef, The Westin Ilikai to exec. sous chef, The Westin Kauai

Gail Phillips, convention services mgr., Century Plaza to convention services mgr., The Westin Kauai

Ron Romano, teaching pro, The Westin Mauna Kea to director of tennis, The Westin Kauai

Malcolm Shintani, asst. mgr., The Westin Mauna Kea to reservations supervisor, The Westin Maui

Mark Spadoni, snr. asst. mgr., The Westin William Penn to mgr., golf and racquet club, The Westin Kauai

Karen Spellman, catering sales mgr., The Westin Hotels, Houston to convention services mgr., The Westin Maui

Diane Stewart, staff accountant, corporate offices to chief accountant, The Westin Maui

Darell Stokes, employment supervisor, The Westin Bonaventure to human resources asst.,

The Westin Hotel, San Francisco Airport

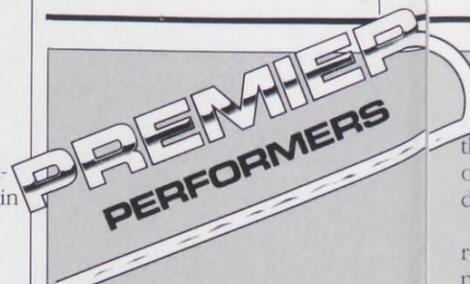
Donna Stucki, paymaster, The Westin La Paloma to payroll supervisor, The Westin Kauai

Donna Swearingen, housekeeper, The Westin La Paloma to asst. laundry valet mgr., Century Plaza

Artie Thomas, asst. housekeeper, The Westin Crown Center to director of housekeeping, The Westin Cypress Creek

Fredryck Wenzel, computer operations supervisor, corporate EDP to EDP supervisor, The Westin Kauai

Kurt Wright, director of catering, The Westin Hotel, Seattle to convention services mgr., The Westin Kauai



Premier Performers hits the mark

Premier Performers, Westin's newest, and apparently most successful, employee recognition program, has been getting rave reviews from the hotels according to Tracy Brown, corporate employee recognition program coordinator.

Brown reports that the hotels have been calling in with all kinds of program success stories from instant prize winner reports to employee of the week recognition ceremonies

Attendee interaction sparks Rooms Conference

Chaired by Hanne Dittler, corporate Rooms Division director, the 1987 Rooms Conference kicked off its intensive three-day run on June 29.

Conference host was The Westin Hotels, Houston who welcomed directors of housekeeping and senior assistant managers from throughout Westin.

An opening program highlight was the panel session addressing the "Role of the Senior Assistant Manager and the Director of

Housekeeping." At this session, Dave Paulon, vice president, Westin Hotels & Resorts, Asia, and Naveen Ahuja, managing director of The Westin Renaissance Center, Detroit, shared their views with Birgit Radin, director of housekeeping and Dennis Haning, senior assistant manager of The Westin St. Francis. Tony Cherone, resident manager of the host hotels, moderated the lively discussion.

One of the liveliest sessions was the innovative "Westin Jeopardy" feature that saw eight teams of attendee contestants compete in a spirited take-off of the popular television show. Question categories focused on key areas of management responsibility for the hotels' rooms divisions as well as general knowledge questions about Westin.

The Conference closed with the debut of a promising new tradition — the First Annual Awards Banquet. That occasion saw the following awards presented by Hanne Dittler and Larry Magnan:



One of the "Westin Jeopardy" teams in action (from left): Marcia Bower (Denver), Hilke Visser, (Boston), David Shephard (Winnipeg), George Markantonis (Ft. Lauderdale), Dan Hachey, (Winnipeg).

Highest Overall Achievement Award for Rooms Division Team: The Westin Canal Place
Most Improvement Award for Housekeeping Team: The Westin Hotel, Cincinnati
Most Improvement Award for Front Office Team: The Westin Plaza

Most Improvement Award for Front Office Team: The Westin Plaza

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Most Improvement Award for Front Office Team: The Westin Plaza

NEWSFRONT

GOLDEN CHALICE AWARDS

Best Original Drink Recipe (Slush or frozen drinks and wine based coolers): Patricia Padilla, bartender, The Westin Hotel, O'Hare for her Savannah Sunset
Most Outstanding Beverage Promotion:

A tie between The Westin Bonaventure for its "Golden Days of Hollywood" and Las Hadas for its "Tropical Drinks"
Most Outstanding Wine List: Victor's at The Westin St. Francis
Best Wine Merchandising: The Westin Hotel, Calgary — Peter Blattmann, F&B director

SILVER SPOONS AWARDS (Menus)

Daily Fresh Sheet: The English Grill, The Westin St. Francis
Specialty/Theme Restaurant Dinner:

Turner Fisheries, The Westin Hotel Copley Place, Boston
Specialty/Theme Lunch: Palm Court, The Westin Hotel, Seattle
Fine Dining/Dinner: Margaux, Shangri-La, Hong Kong
Three-Meal Restaurant, Breakfast: The Chelsea, The Westin Hotel, Chicago
Three-Meal Lunch/Dinner: The Terrace, Century Plaza

Nutritional Menu: The Westin Bonaventure, Los Angeles
Banquet Theme Party: The Westin South Coast Plaza, Orange County
Banquet Refreshment Breaks: The Westin Hotel, O'Hare
Poolside Menus: Sabins, The Westin La Paloma, Tucson

CHEF REINHOLD KELLER AWARDS

The challenge was bread and/or pastry original recipes.

First Place — Gold Medallion: Tylun Pang, executive sous chef, The Westin Kauai — Cheese Puff Bread
Second Place — Silver Medallion: Markus Bosiger, executive chef, The Westin Hotel, Houston — Beer Bread
Third Place — Bronze Medallion: Jeff Mora, apprentice, Century Plaza — Santa Cruz Muffins

A special recognition certificate went to David O'Connor, wine sommelier at Victor's, The Westin St. Francis for his "Outstanding Contributions to the Westin Wine Education Course."

F&B Award winners honored

Innovation. Imagination. Challenge. These three words sparked the theme of the 1987 F&B Conference held at The Westin St. Francis in June. These words also applied to the entries in this year's Corporate F&B-sponsored competitions.

Competition winners and special recognition and achievement awards as presented during the Conference finale Awards Banquet are as follows:

ACADEMY OF MASTER CHEFS
This year's inductees into Westin's Academy of Master Chefs were: **Raimund Hofmeister**, executive chef, Century Plaza; **Jose Dolores Solis**, executive chef, Camino Real, Satalio; **Francisco Mendoza**, executive chef, Camino Real, Mazatlan.



THE WESTIN MAUI

the 'Hawaiian dream' comes alive for its guests

On August 19th, The Westin Maui welcomes its first guests.

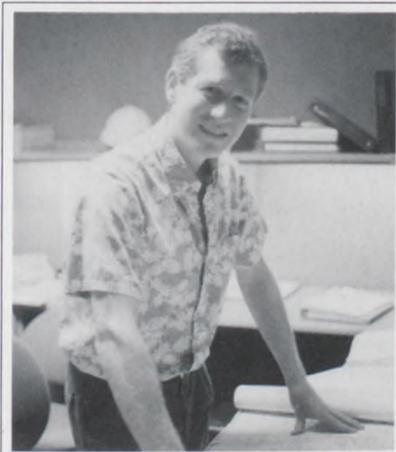
And if that sounds like just another Maui hotel opening announcement, let Bernard Agache, the ebullient general manager of this 762-room "super resort" set you right on that score.

"To begin with," Agache is quick to point out, "our location is absolutely ideal. We're right on Kaanapali Beach which most people consider is the most beautiful on the Island. Not only that, but we front the best stretch of that beach. The surf is the most gradual here and there is no coral rock. And as for Kaanapali itself, it's become one of the most desirable of all Hawaiian destinations."

He went on to explain that in addition to the beach, Kaanapali encompasses a 1,200-acre planned resort community that includes its own golf course and the delightful Whaler's Village shopping complex.

Location aside, Agache focuses his greatest enthusiasm on the hotel itself. He notes that developer Chris Hemmeter (also developer of Westin's other Hawaiian "super resort", The Westin Kauai scheduled to open next month) has designed The Westin Maui to star as Kaanapali's premier resort hotel.

He affirms it won't be long before that premier resort recognition status is confirmed. Nor does he feel he is talking through his papale (Hawaiian for hat) when



"... a truly and totally magical experience"

BERNARD AGACHE

he makes this claim. What has been created here, he contends, is a "truly and totally magical experience for The Westin Maui guest—the Hawaiian dream come true."

That experience begins at the turn-off to the tree-canopied driveway that leads to the porte cochere entrance. Here the hotel's exterior is first glimpsed—a softly curving horizontal building in deep coral with beige and brown accent. The look is in striking contrast to the drab earthy tones of neighboring hotels.

Up close, two huge oriental vases flank the panelled entry corridor gallery, part of the two-million dollar collection of fine oriental and European art tastefully displayed throughout the resort. (The hotel's ambiance is, in fact, a happy blend of Europe, the Orient and, of course, Hawaii.)

Passing through the corridor, the visual excitement of The Westin Maui unfolds. Greeting the guest is a 20-foot waterfall that sweeps down to the hotel's magnificent focal point: a mix of pools and ponds nestled in lush aquatic gardens. The multi-level five-story island display of rushing waters and cascading rapids are highlighted by tropical flowers and exotic birdlife.

An informal flagstone promenade leads guests to the front desk and room elevators or to the shopping arcade or the resort's many fine restaurants and other public facilities.

The view beyond is of the coconut tree-lined beach walk bordering Kaanapali Beach and the azure waters of the Pacific. In the far distance are the islands of Molokai and Lanai that, in the evenings, are backdropped by some of the most magnificent sunsets in the world.

While the hotel offers many delightful vantage points for the sunset watcher, a prime and popular site is the hotel's "Sounds of the Falls" dining room. Like its menu, the room's setting is superb with wide-open panoramic views of the aquatic gardens and waterfalls and the full sweep of the westerly sea. Agache describes it as "a fine French restaurant with a very romantic South Seas accent."

Other dining and entertainment rooms include the freestanding Villa Restaurant with its dedicated objective to serve the finest seafood on the Island. Then there are Cooks at the Beach, an informal three-meal restaurant and the Beach Cafe mainly for poolside service.

A different entertainment concept is the hotel's Kapa Room showroom that features a nightly dinner show. The production is unique in that it is performed by a young and talented group of singers and dancers, portraying highlights of Hawaii's history in modern Broadway musical style.

The Kapa Room is adjacent to the hotel's meeting facilities complex which includes an 8,000 square foot ballroom and several meeting rooms of various sizes.

Also near this area is the hotel's health spa with its exercise and weight rooms, steam, sauna and whirlpool baths.

The hotel's beach activity shack is target for beach sport attractions. Here is where arrangements can be made for sailing, scuba diving, snorkeling, etc. and for equipment rental. The Westin Maui also maintains its own catamaran for romantic evening cruises.

Off the beach, the most popular recreational gathering spot within the resort is the central pool and aquatic gardens area. Here guests can sun on comfortable lounge chairs or swim in one of the four interconnecting swimming pools. (Pools are connected by waterfalls and swim-through grottos, one of which hides an oversized jacuzzi.) A fifth pool, located on top of the island, features a water slide with a 150-foot drop.

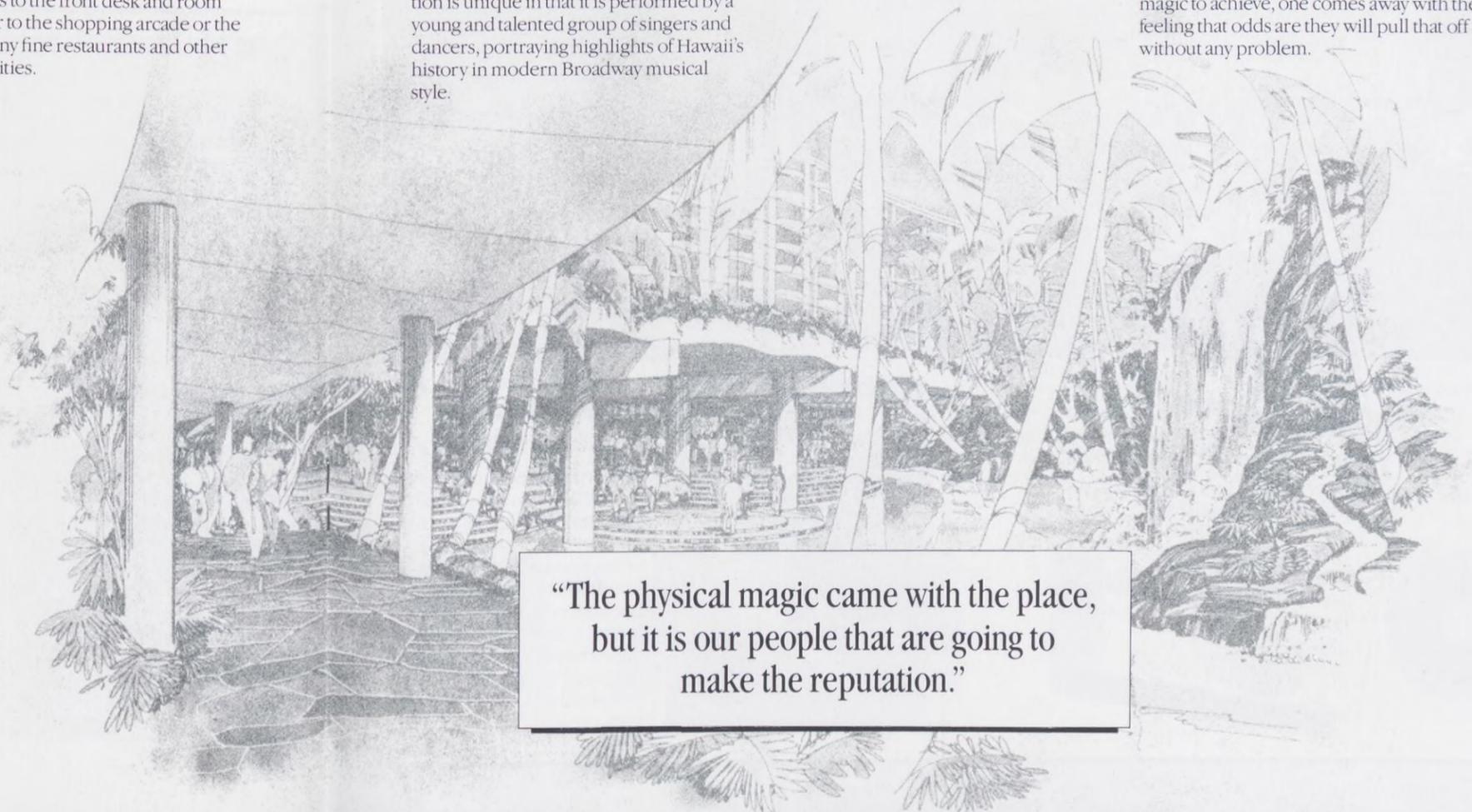
Beyond its setting and facility presen-

tation magic, Agache most likes to emphasize the resort's "people magic." That is, the service and quality consciousness that's been ingrained in every hotel staff member.

"The physical magic came with the place," he says, "but it's our people that are going to make The Westin Maui's premier resort reputation. It's all of us who are hosting the hotel's guests and who are helping to create for them the totally magical experience they came to Hawaii for. That's our number one objective."

"I feel very lucky to have such a fantastic team of people working here who thoroughly understand that objective." Agache continued, "They're all real professionals. They all know their jobs. And they are all high on guest service, satisfaction and in making the Hawaiian dream come alive."

Agache and his staff are also firmly committed to another goal objective. That is that within two years they look to The Westin Maui being recognized as a 4-Star, 5-Diamond Award property. While that recognition may take some extra special magic to achieve, one comes away with the feeling that odds are they will pull that off without any problem.



"The physical magic came with the place, but it is our people that are going to make the reputation."

PHOTO NEWS

Potjiekos packs 'em in

JOHANNESBURGH—Potjiekos, a traditional South African meal-in-a-pot, is a big lunch crowd draw at The Carlton's Roof Garden restaurant. Featured as a winter promotion (seasons are reversed in South Africa), the Roof Garden offers a selection of five different Potjies, including game, fish, chicken, lamb and vegetable. Here, server Sharon Wallace, wearing traditional voortrekker dress, and executive sous chef Glynn Sinclair inspect one of the potjies.



Art A La Carte

FORT LAUDERDALE—A fund raiser for the Fort Lauderdale Museum of Art invited the public to taste samplings of twenty-one of the area's finest chefs' original food creations. Jon Hill, executive chef of The Westin Cypress

Creek, delighted guests with his exotic creation, wild game pate. One of the first "samplers" was the hotel's general manager, Ray Sylvester (right). The affair, billed as "Art A La Carte", raised \$20,000 for the museum.



Last picture show

SALT LAKE CITY—It was a highly emotional occasion when the staff of The Westin Hotel, Utah gathered together at the hotel's entrance recently for their last group portrait. The occasion was a farewell tribute to Salt Lake's "Classy Lady", which will close its doors to the public on August 31, 1987.



Summertime is makeover time

PHOENIX—The summer low season has been selected as the ideal time to complete a major renovation of the main building of the Arizona Biltmore. The 14-week project that began in late May and involves some 120 rooms, is expected to be completed by early September when the famed 5-Star, 5-Diamond "Jewel of the Desert" will sparkle with an even brighter luster.



It was with a great deal of pride that, in late 1985, Westin took over the management of The Westin Canal Place.

Certainly, the hotel was all one could ask for to represent Westin in this important traveler destination city. Being slightly over a year old it was practically brand new. Its elegant European decor and handsome furnishings showed great sophistication and style. And its location — bordering the famed French Quarter and overlooking the Mississippi — could hardly have been better. In short, it was a jewel.

But as Westin was soon to discover, it was a jewel with a slight flaw. The hotel had developed an image problem. Because of inadequate staff training, guest relations attitudes and general performance skills left something to be desired. Hotel guests, especially those familiar with Westin standards, noticed. There seemed to be an attitude of almost indifference. Service was at times slow and sometimes unreliable. Smiles were infrequent.

Zoulas. He worked with Moore and his staff to develop a comprehensive employee training and development plan including administering some of the initial training programs.

But bottom line credit goes to the hotel's rank and file employees. It was they who when confronted with Moore's turnabout need challenge and when provided with the necessary skills training and direction, rose magnificently to the occasion to win for the hotel its top performance rating goal.

Satisfy the guest

"Our objective from the outset," Moore explains, "was to establish a policy that no guest will leave this hotel dissatisfied — that every effort will be made to ensure complete guest satisfaction. We began by communicating this goal message to every single employee, in groups and face to face.

"We wanted each employee to understand why they were here, why they were selected as part of the hotel team and, most of all, to understand the importance of their role in achieving our guest satisfaction objectives. In turn, we promised to provide them with the training skills and whatever tools and equipment they need to do the job."

Under the direction of Federer, that ambitious hotel effort began with a Train the Trainer program as administered by John Zoulas. The students were largely supervisors and department heads who, in turn, would train their staff people. These sessions included the detailing of every single standard for each job classification. A key element here was employee input in

THE WESTIN CANAL PLACE

A jewel gets a touch of

Today, two years later, employees of The Westin Canal Place are pridefully aware that their performance skills and guest relations attitudes are rated among the company's highest. This according to the Westin-administered Guest Satisfaction Study which has consistently rated the New Orleans hotel with high marks over the past several months. Pointed out is its service attitude that snaps with a positive professionalism; the hotel's noticeably friendly and welcoming air; a high frequency of guest name recognition; and smiles that are frequent and genuine.

Why this dramatic turnabout and in so brief a time?

A lot can be credited to the determined efforts of general manager Bart Moore who targeted the turnabout as an early-on top priority. A lot of credit goes to Moore's dedicated, high-energy and hard-working management team, in particular John Federer, executive assistant manager and Laurie Luongo, the hotel's director of human resources who spearheaded the turnabout programs.

Credit also goes to the efforts of the corporate Human Resources division's training and development supervisor, John

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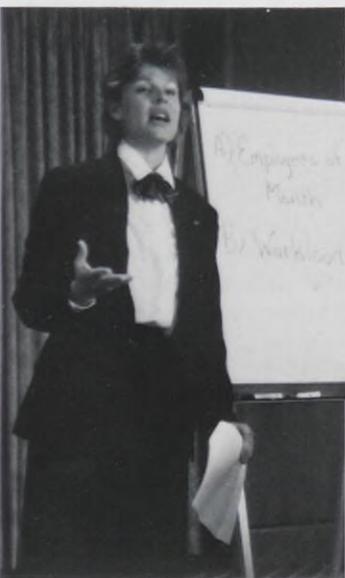
MAGICC

determining each standard.

The successful Train the Trainer program, which teaches the technical "how to's", continues to be administered as needed by staff members trained to administer the course.

To teach employees the "how to's" of guest relations, Zoulas introduced the Gamma Vision guest relations program, "Hospitality Training". The combined audiovisual and group discussion training program is designed for guest contact personnel.

To teach the motivational "how to's", all managers and supervisory staff participated in Interaction Management classes. Basically, Interaction Management is a supervisory development course that teaches managers how to motivate staff and improve work performance through a positive communications model.



Unifying these various corporate-originated training and development courses was a hotel developed motivational and employee recognition program. The program was labeled MAGIC, an acronym for the five words, "Motivate", "Anticipate", "Generate", "Initiate" and "Communicate".

Federer explains, "The MAGIC program was something we created internally to kind of bring all of our various training programs together."

Initially, the MAGIC program was directed to supervisory staff. It worked so well, however, that it

was later adapted to include all hotel employees, and a second "C" was added to the acronym. It stands for "Consistency".

As Moore put it, "Since our basic objective was the complete satisfaction of every single guest, this meant that every employee would need to do what they were taught to do on a consistent basis."

'Magic Makers'

Consistency is also a key ingredient in the administration of the MAGICC program itself. When it was introduced earlier this year, each employee was given a note pad and pen cardholder with a card that outlined the MAGICC program goals. Regularly thereafter, employees received additional cards with their paychecks. Each card discussed one of the goal words of the MAGICC acronym. Cards also contained a code word. When put together at the end of the year, the code words form a rid-

dle that, when solved by the employee, make him or her eligible for a cash prize.

Further, each month a panel of staff and employees nominates and selects one or more persons who have served as an outstanding example of the acronym word for that month. These selected employees are recognized as MAGICC MAKERS and are eligible to wear the MAGICC MAKER lapel pin. MAGICC MAKERS are also recognized at hotel staff meetings and in the bimonthly employee newsletter.

Along with consistency, perpetuation is another essential to the ongoing success of The Westin Canal Place programs. Says director of human resources, Laurie Luongo, "We didn't just train those people who were on board when we launched the program and say that's it and let it go at that. It's a policy that all new employees go through the Train the Trainer or Guest Relations Training pro-

gram as a matter of course. Further, refresher and additional training courses are regularly scheduled for veteran employees particularly in Interaction Management. Training, in fact, is an ongoing way of life at this hotel."

However, as Moore hastens to point out, except perhaps for the MAGICC program—though other Westin's have had their own variations—the training programs applied at the hotel are not unique to them.

Westin basics

"But because we had come into an already established hotel," says Moore, "ours was a concerted, all-out effort to indoctrinate a staff new to Westin with basic Westin management style. Over a short period of time, we had to establish rapport and credibility with employees. We had to communicate. We had to build a spirited team all going in the same direction.

"Our focus," he added, "was to permanently and genuinely change the attitude and morale of our employees in order that we could achieve our guest satisfaction objective. I'm very pleased with the successes we've made towards this objective as have been indicated both by direct guest comment and by the Guest Satisfaction Study ratings."

Today, that positive attitude about the hotel is not limited just to the guests. Luongo comments, "There is this whole new feeling of interaction among employees. Our employee council, for instance, is one of the most active I've ever worked with. It's called the Impact Committee. They work hard but have a lot of fun. It's great."

News of The Westin Canal Place spirit has gotten around town. As Luongo points out, "Staff recruiting was tough in the beginning, but that's really changed. Job applicants are now telling us, 'I came here because I heard it's a good place to work. I hear that you guys are really on top of it.' I think that says a lot for our new image in the community."

It also says a lot about why this jewel of New Orleans hospitality seems to sparkle with a very special brilliance these days.



Clockwise from left: Pat DeRoche, assistant front office manager, leads a training session. John Federer responds to attendee questions during a refresher course. Training sessions spark the rapt attention of employee participants.

