



Management Seminar A "Career Milestone"

PROMPTLY at 8 o'clock one morning in early April, twenty-six alert, well-groomed young men assembled in the Concord Room of the Washington Plaza Hotel.

It began the first of a five-day intensified learning session, that for many would prove a major WIH career milestone.

The occasion was the 12th annual Management Seminar, a WEST-ED sponsored training program, which was held at the Washington Plaza from April 5 to 12.

The attendees were a select group of Western's promising young management people gathered from WIH properties in the United States, Canada and Mexico. They represented a cross section of a hotel's operations that included sales, food and beverage, front office, accounting, purchasing, and reservations people.

FOR the first two days, the attendees listened, took notes and asked questions during a series of lecture "mini-courses" reviewing the gamut of Western's operations. Each of the topic presentations were made by the corporate officer or WIH division authority representing the subject area.

During the following two days the program format involved active individual participation in assigned discussion groups. Case study problems were presented to each of four groups for solution based on the lecture material and on their past operations experiences.

The final morning of the seminar was devoted to a three-hour examination conducted by Professor **Joseph T. Bradley**, Head of the Hotel Management Department of Washington State University. Earlier, the group was given a take-home assignment to be completed and returned by a specified date.

SEMINAR objectives had been summarized at the meeting's outset by WIH Director of Personnel and Seminar Chairman, **Gordon Schneider**. Briefly, they

were to further acquaint attendees with hotel and corporate viewpoints; to help them identify with corporate management and gain an insight into the thought processes behind WIH operational philosophy; and to help each individual identify and focalize on those areas of operations as necessary to their own broadened self-development.

At the closing President's Reception and Luncheon, **Gordon Bass** reviewed the the weeks, accomplishments and reminded the group that the "Name of the Game still must be Profit", if we are to continue

growing. **Jack Elliott**, President of the WIH "Hard Corps" explained to these new candidates the reason and purpose of "Hard Corps". (The "Hard Corps", as instigated by former WIH Chairman, **Edward E. Carlson** in 1959, is comprised of graduates of the annual Management Seminars.)

THE Seminar program was arranged by **Larry Morris**, WIH Assistant Director of Personnel with the assistance of **Don McCutcheon** of the consulting firm, Lund, McCutcheon, McBride, Inc., and Professor **Bradley**.



THE first two days . . . lectures, notes and questions.

Seattle's Olympic Presents Dinner-Theatre Hit!

ON Friday evening, April 2, the Olympic Hotel inaugurated a theatrical event unique in Western's entertainment history.

It was the opening night for a series of live theatre productions of weekend presentations in the hotel's Georgian Room. Billed as a dinner-theatre evening ("A Broadway Hit with a dinner to fit") the price of admission included a selected dinner menu served prior to the curtain raising at 8:30.

The first production, scheduled for a ten-week run, is the Broadway comedy hit, "Don't Drink the Water", written by actor-playwright and comedian, **Woody Allen**. It is a presentation of Seattle's long-established Cirque Playhouse players group.

The plot of the play, which takes part behind the Iron Curtain, inspired the Olympic's Executive Chef, **Andre Mena**,

to "produce" a dinner menu to suit the play's locale. Featured was such local-color specialties as Hungarian Chicken Paprika and Transylvanian Goulash.

A dinner "show stopper" was the mobile wine cart wheeled from table to table by an attractively, costumed staff member of the hotel's Banquet Department. The cart is laden with carafes of red, white and rose wines from which table guests make their selection.

A raised stage set up at one end of the room allowed for easy, comfortable viewing from any table.

Olympic General Manager and "budding impresario", **Al Schilling**, proudly acknowledged the hotel's dinner-theatre concept as a Seattle "first". And judging from the popular response after the first few performances, these Georgian Room dinner-theatre evenings may be the start of another great Olympic tradition.

front!

A monthly publication for the employees of

Western International Hotels

Editorial, Offices

The Olympic, Seattle, Washington 98111

Gabe Fonseca.....Editor

LITHO IN U.S.A.

COMINGS AND GOINGS

Transfers

Luis Elizondo moves to the Houston Oaks as Manager of the Galleria Roof from Stage Door Room Manager at the Winnipeg Inn . . . **Gary Long** is named Director of Sales for the Cosmopolitan from Assistant to the General Sales Manager WIH . . . **Charles White**, formerly Assistant Controller of the Calgary Inn is named Controller of the Georgia . . . former Georgia Controller, **William Roddie**, is named Controller for the Winnipeg Inn . . . **Alan Donnan Holmes**, former Controller for the Winnipeg Inn, has been appointed Controller for the Dusit Thani in Bangkok . . .

In-Hotel

At the Bayshore Inn, former Assistant Manager, **Murray Atherton**, is named to Sales Manager-Catering; **Thomas Gurtner** is appointed Assistant Manager from Room Clerk, and former Room Clerk, **Greg Wilson**, is promoted to Assistant Terrace Grill Manager . . . these promotions at the Continental Plaza: **Jim Henwood**, formerly Manager of the Cantina, is now Manager of the Chicago '93 Restaurant and Bar; former Assistant Manager of the Cantina, **Andrew David**, has been promoted to Manager; **Bill Jacobs**, formerly Rooms Manager, has taken on the dual responsibilities of Assistant Manager of both the Chicago '93 and Cantina . . .

New

Charles Kelchenman joins the Bayshore Inn staff as Terrace Grill Manager . . .

International Division

Ray Johnston, formerly Executive Assistant Manager of the Caleta is transferred to the Camino Real, Puerto Vallarta in the same position . . .



Executive Offices Report:

Companies, like people, will sometimes find it necessary to go on a reducing diet and for similar health reasons.

So it is with Western International Hotels.

In the light of 1971 and the challenging profit problems we are facing, it is necessary that we go on a cost reduction "diet". And as with any diet program, to be effective it must concentrate in trimming what has become excesses. The physical atmosphere of quality as we have known it in WIH during recent years must be re-analyzed. Particularly in the entities of structure, furnishings, equipment and supplies, we must establish new cost-saving standards. Our goals for profitable operations must include our ability to reduce material, service and payroll costs.

In our people however, Western's standards cannot and will not lessen. This is the key to our "diet" plan and the key to the continued good health of our company.

For it is people like you who produce our quality product of a well turned-out guest room, the attractively prepared menu item, or the friendly and helpful service attitude.

It is people doing the best job they can and taking a professional's pride in doing it well. It is the partnership among employees, department heads and managers working together towards a common goal.

Just as each one of us can readily recognize and appreciate quality in others, so it is that our quality standards are as easily recognized and appreciated by our guests.

Now, more than ever, our quality reputation is dependent upon each of us.

LYNN P. HIMMELMAN
Chairman and Chief
Executive Officer

GORDON BASS
President

Correspondents

This is the list of *Front!* correspondents. Please get in touch with your correspondent if you have any news for your paper:

Anchorage-Westward, Winston Cook; Antlers Plaza, Marilyn Crawford; Avila, Mrs. S. Guzman Blanco; Bayshore Inn, Art Davies; Benson, Nelvia Turner; Bonaventure, Leona Dureau; Caleta, Michael Hayes; Calgary Inn, Linda Abercrombe; Camino Real-San Salvador, Ana Elena Steiner; Century Plaza, Charlene Chabin and Jean Klappert; Continental Plaza, Audri Adams; Cosmopolitan, Arcele Schiermeyer; Houston Oaks, Pat Sells; The Ilikai, Roberta Watson; Imperial Inn, Russ Revoy; The Miramar, Edward Y. Hsu; Miyako, S.F., Jackie Jones, Northern, Con Carter; Olympic, Fran Vitulli; Palace, Y. Yoka; St. Francis, Jane Dillon; Space Needle Restaurant, Sandy Rogers; Washington Plaza, Connie Wilson; Winnipeg Inn, J. Sandy Irwin; WIH de Guatemala, Rita de Rubio; WIH de Mexico, Alfredo LaMont; WIH Executive Office, Ruth McCloy; Western Service, Rose Shaffer; WIH Credit and Accounting, Irene Gelus.

Bonaventure Staffers Go Creative With Icy Art



WHAT do they do on a winter's day in Montreal?

We can't guess about the rest of town but at the Bonaventure they put on an ice sculpture contest!

At least that's what happened one wintry day last February when heavy snows layered the gardens and patios of the rooftop hotel. And it was no small event either, with almost all the Bonaventure staff competing for prizes as judged by an impressive group of Montreal's top TV, newspaper and sports personalities.

Based on originality, craftsmanship and appearance, judging was divided into two categories: group effort entries and entries by individuals.

THE HOTEL'S kitchen staff were the big winners in the group effort showing and were awarded \$100 for their Arctic snow scene pictured above. The single piece individual winners drew a tie—a model of the "Bluenose" (Canada's famed Sailing Vessel) by Mike Newton Kitchen trainee, and a swan by Robert Lemieux Banquet Houseman. They were each awarded a \$45 prize.

Among the other entries displayed was a world relief map with the locations of all WIH hotels indicated and an icy "crest" that combined both the WIH and Bonaventure symbols.

All participants were awarded either cash prizes, dinner-for-two certificates or hockey tickets according to points earned.

The event was an enthusiastic success and revealed some remarkable and imaginative talent among the Bonaventure employees.

Volunteers "Muscle-In" On Mumford's Move

AS A result of an unavoidable auto accident, Bruce Mumford, former Director of Sales for the Olympic, had to be hospitalized for an extended period.

Prior to the accident, the Mumfords had purchased a new home with moving day scheduled shortly after his hospital release. While Bruce had earlier anticipated doing the moving himself, now it looked as though he would have to rely on the services of a moving firm. That is, until Bruce had learned that a host of friends—neighbors, WIH hotel people and business associates—had taken the matter into their own hands.

Not only was physical assistance volunteered but the necessary moving equipment as well. A Western Tours bus company representative had made arrangements with Hertz to supply a 20-foot moving van with lift gate. Western Tours provided their own driver (from the Airport bus run) for the truck. Both the Olympic and Washington Plaza hotel sales staffs, other hotel people, and members of the United Air Lines offices offered their "muscle power". In fact, so many people had volunteered to help out that Bruce had to, reluctantly, restrict the offers to keep crew efforts manageable.

While matters are now settling in for the Mumfords at home, Bruce is also in the process of settling in at work with his new position as Assistant to the General Sales Manager for WIH.

Survey Shows Top Rating For WIH Credit Card

“. . . SECOND only to American Express”

That's the value rating given Western's credit card by its users as summarized in a recent survey of WIH card holders.

The survey, which was conducted by the marketing-consultant firm of Lund, McCutcheon, McBride, Inc., also pointed up some other eye-opening conclusions.

As a group, card holders place a particular prestige value on their possession of a WIH card, relating it to their experience as Western International Hotel guests. It is their "key" to superior accommodations, cuisine and service.

IN TOTAL, the credit card survey results revealed an overwhelming approval. But, it also pointed up one area where Western employees could contribute greatly to its service and prestige value. Some comments from life-time "gold-star" card holders, in particular, indicated that their card possession was not always fully appreciated by hotel staff members. This was especially true when making reservations.

In commenting on this appraisal, Bruce McKibbin, WIH Vice-president Marketing stated, "Western's credit card is an important marketing tool that offers our employees another opportunity for promoting our services. Every effort should be made to accommodate the needs of guests who have identified themselves as card holders. Such special attention by employees further strengthens the card's value and makes its possession more meaningful".

In line with this, the consulting firm's survey conclusions suggest that not all WIH public contact employees are fully appraised of the values accruing to their hotels when a guest account is charged on a Western card. Further, more effort should be made to encourage these employees to suggest the use of WIH credit cards to guests.

ALTHOUGH Western's card is designed for special rather than general purpose use—such as the American Express, Carte Blanche, Master Charge cards, etc.—the survey showed that users do realize its several benefits. Our card is used not only for charging accommodations, but for food and beverage service, check cashing identification, as a credit reference, and for making WIH room reservations.

Hardy Hilaire 'Enjoy' Cold Comfort Camping

KERRY HILAIRE, Northern Hotel General Manager, prides himself in being a good family man.

His wife, two daughters and family beagle all appreciate him. It's just that sometimes they wish he wouldn't try so hard.

For instance, Kerry's suggestion of a family weekend camping trip sounded like another one of dad's great ideas. Except that it was mid-winter . . . and this was Montana!



KERRY Hilaire thaws out after family outing in Hotel freezer.

Anyway, a cold February weekend found the Hilaire setting up their tent as the only inhabitants of an isolated mountain campground. Not having a thermometer, they never found out how cold it got—but they collected some good indicators.

It was so cold that seven-year old Tammy's lip froze to the spoon as she took her first bite of beef stew at dinner Saturday night.

It was so cold that by the time Kerry walked back to the fire with a bucket of water—after first breaking the ice on the creek to get it—his wife had to break through ice again to pour water into the coffee pot.

It was so cold the cooking oil froze and the bottle of brandy they brought along was finished by early evening ("to keep it from freezing"!)

BREAKFAST next morning lasted nearly three hours. It took them that long to make hot chocolate. Then toast bread. Then cook bacon. Then spoon frozen eggs from their shells and fry them

The outing also chalked up some "casualties" to the family wardrobe. The

Hotel Students Sales 'Blitz' A Success



THE eight students assigned to the "Seattle territory": Back Row (L to R) Peter Smith, Fred Oldham, Gary Jutz, John Stoddard. Front Row (L to R) Bill Lau, Susie Barrus, Sue Hunt, Lynn Beatty.

THE so-called "student-business community communications gap" has been narrowed considerably . . . at least in the Seattle and Portland areas.

Helping to bring it all together was a group of hotel management students from Washington State University.

It all began some weeks ago when Bill Newman, WIH General Sales Manager, presented a proposal to Professor Joseph T. Bradley, Head of the school's Hotel Management Department. The idea was to participate in a "sales blitz" for the Olympic, Washington Plaza and Space Needle in Seattle and the Benson in Portland, during their Spring vacation. Their expenses and transportation would be paid for.

Twelve students volunteered for this unique opportunity to gain further insight into the hotel business. Eight were assigned to Seattle properties and the other four to the Benson.

On the Sunday after their arrival, the students met with the hotel's sales departments and members of WIH offices and were briefed on the basic "how-to's" of selling, followed by an orientation tour of their assigned hotel "sales product".

girls burned up two pairs of boots and four pairs of socks trying to keep their feet warm near the fire.

In spite of two days and a night of sub-zero weather, the Hilaire stayed relatively snug and warm in their tent and sleeping bags. And, in spite of the cold discomforts, the family agreed it was a we-wouldn't-care-to-do-it-again,-but-it-was-a-'fun'-weekend.

ON MONDAY, each student "salesman" accompanied a staff salesman on calls as observers. Previously, letters had been sent out to a large number of accounts and prospects explaining the student program and requesting their approval of the student contact. Their response had been overwhelmingly favorable.

For the remainder of the week the students were on their own. However, to help them in their sales approach, each had been equipped with a list of specific questions to ask their assigned accounts.

Each evening the students attended the regular hotel sales meetings and reported on their days activities.

The four-day "blitz" was climaxed with a reception for the students on Thursday evening. The occasion provided them with a further opportunity to meet with other hotel staff members and corporate officers.

"THE program was a great success and the reaction from everyone concerned was tremendous" Newman said. "The students were particularly enthusiastic and they all expressed a desire to have it repeated next year," he added.

For them, it was appreciated as a practical on-the-job exposure to at least one aspect of a hotel's operations.

For the various WIH properties, the student efforts produced a number of sales as well as some new business leads.

AND for both the business community and the students, it was a communications exchange that undoubtedly resulted in a greater understanding and mutual respect for each other.



COSMOPOLITAN—CALGARY INN—Western women continue to dominate the field as Thurston-Dupar Award winners! At left is winner Helen Manning, Cosmopolitan Catering Secretary who receives her Award certificate from Cosmopolitan General Manager, Robert Wilhelm. At right, Calgary Inn General Manager, Peter Martin, presents the hotel's Award plaque to winner, Mary Robson, Linen Room Supervisor.



CONTINENTAL PLAZA—The Bunny Prince Consort (top right) and the Bunny Queen (top left) reigned as the "Royal Hares" during Easter festivities in the Consort room of the Continental Plaza. Bunnies Michelle Jolif, Consort Checkroom Girl, (left) and F&B Secretary, Carol Hyer (right) watched over the children during the "Imperial Egg Hunt".



ANTLERS PLAZA—WIH hotel trainees from Venezuela, Gabor Horvath and David Talboys, near completion of one phase of their training program at the hotel. The pair has been with the Antlers since August 1970, and expect to be transferred this month to another property for further advanced training.



WASHINGTON PLAZA—The newly-elected slate of officers for the Washington Plaza's Employee Council are already busy with plans for a summer picnic. From left: Bonnie Yantis, Treasurer; John Romano, President; Webb Afflerbaugh Vice-president and Karen Tharalson, Secretary.



NEWS PICTORIAL

ST. FRANCIS—Stephen Wilkenson, St. Francis Apprentice Cook beams with pride as he exhibits his award plaques. They were presented to him for winning two first prizes during a Student and Apprentice Culinary Exhibition in Redwood City, California. His award-winning dishes were a "Pate au Crote" and a "Breast of Chicken Jeanette".



ILIKAI—For the fourth consecutive year the Ilikai staff has been recognized for its outstanding achievement in subscription purchases of U.S. Savings Bonds. Receiving the U. S. Department of Treasury Award for the hotel from "Mrs. U.S. Savings Bonds" is Jim Durham, Vice-president and Managing Director of the Ilikai.

THE BIRTH OF A WIH HOTEL



Ppractice is the name of the game"

JIM KENT, General Manager of the Houston Oaks, gave particular emphasis to this statement as he addressed his department heads gathered for their daily conference some days before the hotel's opening. Kent was referring to the employee training practice exercises that were now going on in each department.

His message was to the effect that each department head was responsible for the proficiency and full job requirement familiarity of each employee in his department. The goal . . . by opening day the Houston Oaks should have the look and feel of a long experienced and well-operated hotel.

This emphasis on employee training practice was among the key factors of the hotel's smoothly functioning opening success. But it was only one part of a highly organized and well executed pre-opening campaign that had begun several months earlier.

The birth of any new hotel essentially involves these two general areas of consideration. There is its physical development . . . the planning, financing, design, construction, furnishing, etc. Then there is the development of a staff team—the people who make the hotel function.

It is this team development that is discussed here. Although this article outlines how this was achieved at the Houston Oaks, these pre-opening procedures are very similar to that experienced with any new WIH property. ➔

A prime factor in the success of a hotel's pre-opening development is in the expertise and guidance that is 'borrowed' from Western's executive and division staff people."

In particular, Houston Oaks General Manager, **Jim Kent**, was referring to the "borrowed" assistance he had received in forming the nucleus of his management staff. For the most part, they were selected WIH people who had been transferred from other Western properties. Kent had relied heavily upon the processing help and recommendations of his area Vice-president and the WIH personnel offices in their selection.

This staffing process had begun some months after Kent took over the coordination of the Houston project in November 1968. Then, about four months before the hotel's opening and with a preliminary pre-opening schedule well underway, Kent brought his team together in Houston and their indoctrination into the new property began.

THE GROUP familiarized themselves with management and departmental concepts and the hotel's marketing plans and goals. They became thoroughly acquainted with their department's proposed operations (for the most part still under construction) and their equipment. They became involved in decisions of the functional layout of their departments and the physical placement of its equipment. Here, again, the "borrowed" expertise of the various Divisions was of invaluable assistance.

STAFF REQUIREMENTS

Then, each of these department head members was requested to develop their particular staff requirements. Each was responsible for producing their own organizational charts, the preparation of job descriptions, standards of operation details and overall plans of operation.

AMONG those first staff members needed were qualified persons to fill secondary or similarly ranking department positions. Many of these were also selected and transferred from other WIH properties (again through the cooperation of WIH offices) while others were hired locally.

Necessarily, one of the first departments to be put into actual operation was the Personnel Office. As each department head supplied Personnel with their staff

requirements, the search for applicants began. It was Personnel's responsibility to process and screen all job applicants. Those that were qualified were further interviewed by the head of that department for which application had been made.

FORTY-FIVE days before the hotel opened the pre-opening plan "count-down" schedule went into operation. It began a routine of department head meetings that were held regularly each work-day evening till opening.

With long-range objectives towards opening day goals clearly defined each day's schedule of activities had been flow-charted as to when they should be completed. In conjunction with this, daily "flash reports" of the construction progress as it affected this schedule was reported.

FLOW-CHART SYSTEM

During these meetings each member of the group made a daily progress report on his department responsibilities. Among other things the reports helped everyone know where they and everyone else stood in relation to the flow-chart schedule. Items of general and specific concern were discussed; necessary schedule readjustments made; and action decisions assigned. Minutes were taken of each meeting which were reproduced and distributed the following morning with its various "to do's" for the staff members.

Commenting on the simplicity and workability of this system, Kent stated, **"We had our goals and everyone knew their responsibilities, so we just went to it!"** He further commented, **"It was during these meeting sessions that we really came together and built our staff team"**.

MEANWHILE, as the days grew closer to opening, employee staffing of each department neared its completion and group training and orientation arrangements were set to go.

Indoctrination in general sessions began with an introduction to the operations, philosophies and policies of Western International Hotels. A property tour that followed acquainted these new employees with the operations and layout of their own hotel.

Then, each department head took over the responsibility of training their own people. Whatever the new employee need

know in the operation of his department and in the performance of his job was thoroughly reviewed during these training class sessions. It was also during the training period that employees were fitted for their uniforms.

ABOUT two weeks before opening a general meeting was held of the hotel's entire staff. It was a "get acquainted" session—the first as a family unit—in which each employee and department head was introduced to each other.

Earlier, each department head had made arrangements with their assigned back-up assistants outlining what was required from them in the way of staff training and other assistance. This back-up group—people from WIH Division offices and other Western properties—were scheduled to help out as needed during the final days prior to opening. By the time this assistance had arrived, (about ten days before opening) the new employees, for the most part, were well into their in-depth job training.

LAST FEW DAYS

It is these last few pre-opening days, just before a new hotel is born, that is the most wildly hectic of all . . . excitement, enthusiasm and activity peaks for the final push.

HOTEL workmen are everywhere applying finishing touches; the hotel's management people are completing final details for the pre-opening functions; and for many of the employee staff members, their first actual on-the-job experience had begun.

To the casual observer the scene is one of bewildering confusion. But the previous weeks and months of organized direction, the guidance expertise from a dozen WIH sources, flow-chart scheduling, and thorough training practice had paid off. By opening day it all fell neatly into place.

THE PROUD new property, groomed and gleaming, stood ready to greet its first guests. The hotel's staff, now a trained, smoothly functioning family unit, were ready to serve. Another WIH hotel property was born and with it the beginning of a tradition for quality excellence and warm hospitality in a new WIH community.

FRONT! INTERNATIONAL



SINGAPORE—Wilson David (seated) Manager of the Shangri-La's discotheque, "Lost Horizon", briefs his female staff before they reported for training classes and about six weeks before the hotel opened on April 15.



CABO SAN LUCAS—One of WIH de Mexico's newest properties is the Camino Real Cabo San Lucas. This resort paradise, overlooking the sea at the tip of Baja, California, offers guests luxury accommodations, fine cuisine and "probably the best fishing in the world". Posing in the palm-dotted hotel gardens are Waitresses, Ruth Herrera and Manuela Ajeda.



SINGAPORE—In keeping with typical Asian custom, the Shangri-La was blessed by religious leaders representing the seven major beliefs of the island of Singapore. During formal ceremonies, Shangri-La General Manager, Bill Ellis, introduces his honored group to attending guests. Seated from left: a Christian Pastor, Hindu Holyman, Jewish Rabbi, Sikh, Tan Sri Shaw (Shangri-La Deputy Chairman and Chairman of the Singapore Tourist Promotion Board), Zoroastrian Priest, and, at far right a Sikh Priest and a Buddhist Monk.



BANGKOK — It's a farewell party for Evy Vondjidis, former Dusit Thani Executive Housekeeper, who left the hotel in early April to join her husband, Dino Vondjidis, F&B Director of the Calgary Inn. Seated, left, is Mrs. Amara Chakrablan, the new Executive Housekeeper of the Dusit Thani. Manual Woo, hotel Resident Manager is at right.

MEXICO CITY—The Camino Real-Mexico City inaugurated the opening of its new banquet room, "Salon del Sol" with a traditional ribbon cutting ceremony. Doing the honors is Camino Real Managing Director, John Berthelot, with approving smiles from Alfred Freudenthaler, Vice-president and General Manager WIH de Mexico and hotel Architect, Ricardo Legoretta.



MEXICO CITY—And another ribbon cutting ceremony. This time at the Alameda inaugurating an Arts and Crafts Exposition promoting the artisans of the State of Puebla. This is the third time the Alameda has presented such exhibits to assist provincial governments and their local artisans exhibit their wares. Cutting the ribbon is a representative of the Governor of Puebla. At center is Alameda Managing Director, Ulrich Schwartz, and the girls at right are wearing the "folklore" dress of Puebla.





FRONT FAMILY FEATURES

The Amateur Gourmet

CHEESE

SAY, "cheese", and unless you are looking into a camera lens, chances are you are referring to one of the world's oldest and most common milk food products.

Whether it's a poor man's meal or a gourmet's delight, the enjoyment and variety of cheeses is vast. There are perhaps a couple of thousand different cheeses produced throughout the world—France, alone accounts for at least 400 of these—ranging from the blandest of cottage cheeses to a distinctively flavored Roquefort, or a gamy Gorgonzola.

To a great extent, cheese differences can be accounted for by the type of animal from which the milk is taken (cow, ewe, goat or other); the animals particular diet; whether the morning or evening milk is used, and whether cream has been added or some of it skimmed off.

ANOTHER highly important factor in determining the ultimate appearance and flavor of a cheese are the micro-organisms present in the milk or in the atmosphere that act on the cheese. Exposure to a gas-producing bacteria will result, for instance, in a cheese with holes such as swiss cheese. Cheeses inoculated with mold will develop the mold of a blue cheese. But most important is the cheese making process itself—the curing, ripening, handling etc.—that have become local tradition over the centuries wherever cheese is made.

While this confusion of cheeses might seem to much for the average cheese enthusiast to grasp, all of the hundreds of cheeses seem to be represented by relatively few cheese "families". These families, about nine in number, are known by their most distinguished members as briefly outlined here:

THE FRESH CHEESE FAMILY—Being little more than raw curd, fresh cheese has a longer history than any other variety and is produced in almost every country. These include the cottage cheese, pot cheese and cream cheese types and

are usually quite bland. Among the most well known fresh cheeses of European origin are the Italian Mozzarella and Ricotta cheese and the Petit-Suisse of France.

THE GOUDA, TILSITER, MUNSTER FAMILY—These are also fairly bland, moderately dense cheeses and mostly of northern Europe origin. They include Gouda and Edam from Holland; Munster and Tilsiter from Germany, Swiss Tilsit; and Tybo, Elbo, and several others from the Scandanavian countries.

PORT DU SALUT FAMILY—Originally from France, though imitated elsewhere, Port Du Salut and its variations range from a mild, inoffensive cheese to a realitively strong earthy cheese. Other family members include St. Paulin (French origin) and the Italian Talfino and Fontina and the various limburger type cheeses.

THE BRIE AND CAMEMBERT FAMILY. Brie and Camembert are the co-heads of a family of soft-paste cheeses that have made the reputation of France as a cheese-producing nation. Their appeal is largely to a more sophisticated palate. They are soft 'runny' cheeses distinguished by a creamy center within a heavier outer crust in a flat, cylindrical shape.

BLUE (BLEU) FAMILY—One of the most clearly defined family of cheeses distinguished by its blue, blue-green, blue-gray, or green-gray mold in its paste. While there are about 60 blues being produced—and they vary considerably—they all have a well-defined sharp and intense taste of mold. One of the best known blues is Roquefort which is also distinguished by being made from ewe's milk. Other well known blues are Gorgonzola (Italian) and some cheddar's such as Stilton.

GOAT CHEESE FAMILY—The variety of goat cheese is tremendous. They come in all shapes, sizes and textures and in a variety of colors. The paste varies from soft and creamy to rock-hard and flavors from very mild to "wow". Their appeal in the Western Hemisphere is somewhat limited and are usually lumped together as "goat cheeses" in most stores. The Greek Feta cheese is among the most well known of this group.

THE EMMENTHAL FAMILY — Swiss cheese, as it is made in Switzerland, is

called Emmenthal and, to many, a vastly superior product to the Swiss cheese imitations made elsewhere in the world. A common characteristic of all types of Swiss cheeses are its holes (eyes). Switzerland makes several varieties of this cheese, as does some neighboring areas of France. The most well known French-Swiss type is Gruyere. Popular Emmenthal type cheeses made in Scandanavia, but with definite characteristics of their own, include Samsøe and Maribo from Denmark and Manor cheese from Sweden.

THE CHEDDAR CHEESE FAMILY — England's Cheshire cheese is the original head of the Cheddar family and production is limited to that country. Cheddar, on the other hand, is produced extensively in all the English-speaking countries and in Western Europe. (Its major French member is known as Cantal) Cheddars range from semi-hard to very hard in texture and some will have blue characteristics (cured by blue internal molds) such as Stilton. One of the most popular cheeses in America, Cheddar type cheeses are known by a number of local names such as Jack, Colby and American.

THE PARMESAN FAMILY—The Parmesan family is almost entirely Italian in origin. It is the hardest of all cheeses when fully cured. While it can be eaten as a table cheese at an early stage, it is normally hardened to a grating consistency and sprinkled over other foods as a flavoring.

(NEXT — SERVING CHEESE)

FUNNIES

Back Of The Bar Philosophy: "Hard work is the accumulation of easy things you didn't do when you should have".

A man received a computerized bill from some other hotel of \$00.00. He ignored it until he got a second bill together with a stern form-letter demand for payment of the \$00.00. The man wrote a check for \$00.00, sent it in and now everything's fine!

Couple in the Coffee Shop: She: "Honey, you are a born worrier!". He: "Well, from the way things have been going, at least I was born at the right time".

O'Benson Does It Up Green For St. Patrick's Day

SURE it was a grand 'n glorious affair put on by the O'Benson Hotel on St. Patrick's day! From the top 'o the mornin' to the wee, late hours there was singin' and dancin' and the Irish Coffee flowed.

Housekeeping Maids distributed green candy kisses in guest rooms and the candies accompanied each guest check in the dining rooms; all employees were encouraged in the warin' of the green; and, of course, Irish Stew was the featured entree of the day.



NOONTIME festivities in the hotel's lobby included live entertainment by a troupe of Irish singer-dancers. A local radio disc jockey broadcast guest interviews from the lobby promoting the festivities throughout the Portland area. A lobby bar was set up to dispense Irish Coffee. Above, Catering department Bartender, **Maxine Hicks**, serves a mug of Irish Coffee to a local businessman.



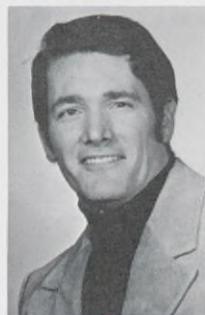
A HIGHLIGHT of the noontime lobby activities was the crowning of the "Lord Mayor of Portland", a Portland businessman selected by the hotel. Taking part in the ceremonies above, is Helen Forde, an Irish Airlines Stewardess. The attractive Miss Forde was the Hotel's official St. Patrick's Day promotion hostess. She was a guest of various service club luncheons at the hotel and at an evening reception for a "Kelly-Girl" group. At right is Kelly Girl, Mary Griffiths.



THROUGHTOUT the day, Irish Coffee was one of the big sellers at the Piccadilly Bar. At left, Piccadilly Bar Manager, **Alan Molden**, in green top-hat, poses with some of his leprechaun-costumed waitresses, **Ellen Court**, **Joann Gates** and **Benedette Taylor**.

MEET YOUR CORRESPONDENT

WINSTON COOK - Anchorage Westward



WINSTON COOK, Chart Room Manager of the Anchorage Westward, is also that hotel's FRONT! correspondent. A native New Yorker, Winston had traveled with his parents through each of the United States

before settling down in Seattle. Here he completed his high school education and attended the University of Washington for a year and a half.

He joined WIH in November 1969 as a Space Needle Captain. Less than a year later he transferred to his present position at the Anchorage-Westward. Not surprisingly, Win lists "travel and sightseeing" as one of his major outside interests. While he admits getting used to Alaska's climate took some doing, he now feels acclimated and is particularly impressed with the great friendliness of the Alaskans. Languages are another interest and presently he is learning Spanish, French and German from various hotel employees.

ANA ELENA STEINER - Camino Real, San Salvador -

ANA ELENA STEINER, Correspondent for the Camino Real-San Salvador, is the Executive Secretary for the hotel's General Manager, Don Drysdale.



A native of El Salvador, Ana has enjoyed an international experience in both her schooling and business career. After

grade school completion in San Salvador, she went on to attend high schools in Victoria B.C. and Pasadena, California. Her college was the University of California in Los Angeles where she majored in French and German.

Ana's job career took her from Los Angeles to Geneva, Switzerland (where she worked for the Secretary General of the Boys Scouts World Bureau) and back home to San Salvador. Prior to joining the Camino Real staff—her first hotel experience—she worked for the U.S.A. Exhibition at the IV International Fair of El Salvador.

NOTE: The morning before the Academy Awards were to be presented, our movie-going picture editor sneaked into our office and dropped off these photos and captions (along with a half-eaten bag of popcorn) on our desk. They represent his nominations for the best picture awards of the year. (The popcorn is being analyzed!)



THERE'S A GORILLA IN MY SOUP—Shows what can happen when you don't follow recipe directions. Stars Sous Chef, Rolf Gurtner of the Bonaventure. Above, Chef Gurtner chuckles as he recalls the unforgettable scene when the gorilla pokes its head out of a taureen of Bouillabaisse as it is being served to an elderly gentleman with a heart condition.



COLD TUNA—The inhabitants of a small town resolve to give up pickled herring. What happens after that is more fun than a barrel of cod-fish balls! Above, two members of the cast who play the part of mackerels to tempt the townspeople, performed by Connie Szendrey and Elizabeth Scroggie, Coffee Garden Waitresses at the Georgia.



DIARY OF A MAD SECRETARY—She didn't type today, or take shorthand . . . she did something else! (She phoned in "sick" and took the day off to compete in a Mah Jong tournament . . . She also forgot it was payday, and, boy . . . was she mad!) A very real performance by Cosmopolitan Executive Secretary, Barbara Visser.



GETTING IT STRAIGHT—Marks the return to the screen of St. Francis Assistant Manager, Randy Gutherie in a hip campus drama. Actually this is a remake of "Campus Capers of 1934" with student riots replacing football rallies and the dress is coveralls instead of raccoon coats.



LITTLE (Girls) BIG MAN—The tall and short of it in this wide-screen epic of the old East. See the cherry blossom uprising; the Garden Bar massacre; the Night Auditor's last stand! Stars the Miyako's Assistant Manager Gary Clark as "Little-Big" with Waitresses Keiko Kalfas and Suzi Yamagata as the cherry blossoms.



THE OWL AND THE PAISLEY COAT—Musical extravaganza in glorious duo-color (black and white). Sets by Western Service and Supply. Several "friendly" songs by United Air Lines hummed by the Calgary Inn's "Owls Nest Duo"—Egon Schmidt and Tom Collias. No one over 12 (or under) admitted.



MOE—A white-collar worker (played by Preparations Cook, Mike Bernhard of the Northern) displays his "soft hat" prejudices when he refuses to prepare an order of Beef Stroganoff. (Lobby stand popcorn rates 4-stars!)

The GRILL

AND COFFEE SHOP

OF THE COSMOPOLITAN

A HOTEL'S dining room quite often reflects the atmosphere and personality of the hotel itself.

And so it is with the Cosmopolitan Hotel's Grill and Coffee Shop.

Over its many-year history, the "Cosmo" has established a reputation for warm, unpretentious hospitality and friendly, attentive service. These very same characteristics may also be used to describe the hotel's restaurant. Now, supplement this with a menu selection of expertly prepared food items that are wholesome, substantial and reasonably priced. The result is the Grill room's "formula for success" that has won it the approval of hotel guests as well as a strong following among many Denverites.

In fact at each meal service . . . but particularly during breakfast and lunch . . . several of the room's tables will be filled with the familiar faces of these "regulars". They are, to a great extent, groups from the office buildings and shops of the surrounding area.

"A lot of these people will come in for breakfast, then later for their coffee break; for lunch; and even for their afternoon coffee snack", says Room Manager, Tom Clink. "Many of them have grown so accustomed to being served by a favorite waitress that they will wait for an empty table at her station, rather than be seated elsewhere" he added.

PROMPT SERVICE EMPHASIS

Prompt, efficient service takes top emphasis in the room's operation. For instance, according to Tom, it is a room policy that no guest should have to wait more than 30 seconds—or at most, a minute—before being approached by a waitress or coffee girl. During the peak of lunch service or when a convening hotel group breaks unexpectedly for coffee, this may take some doing. However, these onslaughts are handled with surprising efficiency . . . a credit to the experienced professionalism and teamwork spirit of the staff, as Tom is quick to point out. He expresses a similar appreciation for the abilities and cooperative assistance he re-

Reflecting The Warmth And Friendliness Of The 'Cosmo'



ceives from his Cashier-Hostess, **Kitty Rousch**, and his recently appointed Room Assistant, **Gary Sterns**. In addition to their regular duties, both of these people, along with Tom, will pitch in where ever needed as the room activity warrants.

The Grill seats 150 persons and the adjoining Coffee Shop—separated from the Grill by an open screen—seats an additional 35 persons. The staff for both rooms totals some 45 Waitresses, Waiters and Busboys spread over the two shifts of operation.

Both the Grill and Coffee Shop open for breakfast at 6:30 a.m. daily, and Coffee Shop service is continuous until 11 p.m. The Grill Room remains open through lunch and closes at 2 p.m. It re-opens again at 5 for dinner service until 9 p.m. While waitresses serve throughout the day, dinner service at the Grill is handled by an all-male waiting staff.

BEEF, POPULAR ITEM



TOM CLINK, Room Manager of The Grill "...formulating plans for an even fuller room potential"

The a-la-carte Grill menu is prepared under the direction of Executive Chef, **Dean Atkinson**. Popularly featured for both lunch and dinner is the Roast Baron of Colorado beef.

Until a few months ago, the Grill had been known as the "Gun Room". And while the name has changed, the Room's casual Western atmosphere remains. Still

on framed wall display is the Room's original collection of fascinating antique firearms.

Tom Clink has been Room Manager of the Grill since December 1970. Previous to this he had been Manager of the hotel's Matador showbar. He is a native of Michigan and it was his love for skiing that brought him to Colorado and the Cosmopolitan. While attending Michigan State, where he received a B.A. degree in Hotel Business Management, Tom supported himself as a ski instructor. After school, and following a season of ski-instruction in Chile, Tom was drawn to the slopes of Vail, Colorado. The skiing opportunities offered by "Ski Country U.S.A." decided for Tom that this was where he wanted to live.

Now to pursue his hotel business career. An opening as Manager of a local golf club's food service operations provided the start. This was followed by the position of Assistant Manager of the Vail Village Inn and then Manager of a ski resort restaurant for a brief period. Feeling the need for more well-rounded experience and with a large hotel in particular, he applied for and was awarded the then open position as Matador Bar Manager.

Along with the hotel's General Manager, **Bob Wilhelm**, and others, Tom is presently formulating plans for promoting the Grill's dining attractions to an even fuller potential. Whatever changes are contemplated however, it will be with the assurance that the Grill will continue to reflect the warm and friendly personality of the hotel itself.