



WESTIN HOTELS

APRIL, 1982

# Front!

## Fat Tuesday's — A 'Great Experience' contender

(Story, page 2)



# NEWSFRONT

## Great Opportunity — a great deal for everyone

Not only was the Great Opportunity program a great opportunity for travel agents, but it is turning out to be a great deal for our hotels, as well.

The program, which invited travel agents to stay in our hotels free of charge from last September until the end of March to experience Westin's first-class facilities and service, has resulted in a 38 percent increase in travel agent revenue-producing bookings over the same period last year.

The hotels hosted more than 133,000 travel agents free of charge during the Great Opportunity promotion, which translated into more than \$27 million in normal rack rates.

That's quite an investment, but one that is starting to pay off for Westin's hotels.

*COVER: As part of this year's F&B Conference, held at The Westin Hotel, Cincinnati, attendee teams participated in the "Great Experience" — a challenge to develop innovative restaurant concepts and menus, purchase and prepare the food, then "sell" dinner reservations. Their market: attendees of the Marketing Conference also meeting at the hotel. Here, foodserver Laura Hirschman waits on a table at "Fat Tuesday's", one of more than five restaurant concepts. Seated at right is David King, director of food and beverage at The Westin Hotel, Renaissance Center Detroit.*

## Front!

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## Newman elected marketing senior vice president

Bill Newman, formerly vice president/sales, has been elected senior vice president-marketing for Westin Hotels.

A graduate of Washington State University with a B.S. in hotel administration, Newman's career with Westin began in 1959. He served in marketing-related positions with four Westin hotels until 1968 when he was named general sales manager for the company.

Newman was elected a vice president in 1974 with his most recent responsibilities including Westron, the computerized central reservations system, and management of corporate sales support to more than 15 Westin properties in the United States and all six hotels in Canada.

Newman assumes the position formerly held by Bruce McKibbin who has resigned from Westin to pursue other business opportunities.



Marketing's regional sales offices "Pow Wow" drew an eager crowd of hotel sales people to the Mexico desk pictured here manned by Rafael Roller (foreground), director of sales, Hoteles Camino Real, S.A.

## F & B and Marketing groups pursue mutual objectives

It was a food and beverage conference.

It was a marketing conference.

And for the better part of one day—and one very memorable evening—it was a combination of both.

For the first time in Westin history, two major revenue-producing areas within the company met in overlapping sessions in the same location. And, essentially, to pursue mutual objectives—improved business and improved guest satisfaction.

### The F&B Group

Kicking off the dual conference event at The Westin Hotel, Cincinnati on February 21, were the F&B people. That gathering was largely composed of F&B directors and executive chefs of Westin's hotels, members of the corporate F&B Division staff and F&B Committee members.

The first half-day-long session focused on what their combined efforts were

all about — the guest. More specifically on guest expectations and the quality levels desired to meet those expectations.

Conclusions reached from discussion group sessions—each assigned a specific, pre-researched topic of guest expectation areas—were reported in general session. This was basis for the quality levels that are now being implemented throughout the company. (These quality level guidelines, according to Westin F & B Director and Conference Chairman Jacques Bourgeois, will be reviewed and updated as a regular activity of future F&B conferences).

Highlighting the second day's session was the "Great Experience," a unique exercise in simulated restaurant operation with practical marketing emphasis.

Attendees were assigned to restaurant management teams. Each team, limited to a specified food and merchandising budget, was

challenged to develop a restaurant concept and menu, purchase and prepare the food, and "sell" reservations for their restaurant's dinner that evening. Their clientele—the Marketing Conference attendees.

The payoff of that exercise, an awards judging based on these three marketing criteria: 1) Restaurant which—through promotion, direct sales contact, menu concept or pricing—generated the most "reservations" from Marketing Conference attendees, 2) Restaurant achieving the best profit results, and 3) Restaurant achieving the highest gross revenues.

### The Marketing Group

As the F&B Conference was rolling in high gear, sales and marketing executives from hotels, regional sales offices and corporate offices were rolling into Cincinnati for the start of their four-day work sessions that began on February 23.

Dave Evans, vice-president/hotel sales and Conference chairperson, noted that this year's program agenda was created as a direct response to a field survey taken late last fall.

Accordingly, both in general and break-out sessions, topics focused largely on interests and concerns expressed in the survey. These ranged from valley period selling to budgetary discussions and marketing audits.

What's going on "out there" in the hotel and travel industry was subject for at least two sessions.

One was a series of hotel company competition analysis reports, with emphasis on competitive marketing strategies, presented by assigned conference attendees. At another, it was a panel discussion on travel

patterns and trends moderated by United Airlines spokespersons.

A Conference highlight, and new this year, was the regional sales offices' "Pow Wow." Each of the Westin Regional Sales offices had set up display booths as they would have at a trade show. Hotel sales people visited the various stations armed with needed curve period and opportunity date needs data. The RSO members, in turn, had researched and listed their top 25 office accounts in categories ranging from corporate meeting to association groups to provide an on-the-spot lead exchange in consultation with the hotel sales people.

### The Combined Groups

The combined general session for both groups opened with some introductory remarks by Group Vice President/Management Services Chris Marker.

Marker noted in his comments that this "innovative" joint conference session offered the members the unique opportunity "... to expose and discuss ideas of mutual interest to you and to the company."

Of particular interest to both audiences were the task force report-outs. Earlier, two seven-member task force teams—F&B led by Director Jacques Bourgeois and marketing led by Vice President Dave Evans—had met together to discuss

issues of mutual benefit. Their aim, to establish improved communications and a stronger working relationship among them in such related areas, for instance, as catering sales.

Both conferences concluded on a strong upbeat note. The general ranking from delegates as to learning experience value was an enthusiastic "outstanding," not just of their separate sessions but of the combination sessions as well.

High praise, too, was given to The Westin Hotel, Cincinnati and its staff for its also "outstanding" rated performance as the dual-conference host.

## F & B Competition Award winners

Following are the winners of the various competition categories as announced at the F&B Conference Awards Luncheon:

### Golden Chalice Awards

*Outstanding Drink Recipe:* Hector Garcia, Jr., The Westin Bonaventure, Los Angeles for his original concoction, "The Hazel Nut."

*Outstanding Drink Promotion:* The Camino Real, Puerto Vallarta for its Tropical Cocktail Cart.

*Outstanding Wine List:* Palm Court, The Westin Hotel, Seattle.

### Silver Spoon Awards

*Fine Dining Dinner Menu:* Delmonico's, The Westin Hotel, Cincinnati.

*Bar with Food Menu:* Annabelle's, The Westin Galleria, Houston.

*Room Service Menu:* The Westin Hotel, Toronto.

*Medium Priced Restaurant Menu:* Savannah Fish Company, The Westin Peachtree Plaza.

*Three-Meal Restaurant Menu (Lunch):* Sidewalk Cafe, The Westin Bonaventure, Los Angeles.

### Chef Reinhold Keller Awards

(Entrants were required to develop and submit recipes for a hypothetical restaurant of their own invention).



Harrison Ramey (center), executive chef at The Westin Ilikai, accepts the Chef Reinhold Keller Award for Tylun Pang, executive sous-chef at that hotel. Pang won the award for his hypothetical restaurant concept. Presenting the medal, plaque and copper sautoire are Corporate Executive Chef Walter Roth (left), and Chairman Harry Mullikin (right).

### First Place:

Tylun Pang, The Westin Ilikai, for his "Sea Woks Cooking" and oriental seafood bar concept.

### Second Place:

Walter Eckstein, The Westin Bonaventure, Los Angeles, for his Scandinavia Restaurant and "true" Scandinavian cuisine concept.

### Third Place:

Salim Somani, The Westin Bonaventure, Montreal, for his "La Cuisine Fraiche D'automne au Castillon" specializing in game bird preparation.

### Wine Selling Contest

Golden Peacock, Shangri-La, Singapore.

### Master Chefs

Each year the Westin Hotels Academy of Master Chefs inducts into its ranks those executive chefs who have held that title with the company for five consecutive years. This year's inductee was Enrique Martin Del Campo, executive chef at The Alameda, Mexico City.

Del Campo, along with all previously inducted Master Chefs, was presented with the newly issued white disc service pin symbolizing Academy status.

# PHOTONEWS



## Taking the first-class idea to heart

WAILEA—Valentine's Day at the Westin Wailea was made extra sweet with this eight-foot valentine heart decorating the lobby. The chocolate, marzipan and royal icing display with its "To My First Class Valentine" message was the result of three days of hard work by the hotel's creative pastry chef, Thomas Wybo.

## Employees respond to storm with 'first-class teamwork'

ATLANTA—The snowstorm which struck Atlanta on a mid-January Tuesday virtually brought its downtown to a screeching halt by early evening, and crippled the city for nearly three days. Westin Peachtree Plaza employees who couldn't make it home were



in for an "experience"—three days of living at the hotel and working wherever they were needed.

Public Relations assistant Nancy Crouse tells the story:

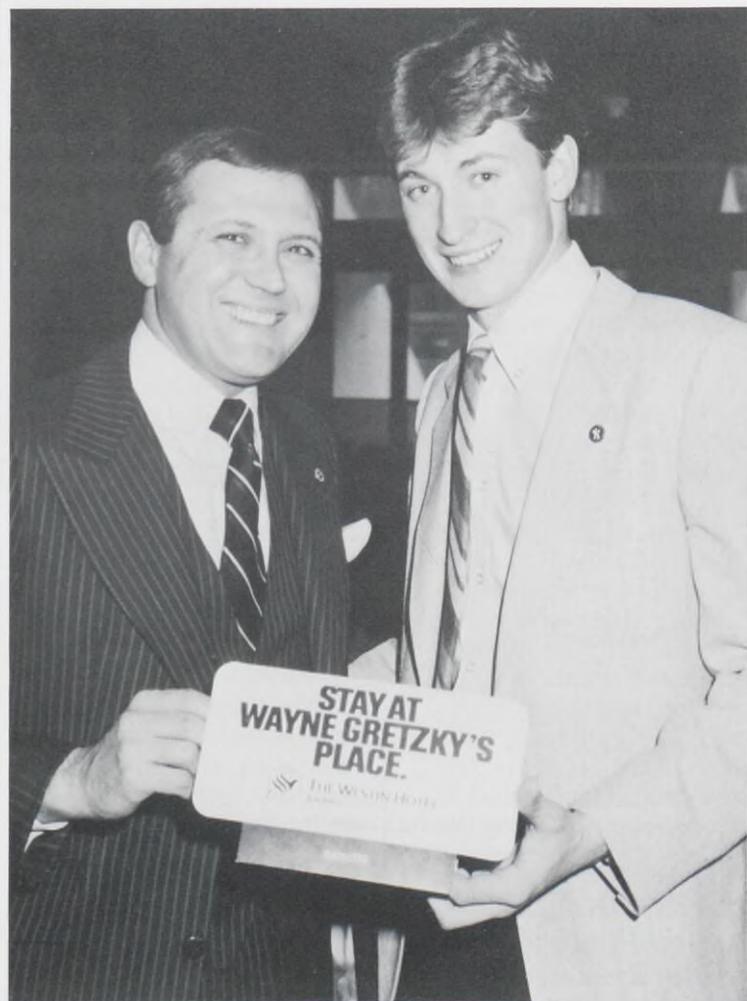
"The first night was tough. The hotel was practically sold out and the lobby packed with downtown office workers trying to: 1) get a room, 2) make a phone call, 3) have a drink and wait it out, or 4) all of the above.

"Meeting rooms were turned into dormitories and rollaway beds brought in for the employees to sleep on that night. Others grabbed pillows and blankets and slept in their offices.

"By Wednesday, our normal staff of 1,100 employees had dwindled to about 250. Those employees who did stay learned what it was like to work in departments other than their own, especially in housekeeping where we were most needed.

"It was hard work but because of a lot of first-class teamwork, we have to admit—it was fun."

After spending three days in the same clothes, Assistant Manager Cathy Schlosser (pictured here) traded them in for a banquet captain's uniform, then volunteered her services in housekeeping. ("Let's see, how is it you make a square corner?")



## First-class sports star's first-class hotel

TORONTO—Wayne Gretzky of the Edmonton Oilers and hockey super-star first class, recently teamed up with the first class Westin Hotel, Toronto by being featured in the hotel's latest ad

campaign. Gretzky (right), and General Manager Peter Smith, display a miniature of the hotel's billboard and its message that reads, "Stay at Wayne Gretzky's Place. The Westin Hotel, Toronto." In the sporting world, the hotel has gained a reputation as the home of the professional athlete.

## Security man to the rescue

SAN FRANCISCO—A telephone call: "We have an emergency in one of the guest rooms—a guest is choking."



That brought The Westin St. Francis' Security Operations Manager Bob Dalby rushing to the rescue.

When Dalby arrived, the parents of the 19-year-old choking victim were hysterical. They were unable to help their daughter, who was beginning to turn blue from lack of oxygen.

Dalby wasted no time in applying the Heimlich maneuver. Out popped the offending beer nut and everyone was literally breathing easy once again.

For his action, Dalby was given the Chairman's Award of Merit, which also includes a \$100 cash award.



### Armored car delivers liquid 'Paradise'

PHOENIX—What's found in a gold-wrapped cube, is extremely rare, costs \$55 for 1½ oz. and is delivered by armored car?

Cecil Ravenswood, general manager of The Arizona Biltmore, found the answer when he carefully but eagerly ripped open the gold-wrapped treasure—12 bottles of very fine, very rare 100-year-old "Le Paradis" cognac valued at over \$3,600.

There are only 75 cases of this cognac in the world, and The Arizona Biltmore is now the proud possessor of one of only two cases in the United States. Over a year passed between the placement of the cognac's order and its arrival at the hotel.

The price of a glass is \$55 . . . but to the affluent connoisseur, a small price to pay for a taste of liquid "paradise".

### The Plaza puts '75 on ice

NEW YORK—The Plaza kicked off its 75th anniversary

celebration year with a cocktail reception in early January to introduce "The Plaza," a stunning, lavishly illustrated book chronicling

its exciting 75-year history.

Among the 500 guests attending the gala affair were prominent members of the news media, government, business, the arts, fashion and society. A highlight was the introduction of a new song "At The Plaza" sung by Hildegard, the perennial singing attraction of the hotel's former Persian Room.

And leaving no doubt as to what the occasion was all about was this four-foot high ice sculpture centerpiece—a culinary staff creation—with its shimmering "75" message.



### Gourmets bestow 'best dinner' awards

CHICAGO—For the second year in a row, The Westin Hotel, Chicago received the "Best Dinner of the Year" award from the international gourmet society, Chaine des Rotisseurs, Chicago Chapter.

Even though the honors were shared with the Hyatt Regency, Chicago — the hotels tied for the coveted distinction both in 1980 and 1981 — it's still an impressive honor, and here members of the hotel staff proudly show off the awards.

From left: Jack Gaines,

general manager, holds one of the hotel's 1980 certificates; Ted Lialios, director of catering, and Vlastimil Lebeda, executive chef, show the traveling wall plaque that will be shared by the two hotels; and Gary Lind, director of food and beverage displays the 1981 certificate.

# Where will Westin Hotels expand next?

## Growth Planning searches for answers.



Growth Planning's three-member department (from left): Ines Novion, John Matthyse, Ken Mallory.

**T**wo years ago Westin Hotels announced its six-year growth objectives. The goal—22 hotels or major additions to established hotels by 1985.

Then, last year, Westin announced plans for restructuring its corporate organization aimed at, among other things, facilitating those growth objectives.

Almost lost in that restructuring announcement, however, (the focus was primarily on the group vice president appointments and responsibilities) was the fact that John Calvert, executive vice president/finance and administration, had added a new department to his area—Growth Planning.

Yet it is this small, three-member department wherein lies the key to

achieving the company's growth objectives.

At its head is Vice President Ken Mallory, a 30-year veteran of the company. Mallory is assisted by Growth Planner John Matthyse, a newcomer to Westin (since August, 1981) who recently received a master's degree from Cornell University's School of Hotel Administration. And rounding out the department staff is Secretary Ines Novion, now going on her 14th year with Westin.

When the department was established last May, its basic function was stated as "to plan for and pursue growth opportunities in hotel management and ownership."

"While that might say it all in a nutshell," Mallory acknowledges with a grin, "I've got to add that all the planning and pursuing covers a heck of a lot of territory. And I mean that in more ways than one."

Geographically speaking, that territory could include a potential hotel

opportunity almost anywhere in the world.

Mallory admits, however, that the bulk of their present pursuit is focused on the United States and Canada. Priority areas outside North America are the Pacific Rim countries and Europe.

The department's pursuit of potential new hotel opportunities is hardly one of tossing darts at a map.

"We do have some very definite city or destination area priorities guiding us in our search," says Mallory.

"Our top priority is to search for destination areas or a city with demand for additional quality hotel facilities where Westin is not now represented.

"The second priority is the same as the first, but where Westin already has a hotel.

"And the third includes areas considered to have future potential for a Westin hotel."

With these general guidelines, how does the department go about identifying specific target cities or destinations to pursue its growth opportunities?

Again, it's a matter of covering a lot of territory—in planning and research.

The department maintains continually updated destination research files. And currently under development by Matthyse is a project to scientifically categorize all the major U.S. and Canadian cities—even secondary ones—identifying those factors which are indicative of a demand for hotel accommodations. This would include statistics defining area demographics, convention and tourist activity, business and office space development and trends in airline growth within the community.

"While our efforts are largely self-activating," says Mallory, "we do get a lot of outside leads. For instance, we average about five to ten letters or phone calls a day from outside developers,

hotel owners and the like on site or existing hotel prospects.

"And there are lots of internal leads. Some of them come from corporate and hotel executives as a result of their travels. But most of them come from our Regional Sales Office people. As a matter of fact, all RSOs have been requested to keep us informed of business activities in the area they cover that might be helpful to us."

But for the most part, it's on site where the real prospect pinpointing research begins.

Once a target or destination has been identified, either Mallory or Mathysse, or both, will visit the community. Then it's "operation shoeleather" on a search leading, they hope, towards the identification of a specific location or opportunity.

"It's this function that I feel is the major thrust of our efforts," Mallory emphasizes.

That effort may begin by making contacts with the local chamber of commerce, local government development agencies, or realtors and developers for site clue possibilities.

A contact could be made with a developer who has a project that Westin might be interested in.

"In such an instance," Mallory notes, "we'd have to qualify the developer. That is, to decide if he has the capacity to really carry out the project as far as our requirements are concerned."

Or the search may lead to a particular site. Follow-through would involve

the start of negotiations—with assistance from Westin's Legal Division—leading to site acquisition.

Or it might be an existing hotel, that meets Westin's quality standards, that's up for sale, or whose owner(s) is desirous of engaging our management services. In such an instance Growth Planning would involve a number of other corporate people in the negotiations, including Legal, Design & Construction (to check the conditions of the physical plant), Project Finance (for a financial analysis) and others.

Site considerations offer the department its biggest challenges.

"There are so many factors to consider," Mallory explains. "There are zoning and building restrictions. And, of course, the size, configuration and topography of the site have to be taken into account. Can we build to our specifications without any major construction obstacles?"

"Then there are such things as access and egress for autos and public transportation. And since most of our guests come by air, we have to have good airport transit availability.

"We also look at the quality of the neighborhood. Is it near quality shopping, fine dining, outside entertainment or other desirable guest attractions? A nearby convention facility could also be a plus.

"Of course," Mallory adds, "a great deal of our analysis is dependent upon the type of hotel contemplated—whether it's a central business district

operation catering mainly to the business traveler, a group or convention-oriented hotel, or a resort."

As the search and research progresses, the department keeps Calvert and The Corporate Policy Committee (which meets weekly) updated on its progress.

The progression of events is usually long and painstaking. A potential project is nursed along by the Growth Planning staff until it becomes a near reality. That occurs when a letter of intent has been prepared by the Legal Division and executed by the parties involved.

At this point, the project is transferred to the Development Group and a project officer is assigned. Then it's their "baby" up to the hotel's opening and through its first year of operation.

Where will Westin Hotels expand next?

Mallory isn't saying other than there are a number of likely prospects under consideration. And which of these prospects might materialize only time will tell.

Meanwhile, Growth Planning's search for priority destination hotel sites, or existing hotels, that meet Westin's select location standards continues.

*Aerial photographs, such as this one of downtown Ottawa, provide a visual perspective of a proposed site in relation to its surrounding community.*



# FIRST-CLASS FAMILY FEATURES



## Getting out of hot water

One of the biggest and certainly the most consistent year 'round users of energy is your home's water heater. It's estimated that water heating consumes about as much energy as all the lights and appliances in most homes.

The average person will use 15 to 25 gallons of hot water per day for laundry, dishwashing, bathing, etc. For a family of four, that could add up to \$900 a year (depending on local fuel costs).

There are two primary ways to reduce your energy consumption for water heating:

### 1. Use fewer gallons of hot water.

Hot water use can be easily reduced by fixing leaking faucets and installing water flow restrictors. For example, most showerheads use as much as 8-9 gallons a minute. A flow restrictor could decrease that flow to 3-4 gallons a minute.

### 2. Reduce the amount of energy fuel used.

Fuel requirements are easily reduced by simply turning

down the hot water heater's thermostat to 120°F. The hottest shower most humans can stand is usually 108-110°F. Anything hotter could result in mild scalding or even death.

A dishwasher may need water that is 140°F, however. A word of caution—140°F water can severely scald in only 10 seconds. Also, run the dishwasher only when it is full—the average dishwasher uses 14 gallons of hot water per load.

Another way to conserve on hot water fuel bills would be to use an alternate energy source such as solar hot water heating. Using solar energy can also offer—at least in the United States—further savings in energy tax credits.

Generally speaking, however, it could take several years to get your investment back on the installation of such a system.



BY PAT COLLINS  
Westin Hotels  
director of energy  
management and  
engineering

## Getting around quiz

Taxis, private cars, buses, limos—these are all standard modes of transportation used by arriving and departing guests of our hotels.

But at some of our hotels, other more exotic "getting around" means of transportation are available to guests either within the hotel's grounds or within a few steps of the hotel.

Your challenge—to name the hotel at or near which these forms of transportation would be readily available.

1. cable cars
2. monorail
3. seaplane or sailboat
4. ferry
5. jeeps
6. hansom cab
7. bicycles
8. jeepney buses

## Poem says it all

After hearing the first-class world-wide hotel staff presentation in January, Karen Chapman, accounting secretary for The Westin Hotel, Edmonton, was inspired to share her feelings about the program with this original poem:

### Who are the Westin People?

*FIRST-CLASS WORLD WIDE  
People who smile and take pride*

*People who know . . . and about you they care  
People that are always willing to share*

*To be a king or queen . . . even for a day  
The Westin People make you feel this way*

*People who want to lend you a hand  
and make your visit the best in the land*

*Their symbol stands for a bird flying free  
Relaxed and at home . . . come and see*

*It's their First-Class Service, and people working side by side  
that makes all Westin Hotels, FIRST-CLASS WORLD WIDE.*



## Photo quiz



For many guests of this grand hotel, the tower ride in glass-enclosed outside elevators is half the fun of being there. The unfolding view of the city's skyline and the bay is spectacular. And at the top—one of the city's most elegant dining rooms and an exciting entertainment room.

The other half of the fun is being located right in the heart of one of the world's most fascinating cities overlooking a block-square park that is flanked on three sides by such famed retail shops as Macys, Magnin's, Saks and Neiman-Marcus.

If you know the city, you know the hotel—it's \_\_\_\_\_.

PHOTO QUIZ ANSWER: The Westin St. Francis  
GETTING AROUND QUIZ ANSWERS: 1. The Westin St. Francis 2. The Westin Hotel, Seattle 3. The Westin Bayshore 4. Shangri-La, Hong Kong 5. Las Brisas 6. The Plaza 7. Hotel Scandinavia, Copenhagen 8. Philippine Plaza