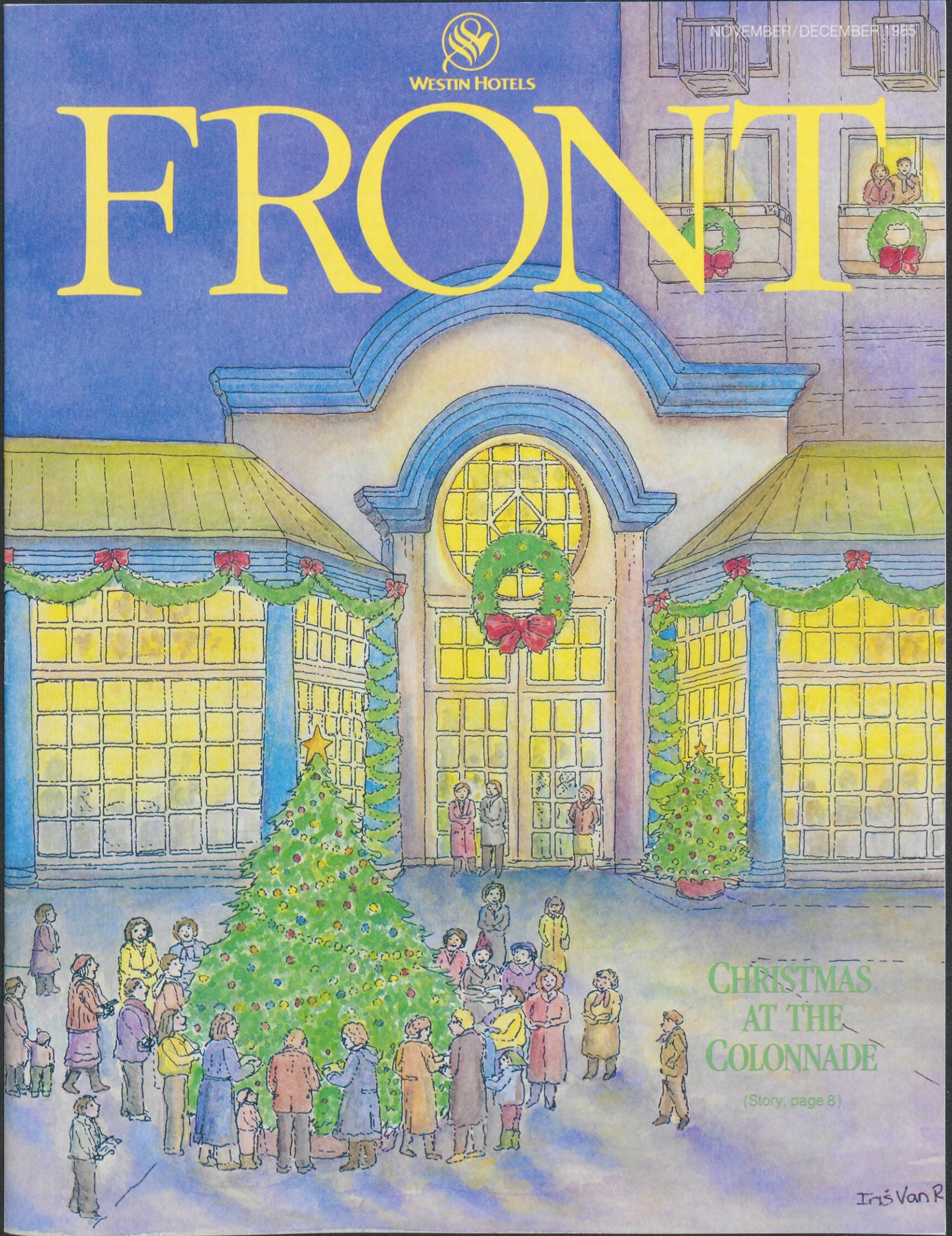




WESTIN HOTELS

NOVEMBER/DECEMBER 1985

FRONT



CHRISTMAS
AT THE
COLONNADE

(Story, page 8)

Iris Van R

NEWSFRONT

Moving on Moving up

Hans Basse, director of Marketing, The Westin Plaza to director of Marketing, The Westin St. Francis.

Susan Bradicich, cost analyst, The Westin Plaza to F&B operations analyst, The Westin Hotel, Galleria Dallas.

Donna Brown, asst. front office mgr., The Westin Hotel, Chicago to asst. front office mgr., The Westin St. Francis.

Arturo Buendia, director of purchasing, The Westin William Penn, to director of purchasing, The Westin Plaza.

Jane DeMar, sales manager, corporate sales office - Houston to director of marketing, The Westin Benson.

Pierre Dupont, asst. laundry manager, The Westin Bonaventure, to laundry manager, The Westin Hotel, Tabor Center Denver.

COVER: The Colonnade, the elegant dining room of The Westin Hotel, Washington D.C., was subject for artist Iris Van Rynbach's delightful rendering for the hotel's opening announcement Christmas card as depicted on this issue's cover.

Turn to page 8 for a report on this newest member of our Westin family which is celebrating a mid-December opening.

FRONT

A monthly publication by and for employees of **Westin Hotels**

Gabe Fonseca
Publications Editor
The Westin Building
Seattle, WA 98121

Printed in U.S.A.

Bobbie Ford, credit manager, The Westin Hotel, Galleria Dallas to credit manager, The Westin Canal Place, New Orleans.

David Gonzales, housekeeper, The Westin Hotel, Tabor Center Denver to property maintenance housekeeper, The Westin Canal Place, New Orleans.

Brian Hornyak, director of sales, The Westin Hotel - Winnipeg to area director of sales, corporate sales office - Toronto.

Joe Huber, F&B director, Century Plaza to F&B director, The Westin Bonaventure, Los Angeles.

David Jordan, asst. front office manager, The Westin Hotel, Seattle to asst. front office manager, The Westin Hotel, Renaissance Center Detroit.

John Meissner, director of sales, Westin Sales Office - Canada to director of marketing, The Westin Plaza.

Tony Mira, sr. asst. manager, The Westin Hotel, Williams Center Tulsa to sr. asst. manager, The Westin Hotel, Renaissance Center Detroit.

Michael O'Keefe, asst. front office manager, The Westin Peachtree Plaza, Atlanta to asst. front office manager, The Westin Bellevue Stratford, Philadelphia.

Charles Satkewich, asst. F&B director, The Westin Hotel, Copley Place Boston to F&B director The Westin Canal Place, New Orleans.

Tenis Trehudic, pastry chef, The Westin Hotel, Ottawa to pastry chef, The Westin Hotel, Washington, D.C.

James Tripp, exec. sous chef, The Westin South Coast Plaza to exec. sous chef, The Westin Plaza.



Artist's rendering depicting revamped Flower Street entrance.

From blank to bloom on Flower Street

The blank, fortress-like concrete wall of The Westin Bonaventure's Flower Street side will soon be a thing of the past.

Plans unveiled in early September call for the hotel's east side wall to soon blossom forth

in an exciting "pedestrian friendly" transformation.

Replacing the former blank wall will be a new grand entry to the hotel flanked by smart retail shops and a bar.

Canopies and marquees will highlight the grand entry and retail entrances for eye-catching visibility and easy accessibility for pedestrian traffic. The grand entry itself will be finished with Portuguese marble flooring

with wall treatments of marble, polished brass and glass.

The new entry has also been designed to encourage and better facilitate curb-side check in. Additionally, the existing guest registration, located adjacent to and on the same level as the new entrance, will include a new check-in, check-out facility expressly for corporate guests.

The existing Flower Street entrance will be converted into an entry to the new bar, which has been designed as a traditional "Oak Room" bar, replete with wood-paneled walls, wide oak plank flooring, leather and wood furnishings, and a classic brass-railed bar. The room will also be easily accessible from the hotel's inner atrium.

South of the new grand entry will be another entrance designed primarily to provide direct access to patrons of the Sidewalk Cafe and Beaudry's restaurant on the lobby level and the newly refurbished Top of Five restaurant and Bona Vista Lounge.

Construction on the project began in late September.

NEWSFRONT

Comp rooms for cancer patients

A complimentary cancer patient rooms program which originated at The Westin Hotel, Seattle, in 1982 was recently extended to include all Westin hotels in the United States.

In a letter to American Cancer Society headquarters in New York, Chris Marker, executive vice president, formalized a Westin program for providing hotel accommodations at no cost to cancer patients and their families while they are receiving scheduled treatment on an ambulatory basis. Westin's offer also includes complimentary overnight accommodations as may be required for such patients on the way to or from treatment facilities where there is a Westin hotel in the stopover city.

Such complimentary room arrangements are to be made by letter to the general manager of the hotel involved or, where time does not permit a written request, by phone call. Accommodations are subject to the hotel's projection of vacancies during the period covered by each request and a maximum length of stay per reservation would be normally limited to six weeks.

In addition to The Westin Hotel, Seattle, four other Westin's have been participating in a cancer patient complimentary room program. They are the Westin Hotel, Copley Place Boston, The Westin Benson, The Westin Crown Center and The Westin Ilikai.



Among the participants of the DPS workshop held at The Westin Hotel, Vail (from left): Bob Langenstein, The Westin Hotel, Vail; Judith Chiles, Corporate Sales Office, Los Angeles; Ray Stone, Area Director of Marketing (Workshop co-facilitator); Vivian Ward, The Westin St. Francis; Dennis Tracey, The Westin Hotel, Cincinnati; and Linda Detmer, Arizona Biltmore.

Another successful year for DPS, PS sales workshops

The Westin Hotel, Vail was site for the final workshop in the 1985 schedule of Dimensions of Professional Selling (DPS) sales training programs.

The highly successful Westin sales training program, introduced in 1983, was designed specifically to meet Westin's sales training needs by one of the top suppliers in the business, Carew Dimensional Systems of Denver.

Each intensive and participative four-day program includes discussions, role-playing, structured experiences, and individual as well as team presentations. Among the skill subjects covered are communications, motivation and buyer behavior, handling objections and the sales communication process. Workshop attendees include sales department members from the host hotel as well as members from other Westin hotels within the region.

The Vail workshop, held in mid-October, was the last of four scheduled this year. In combination, a total of 68 Westin sales people "graduated" from this year's DPS course.

A second phase of the Westin sales training program, Proposal Selling (PS), was implemented

this year. This three and one-half day workshop is designed to improve planning, preparing and writing a sales proposal; making oral presentations; follow-through techniques; and negotiations.

Six of these Proposal Selling workshops were held during 1985 hosted by Westin Hotels in Calgary, Toronto, Dallas, Philadelphia and Los Angeles with the final program also held in Vail in mid-October. Over 80 sales people are accredited with completing the Proposal Selling program.

Six DPS workshops and six PS workshops are planned for 1986.

NEWSFRONT

Westins respond to Mexico quake relief

Several Westin hotels can be counted among those responding to the needs of the victims of the disastrous earthquake that struck Mexico in late September.

Following the suggestion by executive vice president Chris Marker to hotel managers, a number of hotels donated used blankets, linens, pillows and similar items to Mexico relief through local service agencies.

Other hotels, such as The Westin Hotel, Chicago, sponsored employee sales of discarded hotel items ranging from glassware to television sets. Proceeds from these sales were then donated to the quake cause.

Still other hotels, including The Westin Oaks and The Westin Galleria hotels in Houston, worked in conjunction with a local television station or other local media in support of a community response effort. Additionally, many employees throughout Westin responded generously on their own behalf with cash and clothing donations.

Equally inspiring were the many letters received at Westin's corporate offices from guests of the Mexico City and Ixtapa hotels in particular, commending the hotel's staffs for their dedication and responsive consideration for their guests during the quake.

As one letter writer, a guest at the Camino Real, Ixtapa, noted: "Many of the hotel personnel knew their own families and residences could have been in danger, yet all remained on the property attending to the hotel guests to make certain we were all as comfortable as possible. I



Cathy Ultsch, purchasing director at The Westin Galleria, checks over the list of items being donated to the Mexico relief program. The effort was coordinated by KHOU-TV in Houston. Both The Westin Oaks and The Westin Galleria donated linens, bedding, clothes and other items to the program.

know for a fact many (employees) arrived at the hotel early Friday morning and did not sleep for 48 hours and made every sacrifice imaginable."

And from a travel agent guest: "We would like you to know how helpful and supportive all your hotel personnel were during a very frightening experience. We can't say enough about their behavior under stress. Of course, your facility is beautiful and we enjoyed everything about it, but people make the significant difference.

When we book in the future we will always tell clients about the character of the people who make their trip successful."

Currently, all of Westin's hotels in Mexico, with the exception of the Alameda which has been closed for an indefinite period, are operating normally.

Gold Key Awards to three Westins

Three Westin hotels have been singled out by meeting planners from across the United States as being among the top 50 hotels doing the best job of hosting meetings during the year.

In the annual survey by MEETINGS & CONVENTIONS magazine of its subscribers to find out which hotels they evaluated as tops for meeting service in the country, the 50 most nominated properties are awarded Gold Key Award recognition honors.

Included among the top 50 reader favorites were these three Westin hotels:

The Westin St. Francis, San Francisco; The Westin Hotel, Copley Place Boston; Century Plaza, Los Angeles.

Judging criteria included accommodations, food and beverage service, audio-visual/technical equipment and reservations handling. The major emphasis is placed on service and staff quality.

Management changes

Recent management announcements have included the following:

Tony Cherone, executive assistant manager of The Westin Oaks, has been named resident manager for both The Westin Oaks and the Westin Galleria, Houston.

Jim McKennon, executive assistant manager of The Westin Galleria, Houston, has been appointed resident manager for The Westin Peachtree Plaza.

Hans Bruland, senior assistant manager, The Westin Crown Center, has been named executive assistant manager for The Westin South Coast Plaza.

Didier Calvez, F&B Director for The Westin Hotel, Galleria Dallas, has been appointed executive assistant manager for the same hotel.

Pelagia Graf, senior assistant manager for The Westin Hotel, Ottawa, has been named executive assistant manager for The Westin Hotel, Winnipeg.

NEWSFRONT



Kim Chappell, Westin vice president of operations, meets with look-alike "Queen Elizabeth II" at The Westin Hotel Renaissance Center, Detroit's "whodunit" mystery party.

'Whodunit' party wows Detroit Westin guests

Queen Elizabeth II in all her affair-of-state regal finery was there. So were Inspector Clousseau, Magnum, P.I., Sherlock Holmes, Charlie Chan and Columbo. Missing, however, was a priceless jade Buddha reportedly stolen from the Queen's possession.

The scenario set the stage for a guest involved "Westin in the Midwest Party" held in early September at The Westin Hotel, Renaissance Center Detroit and co-sponsored by Westin hotels

in Chicago (downtown and O'Hare), Kansas City, Cincinnati and United Airlines.

The 'whodunit' mystery party was given as a "thank you" to Westin's midwest area meeting planner clients and to provide the opportunity for the Detroit hotel to demonstrate an imaginative theme party concept.

As the 800-plus guests arrived at the party, they were issued "passports" and attended a news briefing detailing the facts about the missing art object.

Then the search for clues began. Guests traveled to "exotic locations" throughout the hotel, enjoying spectacular spreads of food and drink at each location while gathering important clues which were stamped onto their passports by the fictional detectives.

The party culminated with a royal reception with the appearance of the Queen, a professional look-alike as was the cast of detectives. Guests who correctly solved the mystery were eligible for trips to Hong Kong, London and Hawaii.

Noted Michael Micketti, marketing director of The Westin Renaissance Center, "The party was a tremendous success and one that they're not likely to forget. More important was the chance to show our clients that we have the facilities and professional know-how to handle nearly any kind of event here. The group was impressed — I think we paved the way for some good business not only for this hotel but for the other participating Westin properties as well."

The cash was great, but so was recognition

A spot check of participating Westin hotels in the U.S. and Canada found that people are, indeed, saying nice things about the Employee Recognition Program.

Naturally, those who were among the \$100 winners in the weekly hotel drawings were most enthusiastic in their praises. But even non-winners spoke highly of the program's concept — the recognition for individual job performance.

One hotel's director of personnel commented, "The program has made a great impact on our supervisors. It has made them stop, take notice of and analyze the services being extended to guests by their employees."

Nor has that recognition of job performance been limited just to those individuals within the same department. The contact source at another hotel noted, "...there has also been a good number of employees receiving recognition award coupons from supervisors other than their own."

Obviously, being the lucky winner of a crisp, new \$100 bill can be a very pleasant experi-

ence. But being recognized by your own or some other department's supervisor for the good job you are doing can be equally rewarding. As one hotel's executive staff member put it, "A lot of our employees feel that the recognition for their performance, as indicated by the award coupons they have received, is as good as winning one of the cash prizes."

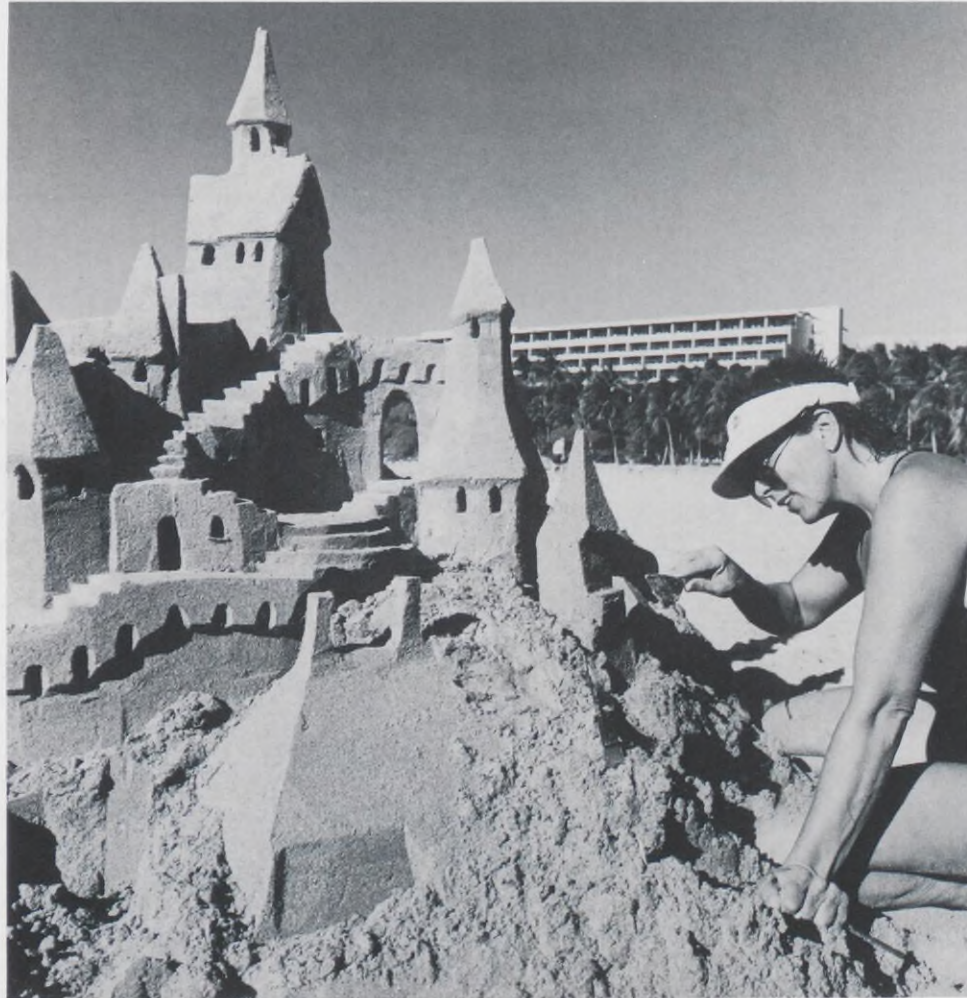
All in all, the recently concluded Employee Recognition Program has met with a good deal of enthusiasm among most participants, and the weekly opportunities to pick up an extra \$100 bill hasn't hurt. But, according to a general spot check consensus, the most important aspect of the program is that it has stimulated a heightened awareness of employee performance particularly as the performance relates to the service of hotel guests.

Winners of the program-concluding grand prize drawings of \$1,000, \$750 and \$500 for each hotel were not yet selected as *Front* went to press. They will be announced in the January issue.



Naveen Abuja, general manager of The Westin Galleria, Houston, enjoys his weekly role of drawing for the winners and presenting the cash awards that included these winners: Larry Martinez, Housekeeping; Georgia Kirsner, Sales, and Flor De Maria Gonzalez, Laundry.

Hawaii



San Francisco



Hong Kong



Dallas



Salt Lake City



Holiday Replay

...the way it was last Christmas

CHRISTMAS IN HAWAII—It was tough. But the guests of The Westin Mauna Kea on the Big Island coped the best they could by indulging in such leisurely holiday vacation pleasures as building dream castles in the sand. Creator of this masterpiece was guest Kali Bradford who just happens to be a national and international champion sand sculptor.

CHRISTMAS IN SALT LAKE CITY—It was fun. Especially for the children of the employees of The Westin Hotel Utah who attended last year's family Christmas party. The festive occasion was made particularly memorable for the youngsters because of the familiar costumes worn by employee attendants such as these two "Santa's Helpers": (Elf) Eldon Van Buren, front desk agent and (ET) Keith Runyon, concierge desk.

CHRISTMAS IN DALLAS—It was rewarding. The Westin Hotel, Galleria Dallas was co-sponsor of a special Christmas party at the hotel benefiting the Deaf Action Center of Dallas. A highlight of that event was a special Santa Claus who talked not only to the attending children that could hear, but also to the deaf children attendees through signing. Hotel employees who assisted with the festivities included Bobbi Ford (pictured), credit manager, now with The Westin Canal Place, who distributed balloons to the youngsters.

CHRISTMAS IN SAN FRANCISCO—It was entertaining. Performances by a unique quartet, billed as the "Singing Toy Soldiers", entertained lobby guests at The Westin St. Francis throughout the holiday season with their Christmas song and dance routines. So popular was their appearance last year, that they have been brought back for an encore performance this year.

CHRISTMAS IN HONG KONG—It was spectacular. Again last year, the Shangri-La, Hong Kong transformed its facade into a giant greeting card with thousands of miniature lights artfully arranged to depict this trio of carolers and spelling out the word "Joy".



THE WESTIN HOTEL, WASHINGTON D.C.



Westin's splendid showcase in the nation's capital.

Tom Gurtner, the savvy and affable general manager of The Westin Hotel, Washington D.C., is very specific in pinpointing the opening hotel's major point of difference.

As Gurtner sees it, it's not the hotel's great location, its handsome decor, or even its exceptional facilities. It's the hotel's staff.

"This hotel was designed as Westin's showcase in the nation's capital which is also one of our company's most influential markets," Gurtner explains. "It had to reflect our company in its best possible light and that begins with people."

"So, one of the first things I did when I came on the property," he continues, "was to hand pick the best — the absolute best — people I could. But more than that, to create a team dedicated as a unit towards one single objective. A very simple objective — that is to provide truly exceptional service to our guests that will achieve recognition as absolutely the finest in town, bar none."

That exceptional guest service philosophy message has been personally delivered by Gurtner to every single member of the hotel's staff. No hotel employee, in fact, is hired, until they have first been interviewed by the general manager.

"No, I don't interview them for their skills," explains Gurtner, "that's up to personnel and the department heads. All I



"A very simple objective — to provide truly exceptional service to our guests . . ."

TOM GURTNER
General Manager

want to be assured of is how they act and interact with people; their attitudes; and, most importantly, how they feel about joining a team that's determined to knock the socks off our guests with friendly, caring and responsive service."

If the staff team doesn't "knock the socks" off guests, the hotel, itself, is very likely to. Ideally located, the 400-



Half of the hotel's 400 rooms overlook the Garden Courtyard and The Colonnade restaurant.

room, nine-story hotel borders historic Georgetown and Rock Creek Park and is within a few minutes of the business district, The White House, Kennedy Center and other city attractions. It's handsome exterior construction of granite, limestone and glazed brick topped by a striking copper roof reflects traditional Washington architecture and projects a "settled" appearance.

The hotel's interiors by internationally acclaimed designer Sarah Tomerlin Lee, were designed, in Mrs. Lee's words, "...to look like an embassy with characteristic height, scale and overall elegance." The total effect, from the gracious lobby and public areas to the attractively decorated and furnished guest rooms, is stunning. The projected ambiance is elegant, sophisticated and luxurious yet comfortably warm and inviting.

According to Ralph Goodman, the hotel's director of marketing, The Westin Hotel, Washington D.C. is essentially a conference and business traveler's hotel.

"It was designed for an upscale market," says Goodman, "to accommodate roughly 25% group business and 75% individual business."

In catering to this market, Goodman points out that the hotel offers the most advanced and most complete facilities of any hotel in the city.

The hotel's 185-seat Executive Forum is one example. The auditorium combines the best of all video conferencing worlds: ad hoc video conference capabilities, an acoustically perfect environment and front and rear projection capabilities. "There is not another room like it in any other D.C. hotel," Goodman states.

Other meeting facilities include a 5,500-square foot Grand Ballroom, a 6,400-square foot pre-function area, eight meeting rooms, two board rooms with adjacent caucus rooms and four hospitality suites.

Nor can any other hotel in Washington boast a fitness

center of the size and completeness of The Westin's Fitness Center. The 16,000-square foot facility features a lap pool, squash court, Jacuzzi, Nautilus equipment, steam, sauna and massage rooms and separate locker rooms for men and



"Westin's showcase property to the nation . . . projecting Westin's best foot forward image."

RALPH GOODMAN
Director of Marketing

women. Additionally, the Center's qualified staff is available for consultation and to administer physical fitness and cardio-vascular programs for guests.

Goodman also visualizes the hotel as Westin's showcase property in the United States. "Because this is the nation's seat of government," Goodman notes, "people come here from every corner of the country to do business with the government and related offices. Also," he notes "Washington is the prime association headquarters center in the country. These are extremely influential people and a major source of group business for us and all of Westin's hotels."

"How these people are treated here, whether they are room guests, users of the meeting facilities or diners in one of the restaurants can influence their attitudes about Westin, not just for this hotel but for all Westin hotels. We also represent Westin in Washington for our travel partners, United Airlines and Hertz as their showcase for entertaining and accommodating their clients and business associates in D.C."

"We are catering to a well-traveled, sophisticated and very knowledgeable clientele," Goodman emphasizes, "and our goal is to make their visits as memorable an experience as possible and one that projects Westin's best foot forward image in serving their business and pleasure needs."

A lot of the guest's "pleasure needs" will undoubtedly find its focus in the hotel's exceptional food and beverage outlets.

Almost free-standing in the hotel's garden courtyard, (the main entry is through the hotel) is The Colonnade restaurant. Romantically elegant in concept, The Colonnade features large French windows, huge crystal chandeliers and a glass domed ceiling to give the feeling of dining in a glittering glass pavilion surrounded by

lush outdoor gardens.

Jean-Pierre Alotte, the hotel's director of food and beverage, is convinced that it will be just a matter of time — and a short time at that — before The Colonnade will be recognized as the number one fine dining room in the nation's capital.

"It's a magnificent room in a magnificent setting," says Alotte, "but it's much more than that. For one thing, we offer a degree of service seldom, if ever, found elsewhere in town. Basically, this has to do with the hotel's philosophy that the guest is doing us a favor by being with us. Whatever a guest wants, and how they want it, they will get. All choices and decisions are to their satisfaction and not to our convenience."

"That's why, for instance," Alotte adds, "we will not feature a house wine or champagne or even a brand or type of coffee or tea — it will always be the guest's choice, of whatever they want."

Another important factor that will assure the restaurant's success, as well as that of all the dining outlets in the hotel, is the quality of the food itself and its preparation.

"That we have an excellent chef in Daniel Simard and a great kitchen staff is a given," says Alotte, "but what makes our food operations so exciting is the freshness and quality of ingredients used. 'I guess,' he smiles, "you might say we are 'ingredient driven'."

In defining the term he explained that he and the chef had early on combed the surrounding countryside and established supplier agreements with several small specialized farms for the delivery of their choicest food stuff ingredients, be it fruit, vegetable, chickens, pheasants, honey, eggs or whatever. Quality and freshness determines menus.

In addition to The Colonnade, the hotel features a lobby lounge, a health club cafe and The Bistro, a casual bar and restaurant reminiscent of a French brasserie. Featured at The Bistro is a simple yet imaginative selection of menu



"You might say we are 'ingredient driven'."

JEAN-PIERRE ALOTTE
Director of Food & Beverage

items for both lunch and dinner.

Among the hotel's many innovative approaches to its food service is the room service pantry concept. Small pantries located on each floor supplement the main room service kitchen and are essentially intended for preparing continental breakfast and some egg dishes. The pantry concept is in keeping with the hotel's objective to offer the most efficient and fastest room service possible.

Gurtner likens the operation of the hotel to a theatrical performance. The stunning set is designed and in place. An all-star cast has been assembled. Everybody knows their lines and is challenged to "knock the socks off" the audience with each day's performance.

"There's no doubt about it; we've got a hit show on our hands," he says with a confident grin. "We're eager to settle in for a long and exciting run that we feel is going to play to a packed house every night once the critics — our first guests — get the word out."

"Opening Night" is set for Monday, December 16.

PHOTO NEWS



Goal attained

MANILA—It was a major goal-reaching day for three culinarians at The Westin Philippine Plaza in early October who had successfully completed the three-year Westin Culinary Apprenticeship training program. The trio (from right) Alfredo Villamil, Armando Garcia and Rodolfo Nabata, were honored

at a graduation luncheon at the hotel attended by officials from the Ministry of Labor and Ministry of Education, Culture and Sports of the Philippines as well as hotel staff members including (from left) Paul Ross, general manager and Harman Freidanck, F&B director.



Double ten

COSTA MESA—When the Westin South Coast Plaza celebrated its tenth anniversary recently, they sparked the occasion with a touch of romance. In researching their guest index files, they discovered a couple who had been married at the hotel on its opening day and celebrated their honeymoon in one of the hotel's suites. Making it a

"double ten" celebration, the hotel invited the couple to spend their tenth as guests of the hotel on its tenth in their original honeymoon suite complete with complimentary champagne, fresh flowers and full VIP treatment. The couple, Dr. and Mrs. Tim Kimble posed for this photo which is similar to the one taken at the same location on their wedding day 10 years ago.



Partners (three) in travel

CHICAGO—The Partners in Travel — Westin Hotels and United Airlines — have now been joined by a third partner with the acquisition of The Hertz Corporation by UAL, Inc. Symbolizing this new family relationship of "Friendly Skys", "Friendly Roads" and "Friendly Rooms" of the UAL team are (from left): Rita Weber, Hertz Rental representative at Chicago's O'Hare Field; Beth Marsh, United flight attendant; and John Nabor, The Westin Hotel, O'Hare guest service attendant. (Note Hertz car rental program insert in this issue.)

PHOTO NEWS

'Hawaiian Legacy' wins

HONOLULU—A stunning floral float created by the employees of The Westin Ilkai won the first-place Governor's Award in the Aloha Week parade, held September 28 in Waikiki. The float, covered with fresh flowers and tropical foilage, had "A Hawaiian Legacy" as its theme, honoring the proud tradition of passing along Hawaiian cultural appreciation from one generation to the next.

Employees portraying traditional roles were: Blossom Choy (Laundry) as a leimaker; Annette Parker (The Westin Maui/The Westin Kauai) as quilter; Katherine Bird (PBX) and Twila Keahi (Annabelle's night club) as kapa cloth makers, and Ronald Clark (Security) as a fisherman.



Skinheads win

EDMONTON—An annual event of Edmonton Klondike Days celebration is a Hotel Olympiad at which staff members from the city's hotels compete in various events such as filled tray carrying races. Coming in first place in the Cheerleading Event was this group from The Westin Hotel, Edmonton who developed their own routine and music performing as The Skinheads. Their leader, in chicken costume at left, was Liz Jahma. The Skinhead crew was (front row from left) Brenda Holland, Anne Wasserman, Brian Higginson, Gerry Labelle, and (back row from left) Karen Blackburn, Kathy Burch, Liam Lambert.



VIP VISITS...



ATLANTA—Though she stayed at a hotel closer to the theater in which she was performing, entertainer Liza Minelli was quick to discover that The Savannah Fish Company restaurant at The Westin Peachtree Plaza was the place to go for great seafood. In fact, she dined at the restaurant four out of the seven nights she was in Atlanta. Her frequent visits developed into a warm friendship with a number of room staffers including (from left) food server Bruce Granet, room manager Alain Bouzoubaa and food server Blendy Blackeney.



PHILADELPHIA—At The Westin Bellevue Stratford to deliver a major policy address on "Star Wars" to the World Affairs Council of Philadelphia convening at the hotel, Casper Weinberger (left), U.S. Secretary of Defense, is welcomed by Ray Sylvester, recently appointed general manager for the hotel.



LOS ANGELES—Actor Larry Hagman, aka J.R. Ewing of the "Dallas" TV series, poses with Century Plaza executive secretaries Margaret Tribe (left) and Jill Niehoff (right). The Dallas show staff has been using the hotel's Royal Suite as location for the "office" of a new char-

acter in the series, Angelica, played by actress Barbara Carrera. The "office" suite will be making its debut in the show this month and will be used in sequences throughout the season.



LOS ANGELES—Hollywood at its most glamorous turned out for a million-dollar fund-raiser in support of efforts to eradicate AIDS in late September. The gala event, a landmark production in its size and in the caliber of stars who performed, was held in the California Ballroom of The Westin Bonaventure. Over 2,500 guests attended the much publicized "Commitment to Life" event, that included the entertainment world's brightest stars and other well-known personalities including former first lady Betty Ford. Among the attendees was this easily recognized twosome, Loni Anderson and Burt Reynolds. (Photo credit, Ira Margolin)

Hertz Joins with United & Westin

LOW CONTRACT RATES*

SUBCOMPACT	\$26 ⁰⁰
per day	
COMPACT	\$28 ⁰⁰
per day	
MIDSIZE	\$28 ⁰⁰
per day	
FULL SIZE 2-DOOR	\$30 ⁰⁰
per day	
FULL SIZE 4-DOOR	\$30 ⁰⁰
per day	

*These rates include unlimited mileage, free CDW and require return of the vehicle to the same renting location. Contract Rates are \$3.00 higher in New York City area.

SPECIAL WEEKEND RATES* AS LOW AS

COMPACT CAR	FULL SIZE CAR
\$17 ⁹⁵	\$24 ⁹⁵
per day	per day

*Weekend rates require 24-hour advance reservation and do not include free collision damage waiver.

Do you have your Hertz I.D. with you now?

To take advantage of the Hertz-Westin program, you must show your Hertz "CDP" identification when renting.

If you have not received your Hertz CDP-ID sticker (which may be affixed to any major credit card) these may be obtained by writing to Cynthia Lund, Hertz Account Representative 2033 Sixth Ave., Seattle, WA. 98121. Meanwhile cut out one of these samples to keep with you.

WESTIN HOTELS HERTZ CDP-ID #71629 ELIGIBLE PARTICIPANT



The #1 way to rent a car.™

FOR RESERVATIONS CALL
1-800-654-UAL1
(8251)

MUST MEET HERTZ STANDARD DRIVER
& CREDIT QUALIFICATIONS.

WESTIN HOTELS HERTZ CDP-ID #71629 ELIGIBLE PARTICIPANT



The #1 way to rent a car.™

FOR RESERVATIONS CALL
1-800-654-UAL1
(8251)

MUST MEET HERTZ STANDARD DRIVER
& CREDIT QUALIFICATIONS.

WHY HERTZ?

- The most comprehensive and consistent program of service available in Rent-A-Car.
- The Hertz/United agreement provides Westin employees — Low Corporate Rates for daily rentals during the week, including...
 - Collision Damage Waiver (C.D.W.) FREE. (Currently \$6.95 per day to cover first \$2,500 of collision damage.)
 - Low Travel Industry Rates for weekends. (For pick-up between Thursday noon & Sunday noon)

• Benefits . . .

- Benefits apply to all Westin employees, spouses, dependents and retirees.
- More cars — over 350,000 worldwide.
- More locations — over 4,000 worldwide.
- Highest percentage of corporately owned locations — to help insure uniformity in service and pricing.

FOR RESERVATIONS CALL **1-800-654-UAL1**
(8251)



Do You Get Tired of Airports?

Hertz Express Service is the fastest way to get out of the terminal and into your rental car, available at over 40 of the nation's busiest airports.

BUT, you must be a #1 Club member to use Hertz Express Service. It's not a credit card and there's no fee; enrolling simply gives us the information we need to fill out your rental agreement and assign your car in advance.

If you're not already in the #1 Club, fill out this form and send it to: Hertz #1 Club, P.O. Box 25301, Oklahoma City, OK 73125. Once enrolled, you'll receive a #1 Club Membership Card and Express Pass. Then simply ask for "EXPRESS SERVICE" when you book your next Hertz car.

Hertz #1 Club Membership Application

LAST NAME	FIRST NAME		
DRIVER'S LICENSE NUMBER — INCLUDE ALL LETTERS			
EXPIRATION DATE MO		DAY	YEAR
STATE / PROVINCE AND COUNTRY			
HOME ADDRESS			
CITY, STATE/PROVINCE			ZIP
STATE, COUNTRY			
71629	WESTIN HOTELS		
CDP-ID # (IF ANY)	COMPANY NAME		
BILLING ADDRESS			
CITY, PROVINCE			ZIP
STATE, COUNTRY			
HERTZ CREDIT CARD (IF ANY). (Include all letters that appear with your card number)			

CAR PREFERENCE:

- USUALLY RENT:
- FULL SIZE 4 DR
 - FULL SIZE
 - MID SIZE
 - COMPACT

- NORMALLY PURCHASE:
- COLLISION DAMAGE WAIVER* (CDW)
 - PERSONAL ACCIDENT INSURANCE (PAI)

*Collision Damage Waiver is not insurance.

OTHER CREDIT CARD

NUMBER (include all letters)

If you do not have a Hertz Credit Card and are presently using another credit card accepted by Hertz, please indicate which one (e.g. AIR TRAVEL, AMERICAN EXPRESS, CARTE BLANCHE, DINERS CLUB, BANK AMERICARD, MASTER CHARGE).

MAIL COMPLETED FORM TO HERTZ #1 CLUB
P.O. BOX 25301, OKLAHOMA CITY, OK 73125

FOR RESERVATIONS CALL
1-800-654-UAL1
(8251)



The #1 way to rent a car.™

PHOTO NEWS



'Best of Show'

TULSA—The chili was hot, but even hotter was The Westin Hotel, Williams Center chili booth at the Sixth Annual Chili Cook-Off held in Tulsa in early September. The hotel's Roaring 20-Proof Chili Booth, attended by Roaring 20's "vamps" (from left): Ginny Creveling, Rhonda Shrum and Debra Lawson from Sales/Catering and Delores Fullerton from Glass on the Green restaurant, won Best of

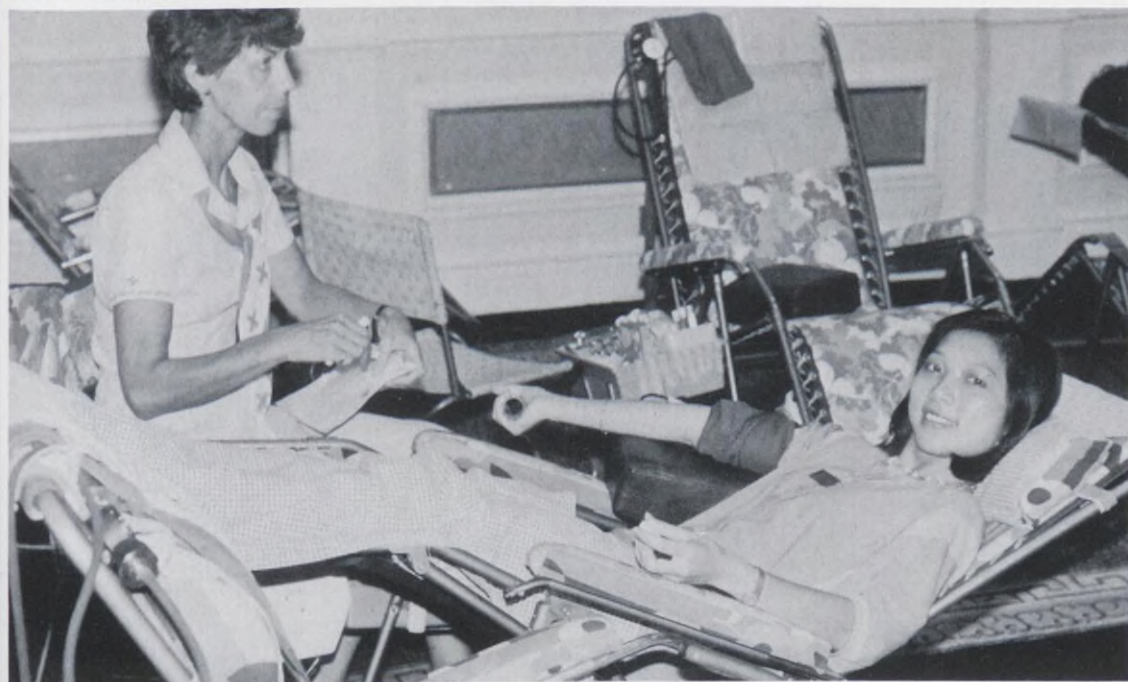
Show overall in this year's competition. Winner of the Chili Champ title for the Westin Hotels' Chili Competition was Glenn Miller, national sales manager for The Westin La Paloma, Tucson. Westin employees from five properties and the Houston regional sales office competed in the event which was held on the Green outside The Westin Hotel, Williams Center.



'Super Resorts' Team

HONOLULU—The opening of The Westin Maui and The Westin Kauai may be two years away, but there is already plenty of interest including a number of advance bookings for both hotels. A lot of credit for that interest and the

bookings goes to this "super resorts" sales team: (seated) Steve Maroney, director of marketing; (standing from left) Priscilla Texeira, sales manager/corporate and incentives; Pam Hartness, director of sales and Annette Parker, national sales manager.

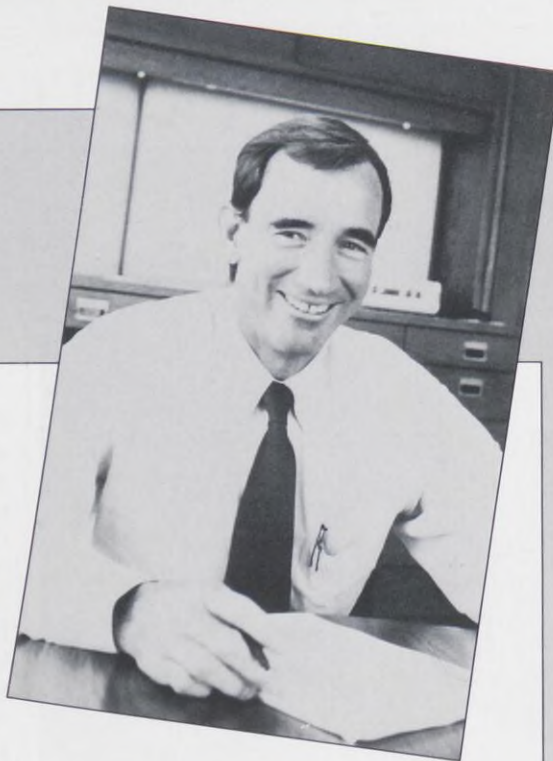


130 pints

HONG KONG—The Grand Ballroom of the Shangri-La, Hong Kong was transformed into a blood donation center for one five-hour stretch recently as some 130 employees rallied to a hotel blood donation appeal. This year's annual appeal was the largest ever for the hotel, promoted by a heavy poster campaign encouraging employees to donate, with 36 percent first-time donors. Here, Debby Hung, convention services secretary, gives her pint for the cause.

John Calvert

ON PROFITABILITY AND GROWTH



John Calvert, executive vice president and chief financial officer, is responsible for Westin's finance and administration.

Prior to joining Westin Hotels as an assistant vice president in 1969, Calvert was an attorney with the Seattle law firm of Graham & Dunn. He was elected vice president and secretary in 1971 and held the position of senior vice president between 1973 and 1976 when he was named executive vice president.

His responsibilities include locating new business activities in the hospitality industry, developing financial plans for investment in new ventures and the corporation's financial, legal, insurance and planning activities. He has been a member of the Board of Directors since 1975.

In this FRONT interview, Calvert comments on Westin's profitability and financial goals and their application to the company's long term growth objectives.

Q. Recent surveys have indicated that more than ever before, employees are showing an increasing interest in their company's profitability success. They've become keenly aware that in today's business climate, it is the profitable companies that usually offer the greatest opportunities for job security and career development. What are your comments as to Westin's current and projected positioning as a "profitable" company?

A. Westin has always been profitable and profitability is, certainly, one of our foremost goals and objectives.

There are times, however, when other short term goals will require that we sacrifice some profitability, such as the startup of new hotels that provide the "seed" for future profitability. It takes a period of time for a new hotel to mature to its most efficient level of operation and, therefore, it often can take a

number of years before a new hotel will achieve a desirable level of profitability.

In general, our profitability objective is dependent on balancing the various interests of our employees, our guests and our stockholders. As with any successful company, Westin cannot afford to lose sight of a proper balance of these three elements.

Westin's dedication to long term growth is synonymous with continuous improvement in profitability. That dedication can also be translated into greater career opportunities for all Westin employees.

Q. How do Westin's projected earnings look for 1985, and how does that relate to what was projected at the beginning of the year?

A. Unfortunately, we are not at liberty to publish those figures. As a part of the UAL, Inc. family of companies, public statements as to financial results must be issued only by UAL.

But we can say we are close to our plan for this year and it looks like we will achieve a better result than last year.

Q. Since Westin launched its new direction goals in January of this year, a number of important changes vital to the company's growth and marketing positioning have been taking place. To date, what effect, if any, have the changes had on Westin's profit picture?

A. There has been no immediate impact from these organizational changes. Nor would it be realistic to expect immediate financial return from either our expanded growth effort or marketing activities.

On the long term, however, both of these reorganizational efforts will have material and positive impacts on our financial results. More hotels, for instance, will mean more income, cash flow and earnings. And the implementation of the marketing programs and activities that are now in the development stages will also impact our financial results through increased revenues.

The impact of growth may not be felt for a year or more. Though we anticipate these innovative marketing activities to have some impact on our financial results earlier.

Q. Last May plans were announced for the sale and public syndication of Westin-owned properties in the U.S. What is the current status of that venture and how will it financially impact Westin?

"Since we are in a service industry, our employees are even more important to Westin's financial success than they might be in some other industries."

A. Actually, though the syndication plan was announced last May, several years ago we had begun our investigation into alternative programs by which we might more effectively utilize the asset value of our real estate investments for the benefit of our shareholders.

The first program to emerge was the announced public syndication of hotel ownerships in one or more of our hotel properties. As stated in the announcement, Westin, UAL, Inc. and Merrill Lynch Capital Markets would develop a program for this and subsequent syndications. We are continuing that effort with Merrill Lynch and hope to conclude it soon.

The program includes the sales of hotels through the public disposition of limited partnership units. These units would be traded on the New York Exchange thus providing a public market for these investments.

By virtue of the sale of the hotels to this limited partnership, Westin can realize financial gain on the appreciation of these hotel assets as well as the cash resources to assist in the growth plan.

Westin will also retain long term management contracts and certain rights to repurchase the hotels in the future.

Q. How does the individual Westin employee relate or contribute to the company's profitability success?

A. Well, no company can be financially successful without the dedication of its employees, and Westin is no different than most companies. Since we are in a service industry, our employees are even more important to Westin's financial success than they might be in some other industries.

The success of our operations depends almost entirely upon employee dedication and performance — particularly with those employees in public contact positions.

The guests who stay with us again and again usually do so because of their good experience while staying in one of our properties. Much of that satisfying "good experience" can only be delivered by people.

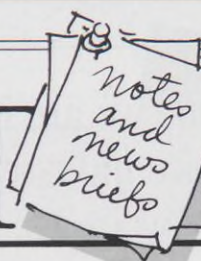
Westin's profitability and financial success is very definitely tied in to the dedication of its employees. While this may sound like an overused cliché, at Westin, people really do make the difference.

Q. How does our current profit picture stack up with what our competitors are doing?

A. It's difficult to make comparisons with most of our competitors because of distinct operational differences in this business. Some hotel companies are privately owned, such as Hyatt and Four Seasons, and do not publish financial reports. Others are consolidated with other lines of business like Marriott or Sheraton. Still others are impacted by franchising and gaming like the Hilton group.

However, we do feel that we generate financial results that compare favorably with anyone in our segment of the hospitality industry. Ours is a well-defined market segment, and we believe that within that group we are certainly as profitable and achieve as good a result as do our competitors. If this were not the case, Westin would not receive the substantial number of invitations to manage hotels that we do.

FRONT DESK



For the March of Dimes, Westin walked tall.

The figures are in for the 1985 WalkAmerica March of Dimes Teamwalk benefiting the Birth Defects Foundation. And Westin participants can proudly take a low bow for their high-placed national standing.

Westin placed in the Top Hundred among all participating companies and organizations throughout the United States. Specifically, Westin ranked in 62nd place with its 1985 pledge of \$36,824. But that's not all. Among the Top Ten participating hotel companies, Westin came in a remarkable third place in the national figures. Remarkable in that first place Hilton Hotels and second placed Holiday Inns are a great deal larger than Westin in terms of employees. To those Westiners who gave their all for this great cause, you can be sure there a lot of young birth defect victims around that are saying nice things about you.



SEASON'S GREETINGS!

TO THE WESTIN FAMILY — and their family members. Good wishes for a happy holiday season and for good fortune throughout the coming year.

A special thanks to all of you who have contributed news and picture items to *FRONT* to be shared with our Westin family throughout these pages during this past year. — *FRONT* editor.

Westin Trivia

Traditionally, Christmas Eve is Santa's night out with the reindeer as he jets the friendly skies—and, incidentally, racking up stacks of mileage-plus points—making his gift delivery rounds. Just as traditionally it's Mrs. Claus's night in. After a relaxing hot buttered rum or two, her eve is spent cleaning up after the helper elf's gift-wrapping mess.

Last Christmas when Mrs. Claus was cleaning up, she came across a box of unwrapped presents that had been hidden under a jumbo sheet of Christmas wrap, imprinted with repeat likenesses of her husband, marked for a Westin hotel. Well, they had to be wrapped and tagged and Santa would just have to make another trip.

Knowing that having the elves do the wrapping would run into their overtime, she decided to do the job herself. Maybe it was the second hot buttered rum that threw her off, but she had an awful tough time figuring out which gifts should be delivered to which hotel department.

Could you have helped her? See how you would have done by matching the items on the left column with the most likely department recipient on the right column. Answers below:

ITEM

1. Ice Sculpture
2. Suite Charts
3. Room Keys
4. Pipe Wrench
5. Luggage Tags
6. Blender
7. Roasting Pans
8. Linen Cart
9. Wake-up Calls
10. Room Nights

DEPARTMENT

- A. Engineering
- B. Banquets
- C. Beverage
- D. Front Desk
- E. Telephone PBX
- F. Reservations
- G. Sales
- H. Guest Services
- I. Kitchen
- J. Housekeeping

ANSWERS: 1B, 2F, 3D, 4A, 5H, 6C, 7I, 8J, 9E, 10G



"With more than 240 hotel restaurants, numerous dining awards, and an overwhelming desire to please, Westin Hotels leaves no trend unturned."

So introduces a featured article on Westin's success formula approach to its dining outlets which appeared in the October issue of *RESTAURANT HOSPITALITY* magazine.

Interview source for the article was Erik Erlandsen, manager of food and beverage development for Westin.

As to leaving "no trend unturned", Erlandsen points to a few Westin trends which include a concern for fresh, low calorie healthy foods ("We insist that all our food be fresh and that dressings, sauces, soups and baked goods be prepared from scratch."); exhibition cooking in which patrons can view menu items being prepared, and food retailing including bakery goods and take-home gourmet meals available in some restaurants.

UALCU celebrates 50 and breaks the billion mark.

The United Airlines Employees' Credit Union (UALCU) celebrated its 50th anniversary in grand financial style. At the close of business on September 30 and just a few weeks short of its 50th birthday, the Credit Union reported it had broken the billion dollar mark listing total assets of \$1,033,485,814. UALCU is now the nation's largest industrial credit union. If you want to join that success team — for savings and/or loans — contact your personnel office for details.