



## Personnel Group Focuses On Objectives, Standards

WHAT are the management objectives required of a Personnel Director of a WIH property?

What are the particular standards of performance that must be determined to achieve these objectives?

These were the major challenges presented to the attendees of the 3-day WEST-ED Personnel Conference held at the Olympic Hotel in mid-November. In search of the answers to these challenges were some dozen Personnel Managers of Western's U.S. and Canadian properties.

While other WIH Division's had dealt with these same subjects in their recent conferences, they were particularly applicable goals for the personnel group.

FOR one thing the position of the professional Personnel Administrator in many properties is a fairly recent innovation. In fact, many of the Conference attendees were newcomers to Western who had been hired to establish such a department in their hotels. Others, while having had previous personnel experience, were new-to-the-job transfers from other in-hotel positions. With few exceptions, there was little history of professional personnel experience within the hotels—and to a large extent within the industry—to draw upon.

NONE the less, by mid-conference the hard working group had made great strides towards defining a "management by objectives" framework. From this, the agenda focused on the philosophies and mechanics of developing standards of performance guidelines. As a take-home assignment the attendees were requested to prepare individual standards of performance objectives for their particular properties.

This portion of the program agenda was moderated by WIH Management Consultant, **Don McCutcheon** and WIH Director of Personnel, **Gordon Schneider**.

The remainder of the tightly scheduled agenda was devoted to subjects of current work-a-day concern to the group.



PERSONNEL MANAGERS and guests gather for a group portrait before session agenda begins. FRONT ROW: John Calvert, Evelyn Brier, Harry Henke III, L. P. Himmelman, Joseph B. Callihan, Frank R. Reid, Ralph Van Noy, all of WIH offices. SECOND ROW: Jacqueline Macy, Houston Oaks, Personnel; Donna Norman, WIH Personnel Office; Sandy Rogers, Personnel Space Needle; Evelyn Fisher, Century Plaza, Personnel; Audrey Crawford, Bayshore Inn, Personnel; Connie Wilson, Washington Plaza, Personnel; Leona Dureau, Bonaventure, Personnel; Nani Higashino, Ilikai, Personnel; Judy Sutherland, Winnipeg Inn, Personnel. THIRD ROW: Larry Morris, WIH Personnel; Bruce Stone, Continental Plaza, Personnel; George Johnson, Space Needle; Leif Wikan, WS&S; Russ Laase, WIH Accounting; Walt Major, Olympic, Personnel; Phil Hughes, Washington Plaza; Bill Carroll, Administrative Assistant WS&S. FOURTH ROW: Gordon Schneider, WIH Personnel; Bernard Awenenti, WIH F&B; Don McCutcheon, WIH Consultant.

Some of these were in the form of pertinent presentations by the attendees themselves.

EVE FISHER, Personnel Manager of the Century Plaza, reported on "Labor Turnover Analysis" as based on experiences within her property. The Continental Plaza's Personnel Manager, **Bruce Stone**, presented an instant refresher

course on "Interview Techniques".

**Brian Beaulac**, Group Benefits Supervisor helped bring the group up to date on the most recent developments in the various WIH employee benefit programs.

Also participating in some of the program presentations was **Larry Morris**, WIH Assistant Personnel Director, who was largely responsible for the mechanics of organizing the Conference agenda.

## COUNTDOWN IN HOUSTON

### Early March Opening Set For Houston Oaks

MOVE over Astrodome . . . a rising new star on Houston's horizon will soon reach out to grab the spotlight!

It'll be happening in early March when the ultra-luxurious Houston Oaks opens its doors to the world.

ACCORDING to General Manager, **Jim Kent**, Western's first entry into this Texas city will make as impressive an impact as the opening of the Astrodome was to the sports community. As the target date countdown to opening begins Kent offers this preview of some of the hotel's impressive coming attractions.

Each of the 400 beautifully appointed guest rooms and suites of the hotel places a particular emphasis on spaciousness and comfort with extra large rooms and oversized beds. Each are climate controlled, have full length balconied windows and all are equipped with color TVs.

TOPPING the 21-story structure is the **Galleria Roof**, a sophisticated rooftop lounge offering continuous entertainment and dancing during evening hours. This spectacular view lounge will also be open for luncheon service.

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# 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.

## CHAIRMAN'S REPORT



### CARLSON NAMED TO UAL HEAD

The announcement on December 21 that Edward E. Carlson had been named President and Chief Executive Officer of UAL Inc., and President of United Airlines was received by FRONT! offices as the publication went to press.

The announcement stated that Carlson's appointment was made following the resignation of George E. Keck as an officer of UAL, Inc. and United Air Lines. Keck will continue as a director of both.

Western International Hotels became a subsidiary of UAL, Inc. following a merger agreement and the approval of stockholders of both companies in June, 1970.

United Airlines is the largest air-line in the United States. Its headquarter offices are located in Chicago.

## COMINGS AND GOINGS

### IN -HOTEL

Edwin Teran V. is promoted to the position of Assistant Manager at the Colon Internacional in Quito while maintaining his responsibilities over sales.

### TRANSFERS

Michael Chiu from Assistant Manager of the Washington Plaza to Catering Manager of the Shangri-La Hotel now under construction in Singapore . . . Xavier Bauser named Sous Chef at the Benson from the same position at the Georgia . . .

Arcele Schiermeyer from Reservations Manager at the Washington Plaza to Reservations Manager at the Cosmopolitan . . . David Bonner from Asst. Purchasing Agent at the Century Plaza to F&B Controller at the Houston Oaks.

### NEW

Bob Zess has joined the staff of the New York Sales office as Sales Representative and Collins Schmitt joins the Chicago Regional Sales Office staff as Sales Representative. . .

## MEET YOUR CORRESPONDENT

### CENTURY PLAZA

Charlene Chabin and Sue Davis



Charlene Chabin finds it easy to recall the exact date she joined the Century Plaza staff. It was just two days before the historic Astronauts Dinner took place at the hotel in August 1969.

Another reason for its easy recall was that it began for her "one of the most fantastic jobs you could ever find!"

Charlene joined the Century Plaza's Sales staff as the Department's Office Manager and, what she considers more exciting, handling its Market Research activities. For the latter, Charlene was equipped with excellent qualifications. She has previously worked for some ten years with the U.S. Department of the Navy in the Office of Naval Research, Submarine Division, where she had received an Outstanding Performance Award from the Chief of Naval Research.

Charlene, and her husband Allen, share a mutual enjoyment for unusual family pets. During their married life they've kept a wooley monkey, a jagurundi, a boa constrictor and a baby jaguar along with a more standard assortment of dogs, cats and exotic fish.



Sue Davis joined the Century Plaza staff in October, 1968 as Personnel Assistant. Sue also offered good background qualifications for her position having previously worked for the personnel department of a large management consulting firm.

Upon her graduation from Miami University in Oxford, Ohio, she traveled through Europe working at several jobs to pay her expenses. It was at this time Sue experienced her first hotel position when she worked for a brief period as a hotel maid in Garmisch, Germany.

She admits to a diversity of hobbies and outside interests including "star gazing" which she shares with her husband, Lee. Opportunities for enjoying this activity are somewhat limited however, since it may involve lengthy field trips to avoid the interference of the Los Angeles city lights and the areas sometimes smoggy atmosphere.

Sue also enjoys sewing and painting and is an active participant in the League of Women Voters.

### 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, Tom Stanfield; 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 Mijares; Caravan Inn, Pat Sanders; Century Plaza, Charlene Chabin and Sue Davis; Continental Plaza, Audri Adams; Houston Oaks, Pat Sells; The Ilikai, Roberta Watson; Imperial Inn, Russ Revoy; The Miramar, Robert Yue; Miyako, S.F., Kristina Templeman; Northern, Con Carter; Olympic, Fran Vituli; Palace, Y. Yoka; St. Francis, Jane Dillon; Space Needle Restaurant, Larry Denenholz, Washington Plaza, Bob Hutchinson; Winnipeg Inn, J. Sandy Irwin; WIH de Mexico, Alfredo LaMont; WIH Executive Office, Ruth McCloy; Western Service, Rose Shaffer; WIH Credit and Accounting, Irene Gellus.

## HOUSTON COUNTDOWN

(Continued from page 1)

The smart lobby level Savoy Room is Houston Oaks' speciality gourmet restaurant. It will specialize in an international cuisine superbly prepared under the direction of Executive Chef, **Waldo Brun**. For more casual dining there is the Coffee Garden restaurant with its cheerful atmosphere as bright and flowery as a summer's garden. The Coffee Garden will serve breakfast, lunch and dinner at popular prices.

UP one more level is the intimate and relaxing **Lion's Bar**. This is also the same level that houses the hotel's glittering grand ballroom that can accommodate up to 1200 persons. Convention facilities are another of the hotel's space-conscious assets. There are a total of eleven meeting and conference rooms to suit almost any sized gathering and offering the most modern audio visual equipment available.

THE hotel's stunning interior design is credited to Ellen McClusky Associates of New York and Don Robbins working with Western Service and Supply, a subsidiary of WIH.

NOT the least of the Houston Oaks' attractions is the fact that it is a part of the fabulous Galleria-Post Oak shopping mall. This elegant, multi-level center houses some of the world's smartest shops and boutiques including a branch of the famed Neiman-Marcus store. Also located within the complex are several theatres, personal and commercial services and an ice skating rink. The hotel itself will have a magnificent swimming pool with a sun deck available for the enjoyment of guests.

Venturing a little further afield, hotel guests can be whisked to the Astrodome in a matter of 7 minutes and to downtown Houston in about 10 minutes.

AND for any guest who may still re-

## Mullikin Elected To AMHA National Post

"Answer 'si' for Harry Mullikin, Amigos". Circular stickers emblazoned with this message popped up everywhere throughout the Mexico City-Camino Real in December during the American Hotel & Motel Association's annual convention.



The attractive, brown on gold stickers (designed by Mrs. Harry Mullikin) were in support of WIH Senior Vice-president, Harry Mullikin's campaign for the office

## First Aid Demonstration Results In Saved Life

"IF I hadn't attended the demonstrations on closed heart massage I'm not sure I would have known exactly what to do."

Fortunately for the Olympic hotel guest, the Cardio Pulmonary Resuscitation instruction taken by **Roger Hamilton** just the week before very likely saved his life.

The guest, a nineteen-year-old male with a previous history of heart trouble, had collapsed while attending an event in the hotel's Spanish Ballroom. As Assistant Manager on night duty, Roger was called to the scene and immediately applied his recently learned resuscitation techniques until emergency aid arrived.

Roger, along with several other Olympic employees had participated in a class presentation of such emergency measures as demonstrated by a Seattle Fire Department crew. The demonstration course was sponsored by the Olympic's Safety Committee and was made available to all department heads as well as any other interested hotel employee in mid-November.

The group learned to recognize the symptoms identifying each situation and the necessary first-aid steps to be taken. With a dummy figure as a prop, several members participated in practicing the proper techniques of resuscitation and closed chest heart massage. While Roger was not one of these, he did admit, "Fortunately, I was keeping a very close watch while the others were doing the demonstration".

The hotel's very active Safety Committee is now working on a program

main unimpressed with the finest hotel facilities Houston has to offer there is always the nearby Manned Spacecraft Center that might provide his hasty exit into outer space in search of something better.

of AHMA Secretary . . . the group's only elective position. They were being worn not only by convention delegates but also by many Camino Real non-member employees who wanted to demonstrate their support for their fellow WIH family member. In fact, several employees requested stickers for use on their car bumpers as a further boost for Mullikin's campaign.

When the final AHMA delegate vote was taken it resulted in an overwhelming "si" for Mullikin. He will now serve a four-year term of office, following which he will be automatically appointed as President of AHMA in 1975.

whereby a First-Aid course will be offered to all personnel of the Olympic. According to Committee Chairman, **Judy Millard**, Executive Assistant Housekeeper, the courses will be held at the hotel and those who complete the instruction will be given First-Aid certification.

The Safety Committee is composed of eight members representing the various departments within the hotel. They meet once a month for the purposes of investigating and improving the over-all safety conditions of the hotel for staff and guests.



JUDY MILLARD, Olympic Executive Assistant Housekeeper, gets instruction on closed heart massage technique.

## MEANWHILE... AT THE SPACE NEEDLE



. . . another safety-first aid demonstration pays off — and with a bonus check! **Stephen Holcomb** (right) of the Space Needle Steward's Department took close mental notes during the fire-fighting courses for Needle employees sponsored by the Seattle Fire Department.

Consequently, when an electrical fire broke out in the sauce station of the Space Needle's kitchen one early morning recently, he knew exactly what equipment to use to put it out. For his alert action, Space Needle General Manager, **George Johnson**, presented Stephen (a 17-year old high school senior) with a \$50. bonus check in appreciation.

## Georgia Books Brides With Brides Book

# ... let us plan YOUR WEDDING

"WE are planning a June wedding with about 200 guests for a reception and dinner. Can you tell me about your arrangements...?"

Phone and mail inquiries of a similar nature are regularly received by the Catering Departments of Western's hotels, and for many of them weddings represent a substantial portion of their banquet business.

Among these is the Georgia Hotel which has long enjoyed a popular reputation for specializing in wedding receptions in the Vancouver area. But because it has a relatively small Catering staff—only three people—this much appreciated business has also created its problems.

For the prospective bridal couple there are countless details that must be decided upon in planning their reception activities. This is a process that may involve several lengthy and time consuming phone calls for both the Catering staff and the wedding party.

OBVIOUSLY, to try and rush these phone interviews or give curt replies to inquiries would serve to damage the hotel's jealously guarded reputation for its personalized attention to details in handling these functions.

Recently, Hermann Schaad, Georgia Catering Manager, has developed a very happy and practical solution to the problem. With the help of his Assistant, Ed Puls and Catering Secretary, Mary Wade, Schaad compiled a list of all the basic information needed in planning a wedding reception. From this they produced a very attractive, yet inexpensive booklet,



**HERMANN SCHAAD**, Georgia Catering Manager, refers to the Departments wedding plan booklet as he books reception details.

entitled "Let Us Plan Your Wedding".

THE booklet details all the services provided by the Department including sample menus for a luncheon, dinner, stand-up reception, etc. Complimentary items supplied by the hotel, as well as some general reminders for arrangements to be made by the bride such as assistance

on room reservations for out of town wedding guests, are also mentioned.

On the back page of the booklet is a perforated card which may be mailed to the Catering Department arranging for an appointment for a more detailed discussion of plans.

Now, when a wedding reception inquiry is received at the Office, one of the brochures is mailed to the party immediately. It is then suggested that after reading the booklet, the party call back for more detailed information and prices.

ACCORDING to Schaad, the booklet has been received with a great deal of enthusiasm. It appeals to the prospective wedding couple by helping them decide, at their leisure, on the type of reception they would prefer. When they are ready to discuss arrangement details with the Catering Department they now have a much clearer picture of their requirements.

For the Georgia's Catering Department, this has not only meant an important time saver but has even further enhanced their reputation for more efficient personalized service.



**GOLD MEDAL**—Executive Chef Hans Lenz (right) of the Continental Plaza was singularly honored as the recipient of the Escoffier Gold Medal at a recent Escoffier gathering in the hotel's ballroom. It was the first such honor to be awarded an executive chef in the history of the Chicago chapter of Les Amis D' Escoffier Society. A congratulatory smile is offered by Dwight Call (left) WIH Vice-president and General Manager of the Continental Plaza.



**STYLE SETTER**—The Houston hotel scene will never be the same again once the Houston Oaks opens. Among its many pace-setting innovations are the hotel's smartly styled employee costumes... something new in Houston which tends towards drabness in uniforms. Modeling two of the proposed uniform costumes above are Helen Pipes (left), Reservations Supervisor, wearing a front desk and Reservations uniform, and Mignon Schaffner (right), F&B Secretary, in the uniform to be worn by the Coffee Garden Waitresses.



**BOWLING CHAMPS**—For the first time in the Ilikai's six years of bowling history, first place honors were awarded to one of its three teams entered in the Hawaii Hotel & Motel Industry Bowling League. The winning "Ilikai A" team was awarded individual trophies and a complementary weekend trip to Kona. The triumphant group is pictured above, with hotel sponsors—Lou Martinelli, Resident Manager, left and Jim Durham, Vice-president—Managing Director, right. From left (standing) Hal Carey, Clem Parker, Nina Rapozo, Jim Pope and Jackie Harbottle. (Kneeling) Earnie Ancheta, Sando Rapizura.



**APPRECIATION**—Alta Bloomer Manager-Treasurer of the WESTY Federal Credit Union (for the employees of WIH Seattle properties) receives a letter of commendation and a salary raise from Credit Union President, Tom Orbeck. Orbeck, WIH Director of Development, made the presentation on behalf of the groups Board of Directors during an open house event at the Credit Union offices in November. The letter in part, thanked Alta for her "outstanding job performance" in administering the WESTY organization during the past year.



**GOLDEN CHICKEN**—Bill Wells, Century Plaza Purchasing Agent, is presented the "Golden Chicken" Award for shooting the highest "gross" score (a smashing 123) during the hotel's "Turkey Shoot" golf tournament in November. Making the presentation at right is Chuck Mellors, Chief Accountant. A total of 22 prizes were awarded including turkeys for all 1st and 2nd place wins.



**TEA FOR TWO**—Miyako Construction workers after a busy morning at the hotel site, pause for a tea-break and are graciously served by diminutive Miyoko-san, a Miyako Waitress. The San Francisco Japanese styled hotel is now involved in an expansion program that, when completed by June 1971, will include a new banquet room, (the Imperial Room) a second smaller banquet room, enlargement of the present Garden Bar and Spring Room, and the addition of seven deluxe suites.

## NEWS-PICTORIAL



**PREMIERE**—"The Great Shikar", a movie account of a safari into Afganistan, held its world premiere showing in Billings, Montana recently and was preceded by a gala premiere party at the Northern. Above, Jerry Frazer, Sales Manager (left) and General Manager Kerry Hilaire pose in the hotel lobby with a stuffed Marco Polo sheep, the premiere symbol.



**FIRST LADY**—Escorting a radiant Mrs. Nixon through the lobby of the St. Francis during a recent visit, is William G. Quinn, Vice-president and General Manager of the hotel. The Nation's first lady later greeted some 4,000 guests at a reception held in the St. Francis' Mural Room.



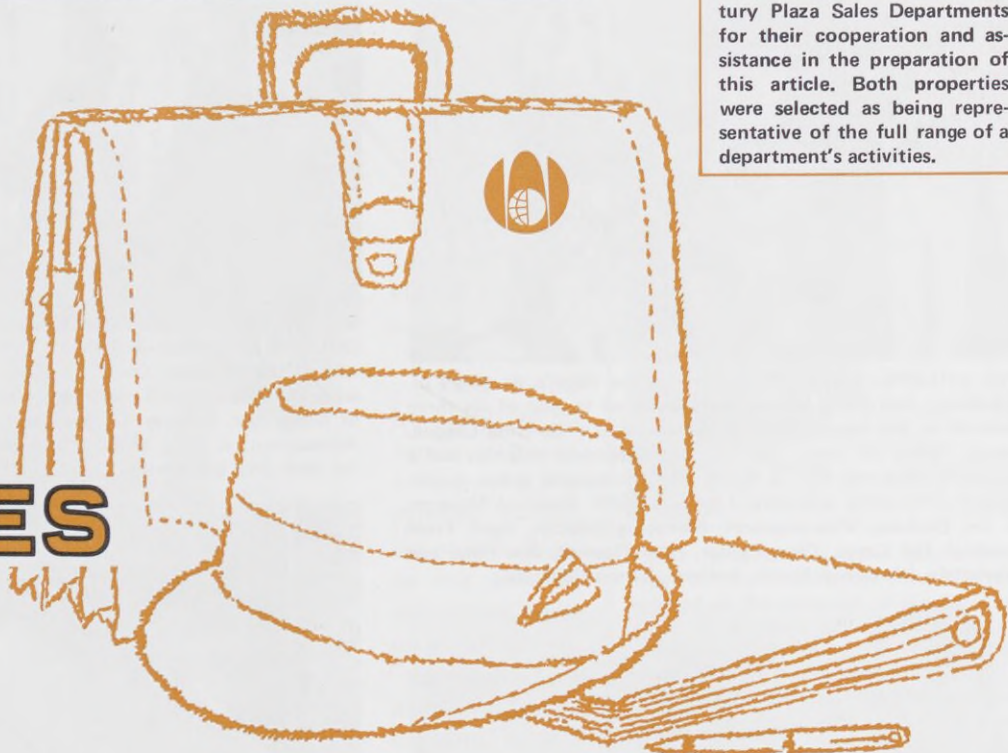
**PRE-VIEW**—Dave Paulon, Anchorage Westward Executive Assistant Manager, gets a pre-view of the hotel's tower construction from his precarious steel framework perch. Wearing a Bellman's uniform and carrying a suitcase, Dave attempts to visualize what the 22-story addition will look like when completed late this year.



## HOW YOUR HOTEL OPERATES

FRONT! wishes to acknowledge the St. Francis and Century Plaza Sales Departments for their cooperation and assistance in the preparation of this article. Both properties were selected as being representative of the full range of a department's activities.

# SALES



## Part I

### Group Sales

"ANY group on earth, if it is made up of ten or more people, we're interested in booking 'em". Then more realistically Mike Hartnett, Director of Sales for the St. Francis added, "there is no possible way we could contact all these groups or even know of their existence, but, since you asked where our group business comes from I would have to say almost anywhere. Within certain limitations, if they need the space we've got the place!".

Over any given period of time a large percentage of WIH hotels occupancy is, as it is at the St. Francis, group business of one sort or another. It is an occupancy business that ranges from small tour groups passing through to a full-scale several-day convention that could involve hundreds of people. But whatever the group, its booking is dependent almost entirely upon the productive results of the hotel's Sales Department.

"As with any sales effort", says Bruce Luckner, Sales Manager at the Century Plaza, "this business is seldom dropped in your lap. You have to go out and get it. And you've got to remember there are plenty of competitors who are selling just as hard as you are".

#### TWO BASIC CATEGORIES

Basically, a hotel's sales effort can be categorized as group (Business, Associations, Tours, etc.) and Corporate. (However there is a great deal of overlap as in corporate accounts, for instance, wherein a salesman attempts to acquire both their corporate group and convention business as well as their corporate individual business.)

The typical WIH Sales Department includes a Director of Sales as Department Head. He is charged with the department's administration, the training and supervision of his sales force and as a direct sales effort, he is usually responsible for the production of much of his hotel's national and international group sales.

The hotel's Sales Managers are responsible for the corporate or association group accounts of a defined marketing area, which may be local, regional or state-wide in scope.

Sales Representatives, the youngest in terms of experienced people in the department are mainly assigned to call on corporate accounts within the city or local area.

#### GROUP SALES FUNCTION

In this first article, we will explore the Group sales function particularly by the salesman charged with national and

international account responsibilities (regional and local group accounts require a similar approach.) His primary sales prospects are business corporations and associations. Such organizations might be the headquarters offices of an international, national or regional manufacturer, a soft drink producer for instance, or a service organization such as an insurance firm. On a company-wide or regional basis, these firms will schedule group gatherings such as sales meetings and product shows for its employees, or dealers requiring the services of a hotel's facilities.

Another diversified group are the associations. They, too, can also be international, national or regional in scope. They may be professional associations of doctors, teachers, or business executives, service and trade union groups, religious and political groups, as well as assorted fraternal orders of butchers, bakers or candlestick makers. Their membership may range from ten to ten thousand. The one thing they have in common are scheduled plans for conventions and other meetings which might involve hotel space.

While the large business corporation offices are located almost anywhere in the country, most associations are headquartered (in the United States) in the cities of Chicago, New York and particularly

Washington, D.C. Unlike most corporate bookings, association group gatherings are usually planned some years in advance. (The St. Francis, for instance, has listed a tentative association booking for the year 1999!) Many of these organizations employ persons whose primary responsibility, it is, to select meeting sites and coordinate all convention activities.

Other association groups may decide upon their convention site locations through a vote of their membership or as decided by the association's officers. In any case, it is a hotel's salesman's prime activity to contact these decision makers and influence their choice in favor of his hotel.

### ACCOUNT FAMILIARITY

The effective salesmen will not only have a thorough knowledge of his product (his hotel) but must also have completely familiarized himself concerning the organization itself—its purposes, membership and a history of its previous convention activities. Some of this information is available by contacting those hotels previously hosting the organization. Much more of it is obtained by some sharp departmental detective work.

At the Century Plaza, for instance, the Sales Departments Research Director **Charlene Chabin**, maintains a full library of reference material from which she can compile background data on almost any organization in the country as well as the name of the person to contact, at a salesman's request.

After all this information has been compiled and digested the national account salesman is then ready to plan his attack itinerary.

"Time", says Mike Hartnett, "is a salesman's most important ally, and a good salesman should learn to manage it carefully". To illustrate, he points out that no salesman leaves the office until he has organized all of his calls. On trips to an unfamiliar city the schedule of prospective calls are even plotted on a map beforehand by street or city section groupings to save time.

A most invaluable asset in the organization of a salesman's time is in the "back-up" assistance he receives from the Departments' clerical staff. Secretaries and other office personnel, process the steady flow of departmental correspondence, help plan his sales call itinerary and make his

(Continued on Page 8)

## GROUP SALES is a Group Effort throughout WIH Sales Departments as it is at the Century Plaza and St. Francis Hotels



Dave Evans heads the Century Plaza Sales Department as Director of Sales.



... as does Mike Hartnett, Director of Sales for the St. Francis.



St. Francis Sales Manager, Rich Allison, also works on Group Sales accounts.



Group Sales is a full time effort for the Century Plaza's National Sales Manager, Bruce Lucker.



Charlene Chabin, Century Plaza Research Director flips through account files.



Sales Secretary Ann Biernacki, relieves her boss, Mike Hartnett, of countless details.



Vicki Bland concentrates on group tour business as Tour Coordinator for the St. Francis.



Century Plaza Sales Assistant, Margaret Hope, lends an efficient helping hand to the department's operations.

(Continued from Page 7)

travel arrangements. Others may assist him with account research and help maintain prospect files and department records. Their efforts are directed towards relieving the salesman from as much in-office routine as possible so that he may perform his primary function . . . calling on prospects.

### THE PRESENTATION

A hotel salesman's basic selling tool—since he is selling a service rather than a tangible product item—lies in his presentation. He is his own sample case—a direct reflection of his product. Of course he is supplied with hotel literature and at times he may even support his case with a slide presentation, but basically he must rely upon his verbal persuasive talents. Often this may take some pretty hard talking. For instance, as Bruce Lucker points out, **"Since many of the major associations are headquartered in the East, we've got to do a harder selling job than does our Eastern competition. First, we've got to sell them on bringing plane loads of people out West and then to Los Angeles before we can even sell them on the Century Plaza"**.

In spite of this distance handicap the sales performance professionalism exhibited by the various WIH Sales Departments reveals some impressive booking results. A major factor in their favor however, is summed up in Hartnett's statement, **"Because we represent a very superior accommodations product, we have more to offer a prospect and can be more selective in our market"**.

Selling a somewhat intangible service can be made even more difficult if the product does not even yet exist. **"We've been selling the facilities of the St. Francis Tower, since it was still just a hole in the ground,"** says Hartnett. **"This involves the added selling job of persuading the prospect that it will not only be completed as promised but that it will be in full service operation when his meeting is scheduled."**

The St. Francis of course, is already an existing property enjoying a widely known reputation. A more difficult sales effort is the attempt to sell an entirely new property, especially in a city where WIH has not been previously represented, as in the case of the Houston Oaks, for instance.

Whenever a group booking has been made, the salesman forwards to the client a letter of agreement which outlines the various activities of the groups schedule. Such letters may be enclosed in a pocketed folder presentation which would include brochures on the hotel plus those that might be supplied by local tour groups promoting the tourist attractions in the community. Convention bookings are made far in advance and every attempt is made to book them at times when business for both banquet and guest room facilities is needed. Upon receiving the letter, the account, after making any necessary changes, signs it and returns it to the Sales Department.

### THE FOLLOW-UP

The salesman will then enter all the vital information in as complete a form as is possible in the department's log book. Followup contact will firm up specific details and these will also be included in the log data forms. At a designated time before the actual convention dates, the Catering and Banquet departments will become involved. The Reservations department is instructed to block rooms to be used and prepare to handle incoming reservations. Gradually the responsibilities for the meeting arrangements will be taken on by these and other hotel departments. **"Of course we will continue to maintain contact relationship with the group,"** says Lucker. **"But their real needs now are with these other departments. Our responsibilities, once all wheels are in motion are to check in occasionally to be sure things are progressing satisfactorily. We also arrange for VIP treatment of the group's executives upon their arrival and follow-up with a thank you letter of appreciation after they have left. We also include a post-convention critique for his records that lists all their functions and changes. Naturally we also ask for future bookings for our own and other Western International Hotels. After they have enjoyed our facilities, the repeat business sales job is a much easier one"**.

### EVERYONE ON SALES STAFF

All Salesmen agree that their greatest in-hotel sales assistance comes from the hotel staff itself. As Hartnett states it, **"Though we have the titles everyone in the hotel is actually a part of the hotel's sales staff"**.

Prior to the actual booking of the convention for instance, the organization's convention executive or other responsible member will often tour the hotel's facilities. To a great extent it's not only the facilities themselves, but the service and the treatment he receives from the hotel's employees which may determine the outcome of his decision. The same considerations apply while the group is actually in session. If the group has enjoyed the hotel's services and facilities and everything has been done by the hotel's staff to make their stay a most memorable one they are more likely to return—not only as a group, but also as individual travelers. For this reason Hartnett strongly emphasizes the necessity of keeping everyone in the hotel posted and aware of conventions schedules.

### OTHER SOURCES

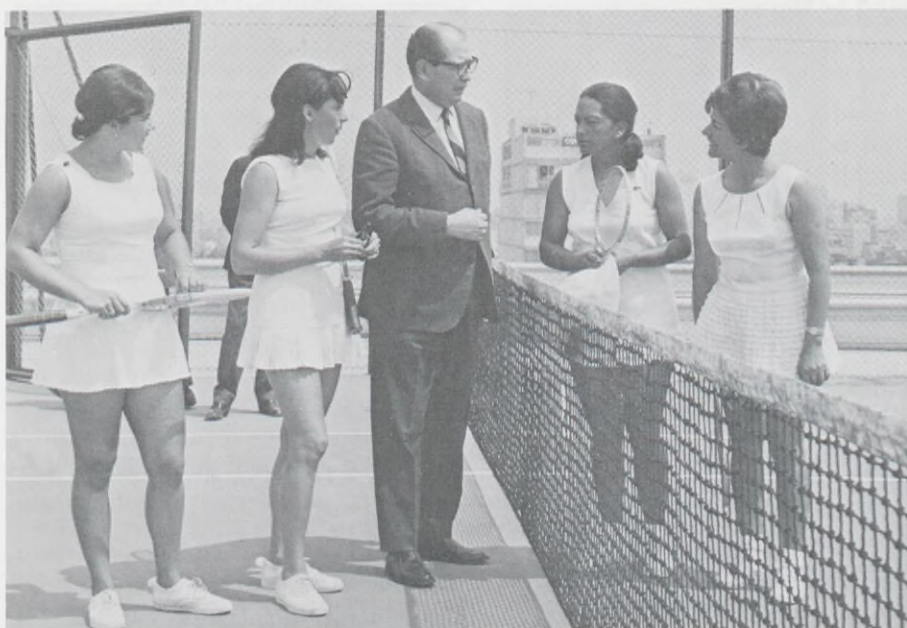
In addition to calling directly to individual accounts, there are other important sources of business potential explored by the salesman. One of these is their participation as a guest or exhibitor at conventions made up of professional convention people, such as the American Society of Association Executives and the Professional Convention Management Association. They also attend Travel Conferences such as ASTA, (American Society of Travel Agents, and PATA, (Pacific Area Travel Association) to solicit travel group business.

These sessions are especially valuable potential business sources for the Salesman, since he is able to contact several individuals at one time and at a single location. At some of these gatherings manned booths may be set up to dispense hotel facility literature and answer questions. In addition hospitality rooms may be established where prospects are invited to discuss business in a relaxed and informal atmosphere.

National convention sales, because they usually are booked so far in advance, are known as "long range" business.

More immediate group bookings—mostly under six months lead time—are the particular concern of corporate and tour group sales. Their approach towards this "short range" group business will be explored in next month's issue of FRONT!

## FRONT! INTERNATIONAL



**MEXICO CITY**—This fall the Camino Real-Mexico City inaugurated the opening of its outdoor tennis courts located on the hotel's rooftop. Included in the ceremonies were exhibition matches by some of Mexico's top tennis players. Above, General Manager Ramon Zapata, enjoys a pre-game chat with some of the players . . . and picks up some tips on what's been wrong with his backhand.



**QUITO**—Thomas Beykovsky, (center) General Manager of the Colon Internacional in Ecuador announced in November two important appointments to his hotel staff, then commemorates the occasion with this group photo. At left is Edwin Teran V. who was promoted from Sales to Assistant Manager. At right is Federico Perez I. who joins the hotel staff as Assistant to Sales and Supervisor.



**HONG KONG**—The Hotel Miramar became the first hotel in Hong Kong to put television sets in all guest rooms. Photo shows the signing of the contract for this installation in the Board Room of the hotel. From left: Michael Tse, Manager of Central Radio & Electric Co.; Albert Young, Manager of the Miramar, and Toshio Kuboi, Hong Kong Representative of the Nippon Electric Co., Ltd. of Tokyo.

## Mexico Sales Meet

THE recently opened Camino Real-Chapala was the site for the Annual WIH de Mexico Sales Meeting last November. Sessions were held in conjunction with the Mexico Manager's Meeting which allowed a great deal of participation between the Managers and the Sales people.

In addition to those members attending from the WIH de Mexico properties and sales offices were **Jorge Gonzales**, General Manager and **Ed Carrette, Jr.**, President, Guatemala City properties and **Don Drysdale**, General Manager of the San Salvador-Camino Real. Attending from the United States were WIH General Sales Manager, **Bill Newman**; **Sherm Elliott**, Sales Director for the Los Angeles Sales Offices; **Jim Kent**, General Manager and **George Caldwell**, Sales Manager both of the Houston Oaks and **C. R. Lindquist**, Senior Vice-president, WIH.

Major presentations to the group were made by **Javier Gorozpe**, Director of Sales for the Alameda; **Russ K'Burg**, Director of Sales of the Camino-Real Mexico City, **Ulrich Schwartz**, Managing Director of the Alameda and **Sherm Elliott**.

**Michel Sauve**, Director of Sales for WIH de Mexico was session moderator and further participated with a presentation on travel planning.



**TOKYO**—Backdropped by the construction of the Takanawa Prince Hotel are from left: **Kiyoshi Kishi**, International Sales Manager, Prince Hotels; **Akio Hirao**, Regional Promotion Manager, WIH; **Hitoshi Serizawa**, Sales Promotion Manager, Prince Hotels. Hirao recently toured some of the hotel properties of the Prince chain, two of which (the Takanawa Prince and the Tokyo Prince) have recently become associated with WIH. The Takanawa Prince has scheduled a March opening for their new multi-story hotel tower construction.



## FRONT FAMILY FEATURES

### 1970 IN REVIEW

Presenting some of the top WIH news highlights of the year and major personnel appointments as reported in the pages of FRONT! during the past twelve months.

- JANUARY**—24th annual Management Conference held at Washington Plaza. Vice-presidential appointment announcements include: Corporate—William Quinn and Dwight Call; Marketing—Bruce McKibbin; International Division—Al Freudentheler, William Jauregui, Warren Anderson and William Ellis; Western Service—Russ Nickel. Edward King wins Thurston-Dupar Award. Two new hotels for WIH de Mexico, Chapala Camino Real and Matzatlan Camino Real, announced.
- FEBRUARY**—Plans for major additions to Continental Plaza and Century Plaza hotels revealed. Dusit Thani opens in Bangkok, Thailand. Jack Vaughn named Manager of Continental Plaza and Lou Martinelli appointed General Manager of Makaha Inn.
- MARCH**—Proposed merger of WIH with UAL, Inc. announced. State Suite of St. Francis opens. WIH Reservations Offices opens in Detroit area.
- APRIL**—Plans for 22-story tower addition to Anchorage-Westward revealed. Carlson reveals details of WIH-UAL, Inc. merger. Management Seminar held at Olympic. Gary Long appointed as Assistant to the General Sales Manager for WIH Marketing Division.
- MAY**—Bruce Pierce Scholarships Awarded to children of Olympic and Ilikai employees. Management appointments include: Brent MacDonald to Resident Manager of Century Plaza; Kerry Hilaire as Manager of Northern; Larry May as Executive Assistant Manager of Houston Oaks; George Williams as Executive Assistant Manager of the Benson. Miyako hotel in Kyoto opens Royal Suite.
- JUNE**—Peter Martin named General Manager of Calgary Inn. WIH Sales Conference convenes at Century Plaza. WIH Research Committee formed and chaired by Jack Elliott. Akio Hirao heads Tokyo Promotion Offices Camino Real, Mexico City, announces expansion of facilities. Front Office Conference held at Calgary Inn.
- JULY**—Top HOLIDAY awards to Benson and Bonaventure. C.D. "Dino" Vondjidis is promoted to Executive Assistant Manager of Dusit Thani. Pouring of foundation for St. Francis 32-story tower made. Hotelectron offices open in Mexico City.
- AUGUST**—Management appointment announcements for Bill Bryant as WIH Vice-president Thailand and General Manager of the Dusit Thani; Bob McCauley as General Manager of the Georgia, and Fred Oakley as General Manager of Imperial Inn. Camino Real, Chapala opens.
- SEPTEMBER**—Winnipeg Inn opens. Acquisition of Cabo San Lucas for hotel site announced by WIH de Mexico. Annual Accounting Conference held jointly at Olympic and Washington Plaza hotels.
- OCTOBER**—Executive Housekeepers Institute at Bayshore Inn. Food and Beverage Seminar at Benson includes presentations of "Silver Spoon" and "Golden Chalice" awards. WIH affiliation with Tokyo Prince and Takanawa Prince Hotels of Japan. Don Drysdale appointed as General Manager of San Salvador Camino Real and Warren Anderson named General Manager of Bayshore Inn. Official opening of Bayshore Inn tower addition celebrated.
- NOVEMBER**—Personnel Conference held at Olympic. Management and Sales Seminars for WIH de Mexico properties at Camino Real-Chapala. Joe Guilbault appointed General Manager of Carlton Hotel in Johannesburg.
- DECEMBER**—WIH family members throughout Western's World celebrate Christmas holidays and look forward to a prosperous New Year.

## The Amateur Gourmet

### SOME MOST COMMON WINE TERMS

AS in any specialized area the "language" of wines has its own vocabulary of terms. A few of these are listed and defined below. This glossary (California Wine Institute Source) is by no means complete, but were selected as basic in furthering your knowledge and enjoyment of wines.

\* \* \* \* \*

**ACIDITY**—in wine, acidity is the word normally used to indicate the quality of tartness or sharpness to the taste, the presence of agreeable fruit acids, an important favorable element in wine quality. Not to be confused with sourness (see "sour") or with dryness or astringency.

**APERITIF WINE**—aperitif is a French word for an appetizer, a drink taken before meals to stimulate the appetite, but in the United States the term "aperitif wine," as distinguished from "appetizer wine," usually refers to Vermouths and other wines of the appetizer class which are especially flavored with herbs and other aromatic substances.

**APPETIZER WINE**—those wines of the dessert wine class which usually are served before meals, such as Sherry and Vermouth.

**AROMA**—that part of the fragrance of wine which originates from the grapes used, as distinguished from "bouquet."

**DRY**—the opposite of sweet; free of sugar. Dryness should not be confused with astringency, acidity, tartness or sourness. It simply means lacking in sweetness.

**GENERIC**—wine type names which stand for definite type characteristics are called generic names. Generic names of geographic origin originally applied to the wines of specific Old World viticultural districts; as those wines became famous, their names, through the centuries, came to designate any wines with similar characteristics, wherever grown. Burgundy, Champagne, Port, Rhine Wine, Sauterne and Sherry are the best known generic wine type names of geographic origin. Claret and Vermouth, on the other hand, are generic names without geographic significance.

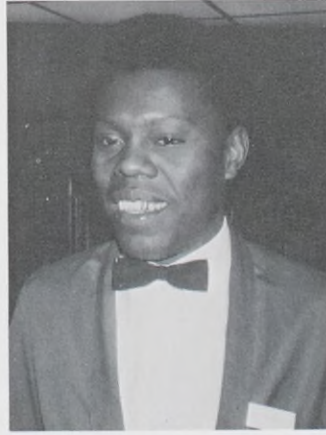
**BODY**—consistency, thickness or substance of wine, as opposed to the lack of body in a thin wine.

(Next month — more wine terms)

Once again FRONT! takes a way-out peek into its chipped crystal ball and comes up with some thought provoking predictions for the year ahead.



One of those nights when everything seems to go wrong, Chuck Marcus, Golden Belle Restaurant Manager at the Northern, will be tipped off that the lone, note-taking guest at a corner table is the restaurant editor for HOLIDAY magazine. To his relief, he will find out later that the guest was really a burlap bag salesman from Pocatello who had been "rearranging" his expense account.



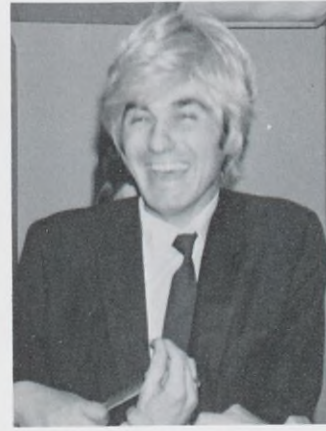
Room Service Waiter, Roscoe Hayes, of the Caravan Inn, after delivering a full-course champagne dinner to a room occupied by a Mr. Howard Hughes, will be given a 7-cent tip and a chit entitling him to a short beer at a Las Vegas casino.



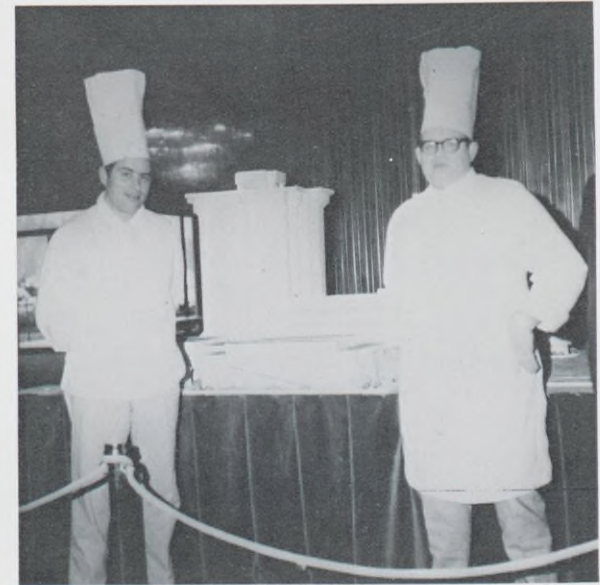
Anchorage-Westward Busboy, Jose Perez will swear off blind dates after one night-out experience that nearly broke him. The bear facts revealed his "date" consumed six orders of raw salmon topped off with two jars of honey. Perez will also be heard to complain "she hadn't even bothered to shave!".



At the Bonaventure, Lise Trembly, Executive Secretary and Caroll Gold, Sales Secretary will become extremely active in the Woman's Liberation movement and thereafter will start all business letters with the salutation, "Dear Madame".



Glen Bogden of the Calgary Inn's Accounting Department will stop using the fingers of all four hands to add with and will instead switch to two calculators. He will also send his wig out for a crew cut.



A Vancouver sugar strike will force Bayshore Inn Sous Chef, Fred Zimmerman (left) and Executive Chef, Everett Miller to place a round-the-clock armed guard in front of the sugar model of the Bayshore Inn and Tower displayed in the lobby.



Keith Axelson, Antlers Plaza Building Superintendent, will get a frantic call to turn off the overhead sprinkler system in a meeting room. The system had automatically turned on when the political group meeting in the room became involved in an overly heated discussion.



Benson General Cashier, Jeanette Plummer, will find her conscientious physical fitness program has paid off. It so developed her lungs that when a potential thief tried to make off with the cash box, her screams for help were heard and answered by all city police within an 8-block radius.



Mary Franklin, Continental Plaza Maid, will present Senior Assistant Manager, Heinz Koschuta, with a \$5. check on behalf of a female guest for turning in an item of "sentimental value". The item a \$10,000 mink coat was heroically retrieved by Koschuta as it paused for a red light on Michigan Avenue while heading towards Lincoln Park Zoo.

FRONT! VISITS THE . . .

## SPACE NEEDLE RESTAURANT

**BOB HARVEY**, Space Needle Restaurant Manager, literally and figuratively began his WIH career at the ground level.

Shortly after it opened in 1962, Bob left a parking attendant's job to be hired on at the Space Needle as a sweeper. This was followed by a stint as an elevator starter and then to his first restaurant connected position as a ground level door host.

To reach the 600-foot high restaurant level via the Needle's outside elevators takes just a matter of 48 seconds. With his Room Manager appointment last August, it took Bob some eight years to work his way to the "top".

**THIS** sense of dedication with which Bob pursued his goal, and now in his total commitment to the administration of his position, is similarly reflected by the entire Needle staff.

### "TERRIFIC GROUP"

"We've got a terrific group working here", Bob proudly states. "Several of the people have been here since we opened and many have been employed for at least five years".

**MOST** of the dining room staff is female. This includes one Room Captain, **Rose Asselin**, and one Bar Girl, with aspirations towards becoming a Bartender, **Mattie Robinson**. The Restaurant's Assistant Room Manager is **Bill Stafford** a Needle employee for the past year and a half.

"We like to train our own people and instill in them a total commitment to the service of our guests", says Bob. (Interestingly, this spirit of "commitment" has also extended among the employees, producing one of the most active and closely knit employee groups in the company.)

Superb service combined with dining excellence and the Restaurant's spectacular, ever changing views has proven a Space Needle formula for success ever since it opened. But even more appealing to the guest is the atmosphere of genuine warmth of welcome and the VIP attentiveness that is displayed by the staff. It is an atmosphere that is felt the moment a guest enters the ground level and is greeted by the door Host or Hostess. With his reservation checked,

. . . a magnificent viewing and dining experience



the guest is ushered into the glass walled elevator for his skyward ride to the restaurant level.

### DINING TOUR

As the restaurant revolves an almost unperceptible 360° an hour, the diner savors an equally magnificent viewing and dining experience. His "dining tour" may begin with a favorite cocktail or one of the Room's specialty drinks such as the "Needle in the Haystack" or the "Torch" in its souvenir container. (the view . . . downtown Seattle) The selected entree, prepared under the direction of Executive Chef, **Rolf Schmidt**, follows. It may be accompanied by the guest's beverage choice from the extensive wine menu (the view . . . the snow capped Olympics.) The dessert selections may include the famed "Space Needle Coupe" or another popular ice cream concoction, the "Lunar Orbiter" on its smoky dry ice base. (the view . . . Queen Anne Hill and Lake Washington) Topping off his dining - Puget Sound "tour" the guest may linger over a final cup of coffee or an after dinner drink (the view . . . the rugged Cascades and back again to his original downtown Seattle view site.)



**BOB HARVEY**, Room Manager for the Space Needle Restaurant, leads his staff in a total commitment towards guest service excellence.

**THE** restaurant seats approximately 250 persons and every table, even those groupings for large parties, provide view seating.

The room also has a small, screened off cocktail area that may seat an additional 30 persons.

### VARIED CLIENTELE

The Space Needle Restaurant is open to the public for lunch and dinner service throughout the week. On Sundays, however, a brunch is served beginning at 9 a.m. Breakfasts are also served to private parties of 30 or more persons and are booked on the average of about three a week.

Space Needle guests represent a cross-section of the dining-out public from tourists to Seattlites and from business people to family groups, according to Harvey. "We also have many guests who come here to celebrate anniversaries, birthdays or other special occasions", he adds.

**IN THE** evenings, **Andy Mirkovich** the Needle's strolling accordionist, may serenade such celebrating groups with selections appropriate to the occasion. At other times, a delighted birthday celebrant may find a Room Captain at his table cranking out the birthday song on the room's hurdy-gurdy. And for birthday children there are very special certificates marking the occasion and souvenir Space Needle buttons.

The Space Needle was built as a symbol of the Seattle World's Fair. Even though that event has faded into history, the Space Needle Restaurant, like the lighted torch at its top, continues to glow a welcoming invitation to one of the finest and most viewtiful dining experiences in the Pacific Northwest.