

WestinWorld

March/April 1990



WESTIN
HOTELS & RESORTS

Inside ...

Westin's award-winning subsidiary —
FORMA

1990 diamond and star ratings announced

Golden GavelSM takes on new dimension

Interview: senior exec VP John Chen

WESTIN HOTELS & RESORTS
CELEBRATING



AND TAKING ON
THE WORLD
1930-1990





Awards abound at management conference

At the 1990 Management Conference in Orlando, a number of Service Distinctiveness Awards were given to both individuals and hotels.

Fourteen individuals received special recognition awards for surmounting challenges through distinctive service.

One group received special recognition for extra effort and adept implementation during times of crisis:

Pat Burton, general manager, The Westin Resort, Hilton Head Island, for actions taken to avoid damage from Hurricane Hugo.

Jerry Wolsborn, managing director, The Westin St. Francis, and **Keith Gundelfinger**, general manager, The Westin Hotel, San Francisco Airport, for coping with the San Francisco earthquake.

Liam Lambert, general manager, The Westin Philippine Plaza, for coping with both the typhoon and the military uprising in Manila.

Juan Gurrola, general manager, Camino Real, San Salvador, for coping with the civil unrest in San Salvador.

John Chen, senior executive vice president, and **Paul Ross**, general manager of The Westin Tai Ping Yang, Shanghai, for the difficulties and frustrations they have faced with the opening of the hotel.

Bill McCreary, managing director, Walt Disney World Swan, for a superior hotel opening effort.

Tom Hosea, general manager, The Westin Hotel, Indianapolis, for a new hotel success.

Jim Treadway, managing director, The Westin Kauai, for success against competitors.

Rui Oliveira, Caesar Park Hotels, for excellence. Within the corporate offices, several employees were recognized for their service distinctiveness:

Hanne Dittler, director of rooms, in recognition of opening 56 new hotels during her career with Westin.

Debi Briest, relocation administrator, for excellence with large volumes of transfers and relocations.

Kiyoshi Ito, senior vice president & assistant treasurer, for financial excellence.

Doug Suttan, vice president, for financial excellence.

The Guest Satisfaction Survey (GSS) revealed hotels with the highest rating and the most significant improvement in several areas:

MOST SIGNIFICANT IMPROVEMENTS

<i>Transient:</i>	<i>The Westin Hotel, Washington, D.C.</i>
<i>Resort:</i>	<i>Arizona Biltmore</i>
<i>Conference:</i>	<i>The Westin Bonaventure</i>
<i>Canadian:</i>	<i>The Westin Hotel, Winnipeg</i>
<i>Asia:</i>	<i>The Westin Philippine Plaza</i>
<i>HOCASA:</i>	<i>Las Brisas</i>

HIGHEST RATING

<i>Transient:</i>	<i>The Westin Lenox</i>
<i>Resort:</i>	<i>The Westin La Paloma</i>
<i>Conference:</i>	<i>The Westin Crown Center</i>
<i>Canadian:</i>	<i>The Westin Hotel, Winnipeg</i>
<i>Asia:</i>	<i>Kowloon Shangri-La</i>
<i>HOCASA:</i>	<i>Camino Real, Guadalajara</i>

WESTINWORLD

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

Managing editor: Linda Plumb

Contributing editors: Sue Brush, Connie Hill & Dashiell Wham

Printed in U.S.A.

WESTINWORLD is published every other month. If you would like to see your stories and photos appear in a particular issue, please note that the deadline for receiving input is the 10th of the month, one month prior to publication. Deadline for the May/June issue is April 10. Please send your input to Linda Plumb, MKT-13, Seattle.

COVER PHOTO:

The FORMA gang of 60 gathered on the staircase of the company's Seattle headquarters office. Story, page 8.

Westin ends Benson management

Effective February 1, Westin ended its management contract with The Westin Benson in Portland, Oregon.

The Westin Benson is owned by the Benson Hotel Limited Partnership and the owners made the decision to have their affiliate, West Coast Hotels, Inc., manage the hotel.

The historic Westin Benson has been a successful and cherished member of the Westin family since 1944, longer than any other existing Westin property.

Management changes

Steve Shalit, formerly resident manager at the Mauna Kea Beach Hotel, has been named general manager of The Westin Hotel, Galleria Dallas.

Robert Pratt, formerly senior assistant manager at The Westin Hotel, Ottawa, has been named executive assistant manager at The Westin Hotel, Winnipeg.

Tony Cherone, formerly general manager at The Westin Hotel, Cypress Creek, has been named general manager of the country club operation.

Jim Hill, formerly general manager at The Westin Benson, has taken on general manager duties at The Westin Hotel, Cypress Creek.

Shin-ichiro Kanoh has been promoted from director, asset management, to vice president, asset management. Kanoh works in the Corporate Offices and reports to Ray Whitty.

Mark Hellrung, formerly director of food & beverage at The Westin Kauai, has been named executive assistant manager at The Westin Hotel, Copley Place Boston.

Golden GavelSM Meeting Services program gets added 'punch'

Born out of a need to recognize an important segment of Westin's business, the Golden GavelSM meeting planner recognition program was launched in 1979.

Golden GavelSM is still very active at the hotels where sales staff members continue to award Golden GavelSM lapel pins to key meeting organizers and decision-makers.

The Golden GavelSM pin alerts hotel staff that the bearer is to be well taken care of — that he or she is an important Westin client.

And when that person is traveling to other Westin hotels on other business, that little gold pin is a signal to employees that this person is responsible for bringing business to the company in the form of meetings, and should be catered to accordingly.

The Golden GavelSM program has now taken on added dimension, thanks to the work of Tim Coleman, director of marketing programs development. With the new and improved Golden GavelSM Meeting Services program, meeting planners and key meeting decision-makers will receive even more recognition from Westin.

Coleman has developed a meeting planner database that has been merged with Westin Premier — Westin's guest recognition program, which he administers. This database was constructed from nominations by the Corporate Sales Offices and hotel sales offices.

Nominated were: 1) meeting planners who have a major influence on large group hotel decisions, or who are key decision-makers in smaller conventions. These people are also enrolled in Westin Premier as burgundy card members; 2) select corporate decision-makers who make the final site and property selection for major conventions and meetings. This

Golden GavelSM meeting planners will also have Golden GavelSM imprinted on their Westin Premier burgundy or gold cards, a tip to hotel employees that this person is also a VIP in the meetings business arena.

It's called the Westin Premier Golden GavelSM Meeting Bonus. It works like this: effective April 1, Westin Premier members started earning bonus points for booking meetings of 12 or more rooms into a Westin hotel or resort.

Watch for that Golden GavelSM pin or new Golden GavelSM Westin Premier card; when it appears, remember, Westin Service Distinctiveness never applied more.

Golden GavelSM lapel pins are available for \$5.50



group is also automatically enrolled in Westin Premier — at the gold card level.

By enrolling these good group customers into the upper tiers of Westin Premier, Westin is providing them the special services already provided for Westin's best individual customers, the Burgundy Level and Gold Level Westin Premier members.

This means that Golden GavelSM burgundy card members receive automatic space available room upgrades, and Golden GavelSM gold card members receive automatic room upgrades to the best room available at check-in. This is in addition to the other Westin Premier perks accorded at the burgundy and gold levels.

In conjunction with the development of the Golden GavelSM Meeting Services program, Westin's legal department has been working to get both the name and program trademarked so they become the exclusive property of Westin Hotels & Resorts.

In addition to the added recognition the new expanded Golden GavelSM Meeting Services program gives meeting planners, there is also an added incentive for *any* Westin Premier member to book meetings with Westin.

each from the Marketing Division in Seattle. Your contact is Cheryl Murakami, (206) 443-8910.

The pins should be given to key decision-makers to wear during large meetings. All hotel employees should be aware that these pins designate key meeting decision-makers who should be accorded proper recognition.

Moving On Moving Up

David Adler, director of food & beverage, The Westin Hotel, San Francisco Airport to director of food & beverage, The Westin Hotel, Chicago.

Richard Anichowski, assistant controller, Century Plaza Hotel & Tower to controller, The Westin Resort, Hilton Head Island.

Keith Bell, director of marketing, The Westin Hotel, Ottawa to director of marketing, The Westin Hotel, Calgary.

Rosalind Byrd, chief accountant, The Westin Peachtree Plaza to assistant controller, The Westin Crown Center.

Klaus Christiansen, director of food & beverage, The Westin Hotel, Edmonton to director of food & beverage, The Westin Hotel, Cincinnati.

Jacques Cote, systems installation supervisor, Corporate Offices to information systems project director, The Westin Maui.

William Cus, director of restaurants/resort, The Westin La Paloma to director of food & beverage, The Westin Resort, Vail.

Maria Dempsey, international sales manager, The Westin Hotel, San Francisco Airport to national sales manager, The Westin St. Francis.

Edmond Diantonio, catering manager, The Westin St. Francis to director of catering, The Westin Hotel, Tabor Center.

Jodie Fulsher, housekeeper, The Westin Benson to senior housekeeper, The Westin William Penn.

Dan Gregory, senior assistant manager, The Westin Hotel, Tabor Center to senior assistant manager, The Westin St. Francis.

Margaret Hess, senior housekeeper, The Westin Mission Hills Resort to assistant director of housekeeping, Arizona Biltmore.

Marsha Massey, national sales manager, The Westin St. Francis to director of FIT & tourism marketing, Corporate Offices.

Kurt Schillinger, Garden Restaurant and Lounge manager, The Westin Bayshore to director of food & beverage, The Westin Hotel, Edmonton.

Andreas Schober, named sales director for Westin's sales office, Frankfurt.

Patricia Shea, assistant reservations manager, Arizona Biltmore to director of reservations, The Westin Resort, Vail.

Dan Silcox, director of sales, The Westin Harbour Castle to director of marketing, The Westin Hotel, Ottawa.

Robert Whitehead, junior sous chef, Mauna Kea Beach Hotel to PM sous chef, The Westin Hotel, Indianapolis.

Outstanding examples of Westin Service Distinctiveness are received by the *WestinWorld* editors regularly.

Once again, Westin employees came through in the guest's hour of need when...

... **Elizabeth Breuning**, concierge at *The Westin Hotel, Chicago*, tracked down a frantic guest's purse that had been left on the train. Breuning immediately comforted the panicked guest, before making a number of phone calls to locate the purse. The purse was found, and Breuning had it delivered to the hotel that evening and returned to a very grateful guest.

... **Blanche Gray**, Terrace Room server at *The Westin William Penn* noticed a guest was having trouble with his glasses; a lens had fallen out and he was attempting to fix them. Gray immediately informed the assistant manager and suggested that engineering be called to repair the glasses while the guest enjoyed his meal. Engineering soon arrived with a set of jeweler's tools and the errant pair of glasses was soon as good as new.

... **Odilia Moniz**, *The Westin Hotel, Edmonton*, offered a guest one of her scarves to wear — and then told her to please keep it. The guest had just had head surgery, and didn't want it to be obvious.

... **Luis Flores** and **Rosy Cuevas** of the *Camino Real, Puerto Vallarta*, went the extra



"service mile" and made the complex arrangements to have a guest's left-behind suitcase returned to him in Los Angeles.

... **Rick Black** and **Kitt Vidnovik**, concierges at *The Westin Hotel, Washington, D.C.*, made special arrangements for a quadriplegic guest — including his arrival at the airport and securing an electric wheel chair for use during the conference. The guest was very complimentary of their efforts, and also had very nice comments about the wheelchair accessibility of the hotel.

... *Westin Hotel, Galleria Dallas* employees **Rachel Eneh** and **Lien Vu** made sure that a Zucchini's Fresh Market Cafe guest was re-united with her left-behind briefcase, which contained a significant amount of money.

... PBX operator, **Ed Archibald**, at *The Westin South Coast Plaza* came to the aid of a guest who needed early morning transportation to LAX. Archibald literally took his work home with him and made calls until 2 a.m. to guarantee the early morning pick-up for the guest.

... *The Westin Hotel, Cypress Creek*'s **Carlene Barcella** donned her interior decorator's hat to come to a client's rescue. Barcella, a banquet server and captain, witnessed a client being abandoned by

her interior decorator just a few hours before her surprise 50th wedding anniversary party for her parents.

Barcella sent the distraught guest home for a hot bath to calm down and get ready for the party, and then she sprang into action. On a particularly busy night, Barcella went above and beyond the call of duty. She found some decorating odds and ends, balloons and lights, and put together a beautifully decorated room for the wedding anniversary party. Needless to say, the client was ecstatic.

Global food and wine promotion a first for Westin

It's not enough to serve wonderful food, nor is it enough to pour the best wines.

"Today," points out Kurt Fischer, director, corporate food & beverage, "it's how the food and wine are combined that's important. Food should be served so that it enhances the wine, and the wine served to enhance the food."

To that end, Fischer and his staff have come up

with a global food and wine promotion in Westin's 60th anniversary year, using Robert Mondavi wines and special recipes from famous chefs.

Mondavi contributed a list of appetizer, entree and dessert recipes from such great chefs as Robert Verge, Paula Wolfer, Pierre Troisgros, Gary Jenyan and Wolfgang Puck, as well as the perfect wine accompaniments for each dish.

Mondavi also provided seminars to train the Westin wait staffs on wine selections.



ROBERT MONDAVI WINERY

These special menus are being offered in the fine dining rooms of Westin's properties, with each hotel selecting the month they want to run the promotion. The first one was held in January; the last will be held in August.

In keeping with today's lighter eating lifestyle, an à la carte menu is

offered, including six appetizers, five entrees and four desserts. Many of the Mondavi wines served in this promotion are special release vintages not available to the general public.

"We hope to achieve two things with this promotion," concludes Fischer. "One, to create enthusiasm among the wait staffs and chefs about their products and their ability to please Westin guests. And two, to truly offer a higher quality dining experience to our guest."

Mobil names its Five- and Four-Star winners

Mobil Travel Guide has announced its Five- and Four-Star award winners for 1990. The Arizona Biltmore won the Five-Star award for the 31st consecutive year. Twelve other Westins received the Four-Star honor, along with two restaurants.

MOBIL FOUR-STAR WINNERS

- The Westin La Paloma Century Plaza Hotel*
- The Westin St. Francis*
- The Westin Hotel, Washington, D.C.*
- The Westin Hotel, Copley Place*
- The Westin Crown Center The Plaza, New York*
- The Westin Hotel, Williams Center*
- The Westin Resort, Hilton Head Island*
- The Westin Hotel, Calgary*
- The Westin Hotel, Edmonton*
- The Westin Bayshore*

RESTAURANTS:

- The Orangerie, Arizona Biltmore*
- The Edwardian Room, The Plaza*

AAA Diamond awards announced

The American Automobile Association (AAA) has awarded its prestigious Five-Diamond award to five Westin properties for 1990, and its Four-Diamond award to 41 Westin hotels.

AAA's highest lodging industry award of five diamonds was given to The Westin St. Francis; The Westin Resort, Hilton Head Island; Camino Real, Mexico City; Las Hadas and Las Brisas.

Only 45 of the nearly 20,000 lodging establishments listed in AAA publications received this prestigious Five-Diamond award.

AAA FOUR-DIAMOND WINNERS

- The Westin Lenox*
- The Westin Peachtree Plaza*
- The Westin Hotel, Copley Place*
- The Westin Hotel, Chicago*
- The Westin Hotel, O'Hare*
- The Westin Hotel, Galleria Dallas*
- The Westin Hotel, Tabor Center*
- The Westin Hotel, Renaissance Center*
- The Westin Paso del Norte*
- The Westin Hotel, Cypress Creek*
- The Westin Kauai*
- The Westin Maui*
- The Westin Galleria*
- The Westin Oaks*
- The Westin Hotel, Indianapolis*
- The Westin Crown Center Century Plaza Hotel*
- The Westin Bonaventure*
- The Westin Canal Place*
- The Plaza, New York*
- Arizona Biltmore*
- The Westin William Penn*
- The Westin Mission Hills Resort*
- The Westin Hotel, Seattle*
- The Westin La Paloma*
- The Westin Resort, Vail*
- The Westin Hotel, Washington D.C.*

CANADA

- The Westin Hotel, Calgary*
- The Westin Hotel, Edmonton*
- The Westin Hotel, Ottawa*
- The Westin Harbour Castle*
- The Westin Bayshore*
- The Westin Hotel, Winnipeg*

MEXICO

- Camino Real, Cancun*
- Camino Real, Guadalajara*
- Camino Real, Ixtapa*
- Camino Real, Mazatlan*
- Galeria Plaza, Mexico City*
- Ambassador, Monterrey*
- Camino Real, Puerto Vallarta*
- Camino Real, Saltillo*

WESTIN HOTELS & RESORTS THE 1940'S THE WAR YEARS AND EXPANSION



The beginning of the 40's marked yet another major milestone in the company's development when Western Hotels made its first move out of the Pacific Northwest to acquire an equity interest and the management of the Sir Francis Drake in San Francisco. The transaction took place just days before the attack on Pearl Har-

bor that initiated United States involvement in World War II.

Three years later, in 1944, The Benson in Portland, Oregon, was added to the Western Hotels' roster.

The war years, through 1945, presented its own set of challenges for the company — mostly of shortages in supplies, in staffing and, very often, in rooms to accommodate the highly mobile wartime civilian and military population.

In 1946, after the war, the three men who were to form the "second generation" of the company's leadership — Edward Carlson, Lynn Himmelman and Gordon Bass — rejoined Western: Carlson as assistant to president

S. W. Thurston; Himmelman as manager of the Benjamin Franklin; and Bass as associate manager of the Multnomah.

A significant operations step was taken in 1947 when Western introduced "Hotelype," its first private wire reservations service with a 12-city hookup. By the time the 40's decade had come to a close, six more hotels had joined the Western family to include the cities of Los Angeles and Salt Lake City, Utah.

Next issue: the 1950's.

Hotel conventions, shows, and exhibits were fast becoming a way of life in the late 40's when this photo of the unveiling of the newest Hudson automobile models was taken in the lobby of the Cosmopolitan Hotel in Denver.



Straight talk with John Chen

Senior Executive Vice President

This is the sixth in a series of interviews with Westin executives.

Up until mid-March, John Chen was senior executive vice president in charge of development and real estate. As *WestinWorld* was going to press, Chen's responsibilities were shifted to the operations area. Having been "on the road" 220 days in 1989, Chen epitomizes the frequent business traveler targeted by Westin hotels and resorts worldwide.

Q. Why were you traveling so much last year?

A. Most of my time was spent on Westin projects currently under way in Shanghai and Tokyo. I was also in Hong Kong often on work related to Shanghai. The rest of the time I was in Europe researching development projects.

Q. As a frequent business traveler, what special services and amenities do you value in hotels?

A. For me, service is the most important thing. I select a hotel, and choose whether or not to return, based on my first impression. The way I'm received at the entrance by the bell staff is as important as how I'm treated at the front desk and by room service.

The next most important thing to me is the technical services like the telephones, receiving messages and getting prompt and courteous wake up calls.

Amenities are important, too. The bath soap is a good example. I think it should be large sized, but not too fragrant. This may seem like a simple thing, but to me, it's important and creates a lasting impression.

One example of service I'll never forget was at a hotel in Taiwan. I had checked in for three days; the third day happened to be my birthday. The front desk clerk noticed the date on my passport when I checked in and had room service deliver a birthday cake to my room along with plates, etc., and the staff helped me celebrate. It was very special.

Q. How did you get started in the hotel business?

A. I was born in Czechoslovakia and lived in Austria, Germany and Italy until we moved to Taiwan when I was seven. My early schooling was all in Taiwan. I moved to Brazil and attended the

Brazilian Hotel School which is an extension of Cornell University. I didn't really choose the hotel business, it just happened and I loved it from the start. After that I moved to Austria and attended another hotel school; I worked in my first hotel there from 1968 to 1971.

I moved back to Brazil in 1971 and opened a deluxe Chinese restaurant. I joined the staff of the Caesar Park Hotel in Sao Paulo in 1975 as front office manager. In 1978, I moved to Rio de Janeiro for the grand opening of the Caesar Park Hotel there and returned to Sao Paulo in 1981 as general manager.

After that I was transferred to Taiwan and opened the Caesar Park Hotel in Kenting. In 1986, I was promoted to VP/operations for Caesar Park Hotels. Then I moved to New York when Aoki took over the Algonquin and after that got involved in the Shanghai project which I've been working on ever since.

Q. Do you work for Westin or Aoki?

A. I never worked directly for the Aoki Corporation. On the other hand, I never separated Aoki from Caesar Park because I knew Aoki was the holding company for all Caesar Park Hotels.

Today my responsibility is with Westin and I work for Westin. Of course, we all work for Aoki Corporation.

Q. What are your primary responsibilities?

A. I am responsible for development, project management and development planning.

Q. How do you find leads for new hotels around the world?

A. Mr. Aoki is actively looking in Asia, but for the most part, we are simply responding to incoming calls. This should be changed. This year we are not going to wait for the calls to come in; we will more actively pursue owners and developers for management contracts.

As a management company, we need more contracts if we want to grow. It's impossible to grow as much as we'd like through hotel acquisitions. In order to get more management contracts, we have to build our image and work to create cost effective projects. Along with that, we must deliver an efficient operation. Without sacrificing quality and service, our hotels must be profitable.

Once we have that combination, owners and developers will want us to manage their hotels.



We must also diversify more around the world. Westin is strong in the United States, but we need a better balance in Europe and Asia. This is important in order to offset economic conditions like a recession that affects all properties in a given country or area at the same time.

Q. Why isn't the Vier Jahreszeiten in Hamburg a Westin?

A. In a way it is. It's part of Aoki which relates it to Westin. We can use it to say it belongs to our group just like Caesar Park Hotels.

The hotel is already independently managed and very successful. It wouldn't make sense to impose our management structure on a small hotel like that — it would only make it more expensive to operate.

We should be proud to have it in the Aoki family of hotels just like it is.

Q. Why do we seem to be losing more hotels than we're gaining lately?

A. Management companies like ours are the first to suffer when owners have financial difficulties. We get squeezed because an owner who wants to sell will try and get us out to make the sale easier; the new owner will want us out to get a greater return. This happens to even the best management companies, like Westin.

These difficulties are especially prevalent in the U.S. right now which is another reason why we need to diversify.

Q. Will Westin reach its growth objectives by 1997?

A. Yes, I'm very confident we'll reach our goals. The beginning will be difficult, especially in new markets like Europe and Asia. It takes time to get the international recognition we need, but it will go fast after that.

When Westin was owned by United, owners and developers were told repeatedly that we weren't interested in Europe because United didn't fly there. We're now trying to change this impression in people's minds and Mr. Aoki is the driving force behind this. We are going to be very aggressive in Europe.

Q. What do you look for in a development partner?

A. We look for partners with the same goals and long-term vision that we have. You simply cannot look short-term in the hotel business.

As we start to build image and awareness in new markets, we can't focus only on return on investment; we must view it as a long-term investment.

Q. How would you describe Westin as a hotel company — as it exists today?

A. Today, that's a little hard to do. We are strong in the group/meetings area. We are also a very good management company. Beyond that, it's not clear who we are. Whatever product we decide we want — and we may decide to create products in different segments — it should be the very best.

We also need to be more creative in developing products for secondary markets. Our development and operations divisions need to work together better to make our products more attractive to potential owners.

I'm a poor loser and wouldn't be here if I didn't think we could make this work and achieve our goals. I'm convinced that what happens in the next three or four years is crucial if we're going to be ready when our new hotels come on line in 1994 and many others are added after that. I know we can do it.

FORMA — designing the future

Westin hotels and resorts often have an inviting quality that is difficult to define but pleasing to experience.

The classic and yet comfortable sophistication found at many Westins is due to the efforts of Westin's subsidiary company FORMA.

FORMA provides interior design, food facilities planning, signage design and contract purchasing for Westin and other companies.

Founded in 1954 as a print shop called the T&D Company (for two of Westin's founders, Thurston and Dupar), the company added a purchasing department a year later to provide bulk purchasing capabilities for the hotels.

In 1956 the subsidiary changed its name to Western Service & Supply. The company established an interior design department in 1957 and a food facilities planning department in 1961.

When Western International Hotels changed its name to Westin Hotels in 1981, the subsidiary changed its name to Westin Service.

In 1985, the company made revolutionary changes. The name was changed to the present day FORMA, and the firm relocated from The Westin Building into its own imaginatively designed offices in the historic Lenora Square Building in Seattle. FORMA also launched a major diversification program by expanding the services it provided, and then offering them to clients other than Westin.

Today, FORMA has gained recognition and numerous awards for superior design and planning in industries ranging from hospitality to healthcare. FORMA maintains a close working relationship with Westin's Corporate divisions of Design & Construction, Food & Beverage, and Rooms, and often is a key element in determining the best methods for developing new facilities and remodeling existing ones.

FORMA's Interior Design Group annually designs and specifies over one million square feet of space in a sophisticated, eclectic and residential style that has earned national recognition for design excellence.

John Jones, FORMA's manager of creative design says, "We strive to include elements that make a space delightful and memorable over time . . . so that people will return to it again and again, always finding it fresh and special."

Increasingly, FORMA's Interior Design Group has been recognized as a leading designer of healthcare and retirement projects in the Pacific Northwest.

According to Jim Seeks, director of design, "In today's competitive marketplace, providers of healthcare and retirement housing are increasingly concerned with creating an inviting "hotel-like" environment in their facilities. Our strong background in hospitality design is a real benefit to them."

FORMA's Food Facilities Planning Group enjoys a national reputation for design excellence, consistency and versatility. In June 1989 the group was named one of seven winners in *Restaurants & Institutions* magazine's Food Facilities Design Awards Program.

This marked the fourth consecutive year that the group received an award in the prestigious national competition.

FORMA first won an award in 1986 for design of the kitchen facilities at The Westin Hotel, Washington D.C. In 1987, FORMA's renovation of the Rotunda Dining Hall at Washington State University in Pullman received an Honorable Mention Award.

In 1988 FORMA's design of the food facilities at The Westin Hotel, San Francisco Airport captured highest honors, an "Award of Special Distinction", and in 1989 FORMA won again for design of



The Interior Design Group, from left: Pam Coates, Mary Flynn-Gillies and Robert Clark.



FORMA's Purchasing Group, from left: Pat Flournoy, Lorli Doughty, Jocey Estrada, Keith Swanson, Bob Rieflin, Marilyn Ringstad, Eric Perkunder, Jean Dutton, Julie Habegger, Ruth Henke and Sonni McCullum. Missing from photo: Patricia Pupis, director of purchasing, and Terese Mikkola, interior design buyer.



From left, Sean Hatch, senior project coordinator; Jomi Morishita, project coordinator; Leslie Wagnon, account manager; and Greg Hill, project coordinator. Not pictured, Linda Shusser, account manager, and John Crook, account manager.

Graffiti's Display Kitchen at the new Westin Hotel, Indianapolis.

A major assignment is the design of a complicated array of kitchens and food facilities on many levels of one 47-story tower of the World Trade Center in New York. The project will serve Salomon Brother's new world headquarters.

Les Jones has been with the company since 1968, and currently leads the Food Facilities Planning Group. His approach is straightforward. "We try to keep every design as simple and functional as possible," he says. "It must be working, because architects are now beginning to call us, rather than us calling them."

The Food Facilities Planning Group is headed by Les Jones, far left. Other members of the team, from left, are Jim Lambert, Bonnie Larson, Stephen Moore, Damon Darnstaedt, Kenn Lamoreux, Deon Richards and Julie Herrin.

FORMA's Contract Purchasing Group

probably has the closest day-to-day contact with individual Westin properties. This group specifies, quantifies, purchases and installs the myriad items required to efficiently operate hotel projects, annually purchasing in excess of \$30 million of furniture, fixtures and equipment (FF&E).

The group maintains relationships with over 4,000 suppliers throughout North America, Europe and Southeast Asia and uses the competitive bid process to obtain the best items and pricing possible.

In addition, Westin uses this group to negotiate and manage national contracts for high use commodities like china, coffee, chemicals and terry/linen.

"The purchasing power represented by these contracts is substantial," says Patricia Pupis, FORMA's director of purchasing. In fact, FORMA's clients saved \$3 million in 1989 alone.

Recognizing the critical contribution that well-designed signage makes to a facility, FORMA created a **Signage Design Group** in 1989. A signage designer can become an integral part of the project team at the onset, enhancing the creation of an effective and consistent overall image for the property.

As a testament to how FORMA has changed over the years, Jack Knudtsen, president of the 60-person firm says, "We're working on projects today that we never could have imagined even five years ago."



Magnan elected to AH&MA board

Larry Magnan, Westin's president and chief executive officer, has been elected to the board of trustees for the Educational Institute of the American Hotel & Motel Association.

Magnan joins 25 other hospitality professionals, academic leaders and members of allied fields who have demonstrated achievements in the industry and a commitment to hospitality education.

The Educational Institute is a nonprofit educational foundation of the AH&MA, offering training resources for every area of lodging operations. These materials are used by academic institutions, hotel companies and correspondence students in over 120 countries.

EI's board members play leading roles in supporting the Institute and determining the direction of its programs.

"Larry Magnan brings expertise in international hotel development in the Institute at a time when we're shifting our focus to a worldwide perspective," said E. Ray Swan, executive director of the Educational Institute.



Chef apprentices 'clean up'

During the Sysco Annual Food Show in Dallas, four Westin Hotel, Galleria Dallas apprentice chefs made their mark, bringing home a number of medals and awards.

They competed against 25 other area hotels.

From left: Brent Loving, bronze medal; Ross Burtwell, Best Apprentice and silver medal; Hans Weigand, executive chef; Dwight Webb, silver medal; Miguel Rodriguez, award of merit.



Honesty pays

Tirhas Andemicael, room attendant at The Westin Hotel, Washington, D.C., discovered 50 \$100 bills lying on the floor of a guest room she had just come in to clean. She immediately called security, and the money was put away for safekeeping.

When the guest was notified, he was so relieved he gave Andemicael \$1,500, and the other Westin staff involved split a \$1,000 reward.

Andemicael, left, receives congratulations from General Manager Michael Sansbury.

W E S T I N W I N N E R S

Norman Leong



Abdul Latteff

Abdul Latteff has won the Veuve Clicquot Champagne Scholarship and the first "Wine Waiter of the Year" contest; and **Norman Leong** won "Best Showmanship" in the 1989 Cointreau Discovery of the Year contest. Both competitions were held in Singapore.

Latteff, a sommelier at The Westin Plaza's Palm Grill beat 60 other contenders for the Veuve Clicquot Champagne Scholarship,

and will visit France where he will receive tutelage under the wine-makers of Veuve Clicquot. He will visit vineyards and cellars and be attached to one of the top restaurants in France.

Compass Rose bartender, Norman Leong, won out over some 80 contestants in the 1989 Cointreau Discovery of the Year Competition and emerged champion in the "Best Showmanship" category with his amazing cocktail concoction "stunts."



Agnes Pingor (left) and Betty Cykowski

Retiring payroll manager **Agnes Pingor** was honored early this year at a reception held by the staff of The Westin William Penn to celebrate her 47 years of distinctive service.

Pingor (left) had her photo taken with co-worker and long-time friend Betty Cykowski, who has a whopping 54 years of service. Together, they represent 101 years of distinctive service with Westin.

Elaine Gamer, convention services manager at The Westin Hotel, Winnipeg, has been nominated by the readers of *Successful Meetings* magazine to be considered in the 12th annual Convention Services Manager of the Year awards program. This means readers of the magazine have taken the time to personally write about how Gamer helped make their meeting a successful one.



'Swanderful' grand opening at WALT DISNEY WORLD SWAN

The long-awaited grand opening of Westin's newest resort, the WALT DISNEY WORLD SWAN, January 11-14, 1990 was every bit the huge shin-dig expected for Westin's much talked about new hotel at WALT DISNEY WORLD.

Over 1000 journalists from across the country were flown in for the weekend-long event celebrating both the opening of the Swan and Disney's new Star Tours attraction at the Disney MGM-Studios Theme Park. Also on hand from Westin Hotels & Resorts were John Aoki, chairman; Larry Magnan, president and CEO; Peter Smith, executive vice president; and Jack Gaines, senior vice president.

The festivities started Friday night with a VIP reception and dinner for 500 in the resort's Swan Ballroom complete with live swans, of course.

On Saturday morning, despite frigid temperatures, the official dedication ceremonies took place out by the hotel's pool. Fireworks, ballerinas, and a giant swan made of balloons collaborated in a dramatic opening celebration ignited with pixie dust being tossed by (from left): Larry Magnan, John Aoki, Glen Coverdale, developer John Tishman, architect Michael Graves and Disney Chairman Michael Eisner.

The Grand Opening black-tie gala on Saturday evening was attended by over 3,000 guests. A breakfast for 2,000 on Sunday morning marked the end of the official activities.



A taste of culture

Bi-monthly, The Westin Hotel, Winnipeg salutes the diverse multi-cultural composition of its staff, and with 27 languages spoken there, they have many cultures from which to choose. The group pictured here is helping to celebrate "Taste of the Philippines Day." From left: Anna Santos, Le Nguyet, John Mayer and Le Do.

To give employees a "taste" of other cultures, the employee cafeteria is decorated in artifacts, flags and colors of the featured country. And a special complimentary ethnic luncheon is served by executive committee members.

Team building through Christmas carols and kazoo

Service distinctiveness within the corporate offices not only includes treating the hotels as customers, but building relationships and open communications between employees and management, as well.

And that is exactly what the Human Resources Division department heads and Vice President Martin Harder did when hosting the entire division at a dinner party. The department heads planned, purchased and prepared the elegant meal and personally served the staff members at the Harders' home.

Talented division employees also formed a kazoo band, directed by Paul Evanson, corporate training manager. Along with his guitar, he also led everyone in singing carols.

A great time was reportedly had by all, especially the clean-up crew of Lindsay Geyer, Laura Martin, Tom Richards, John Zoulas, and, pictured here: Cherie Ohlson, director/human resources services, left; and Jim Lynde, director of compensation.



Fire-fighting finesse

The Westin Chosun won the runner-up prize in the fire-fighting competition held in the central business district of Seoul last November. The competitors were made up of 17 teams from different business sectors in the city. As runner-up, The Westin Chosun proved to be the safest hotel in Seoul.

Fire-fighting team members, from left: S.K. Ro, S.J. Choi, N.J. Rhee, C.H. Lee, S.H. Cho, David Shackleton, general manager, E.S. Kim, T.S. Hahn, executive assistant manager, Y.K. Kwon, H. Chang, W.B. Lee, H.S. Lee, J.B. Choi, and W.C. Kim.



Meet Westin's cupids...

Each month, The Westin Peachtree Plaza's director of marketing, Clyde Harris, chooses a group of employees to run the Marketing division meeting. The result: a creative business meeting.

For the month of February, and honoring St. Valentine, several newly engaged-to-be-married employees were chosen to conduct the meeting. Draped in red and outfitted with their arrows are, from left: Richard Cox as Cupid; Dede Seay, Cupidette #1; Ashley Duncan, Cupidette #2; Janice O'Neill, Cupidette #3; and David Phillips, Father Cupid. Obviously, the group is not only creative, but they have a great sense of humor as well.

The meetings are attended not only by the marketing division employees, but also by select department heads, and the hotel's managing director, Hermann Gammeter. The themed meetings have substantially improved team relations throughout the division, Harris reports.

The Westin Hotel, Cincinnati ... 'Live on 5'

Early last December, The Westin Hotel, Cincinnati entered the world of show business. The local NBC affiliate WLWT, launched a one-hour show called "LIVE on 5", highlighting people, places and happenings around Cincinnati. Every weekday from 11:30 a.m. - 12:30 p.m. they broadcast live from the Atrium of The Westin Hotel, Cincinnati, in front of a studio audience.

The program has a regular "feature" segment and this past holiday season focused on the hotel's catering department. Pictured here is Susan Rupert (left), the hotel's catering manager, giving some holiday tips to the show's host on how to plan the ideal holiday party.



Best in the mid-West ...

The Westin Crown Center, Kansas City, was recognized for its commitment to equal opportunity in the work place when it was presented with Project Equality's 1989 Employer of the Year Award for effective affirmative action efforts in management.

Project Equality, Inc., is a national non-profit organization dedicated to encouraging affirmative action and equal opportunities for minorities, women and the disabled.

It's members surveyed over 40 Kansas City hotels and found that The Westin Crown Center had more minorities and women in management and supervisory positions than any other hotel.

Pictured here is Parker J. Smith, general manager (left), and James Seay, director of human resources, with their award.

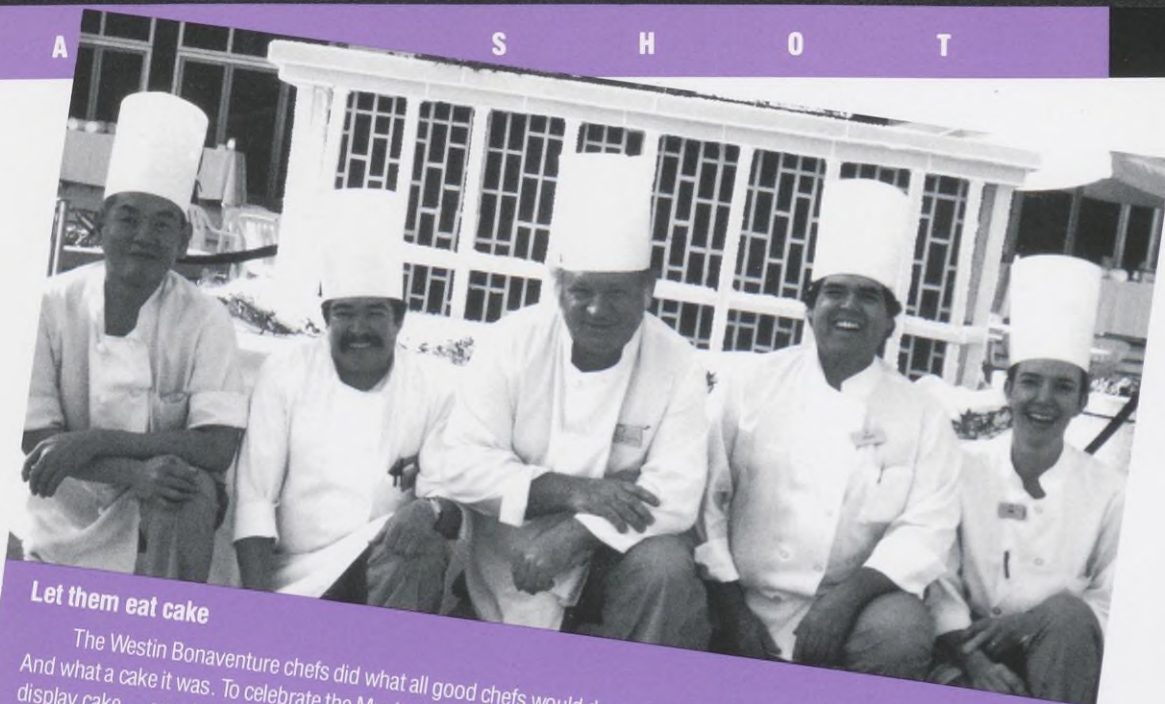


The Westin Hotel, O'Hare a meetings winner

For the third year in a row, The Westin Hotel, O'Hare is the winner of *Successful Meetings* magazine's Pinnacle Award — the mark of excellence for meeting facilities.

The award is based on a subscriber poll rating the best meetings hotels. Accepting the award from Michael Cosgrave of the magazine, left, is Ulrich Wall, general manager, right.

Design by Marty Roselius Design



Let them eat cake

The Westin Bonaventure chefs did what all good chefs would do on someone's birthday — they baked a cake. And what a cake it was. To celebrate the Music Center's 25th birthday last December, the hotel's chefs made a giant display cake — a replica of the Dorothy Chandler Pavilion where the first performance of the Music Center took place. But this wasn't the edible cake. In addition, the chefs also baked 500 pounds of carrot cake to serve the 5,000 guests. That cake included 125 pounds of sugar, 75 pounds of flour, 65 pounds of walnuts, 113 pounds of carrots, 50 pounds of eggs and 72 pounds of oil — all topped with 260 pounds of cream cheese icing. Kneeling in front of their creation were from left: Dennis Shinmoto, Adrian Lozano, Sturmhard Metzler, Juan Arana and Susan Ettesvold.



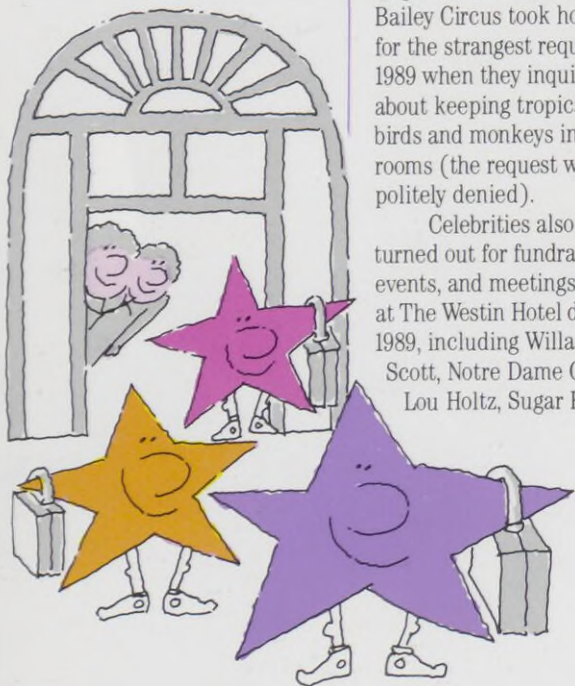
Safe haven in Manila

During the recent coup attempt in the Philippines, The Westin Philippine Plaza was a safe haven for many tourists and locals who were forced to flee the Makati business district for safer shelter outside of the war zone. Approximately 2,000 foreigners fled to the hotel. It was fully booked with "planned" guests and with the arrival of the "new" guests, the ballroom was converted into a refugee center where beds were provided along with food buffets and free coffee. Once again, Westin employees defined Service Distinctiveness by attending to the needs and safety of their guests during a crisis situation. Pictured here are managers and supervisors headed by general manager Liam Lambert, celebrating the end of the week-long siege.

Westin has a starry 1989

What do President George Bush, Miss America and the B-52's have in common? They all stayed at The Westin Hotel, Renaissance Center Detroit in 1989.

It was nothing but "champagne wishes and caviar dreams" for dozens of celebrities who stayed at The Westin in 1989, including Robin Leach, David



Copperfield, Richard Simmons, Malcolm Jamal Warner, Danny Sullivan, The New Edition, Kenny Rogers, and Sammy Davis, Jr.

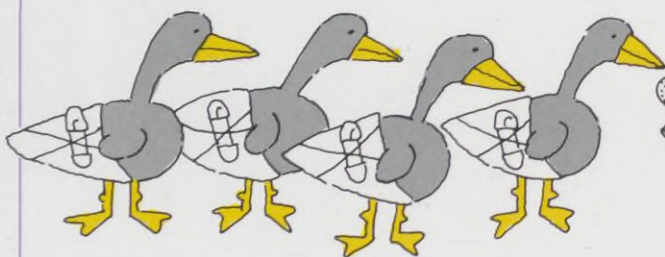
The hotel enjoyed an afternoon of Hollywood personalities in August when Warner Bros. filmed a scene from the motion picture "Presumed Innocent" with Harrison Ford and Brian Dennehey in The Westin's Great Lakes Suites. Three gentlemen

attending a convention at The Westin the day of the filming made the most of their visit by playing extras in the scene.

Visiting stars have made some unusual requests during their visits. Performers from the Ringling Bros. Barnum and Bailey Circus took honors for the strangest request of 1989 when they inquired about keeping tropical birds and monkeys in their rooms (the request was politely denied).

Celebrities also turned out for fundraisers, events, and meetings held at The Westin Hotel during 1989, including Willard Scott, Notre Dame Coach Lou Holtz, Sugar Ray

Leonard, Rita Moreno, Governor James Blanchard and Mayor Coleman Young. The Westin hosted 29 charity events during 1989. □



Swan romance: chapter 3

You remember the story of Westin & Sage, the two black Australian swans who reside at Lake Eola in Orlando, Florida. Westin is the male swan donated to the city by the WALT DISNEY WORLD SWAN after Sage's mate had been tragically killed.

Well, the two are getting along better than ever expected. Back in September they produced their first set of eggs. Unfortunately though, all were rolled from the nest by the birds, indicating they were not meant to be hatched.

Now their second set of eggs has produced four little cygnets.

During the hotel's recent grand opening the local ABC affiliate broadcasted its noon program live from the pool area of the Swan. The babies were introduced to the public for the first time on the show.

The city felt that Westin's adoptive "parents" at the Swan would want to name one of the birds, so



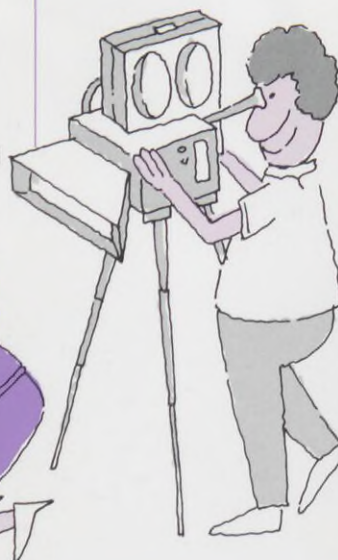
Finest dining in Denver

Augusta, the fine dining room at The Westin Hotel, Tabor Center Denver, was awarded the honor of "Restaurant of the Year" for 1989 by the city's Metro Convention & Visitors Bureau.

The prestigious award was presented to Vice President and General Manager William Quinn at the Bureau's annual awards banquet late in 1989. The honor was based in part on Augusta's superior service and attention to group and convention needs. □

they were asked to do so right on TV. Since it was one of Westin's sons and it was the occasion of the hotel's grand opening, the most appropriate name seemed to be... Magnan, after Westin's president and CEO Larry Magnan. Hopefully, "Magnan" will be brought back to the hotel to reside when he grows up.

In the meantime, Westin and Sage have had six more eggs... □



Just for laughs — and a \$20 check

We just know there are some humorous stories floating around out there. Hotels can be crazy places, and we'd like to share your humorous experiences with other Westin employees.



As added incentive for you to share your humorous (and/or embarrassing) stories with us, we will pay you \$20 if we run your anecdote in *WestinWorld*.

Please send your input to Linda Plumb, The Westin Building, MKT-13, Seattle, WA 98121.