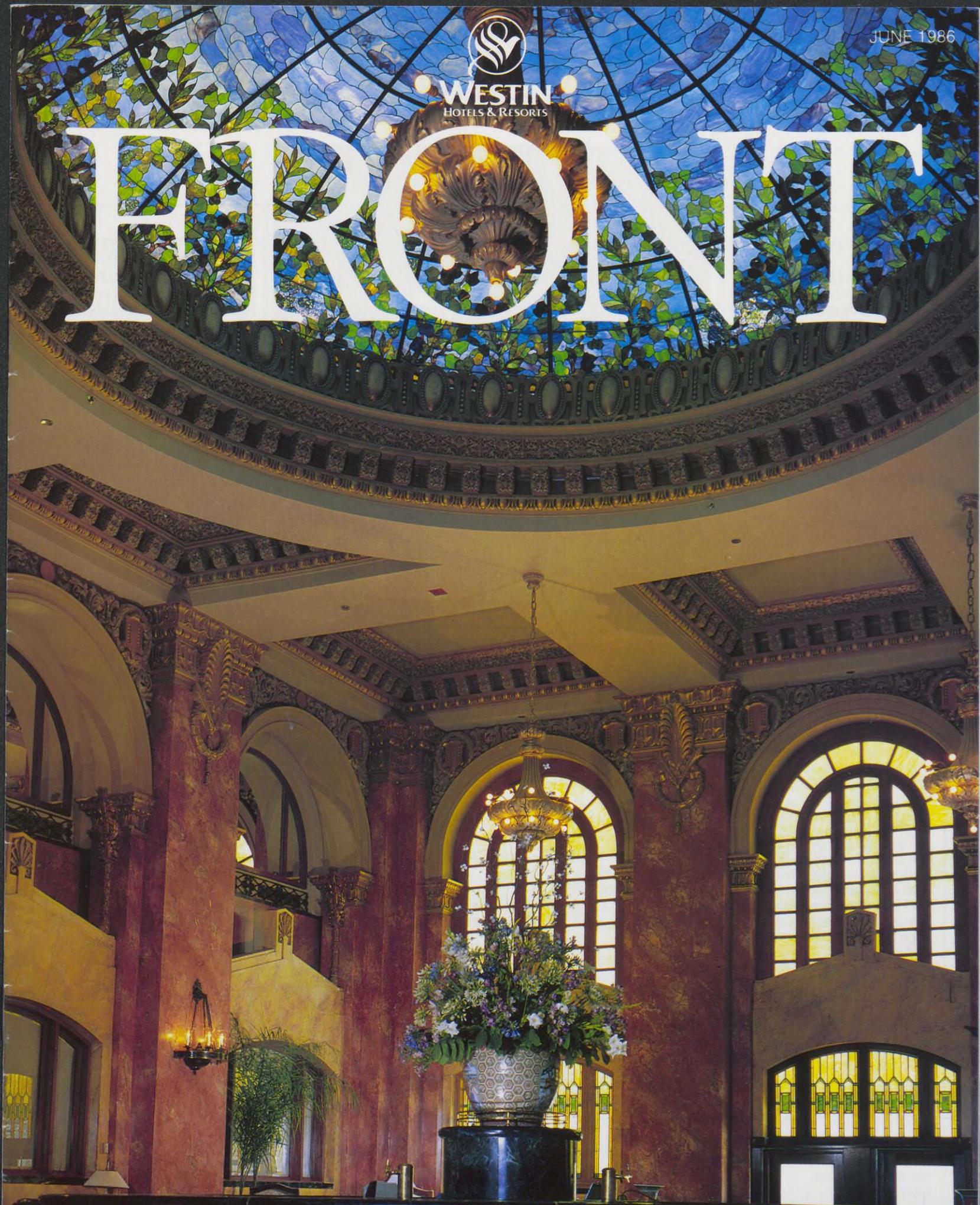


JUNE 1986



WESTIN
HOTELS & RESORTS

FRONT



THE WESTIN PASO DEL NORTE – 'Showplace of the Southwest' (Story, page 6)

NEWSFRONT

Moving on Moving up

Dianne Anderson, F&B Director, The Westin William Penn to F&B Director, The Westin Hotel, Galleria Dallas.

Celeste Backstrom, Account Exec., CSO Washington D.C. to Marketing Systems Training Mgr., Corporate Marketing Division.

John Federer, Exec. Asst. Mgr., The Westin Bellevue Stratford to Exec. Asst. Mgr., The Westin Canal Place.

Leileth Gordon, Mgmt. Trainee, The Westin Plaza to Sales Mgr., The Westin Hotel, Stamford, Connecticut.

William Lane, Profit Improvement Mgr., The Westin St. Francis to Accounting Services Coord.-Productivity, Corporate Financial Services Division/Hotel Accounting Services.

Patricia Swinton, Exec. Asst. Mgr., The Westin Canal Place to Exec. Asst. Mgr., The Westin Hotel, Galleria Dallas.

Martin F. Waechter, Sales Mgr., The Westin Philippine Plaza to Director of Sales, The Westin Chosun, Seoul.

MANAGEMENT CHANGES

Hart Ballin, manager, The Westin Hotel, Chicago, has been named general manager for that property.

Rick Layton, manager, The Westin St. Francis, has been named general manager of The Westin Hotel, O'Hare.

New hotel slated for Indianapolis

Westin announced in early May that it will manage a 600-room hotel in Indianapolis, the capital city of Indiana.

The hotel, to be called The Westin Hotel, Indianapolis, will be located adjacent to the state capitol building, Hoosier Dome, and the convention center. An enclosed sky bridge will connect the hotel to the Indianapolis convention center.

The 17-story hotel will feature a 17,000 square foot main ballroom with seating for 1,550 and divisible into six rooms. A junior ballroom with 7,000 square feet and seating for 625 will be divisible into three rooms. Additionally, thirteen meeting rooms totaling 9,700 square feet and a permanent board room will enhance the hotel's meeting and function space.

A multiple activity restaurant will feature an open grill, a buffet and an espresso counter.

The view from this area will focus on the state capitol building and grounds. A lobby lounge adjacent to an enclosed bar and 24-hour room service is planned.

A 1,100-stall parking garage will be constructed on two levels beneath the adjacent Mall Block and valet parking will be available.

Physical fitness facilities, including a swimming pool, and a gift and sundries shop will be among the amenities offered.

Ground breaking for The Westin Hotel, Indianapolis took place in late May, with a projected opening date planned for mid-1988.

In announcing the new property CEO Harry Mullikin noted, "The location selected for The Westin Hotel is ideal. We are looking forward to a mutually beneficial relationship with the convention center and the people of Indianapolis."

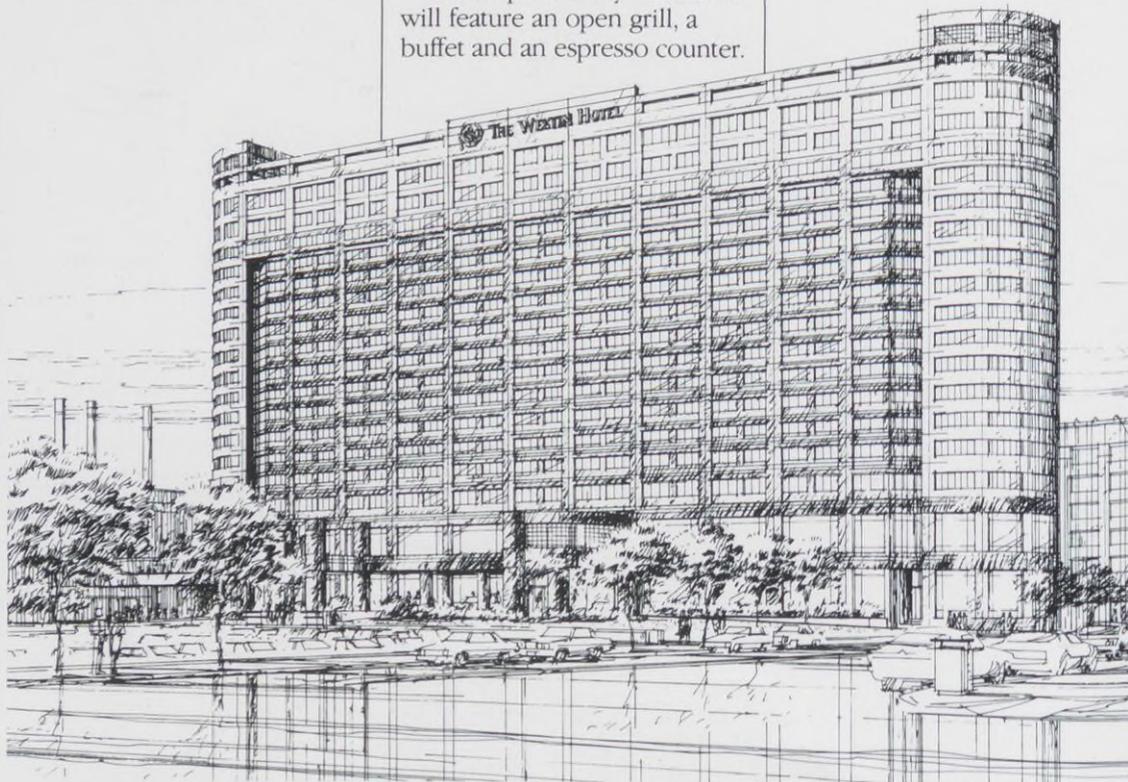
COVER: If the Westin Paso del Norte, which opened in late May, is the "showplace of the Southwest", then the Dome Bar with its stunning stained glass dome cover is the showplace of the hotel. But that's not all that contributes to this class act presentation in El Paso, as you will read in The Westin Paso del Norte report on page 6 of this issue.

FRONT

A monthly publication by and for employees of

Gabe Fonseca
Publications Editor
The Westin Building
Seattle, WA 98121

Printed in U.S.A.



Architect's rendering of The Westin Hotel, Indianapolis.

NEWSFRONT

Firemen, police find a friend in Westin

Caring. Comfortable. Civilized.

This Westin Hotels & Resorts philosophy applies not only in the treatment of Westin's guests, but in community relations as well. This recent case in point.

In late April, a disastrous fire, believed to have been started by an arsonist, partially gutted the historic Los Angeles Public Library. The famed city landmark is located diagonally across the street from The Westin Bonaventure.

Judging by the number of fire trucks and equipment that kept arriving on the scene, the hotel's management began to realize that this could be a big one that might take some time to quench. Managing Director Jim Treadway and his executive staff responded accordingly.

A call went out to both the Los Angeles fire and police departments inviting their personnel on the scene to use the hotel's facilities not only as a rest station, but also as a source for food and beverage sustenance.

Immediately thereafter, the hotel's food and beverage staff along with other hotel staff members under the direction of Joe Huber, director of F&B, swung into action.

Catering, banquets and stewarding people provided the brawn and know-how for getting the hotel's exhibition hall and adjoining loading dock in order for the expected guests.

Executive chef Werner Glur



For police and fire fighters, a welcome repast. (above) The kitchen's sandwich station swings into action. (right)

gathered all the culinary crew he could muster and put them to the task of preparing hundreds of sandwiches and setting up trays of fresh fruit, pitchers of orange juice and gallons of coffee.

The fire, which started about 11 a.m., persisted stubbornly throughout the afternoon and well into the night. By 7:30 that evening as the fire came under control, nearly 300 firemen and police (who had been handling traffic control and safety) had been fed and otherwise cared for by the hotel and its staff.

Thereafter, throughout the night, the crews remaining on the scene continued to find the hotel a welcoming haven for their hot coffee or cold juice breaks.

At dawn, hotel staffers arrived early to clean up and reset the exhibition hall for a convening group scheduling an early morning session in the hall. It was back to business, as usual. Another day of providing caring, comfortable, civilized service — and, as demonstrated the previous day, wherever and however these service qualities might be required.

'Keeper' is the key to hotel's safe driver program

Drinking and driving don't mix, and at The Westin Bayshore a caring effort is being made to help keep this potentially harmful mixture separated.

That effort is in the form of an alternative offer to restaurant and lounge guests. It's called "Keeper of the Keys", and it works like this:

One person in a party is the Keeper of the Keys — car keys, that is. That person chooses to drink only non-alcoholic beverages during the party's stay at the hotel lounge or restaurant. Then, when the party leaves, the keeper takes on the responsibility of seeing to it that other party members get home safely.

It's all voluntary, of course, but there is a little something in it for the Keeper. Each Keeper gets a coupon worth \$7.50 that may be credited towards menu items at the hotel's Gar-

den Restaurant or the Trader Vic's restaurant.

Nor is the Keeper limited to a choice of soft drinks or Shirley Temples. A special "mocktail" menu offers a wide choice of non-alcoholic beverages including beers as well as a selection of light snack suggestions.

The program is now in effect in the Garden Restaurant, Garden Lounge and the Marine Lounge and is being adopted for use in Trader Vic's.

The Keeper of the Keys program was developed by Jan Basseling, the hotel's director of food and beverage, who patterned it after a similar program promoted throughout Canada by Canadian Club.

"We're not against drinking . . . mature, responsible, sensible drinking," says Wayne Bodington, executive assistant manager of The Westin Bayshore, "but we are against excessive drinking that may impair driving safety."

As the program is completely voluntary, not all lounge or restaurant party groups choose to participate. "However," says Basseling, "there have been a surprising number of people who have participated since we initiated the program in early May. I'm very pleased with the positive response we are getting not only from the guests but also from the community."

While the program offers a positive contribution towards a safer driving environment, the hotel is also benefitting. Since the cash coupons cannot be used on the date of issue, Keepers need to return at another time to redeem them. This not only encourages return visits but benefits the hotel's food operations as well.



MARKETING
CONFERENCE
Report

Workshop sessions key to Marketing Conference success

"It's been a long time since we were together," noted Bill Newman, senior vice president Marketing during his remarks closing the 1986 Marketing Conference for which he was the chairperson.

Newman added, "Above all else at this conference, we wanted to build a team feeling where everyone recognized their roles and their importance within an international marketing team that is second to none. And I'm pleased to say, we succeeded!"

Actually, it has been three years since the Westin Hotels & Resorts sales and marketing people had come together to learn, exchange ideas and firm unified direction. The Conference, held at The Westin Hotel, Williams Center Tulsa on April 27-30, drew more than 100 delegates from throughout Westin's hotels, Corporate Sales Offices and the Corporate offices.

Based on the opening session's keynote comments and challenges by Dwight Call, Westin president and Fletch Waller, executive vice president/Marketing, the Conference program focused on in-depth workshop sessions moderated by area directors of marketing and a number of hotel directors of marketing and sales.

The attendees found ample opportunity to discuss the current and future marketing challenges of Westin in terms of market share penetration in a highly competitive marketplace.

Typical of the workshop sessions included "Leadership Clinics" for directors of marketing that targeted on planning, convention services, catering sales, financial analysis, sales leadership and advertising and promotion.

Hotel directors of sales attended a day-long forum with emphasis on the responsibilities of the director of sales, the support role of the corporate sales offices,

sales systems, training and telemarketing. The telemarketing presentation ended with a hands-on session that saw the sales team on the telephones contacting corporate meeting planners and soliciting business for all Westin properties.

CEO Harry Mullikin moderated the traditional "Town Hall Today" breakfast session, responding to questions posed by table groups that covered every aspect of Westin's growth plans, operating philosophies and the impact of the company's "market driven" direction.

Corporate Marketing Division staff provided Conference attendees with an overview of activities in the areas of marketing research, advertising and publicity and special market promotions.

In addition, Ron Olstad, vice president for New Product Marketing, and Jack Gaines, Development vice president, updated the audience on company developments and the marketing perspectives in the targeting of potential Westin locations and the pre-opening marketing effort.

The final day was highlighted by a series of "Market Workshops". These focused on selected market segments including the international market, the association meetings market, the corporate meetings market, the business traveler market, special market groups and travel agency consortia.

Sustaining its enthusiastic and upbeat tone, the Conference concluded with a grand finale recognition awards banquet. It was the first annual Westin Marketing Awards program in which a number of individuals were honored for their contributions to the market-driven philosophy of the company.

Banquet honors Award Winners

Individual and team recognition for outstanding achievement in thirteen categories were presented at the Marketing Conference Awards Banquet. Winners of the various categories and some of the award-qualifying achievements for each are as follows:



Ray Brum (right), award plaque in hand, gets a congratulatory handshake from Ray Miller, director of marketing, The Westin Hotel, Ottawa.

DIRECTOR OF MARKETING OF THE YEAR:
Ray Brum, The Westin Galleria/Oaks:

Exceeding 1985 group booking goals by 15 percent; instrumental in an innovative merger of the two Houston hotels into one management and marketing team; establishing market dominance with the highest market share in an extremely difficult economy.

DIRECTOR OF SALES OF THE YEAR:
Sherry Bigler, The Westin Bonaventure:

Instrumental in the implementation of Westin's new in-hotel marketing structure (the hotel was one of the first to do so); first to define the director of sales role within the new structure and assume that position; restructuring the hotel's marketing mix to achieve group business dominance.

MARKETING
CONFERENCE
Report

CSO DIRECTOR OF THE YEAR:

Ted Nordahl, *Corporate Sales Office, Chicago/Dallas:*

1985 lead room nights exceeded plan by 36 percent and definite room nights exceeded plan by 67 percent.

CSO SALESPERSON OF THE YEAR:

Annette Parker, *The Westin Maui/Westin Kauai:*

From August 1 to December 31, 1985 booked 34,000 definite room nights for the two Hawaiian hotels realizing over \$7 million worth of business.

HOTEL SALES PERSON OF THE YEAR:

John Visconti, *Corporate Sales Office, Toronto:*

1985 lead room nights exceeded plan by 73 percent and definite room nights exceeded plan by 91 percent.

GROUP MARKETER OF THE YEAR:

Jim O'Connell, *The Westin Ilikai:*

Achieving a profit plan for two consecutive years in spite of two public-known attempts to sell the hotel. 1985 group room night production exceeded goal by 14 percent.

RESERVATIONS MARKETER OF THE YEAR:

Elizabeth Killings, *The Westin Hotel, Chicago:*

Cited for her highly effective relationship with the hotel's sales department and for her outstanding general performance, leadership ability, high motivation level and attitude.

CONVENTION SERVICES MARKETER OF THE YEAR:

Bonnie Dahlquist, *The Westin Galleria/Oaks:*

Successfully merged the convention services operation of the Houston hotels. Awarded the highest recognition in her field for 1985 by being named Convention Services manager for the Year by the Professional Convention Management Association (PCMA).

CATERING MARKETER OF THE YEAR:

Harold Weese, *The Westin Peachtree Plaza:*

Developed a catering sales tracking and trace system that helped realize a 15 percent increase in catering sales.



A handshake for Ted Nordahl as he steps up to the podium to receive his award.

Developed a sales solicitation program for convention affiliated business. Developed a market segment share tracking system for banquet business.

FIT MARKETER OF THE YEAR:

Jay Riley, *The Westin Copley Place:*

Cited for introducing, maintaining and measuring innovative direct marketing programs aimed at the frequent business travel market and for developing a constant and creative merchandising program to consortia and other volume transient producers.

HOTEL SALES TEAM OF THE YEAR:

The Westin Philippine Plaza:

During a five year period, the hotel's market share has increased each year



Award winner Sherry Bigler is flanked by Bill Newman (left), senior vice president and Fletch Waller, executive vice president.

in all categories, both group and individual, placing The Westin Philippine Plaza in the number one spot in the Manila hotel market.

CSO TEAM OF THE YEAR:

Washington, D.C.:

A cohesive, highly visible staff active in the marketplace. Implemented the most successful "Westin Expo" ever held. Conceived and implemented the incentive lead program that substantially increased Westin's lead production at the American Society of Association Executives (ASAE) convention. 1985 definite room nights exceeded plan by 16 percent.

MARKETING'S HOTEL MANAGER OF THE YEAR:

David Ling, *Westin Hotel Williams Center:*

Cited for continually being the biggest supporter of the hotel's sales team by positioning himself as a salesperson and marketer within the hotel. Chairs the Executive Committee of the Tulsa Convention & Business Bureau and holds several other important positions within the community.

All winners of the Marketing Awards were presented with achievement recognition plaques.

THE WESTIN PASO DEL NORTE

Rebirth of the 'showplace of the Southwest'

Thanksgiving Eve, 1912.



A fashionably dressed crowd comprising some of El Paso's most prominent citizens often paused to admire as they strolled through the hotel's lobby on the way to the ballroom. The occasion was a lavish ball celebrating the grand opening of the city's newest hotel, Paso del Norte.

There was much to admire. The intricate mahogany wood work that gleamed in the light. The huge European crystal chandeliers. Elegant furnishings that rested on thick imported carpeting. And above it all the stunning stained glass dome by Tiffany of New York that dominated the lobby.

It was no wonder the Paso del Norte would soon gain well deserved acclaim as the "showplace of the Southwest".

Friday, May 23, 1986.

After two years of closure and following a \$50 million renovation, the hotel once again celebrates a grand opening. This time as the Westin Paso del Norte. And once again to the acclaim as the "showplace of the Southwest" —1986 style.

While much of the hotel's original charm and gracious ambience has been recaptured, the renovation has produced a virtually brand new property.

True, the famed Tiffany dome is still there, now completely cleaned and restored. Also restored is the original mahogany woodwork, the crystal chandeliers and many other original decor touches.

But as Paul Himmelman, the hotel's general manager notes, "While we've retained much of the richness and old-time gentility of the original property, we've blended in all the modern day amenities and conveniences as you would find in any first class hotel anywhere."

Each of the hotel's 375 guest rooms and suites are equipped with oversized beds, remote-control color TV, AM and FM radios and the latest in the fire and life safety systems. And there are some special touches. Instead of traditional closets, for instance, rooms are furnished with handsome arm-oirs in rich mahogany that serve as full closet and dresser drawer units as well as enclosures for the TV and a fold-down writing desk.

Included in the hotel's modern day amenities are a swimming pool, Jacuzzis, steam baths and an exercise complex.

The hotel's dining rooms and lounges are also attuned to today's traveler's desires in their comfortable mix of elegance and casualness.

Situated directly beneath the Tiffany dome is the circular Dome Bar with lounge seating — subtle, elegant and relaxing. Adjacent is the hotel's intimate and stylish fine dining room, the Dome Grill.

For more casual dining there is the Cafe Rio with its regional southwest atmosphere that opens onto a garden courtyard with under the sun or stars seating for about 75 people. (The Cafe Rio courtyard may also be used for catering functions, private cocktail parties, etc.)

Because the hotel is located in the heart of downtown El Paso and adjacent to the city's civic center, the hotel anticipates a good deal of local business in its food and beverage outlets as well as the hotel's guests.

"During the day it will be people from the surrounding offices and businesses for breakfast and lunch and evenings we expect to draw a lot of business from people attending functions and performances at the Center's auditorium", predicts Bruce McNish, director of Food & Beverage.

"We've focused our food service operations on quality din-

ing that's reasonably priced and a level of service that's hard to find anywhere else in town", McNish continues. "I think this combination is going to be a major factor in drawing locals — including family groups — to our restaurants".

The hotel's meeting and function space on the mezzanine

and the third floor includes the 8,736 square foot El Paso Ballroom, the largest grand ballroom in West Texas. Other function space included on the two floors include a Board Room, various sized meeting rooms and nine executive suites.

"For the first year or so we are looking at about 30 percent

group business" says Nan Stone, director of Marketing for the hotel, "but that is expected to increase to almost 50 percent over the next five years or so as we become established. Meanwhile, we expect to be heavy in corporate business. We will also get some pleasure travelers largely because of our proximity to the Mexican border and the attractions of different culture that you'll find in Juarez."

(Note: The U.S./Mexico border and the city of Juarez are only seven blocks from the hotel. The El Paso/Juarez combination forms the largest border community in the world.)

Stone perceives the state of Texas as the major market for the hotel particularly with group

business. The hotel has been honored as site for the Winter Seminar hosting the Texas Society of Association Executives — the professional meeting planners that represent all major associations in Texas.

Other important markets include the Southwest and Southern California as well as major business centers throughout the country.

The city of El Paso itself is going through a renaissance — particularly in its downtown area — that is being paced by the rebirth of The Westin Paso del Norte. A sunbelt city boasting over 350 days of sunshine a year, El Paso is, in fact, ranked among the fastest growing cities in the United States.

As it did in the past, the all new Westin Paso del Norte stands ready to renew its imprint on the city's revitalized future. And as it looks to the future, the hotel's well trained and eager to serve staff stands ready to welcome the world to the new "showplace of the Southwest".

First guest to check in at The Westin Paso del Norte, Paul Harvey, is welcomed at the registration desk by the hotel's executive committee. Harvey was owner/manager of the hotel for 40 years prior to its closure and subsequent assumption of management by Westin. At right is general manager, Paul Himmelman.



PHOTO NEWS



Five year flashback

HONG KONG—In mid-April, the Shangri-La Hong Kong celebrated its fifth anniversary with its first Five-Year Employee

Awards Banquet in the hotel's Grand Ballroom. Joining in on the festivities were 418 "Shangri-La Pioneers" with five years service plus five staff members celebrating ten years of service. An evening highlight was the presentation of the Thurston-Dupar Inspirational Award to recipient Jimmy Ng, housekeeping room inspector.

As part of the anniversary celebration, photos depicting hotel events over the past five years were mounted on display boards for employee viewing.



The \$100 smile

SEATTLE—It was more than just another Monday morning for Bernie Lam (left) Rooms Division secretary at The Westin Hotel, Seattle when she heard the good news that she was one of the six winners in the weekly Employee Recognition Program drawing at the hotel. Sharing Lam's \$100 winner smile is the hotel's general manager Peter Smith.

Student blitz

PITTSBURGH—The Westin William Penn recently completed a week-long sales blitz with students from Penn State University's Hotel, Restaurant and Insti-



Lei-making champs

HONOLULU—May Day is Lei Day in Hawaii and The Westin Ilikai celebrated with a Hawaiian arts and crafts fair plus an entertainment program open to the public. The hotel also sponsored an employee lei-making contest that awarded winners gift certificates or cash

prizes. The lei-making contest winners proudly displaying their handiwork are (from left): Mark Wendel, landscape supervisor, who took first place with a baby mum choker lei; Janice Matsushima, catering sales manager, took third with a plumeria petal lei, and Raul Perez, maintenance department, came in second with a caramia cherry lei.



tutional Management program. This was the first sales blitz made in conjunction with a Westin hotel and the University. The total number of outside sales calls and telemarketing

calls made during the week was 1,146. Pictured are the ten students who participated in the blitz along with members of the hotel's marketing staff and the hotel's general manager, Bob Hawes (far right).

PHOTO NEWS

Up, up and away!

EDMONTON—As part of its Easter Sunday brunch activities. The Westin Hotel, Edmonton participated in a balloon release event in conjunction with the city's Shrine group in support of Shrine Children's Hospitals. For a minimum donation of 50¢, brunch guests could attach a name and address tag on one of the balloons. Finders of released balloons who contacted the hotel were eligible for a weekend for two at the hotel at a later drawing of the returned tags. The sender of the drawn returned tag would be awarded a trip for two to Los Angeles.

The balloon release proved a high-flying success with over 3,700 signed balloons released and approximately \$1,000 raised for the cause. (Photo by Larry Wong, Edmonton Sun)



Mexican Fiesta Day

LOS ANGELES—Employees at the Century Plaza were treated to a "Mexican Fiesta Day" in the Cantina in conjunction with the hotel's week-long Mexican Fiesta promotion in its Cafe Plaza. The promotion was a joint effort with the Camino Real hotels wherein Caledonio Herrera, executive sous chef at the Camino Real Mexico City prepared authentic Mexican specialties. Most of Chef Herrera's recipes were taken from the recently published cookbook, *A Treasury of Mexican Cuisine*, compiling original recipes from the chefs of Westin's ten Camino Real hotels and resorts in Mexico.

Some of these Mexican specialties were featured at the Cantina and served by costumed staff members (from left): Carol Gutierrez, Martin Franco and Roberto Niquet.



Expectant dad

PORTLAND—Baby showers are for expectant moms only? Bob Bormes, executive assistant manager at The Westin Benson, found out differently when, as an expectant dad, he was given a surprise baby shower by the hotel's executive staff. Though somewhat embarrassed by the occasion, the first-time father carried it off with aplomb even managing to grin and bear it for this highchair, bonnet, bib and bottle photo.



'Breathe Easy' Award

SACRAMENTO—Westin Hotels & Resorts was recently presented with a recognition "Breathe Easy" Innkeeper Award plaque from the American Lung Association of California for providing non-smoking room accommodations in various properties. Here Lesli Young, sales manager with the San Francisco Corporate Sales Office, accepts the award plaque on behalf of Westin from Dr. Colin Sinclair, President, American Lung Association of California.

(Note: The following commentary by CEO Harry Mullikin will be appearing in the July issue of WESTIN magazine, the in-room publication for the guests of Westin's hotels and resorts.)

CARING. COMFORTABLE. CIVILIZED.

It is amazing how powerful advertising can be when it is done well.

Its chief purpose may be to predispose potential customers to purchase a product, contract for a service or patronize a certain establishment. But, intended or not, advertising can also affect the company that is the subject of the advertising just as intensely as it does the potential customer.

That certainly seems to be the case with our new corporate television and print campaign for Westin Hotels and Resorts.

In it, three words appear together for the first time to describe the people and place of Westin. The words are "Caring", "Comfortable" and "Civilized".

They are certainly not new to us as individual words. We've undoubtedly used one or more of them in our advertisements over more than 55 years of being in business.

In combination, however, they take on a meaning and power that is not possible when each stands alone. The three words together accurately describe who we are and what we are all about.

In this case, the whole is greater than the parts. It gives meaning to us at Westin about how we conduct our business and how we treat our guests.

Once we begin to see ourselves as caring, we try to become more that way, to live up to our image of ourselves. Once we see how comfortable our hotels and resorts really are, we try to make sure they are that way in every respect. And, once we understand how satisfying it is to be civilized — that is, "cultured and courteous" in the best sense of the words — we seek more and better ways to be that way.

It is a fortunate process that feeds upon itself: the more we see ourselves in a positive light, the more we become that way. But it has taken the mirror of good advertising to give the people and places of Westin specific qualities that we can understand and respond to, especially when we know that others are likely to see us that way too.

Here is what the words mean to us:

"Caring" is one of the most admirable of human qualities. It is the ability to empathize and consider another's well-being before our own. It is the very essence of serving, going beyond simply doing an efficient job to putting heart in the business of hospitality.

You can tell the difference in a minute between a caring hotel employee and one who's simply doing his or her job. The caring employee makes contact with you as a human being, expresses concern that you're having a pleasant stay and asks if you're getting what you asked for. He or she waits for your answer, considers it important and acts on it if something is not quite right.

A caring employee makes things right.

You deserve to be cared for when you stay at our hotels and resorts. You have a right to expect things to be a certain way. And the fastest way to find out whether or not you're staying at a place where people care is to make a special request and see how quickly it gets handled.

At Westin, we take pride in how much we care.

"Comfortable." You also deserve to have a feeling of comfort in our hotels and resorts; of being at home, even when you're away on business. Your room should have a sense of being carefully but subtly designed. Things should be where they're supposed to: easy to understand and easy to get to. So often it comes down to the little things that make a big difference, like having the switch at the base of the lamp by your bedside so that you can just reach out and turn it off when you're ready to go to sleep.

Or having an alarm clock in each room that you can set if you want to take a short nap during your stay.

We really try on a continuing basis to think of all the things that make us feel comfortable while traveling and to build them into the design of our rooms.

The third word used to describe Westin is "civilized". A civilized society is one which is socially and culturally organized, with high standards of conduct; one in which individual human beings deal considerately with one another.

To some seasoned and knowledgeable travelers there is no higher expression of civilization than those who deliver concierge services. People who are informed, unfailingly courteous, efficient, competent and dedicated to serving the guest. A walking storehouse of information on how to get things done. Once you have sampled our concierge services, it will be difficult to understand how you ever got along without them before.

Caring. Comfortable. Civilized.

It is our intention at Westin Hotels and Resorts that you will always find us that way.

*"A caring
employee
makes things
right."*



Harry Mullikin
*Chairman and
Chief Executive
Officer Westin
Hotels & Resorts*

WESTIN PEOPLE

FRONT LINE

QUESTION: Our Personnel Department is now called Human Resources and I understand that they've done that throughout Westin. Is this just a fancy name change or does the change mean the department will be doing different things than they've done in the past?

RESPONSE: *By Walker Williams, Corporate Director of Human Resources:*

The name change, from Personnel to Human Resources, does not indicate an immediate change in what the department will or will not be doing. Initially your Human Resources Department will be providing exactly the same services it provided prior to the name change. The change in name is a recognition by Westin, and many other national companies, of how we currently view our people — as a major "resource" of the organization. Viewed as "resources", people are being thought of as assets which have greater or less value, like capital, technology, or raw materials.

Once we view people as resources, which have asset value, it then becomes obvious that they should be managed with the same care we use to manage our other resources.

So that we can do an even better job in the future of maximizing the value of our human resources, Westin Hotels & Resorts is taking several major steps in 1986 to enhance its human resources system and

FRONTLINE is a confidential communications forum for Westin employees. Use FRONTLINE to ask questions of general concern, to offer suggestions or to express opinions. Send your question in an inter-office envelope to: FRONTLINE, Corporate Office, Seattle, or send by regular postage mail to: FRONT editor, Westin Hotels & Resorts, 2001 6th Avenue, Seattle, WA 98121. Letters must be signed and include hotel or office location. Names are held confidential. All unprinted questions will be answered by mail.

decision-making. Among them:

1. Purchase a Human Resource Information System, which will be the company's first major employee data base;
2. Implementation of a new company-wide human resource policy and procedure manual; and
3. Conduct a company-wide training needs assessment which will identify training needs, job-targeted selection criteria, and an enhanced performance appraisal system.

The data we collect during this assessment will be the foundation of information about Westin's jobs and people upon which we build our career development and succession planning system. The name change itself did not immediately make things different, but rather recognized an ongoing change in our view of ourselves and our relationship to the organization we work in. Westin's humans are its greatest resource — past, present and, particularly in this high growth phase, the future.

QUESTION: Now that Hertz has joined our "Partners in Travel" group, will Westin employees be offered any special deals on buying or renting cars from them?

RESPONSE: *By the editor of FRONT:*

A very timely question. Effective as of now, all Westin employees, through our affiliation with UAL, Inc., are eligible for Hertz Rent A Car discounts. In the U.S., rates vary according to usage, but you'll find them better than our existing 10 percent discount. Rate discounts in Canada are a flat 25 percent and are 40 percent internationally.

When requesting a discount, you must specify that you want the "Mini-Fam" rate, give the ID number 155655 and state that you are a Westin employee.

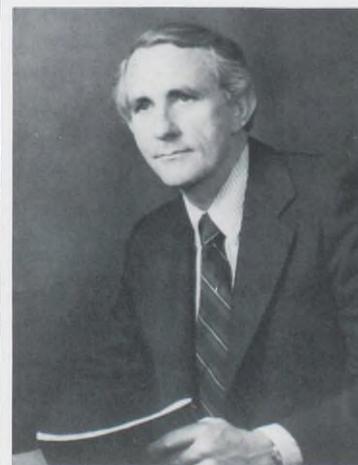
These specifications should be stated at car pick-up and when placing a reservation. At car pick-up, you will need to show your employee identification card or a current payroll check stub to verify employment status.

No specific reservation requirement is necessary, but reservations are recommended to ensure automobile availability.

Ravenswood named Resort Executive of the Year

Cecil Ravenswood, general manager, Arizona Biltmore, has been selected as "Resort Executive of the Year" in the annual American Hotel & Motel Association selection.

Ravenswood, who has been general manager for the famed resort hotel for over nine years, was selected for his commitment to maintaining and upgrading the 57-year old Mobil Five-Star award winning property; his personal commitment to guests and to the staff; his professional commitment to the lodging industry through his activities and involvement, and his sincere and consistent interest and leadership in community affairs.



The announcement of Ravenswood's selection for this prestigious AH&MA honor was made at the Association's 75th Annual Convention, held in Las Vegas in early May.

Travel/Holiday Award plaques. (Left): First Place Hotels Within the Contiguous United States. (Right): First Place Hotels Outside the Contiguous United States.



THESE AWARDS
ARE FOR YOU—
AND
YOUR HOTEL

The medallion plaques pictured here were recently presented to Westin Hotels & Resorts by the editors of TRAVEL/HOLIDAY magazine.

The plaques and the recognition honor they represent is equally shared by all employees throughout Westin.

As reported in the May issue of FRONT, Westin's hotel and resort properties were voted the number one choice of TRAVEL/HOLIDAY readers as confirmed by the publication's 1985 reader poll. Further, this makes the sixth consecutive year in which Westin has achieved the top spot in these annual reader polls.

Aspects evaluated by poll respondents include: cleanliness of facilities, courtesy of staff, quality of meals and efficiency of check-in and check-out. Westin rated high in all areas, but, particularly, in staff courtesy.

This recognition as voiced by the sophisticated readership of this national consumer travel publication is one in which we can all take a great deal of pride. Particularly so

when the quality of the runner-up competition is considered.

Winning the second place in the "Hotels within the contiguous U.S." category was Marriott Hotels. The honorable mention, award went to Four Seasons Hotels.

In second place in the "Hotels outside the contiguous U.S." category was Regent International Hotels. The honorable mention position went to the Mandarin Oriental Hotel Group.

Strong competition indeed — and getting stronger each year. In fact, it's pretty obvious that if Westin is to maintain its enviable front-runner position, we not only need to maintain but enhance our "people make the difference" qualities that travelers find so desirable when staying at a Westin. Or, as our current corporate-advertising campaign puts it, "... delivering caring, comfortable and civilized service."

That's the winning formula. (Watch this space this time next year.)