



WESTIN HOTELS

TALLY SHEET

Homefront

60 SECOND CRITIC

(It may take less time than that, but your response is important. We need feedback from ALL corporate employees. Thank you.)

1. IS HOMEFRONT SOMETHING THAT YOU ENJOY AND WANT TO SEE CONTINUED?

(48) Yes
~~17~~ 152

(8) No (1) NON-COMMITAL

~~167~~ TOTAL

2. IF SO, WHAT TYPE OF INFORMATION DO YOU WANT?

161

(71) Employee profiles (on or off the job)

(129) Corporate plans/strategies

(108) Employee activities (sports, social events, classes, etc.)

(120) Corporate office policy/procedure changes

(56) Community event items of general interest

(60) Hotel briefs (additions, openings, deletions, etc.)

(102) Department/Division news or profiles

(111) Coming events notices

(113) Benefits news/changes

(118) Special rates, bargain buys and employee offers, etc.

(117) New hires, transfers, promotions

(59) Letters to the editor

(62) Social items (marriages, new baby announcements, etc.)

OTHER, AND/OR YOUR COMMENTS (Use reverse side if necessary)

SEE ATTACHED

(AS SOON AS YOUR SURVEY FORM IS COMPLETED, PLEASE DROP IT INTO YOUR OUT BOX FOR MAIL PICKUP. CORPORATE PERSONNEL WILL TABULATE RESULTS AND REPORT BACK TO YOU. RETURN DEADLINE IS THIS FRIDAY, JANUARY 11. THANKS FOR YOUR HELP.)

HOMEFRONT SURVEY

(Write-in comments)

. I find Homefront to be a valuable, quick reference and update in lieu of a bulletin board item which does not get posted or is tossed too soon. I enjoy getting my own copy for reference.

. Homefront is informative and would be even better if material content was expanded. I think it's a necessary tool in keeping communications lines open.

. Good job. Good format. Keep US informed!

. (needs) classified ads--buy, sell, trade, rent, etc.

. I feel that all of the above would make a very interesting and fulfilling newsletter! (This in reference to all items listed on survey)

. I think it is an important and necessary communications tool for corporate employees.

. I enjoy Homefront and would like to see it continued. Without it, we lose the only line of information/communication we have.

. Other newsletters cover hotel briefs and policy changes, etc.--Homefront doesn't need to duplicate.

. A sale or want ads section might be nice. I believe that the employees of this company would enjoy and benefit from more information provided by senior management regarding what exactly is going on from week to week. I feel like people at Westin are starved for data. While management by objective suggests that

the dissemination of information should come from the top down through regular channels, often those channels are blocked by one reason or another. I think Mr. Mullikin could even give a "state of the company" address every so often, and we'd all be better off for it.

- . I'd really like to see Homefront expanded to include more areas in more detail. I feel that there is a real lack of communication between departments and between management and general employees.

- . All of the above (survey listing) with special emphasis on corporate office policy/procedure changes and activities.

- . Excellent communication.

- . List Service Anniversary achievement, 5, 10, 15, 20 years, etc.

- . This is the only vehicle that ties all of us together as a unit. Without it we continue to operate in a vacuum, each doing his or her own thing without relating to others in the corporate offices. I'd like to see Homefront expanded to the type of publication it was formerly, with photos, profiles, typeset copy, etc. That format had a lot of personality and vitality and high interest level. This not to say I don't enjoy the current version, but I feel it's more effective if it can be expanded and upgraded in format.

- . It always adds a high point to my day!

- . Any of the above information both checked and unchecked could be of interest (I read the whole Homefront regardless).

The checked items I find especially noteworthy and relevant as priorities. The others I would consider in a "Special Interest" category. I know it takes coordination and dedication to assemble the information and publish it, etc. I find it serves as a good communicator of newsworthy items and goes a long way to making all the diverse departments part of a larger Westin family. Good work! And much appreciated!

. Homefront, I feel, is very important in keeping employees informed on company changes, policy, news and is good for morale.

. If they are very brief, I'd like to see these topics (listed on survey) but not to the point where they take up a lot of space. We can get this (unchecked items) info from Front if it continues. New items: Employee recipes we can share; restaurant critiques (lunch spots). A poem, cartoon that an employee has come up with - humor. Thank you for caring enough to get our opinions.

. This communication vehicle makes a vital contribution to employee morale and employee confidence in the company. While other divisional newsletters are being discontinued due to budget constraints, it is critical that Homefront continue to act as a voice to and of employees.

. The concept, on the whole, is nice. However, the language used tends to be a bit corny.

. Some stats by quarter or year-end, i.e., number of guests served in restaurants; number of occupied rooms or % occupied; non-confidential financial results. In general, how are we doing? Better than last year or worse? Why? Also, cultural values need

response has been small. I've enjoyed knowing what's going on with the other employees. I also think that corporate plans/ /strategies are not communicated in straight talk. We know who we are and where we want to go. Let's hear some clear cut words on how to get there!

- . Keep up the good work!
- . News on our competitors is always good to know, i.e., their growth, name changes, chains that are selling off their properties.
- . Need now more than ever.
- . Uncertainty breeds fear and contempt. In these uncertain times, any information is better than none. Please continue with HOMEFRONT, it's a necessary form of feedback.
- . I feel very strongly that the average corporate employee needs to know more about Westin--its problems, its pluses. The social stuff is fine, but it doesn't help anyone work in a more informed and intelligent fashion.

HOMEFRONT SURVEY RESULTS

Results from the HOMEFRONT survey conducted last year have been tabulated. A compilation of responses to the various parts of the questionnaire follows.

Sixty-six replies were received for a slightly better than 20 percent return, which, according to survey experts, is very respectable. Many thanks to all of you who participated.

. Of the 66 respondents, 54 thought HOMEFRONT items were "useful or of interest" with the remaining 11 responding "sometimes".

. As to whether items gave all information needed, 36 said "yes", 27 said "most of the time", and 2 said "no".

. In the overall rating of HOMEFRONT, 27 thought it was "excellent", 36 said "good, 1 said "fair" and 1 said "poor".

. Would the respondents like to continue receiving HOMEFRONT? Sixty-four said "yes" one said "no", and one respondent did not answer.

. As to how often HOMEFRONT should be published, the majority of respondents checked "monthly" though "every two weeks" ran a fairly close second, with a few write-in suggestions that it be published "whenever you have enough news", or something to that effect.

. No one volunteered their name for HOMEFRONT contributing reporter, however, some respondents volunteered the names of others that they thought might be interested. We are following up on those nominated "volunteers".

So much for the "check one answer" portion of the survey. Respondents were also asked for their write-in suggestions and comments for improving HOMEFRONT's content for a more useful communications piece. These two questions in particular dealt with this issue. The first asked:

. "What kinds of general interest information would you like to see in HOMEFRONT that you are not getting now?"

Responses to that question ran the gamut from the flippant "more smut (ha ha)" to the more serious, "More corporate strategy. Where are we going as a corporation. Does anyone have particular interest in how Westin will make money? You bet we do and we want to know how to help."

We thought we were about as smutty as we could get, but we'll work on company direction and progress items a little harder.

Respondents also indicated they would like to read more "human interest" type items ranging from individual profiles to social items such as who's gotten (getting) married, had a baby, etc.

We go for the human interest emphasis, but for social notes it's a reluctant "maybe".

There was some call to revive a classified column. That didn't seem to work very well with HOMEFRONT before because of a timing problem. Bulletin board notices seem to be more effective because of their immediacy.

. The second question asked:

"If you were HOMEFRONT editor, what other additions or changes would you make to improve its usefulness to readers".

Apparently respondents didn't find much of a clear-cut difference between this and the previous question and responses were very similar in nature. (On second thought, we didn't find that much difference either!)

However, a number of respondents commented on the mechanics of the publication. The use of photos and/or graphics for a "livelier" or "more interesting" look was mentioned. We agree, but we just don't have the budget (HOMEFRONT is printed on the 13th floor copy machine), or equipment to reproduce photography, or to buy illustrations or other graphics. However, if any of you receive other newsletters with attractive format ideas that we could "borrow", we would appreciate your forwarding them to us.

Then, a couple of comments on writing style. Says one, "...writing style is a little too casual or 'folksy' at times." Says another, "....articles are written in a very 'unstuffy' manner...they are interesting and easier to read. Keep it informal and casual."

* * * *

So, what does it all mean? These are our conclusions:

1. According to the survey respondents, readers thought HOMEFRONT is doing a pretty good reporting job and would like to see continuing publication on a monthly basis.

2. However, more emphasis should be placed on corporate activity and direction and on individual employee items.

3. Efforts should be made to present a more attractive, livelier format with a writing style striking a happy medium between formal and informal.

Well, that's our opportunity for 1985. Meanwhile, your comments, suggestions, gripes and, yes, applause, is welcome at any time. Write: Gabe Fonseca, HOMEFRONT editor, MKT13 or call X3182. Thanks again for your input and help.

4. IF YOU WERE HOMEFRONT EDITOR, WHAT OTHER ADDITIONS OR CHANGES WOULD YOU MAKE TO IMPORVE ITS USEFULNESS TO READERS?

"Feature employee per month"

"None"

"Personal things re: corp office employees doing something great-- receiving recognition for something. Possbily the HOMEFRONT reporter could be the person to contact to let him/her know then report to you. Column could start out, 'Did you kno that...' so and so did /does received , etc. "

"Good as is"

"Doing great"

"For readability I would vary the letter type used on reporting the different topics. Use illustration or handwritten attention-getting notations. Something visually interesting and fun."

"More personal approach rather than just names. Maybe photos would help."

"When artielc are written in a very 'unstuffy' manner, converstaional, phrases, they are more interesint and easiter to read. Always enjoy humor when included. Keep it informal and casual."

"Some picutsres if possible."

"Articles should be less 'cutesy' and simply report the facts. None of this "veep" and "congrats" , etc."

"I think that we could use some management info. Lean more to the business briefs. Let the staff members knwo what earnings were, etc. Financial services can help!"

"Nice if we culd resume former 4-page format w/photos, but \$\$"

"Occassional paragraphs on how to take advantage of employee benefitis such as comp rooms. Keep it short. Keep it varied"

"Including articles that may interest readers (maybe 3"space) about something totally unrelated to Westin. Maybe a list of things to do around town. Maybe a gourmet critique of the newest deli (something most of us ca n afford). Maybe coordinate a craft of the month presentation (we have many craft-oriented people) and or demonstartion at lunchtime. Illustrations. Maybe cooradinate volunteeractivity sign-ups, etc. (Never know when one must call on an agency and or frined. Maybe have a health tip of the month, etc."

"Do you like balloon remarks? Yes! So do I, hope Gabe will continue them."

"Tell us when somebody ties the knot, or has a new baby so we can add our congrats too."