

# WestinWorld

November/December 1989



Inside...

Westin's regionalization continued...

Interview with CFO Ray Whitty

F&B's award winners

DPS and RPM — keys to sales success





## DPS & RPM:

### The keys to success

Dimensions of Professional Selling (DPS) and Results-Producing Management (RPM) training programs have been sell-outs for 1989.

These sales-training seminars, customized for Westin, provide an ongoing training program for employees who work directly in sales, reserva-

*At the first RPM workshop earlier this year, from left: John Meissner, regional director of marketing/Canada; Leslie Howie, The Westin Mission Hills Resort; and Jack Skinner, The Westin Hotel, Galleria Dallas.*



tions, catering, and convention services. They are held throughout the U.S., Mexico, and Canada. Asia will have its first workshop in 1990.

The three- to four-day workshops are designed to integrate the Westin philosophy of service and professionalism into the sales arena and reflect a professional and positive image to those who buy Westin products and services.

The person responsible for these programs is Bill Newman, Director, Marketing Services. A firm believer in DPS and RPM, he is the program's adviser and continues to fine-tune the workshops to Westin's marketing needs.

Linda Blosssey, secretary, also lends able support by coordinating the workshops at Westin's Canadian and U.S. properties.

### DPS

DPS began in 1982 and is still a strong part of Westin's sales program. It is divided into two workshops. DPS I is designed for sales, catering, and convention services personnel who are new to the company. It introduces a basic sales training program through the use of custom case studies.

After six months, the same people attend DPS II. DPS II expands the professional approach to sales, educating them in presentation-making, planning, and the writing of professional proposals.

### RPM

According to Newman, "Results-Producing Management (RPM) is the most dynamic and complete sales management program in existence." The three-day session for management-level people presents leadership skills needed to build a profit-producing sales team.

Learning to marshal their resources, rally support, and drive Westin to prominence in the market are their goals.

The programs are presented by Barbara Harlow, owner of Management Associates, Inc. and Cindy Novotny of Master Connection. Both are former employees of Westin Hotels & Resorts.

Over six hundred people have attended these seminars to date. Feedback from Westin's competitors say Westin's program is hard to beat. Many competitors' programs are modeled after the Westin seminars.

The most current sales-training development underway is a follow-up program to DPS and RPM. To be unveiled in 1990, it will allow sales training to continue at the hotel level.

One of two options is a program that could reach various levels of sales people within the hotels and be self-directed.

Via a personal computer and an innovative video disc attachment, a sales person could respond to a brief diagnostic self-assessment of sales skills and knowledge, and then branch to appropriate video-based learning sequences. This would generate a record for the learner's manager to track participation and progress in self-development.

The second option being considered is to hire a circuit rider and train on each property.

Concludes Newman, "It is our obligation to give our sales staff the best possible tools to serve Westin clients. We want to allow our sales people to be successful and I believe DPS and RPM do that job, and do it well."

### WESTIN WORLD

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

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### COVER PHOTO:

Doors to the WALT DISNEY WORLD SWAN hotel opened in late November; the grand opening celebration will be held January 13. Located at Disney World®, adjacent to EPCOT® Center, the WALT DISNEY WORLD SWAN is just across a lagoon from the larger WALT DISNEY WORLD DOLPHIN hotel, to be managed by Sheraton.

## A whole lot of Westin Service Distinctiveness

The Westin Hotel, Washington, D.C. and The Westin Resort, Hilton Head Island, submitted these tales of Westin Service Distinctiveness. The following letters from the pleased guests tell the stories best.

\* \* \*

Dear General Manager  
The Westin Hotel,  
Washington, D.C.:

I enclose my Express Check-out voucher with a story of extraordinary service.

Upon checking out of your hotel on September 27 I inadvertently left my airline ticket instead of the express check-out voucher (enclosed). Probably a first in your experience!

Realizing this mistake, I telephoned your assistant (Mignon Starkey) who could not have been more helpful. She asked me to phone back in five minutes after she determined the status of my ticket and a solution to the problem.

When I called back, I learned that your front desk had realized the errors of my way immediately and had already dispatched your concierge, David Cox, to the airport with the ticket.

Needless to say, this story has a happy ending, as my ticket arrived with 15 minutes to spare and I am dictating this letter of compliment while enroute back to my home in Minneapolis.

*I have read a number of business books of late, all exclaiming the virtues of customer service. You and your staff are obviously focused on this aspect of your business and I congratulate you.*

Sincerely,  
Edward Jay Phillips  
Chairman and Chief  
Executive Officer  
Phillips Beverage  
Company

\* \* \*



Michael Sherck  
Senior Assistant Manager  
The Westin Resort, Hilton  
Head Island

As a guest in your hotel on the Wednesday prior to the arrival of Hurricane Hugo, I found the service of your hotel and attitude of your staff to be held in the highest of regards.

*While the hurricane watch developed into a warning, and the evacuation process of your hotel began, the true test of your facilities, services and staff's attitude unfolded. The evacuation plan from a guest's standpoint was exceptionally smooth. The attitude of your staff was almost beyond praise. They should be commended for their willingness to forego their own personal con-*

*cerns for that of your clients.*

*While trying to exit your hotel I had difficulty in having the Hilton Head transportation company pick me up. One of your employees (John Reed — senior doorman) contacted this company repeatedly without any prompting from me in his best effort to*

*provide me with transportation. Furthermore, he voluntarily assured me that if the transportation company was not available arrangements would be made to get me off of Hilton Head Island. Please share with Mr. Reed my extra word of thanks.*

*As it turned out, the transportation company was not able to arrive within an acceptable period of time and you allowed me the use of the chartered bus to Atlanta and assured me that hotel accommodations would be available at The Westin Peachtree Plaza. I must thank you for the transportation and fortunately I was lucky to get a plane to go home so that I did not have to avail myself of the reservations in Atlanta. To you, I would like to express my thanks.*

Sincerely,  
Michael J. Robson  
Manager  
Reinsurance Assumed

## Management Changes

Bodo Lemke, formerly managing director of The Westin Hotel, Copley Place moves to the Century Plaza Hotel and Tower as managing director.

David King, formerly general manager of The Westin Hotel, San Francisco Airport, is now managing director at The Westin Hotel, Copley Place.

Michael Andrea, formerly director of marketing at the Kowloon Shangri-La, has been promoted to executive assistant manager at that hotel.

Jim Hill, formerly executive assistant manager at The Westin Bayshore, is now general manager at The Westin Benson, replacing Richard Ransome, who resigned.

Arthur Mills, formerly resident manager at the Harbour Castle Westin, has been promoted to executive assistant manager at The Westin Bayshore.

Didier Calvez, formerly resident manager at The Plaza, has been appointed to that position at The Westin Hotel, Copley Place Boston. He replaces Werner Meier who has resigned.

## Moving On Moving Up

**Drena Alexander**, director of housekeeping, Harbour Castle Westin to director of housekeeping, The Westin Hotels, Houston.

**Paul Besterce**, chief accountant, The Westin Hotels, Houston to assistant controller, The Westin William Penn.

**Nancy Caine**, sales manager, Chicago CSO, to national sales manager, The Westin St. Francis, San Francisco.

**John Cook**, project coordinator, The Westin Hotel, Galleria to account manager, Forma.

**Bob Dauner**, director of incentive market development, to area director of sales, Chicago CSO.

**Dan Gleeson**, banquet sous chef, The Westin Hotels, Houston to sous chef, The Westin Hotel, Renaissance Center Detroit.

**David Guyton**, assistant manager, front office, The Westin Resort, Vail to assistant manager, front office, Century Plaza.

**Ken Halligan**, director of food & beverage, Harbour Castle Westin to director of food & beverage, The Westin La Paloma.

**Charles Henderson**, assistant controller, The Westin Resort, Hilton Head Island to assistant controller, The Westin Hotel, O'Hare.

**Laura Hendrickson**, restaurant manager, The Westin Hotel, Washington, D.C. to Swan Room manager, The Westin Lenox.

**William Herpich**, executive sous chef, The Westin Hotel, Chicago to executive sous chef, The Westin Peachtree Plaza.

**Roland Hinni**, executive sous chef, The Westin Peachtree Plaza to executive chef, The Westin Crown Center.

**Leslie Howie**, national sales manager, The Westin Hotel, Williams Center to national sales manager, The Westin Mission Hills Resort.

**Woody Kinney**, from director of sales to director of marketing at The Westin Crown Center.

**Stephen Kush**, assistant front office manager, The Westin Hotels, Houston to assistant front office manager, The Westin Hotel, Galleria Dallas.

**Christoph Leu**, executive chef, The Westin Crown Center to executive chef, The Westin Hotel, Copley Place.

**Dave Marsh**, from director of marketing to director of resort sales, The Westin La Paloma.

**Lori Mathers**, management candidate, The Westin Hotel, San Francisco Airport to front office assistant manager at that hotel.

**Glenn Miller**, director of marketing, The Westin Crown Center to director of marketing, The Westin Maui.

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# WALT DISNEY WORLD SWAN opens for business — lots of it

FRONT COVER STORY

The fanciful 758-room WALT DISNEY WORLD SWAN in Orlando has opened its doors to almost a full house.

According to Ray Brum, director of marketing at the property, "Our product has been well-accepted in the marketplace in both the leisure and group segments. I suppose I should knock on wood, but we opened on November 20 and are showing an 80 to 90 percent occupancy rate all the way through spring. It's great."

The hotel is planning its grand opening and ribbon-cutting ceremony for January 13 in conjunction with Disney's unveiling of the "Star Tours" attraction at the MGM Studios Theme Park, according to Cathy Sauer, director

of public relations at the resort.

For the two events, Disney will be flying in about 700 of the country's media and VIPs. A reception is planned for January 12, and a gala formal dinner and ball will be held the evening of January 13, followed by brunch the next day.

Westin's newest resort management team also includes Bill McCreary, managing director; John Finamore, executive assistant manager; and Douglas Smith, director of sales.

In addition to the unique architecture by Michael Graves, the resort's amenities include a health club, tennis and grotto swimming pool.

Dining choices are the Italian-themed Palio, the Garden Grove Cafe, and Splash, a poolside cafe and bar.

The hotel also has a total of 52,000 square feet of meeting space.



WALT DISNEY WORLD SWAN

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And of course, the WALT DISNEY WORLD SWAN is surrounded by WALT DISNEY WORLD® attractions — including EPCOT® Center, Disney MGM Studios Theme Park, the MAGIC KINGDOM® Park, Typhoon Lagoon, River Country, Discovery Island and Pleasure Island.

followed by The Westin Bayshore in Vancouver and The Westin Hotel, Ottawa. CTA is Canada's professional sales association providing educational programs, government representation, travel discounts and other benefits to members across Canada.

## Canada hotels are No. 1

Westin Hotels & Resorts was voted 1989's best hotel/motel chain in Canada in a recent annual nation-wide survey of members of the Commercial Traveller's Association of Canada (CTA).

The Harbour Castle Westin in Toronto was ranked number one fol-

## Westin to bid farewell to Mauna Kea Beach

Westin's management contract with the Mauna Kea Beach Hotel will end as of April 1, 1990, when the hotel will become independently managed.

Westin Hotels & Resorts assumed management of the Mauna Kea in 1978 when Laurance Rockefeller sold the resort to UAL, Inc. Under Westin management, the Mauna Kea has gained international recognition as one of the world's finest resorts.

Seibu Railway Group acquired the resort as part of UAL's sale of Westin in February 1988. The owners have decided to operate the hotel independent of any chain affiliation.



## Update

Westin Premier, one of the best frequent guest programs in the industry, is now even better.

In March 1989 Westin Premier was revised to allow open enrollment by Westin's most frequent guests, and offered more exciting awards to members. It also became easier for hotel employees to recognize Westin's most frequent guests with three membership levels. Gold card holders are the most frequent stayers, followed by burgundy and white.

Now Westin Premier members have even more reasons to choose Westin:

Effective September 1, gold status members were given two new benefits. During 1990, these members may request a free night award at any luxurious Hawaiian or

Mexican resort for just 15,000 Westin Premier points. It's called a "Night in the Tropics".

Gold status members are also guaranteed a room when they make their reservations at least 48 hours in advance, excluding resorts.

All members benefit from the return of the complimentary continental breakfast. A special certificate in the guest's Westin Premier check-in kit allows him or her to enjoy a free breakfast each morning.

In addition, a recent mailing to United Airline's Mileage Plus members (United is one of Westin Premier's airline partners)

offered the chance to win one of four one-week dream vacations for two to any participating Westin hotel or resort. The prize includes airfare and spending money.

Says Tim Coleman, director/marketing programs development, "Westin Premier boasts 150,000 active members. Since adding the additional benefits, many of these members have written in to thank us, calling our program the 'best in the industry'. Now, a consistent level of service and benefits will enable us to enhance our relationship with these important Westin guests."



## 1988 Food & Beverage awards announced

Following is the list of Westin's 1988 Food & Beverage award-winners. Congratulations to all for demonstrating outstanding levels of culinary excellence.

### SILVER SPOON AWARDS:

**Three Meal Restaurants**  
The Brasserie  
*The Westin Crown Center*

Daly's  
*The Westin Hotel, Ottawa*

**Poolside Restaurants**  
Poolside Terrace  
*The Westin Chosun*  
Lakeside Pavilion  
*The Westin Cypress Creek*

**Theme Restaurants**  
Nadaman  
*Kowloon Shangri-La*  
Turner Fisheries  
*The Westin Hotel, Copley Place*

**Fine Dining Rooms**  
Victor's  
*The Westin St. Francis*  
Margaux  
*Kowloon Shangri-La*

### Banquets

*The Westin La Paloma*  
*The Westin Crown Center*

**Specialty Restaurants**  
Ten Huntington  
*The Westin Hotel, Copley Place*

Azulejos  
*Camino Real, Mexico City*

**CULINARY APPRENTICESHIP PROGRAM FOR ACHIEVING HIGHEST GRADUATION SCORE IN HIS REGION:**

Mike Stevens  
*The Westin Hotel, Cincinnati*  
David Lindsay  
*Century Plaza Hotel and Tower*

### GOLDEN CHALICE AWARDS:

**Lobby Lounge**  
*Kowloon Shangri-La*  
*The Westin Hotel, Calgary*

**Bar without Live Entertainment**  
The Compass Rose Bar  
*The Westin Stamford & Westin Plaza*

The Oasis Bar  
*Las Hadas*

**Restaurants**  
Summit Restaurant  
*The Westin Hotel, Renaissance Center*  
Victor's  
*The Westin St. Francis*

### Bar with Live Entertainment

Coco Loco Bar  
*Las Hadas*  
The Ninth Gate Bar  
*The Westin Chosun*

**CHEF KELLER AWARDS:**  
Gerhard Wind  
*The Westin Peachtree Plaza*  
Robert Oppeneder  
*Kowloon Shangri-La*  
Fred Zimmerman  
*The Westin Hotel, Calgary*

**AWARD OF EXCELLENCE:**  
*Kowloon Shangri-La*  
Far East  
*The Westin Crown Center*  
United States

*Las Hadas*  
Mexico  
*The Westin Hotel, Calgary*  
Canada

## Moving On Moving Up

continued from page 3

**Jim Miller**, director of marketing, The Westin Hotel, San Francisco Airport to director of marketing, Harbour Castle Westin, Toronto.

**Roger Morgan**, front office assistant manager, The Westin Hotel, San Francisco Airport to front office assistant manager, The Westin La Paloma.

**Patricia Mottolese**, national sales manager, The Westin St. Francis to director insurance market development, New York CSO.

**Rod Odgaard**, project management division project manager to regional projects manager for U.S. and Canada.

**David Ornelas**, assistant controller, The Westin William Penn to assistant controller, The Westin Bonaventure.

**Ian Orr**, executive sous chef, The Westin Hotel, Tabor Center to executive sous chef, Century Plaza Hotel and Tower.

**Doris Reilly**, assistant front office manager, The Westin South Coast Plaza to assistant front office manager, Mauna Kea Beach Hotel.

**Ellie Rovner**, catering sales manager, The Westin Hotel, San Francisco Airport to director of catering/conference services at that hotel.

**Erik Ruud**, assistant front office manager, The Westin Hotel, Seattle to assistant front office manager, Harbour Castle Westin.

**Laurie Safton**, assistant controller, The Westin Hotel (O'Hare), Chicago to Assistant Controller, The Westin Mission Hills Resort.

**Guenther Schillalies**, pastry chef, The Westin Paso del Norte to pastry chef, The Westin Hotels, Houston.

**Ed Schwitzky**, returns to Westin as director of marketing at The Westin La Paloma.

**Charles Shoemaker**, senior housekeeper, The Westin William Penn to assistant laundry manager, Century Plaza Hotel and Tower.

**Wendy Siewert**, reservations supervisor, The Westin Hotel, Winnipeg to assistant reservations manager, Harbour Castle Westin.

**Sylvia Simmons**, senior assistant manager, The Westin Hotel, Copley Place, to the same position, The Westin Cypress Creek.

**Paul Tomchyshyn**, director of restaurants, The Westin Hotel, Ottawa to assistant director of food & beverage, Walt Disney World Swan.

**James Van Dyke**, assistant manager, front office, The Westin Canal Place to assistant front office manager, The Westin Hotel, Galleria Dallas.

**Brian Windle**, director of marketing, The Westin Maui to director of marketing, The Westin St. Francis.



# Straight Talk with Ray Whitty

*Executive VP, Treasurer and Chief Financial Officer*

his is another in a series of interviews with Westin executives.

Ray Whitty is Westin's "dean of finance." He is married and has a 12-year-old son. When Whitty's not thinking "finance," he might likely be found on a Seattle golf course.

**Q. How long have you been with Westin?**

A. Since August, 1976 — over 13 years.

**Q. Please explain your responsibilities.**

A. As the chief financial officer of Westin I have responsibility for all the financial activities of the company: financing, financial reporting, asset management, safeguarding of assets and ensuring that our financial productivity is maximized.

**Q. Who is your corporate financial team — who reports to you?**

A. Kiyoshi Ito, Senior Vice President and Assistant Treasurer, reports to me from an organizational viewpoint but his role at Westin is much more than what his title denotes. He is also the chief financial officer of Caesar Park Hotel Investment Company (CPHI), the Aoki Corporation wholly owned subsidiary that is Westin's parent company. Mr. Ito's role is primarily one of communication with the banks which provided the Westin acquisition financing and liaison and coordination with Aoki's financial staff in Tokyo. We work very closely together on all financial activities.

Bill Ellis, Vice President and Controller. Bill's responsibilities are two-fold. Number one, he's in charge of the re-

gional controller organization. Second, he oversees the hotel accounting services department, which provides many different services to the hotels and keeps track of the key hotel accounting staff.

Kevin Hylton is vice president and corporate controller. He's responsible for all the financial reporting and accounting activities in the corporate office.

A recent addition to the financial staff is Shinichiro Kano. He has had significant international experience with Aoki Corporation and has been assigned primary responsibility for our asset management function.

Warren Sakai also reports to me. He is in charge of the administration of the corporate office here in Seattle.

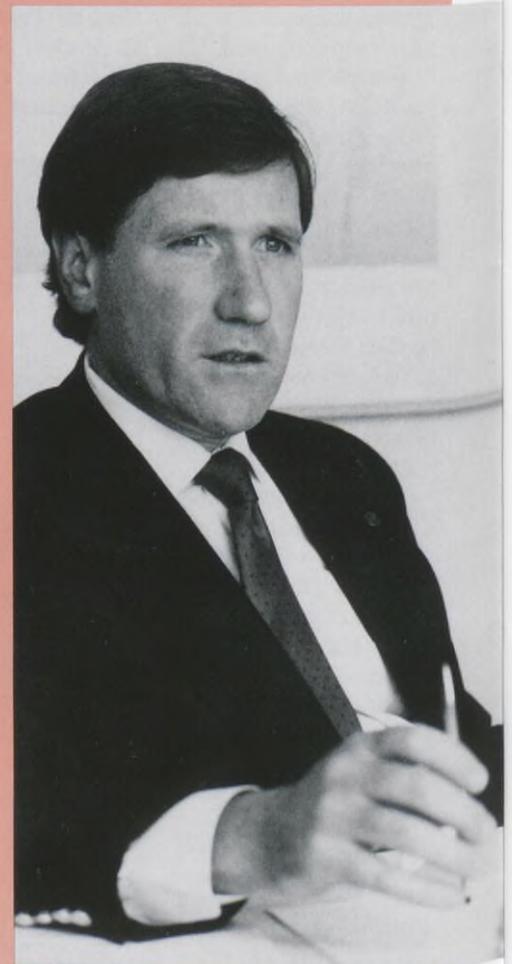
Doug Suttan is vice president of finance. He acts as a liaison between the Financial Services Division and the development group. He works with me to provide financing for hotel acquisitions and oversees the corporate tax function. He also oversees the risk management function, and the investor relations department.

And last but certainly not least, Patty Langfitt is my secretary.

Also, not directly reporting to me on the organization chart, but functionally reporting to me is Phil Mervin, Director of Internal Audits. Phil's direct reporting is to Larry Magnan.

**Q. Let's talk about your background. You are one of the few Westin executives with a non-hotel operations background.**

A. There is at least one area of expertise within our company that generally we go outside the hotel industry for, and that's the corporate financial area. Not only have I come from outside the hotel industry, but so has Kevin Hylton and Doug Suttan.



Ray Whitty

I started in public accounting after graduating from college. I worked for Peat/Marwick/Main, first in Salem, Oregon, and then Seattle. After eight years, I had concluded that I'd like to work in the service industry. I knew that there was an opportunity at Westin (corporate controller) ... which I was hired for.

**Q. Is Westin a profitable company?**

A. Yes. However, the variability of our profits has been very significant because we are really two kinds of businesses. We're a hotel management company where you have general stability in terms of revenues and expenses. But we're also a real estate investment company where there are more year to year fluctuations.

For instance when you open an owned hotel, you often go through a period of time where you experience financial statement losses. But on the other hand, when you sell a hotel you've operated for a period of time, you generally recognize a substantial profit. When you combine the real estate investment activity with the hotel management activity, you get quite a bit of variability when comparing one year to the next.

**Q. How has the profit margin been over the last three years?**

A. We've been especially profitable. And that is due to the fact that we've had some substantial capital transactions during that period. In 1986 we did the Westin Limited Partnership offering where we recognized very substantial capital gain.

And in 1988 as part of the Aoki acquisition of Westin Hotel Company, we sold the Mauna Kea Beach Hotel and The Plaza in New York and had very large capital gains.

**Q. What do we do with the money we make? How is it allocated?**

A. The money that Westin Hotel Company earns is utilized first to pay our debts; second, to take care of operations; third, to provide for our growth and development activity; and finally, to return a profit to the owner of our company (Aoki Corporation).

**Q. Do resort properties contribute more to the bottom line than the business/city hotels, or can you segregate the two that way?**

A. I think the answer is it's on a case by case basis. I don't really think you can say that in general resort hotels return more or less profit than a city hotel.

**Q. Where does the money come from for hotel expansion? Obviously some of it comes from profit...**

A. Right. We will use some portion of the profits that the company generates both from its operations and possible hotel sales. We will also utilize borrowing to assist us in our growth, and likely, we will have additional investment by our parent (Aoki).

**Q. Hotel sales seems to generate a lot of revenue, but if we didn't have those and we had to depend on making a profit solely through hotel operations, what would our profit margin be like?**

A. If we were a management company only and had no real estate investments whatsoever, we would be more profitable than we are right now from a percentage margin point of view. Hotel management activity is a very profitable part of our business because when we add a hotel and we add a certain amount in management fees, we don't have to add proportionate incremental expenses because we already have the infrastructure in our corporate and regional offices to handle more hotels.

That's why it's preferable to do as much of our expansion as possible with the addition of hotel management agreements. But there are some parts of the world we feel we have to be in that the only way we're going to be there is to either build or buy a hotel.

Also, in our development activities we become aware of good real estate investment opportunities that in the long run should result in substantial capital gains for the company.

**Q. What kinds of changes have you seen in the financial area over the last ten years or so?**

A. We've had many changes in the tax laws in the time that I've been at Westin and those have impacted the way we do business, and the way that our competitors do business.

The most recent tax law changes have de-emphasized the tax benefits that investors can get from investing in hotels. As a consequence, each one of these investments has to be more economically justified than in the past when there was such rampant growth of hotels through utilization of tax loss-oriented limited partnerships.

That makes it tougher for us to grow, but then again it makes it tougher for our competitors to grow also.

**Q. Of course, all the talk has been how much we plan to grow the company. Is adding hotels really going to help Westin's bottom line?**

A. Yes. New management agreements will add a substantial fee for each contract that is negotiated, but our expenses will increase at a much smaller rate. To the extent that we invest in hotels or build hotels, there may be a period of time where, until a hotel matures, there could be a negative impact on our net earnings.

However, from a cash flow point of view, generally, an acquired or built hotel will still generate more cash than what it takes to pay for the debt related to the hotel.

*continued on page 9*

# WestinWorld visits the Eastern and Canadian Regions

*In the last issue of WestinWorld, we looked at the people who make up Westin's Resort Division and West Region. This issue, we continue our story with a tour through our new regional offices in Atlanta and Toronto.*

## East Region

Senior Vice President Kim Chappell is in charge of Westin's second largest region, with 11 hotels on the east coast of the United States (plus The Westin Bonaventure in Los Angeles, which shares owners with The Westin Peachtree Plaza in Atlanta).

Reporting to Chappell (with a dotted line to Michael Corr, senior vice president, marketing) is Ray Stone, regional director of marketing.

Reporting on a dotted line basis to Chappell are regional controller Terry Neils (with a direct line to vice president, Bill Ellis) and Kevin Mallory, regional development director (with a direct line to Jon Ballard, vice president, development). Administrative support in Atlanta is provided by Jan Semler.

According to Chappell, "Regionalization is working very well in the East Region. Putting the marketing, financial and operations disciplines in a field location allows more frequent visits and keeps us closer to the pulse of each hotel.

"Regionalization provides 'one stop shopping' so that the hotel's management teams don't need to contact all the different divisions in Seattle for assistance. It's a much more responsive way to do business."

The concept also works well in the financial area, according to Terry Neils. "We've conducted visitations at every one of our hotels in the first six months and have evaluated their strengths and weaknesses, developed employee profiles for key positions and maintained a strong liaison with the Treasurer's office in Seattle. It has been very successful."

As you would expect, the East Region team members come to their present positions with a great deal of experience. Kim Chappell is a 24-year veteran of Westin, with general manager/managing director assignments in Costa Mesa, Seattle, Honolulu and Detroit prior to his 1985 promotion to vice president and subsequent promotion to senior vice president earlier this year.

Ray Stone is a native of London,

England who joined Westin in 1982, after working for Hilton and the Concord Resort in upstate New York. He was director of marketing in Detroit prior to becoming a regional director of marketing.

Terry Neils joined Westin in 1965 and served as controller at Westin properties in Seattle, Kansas City, Detroit, and San Francisco before assuming his current regional responsibilities in Atlanta.

Kevin Mallory has recently rejoined Westin after several years with the accounting firm Laventhol & Horwath in Seattle and the hotel investment firm VMS in Chicago. He worked for Westin previously in Phoenix and Seattle.

In summation, Chappell says that he has two top priorities for the East Region: "To maximize regional marketing and cost saving opportunities through the synergy between all hotels in the region *and* to ensure the delegation of authority and responsibility to the lowest possible level in the field."

## Canada Region

Canada has long been an integral part of Westin's family, and Vice President Bob McCauley heads up the team that overlooks our six hotels in Toronto, Vancouver, Calgary, Edmonton, Ottawa and Winnipeg, as well as the two Chicago properties (to even out the hotel assignment levels for each region).



Kim Chappell  
Senior Vice President  
East Region



Kevin Mallory  
Development Director  
East Region



From left, Ray Stone, Kim Chappell and Terry Neils review plans for a proposed hotel in the East Region.

Reporting to McCauley (with a dotted line to Michael Corr) is John Meissner, regional director of marketing. Administrative support in Toronto is provided by Regina Wong.

Reporting to vice president Bill Ellis, with a dotted line to McCauley, is regional controller Len Ryan (located in Vancouver, B.C.). Like the Resort Division, Canada does not have a regional development director of their own; they work with the individual who covers the geographic area in question (corresponding to the West or East Regions in the U.S.).

McCauley comes to the new structure with a slightly different perspective than the other regional officers: "Regionalization is really nothing new to us in Canada... we've been operating as a group for over 10 years now, sharing ideas and helping each other solve problems. With properties in six out of seven key Canadian markets, we're quite a marketing force up here."

John Meissner says, "Regionalization has brought the Canadian hotels even closer together and has given us an opportunity to better grasp how the effective preparation of our individual and regional marketing plans relates to the company's financial plans. We've taken several broad steps in the right direction."

The Canada Region team has impressive credentials. Bob McCauley has been a Westin vice president since 1979, serving previously as general manager in Vancouver, Edmonton, and Toronto. He joined Westin in 1964.

John Meissner is a 16-year veteran of Westin, with previous assignments as director of marketing in Vancouver, Ottawa and New York, as well as area director of sales in Toronto and director of incentive market development for the company.

Len Ryan joined Westin in 1951 and has served in numerous financial positions for Westin in Canada, including controller of the Hotel Georgia and The Westin Bayshore and treasurer for Westin's Canadian hotels, prior to becoming regional controller earlier this year.

McCauley summarizes the Canadian regionalization this way: "Westin in Canada operates like a separate company, serving the needs of Canadian frequent guests travelling from east to west, as well as customers from the U.S. and elsewhere.

"Research shows that Westin is better known in Canada than in the United States, and many Canadians stay with us everywhere they go. Regionalization gives us the structure to support our strong presence in Canada and to maintain our high preference levels."

In the next issue of WestinWorld, the Asia/Pacific Region and Hoteles Camino Real will be featured.



John Meissner  
Regional Director of Marketing  
Canada



Bob McCauley  
Vice President  
Canada

## Straight talk...

continued from page 7

**Q. So, as far as making the company profitable, management contracts are the best deal, then acquiring existing hotels is second best and then building new hotels is the third choice...**

A. Generally that is the case. There are exceptions where you have to buy a hotel for example in New York City or in London where it may cost you more than it would cost to build a hotel. However, there may not be a satisfactory location available to build a hotel.

**Q. Did Aoki's purchase of Westin change the company's financial status? How?**

A. Yes. Dramatically. Association with Aoki Corporation has significantly increased our financial strength and our ability to operate effectively internationally. Aoki has brought us the Osaka project, Shanghai and the WALT DISNEY WORLD SWAN, and other opportunities are being considered. Additionally, they have greatly enhanced our ability to gain financing from Japanese banks which will further enhance our ability to expand the company.

**Q. How is Westin doing this year, financially speaking?**

A. It will net out very close to our business plan by the end of the year. We had some unanticipated losses, but we expect to make those up with some other transactions. (Editor's note: Whitty was not at liberty to mention these at this time.)

**Q. From your perspective, where is the hotel industry going? Is it going to get more competitive, and if so, what will Westin need to do to excel?**

A. I think there's going to be a shake-out in the hotel business over the next ten years. There will be fewer, but bigger hotel companies. If we're going to be one of them, then we have to expand throughout the world. The competition is going to be fierce, but Westin is already a superior hotel company, and if we can grow, we should thrive.



## Wilhelm's 'bang-up' Westin St. Francis days

by Don Blum  
PR consultant

After 40 years with Westin Hotels & Resorts, Bob Wilhelm retired with a blast almost as big as his first day of work at the St. Francis.

On his first official day at that hotel, September 22, 1975, Wilhelm was at President Ford's side escorting him to his car at the Post Street entrance when Sara Jane Moore fired an attempted assassination shot.

Wilhelm's final blast, exactly 14 years later, was a reception in his honor and to introduce his successor Jerry Wolsborn, San Francisco's world-famous White Crane Lion Dancer's performance, which legend has it brings good luck, ended with a blast of firecrackers that even the fire chief applauded.

The event was hosted by Larry Magnan, Westin's



From left: Robert Wilhelm, Bill Lane of *Sunset* magazine, Larry Magnan and Jerry Wolsborn.

President and CEO, Peter Smith, Executive Vice President, and Jack Gaines, Senior Vice President.

Turning out in force for the evening were three San Francisco mayors, including former Mayor Diane Feinstein who MC'd the program, two state senators, numerous supervisors, blue chip corporate CEO's and San Francisco's social movers-and-shakers.

One of the highlights of the evening was the presentation of a special California State Senate proclamation to Wilhelm and Wolsborn commending The Westin St. Francis for its 85 years of outstanding community service to the City of San Francisco.

Wilhelm was also commended by Rodol Rodisi, head of the Public Utilities Commission, for his key role in raising money to rebuild San Francisco's cable car system. Translated, Bob convinced United Airlines to make the first \$1 million contribution. His love of the cable cars and dedication to get them back on track is indeed his personal gift to the city.

The retiring managing director also leaves his mark on Westin's world with "Wilhelm Boot Camp" graduates that include Naveen Ahuja, Bill Lucas, Dennis Haning, David King, Jerry Wolsborn, Peter Quattrone, and Rick Layton — to name a few.

The 85-year-old Westin St. Francis has had only eight managers, a remarkable record. All of them have been deeply involved with the city and left their mark on the property. Wilhelm inherited Bill Quinn's 1972 addition of the ballroom and tower that moved the hotel into the mainstream of the jet age.

A native of Seattle, Wilhelm launched his hotel career as a front office cashier at the Benjamin Franklin Hotel in 1949. He then worked for a succession of hotels in Washington, Oregon, Montana, Colorado and California

prior to his appointment at The Westin St. Francis. Throughout his career, he's been an active leader and honored with numerous awards. He received Westin Marketing's Manager of the Year award for 1988.

"The St. Francis Means San Francisco" is a legacy Wilhelm now passes on to Jerry Wolsborn, the ninth manager of the world-famous Westin St. Francis.

## Up close and personal ... with an M16

Patricia Wyatt, sales manager for The Westin Crown Center, got an impromptu marksmanship instruction session with a Marine reserve unit in Ft. Leavenworth, Kansas last summer. It was part of her visitation to the unit — which is part of her job as a member of the Defense Advisory Committee on Woman in the Services (DACOWITS).

Wyatt, now in her second year of the three-year appointment, travels throughout the country to discuss issues and concerns of women in all

branches of the military.

Wyatt has never served in the military, but was appointed to the DACOWITS position by the Secretary of Defense in 1988 based on her civic involvement and her expertise in the hospitality industry.



## Culinary coup

The Westin Canal Place culinary team picked up their weight in gold, silver and bronze medals at the Louisiana Restaurant Show last summer.

The winning team (standing, from left): Sous Chef Robert Grainer (bronze); Executive Chef Felix Sturmer; Pastry Chef James Holmes (silver); Executive Sous Chef Werner Fankhouser (gold); (seated, from left): Apprentice Carlton Newman (gold); and Apprentice Dennis Barber (gold). Not pictured, but winning a bronze medal was Apprentice Jon Petrie.

It was thanks to culinary skills like these that the hotel's fine dining restaurant, Le Jardin, received a Travel-Holiday dining award this past year.

## No bag too heavy for Joe Ballauer

by Ellen Abrams  
*The Westin Hotel, Chicago*

Never is a guest too demanding or a bag too heavy for Joe Ballauer, luggage attendant at The Westin Hotel, Chicago.

A 22-year employee of The Westin Hotel, Joe was awarded the state of Illinois' "Luggage Attendant of the Year" honor this past summer. The award was given out by the Illinois Hotel & Motel Association.

Ballauer's dedication to The Westin is readily evident in his outstanding attendance record, as well as his service to guests. He knows hundreds of regular guests by name and is often requested by guests at check-in.

Ballauer communicates regularly with his supervisor, lending his valuable opinion on how to improve guest satisfaction. And he has taken it upon himself to improve the guest room orientation program that each luggage attendant is responsible for, adding the extra touches necessary to insure guest comfort.

Ballauer's leadership qualities are outstanding as well. He is a model employee and held in high regard by his fellow workers.

One past director of hotel services wrote about Ballauer, "Here is a man who displays the utmost leadership and dedication toward his job. There are times when actions speak louder than words, and while he is ten years my

senior, at times I find it very hard to keep up with this man. He is very energetic.

"In department meetings, Ballauer has always rendered his opinions on what should be done to make the hotel the finest in Chicago.

"Without going into further detail about this fine man, I can only say that I wish I had ten more like him."

Perseverance and hard work are not only credos for Ballauer's professional life, but apply to his personal life as well. Many years ago Ballauer's determination and will to survive allowed him to recover from a debilitating illness.

He is actively involved in the community, making regular visitations to rehabilitation centers and speaking to groups, delivering his message of hope and faith based on his personal triumph...

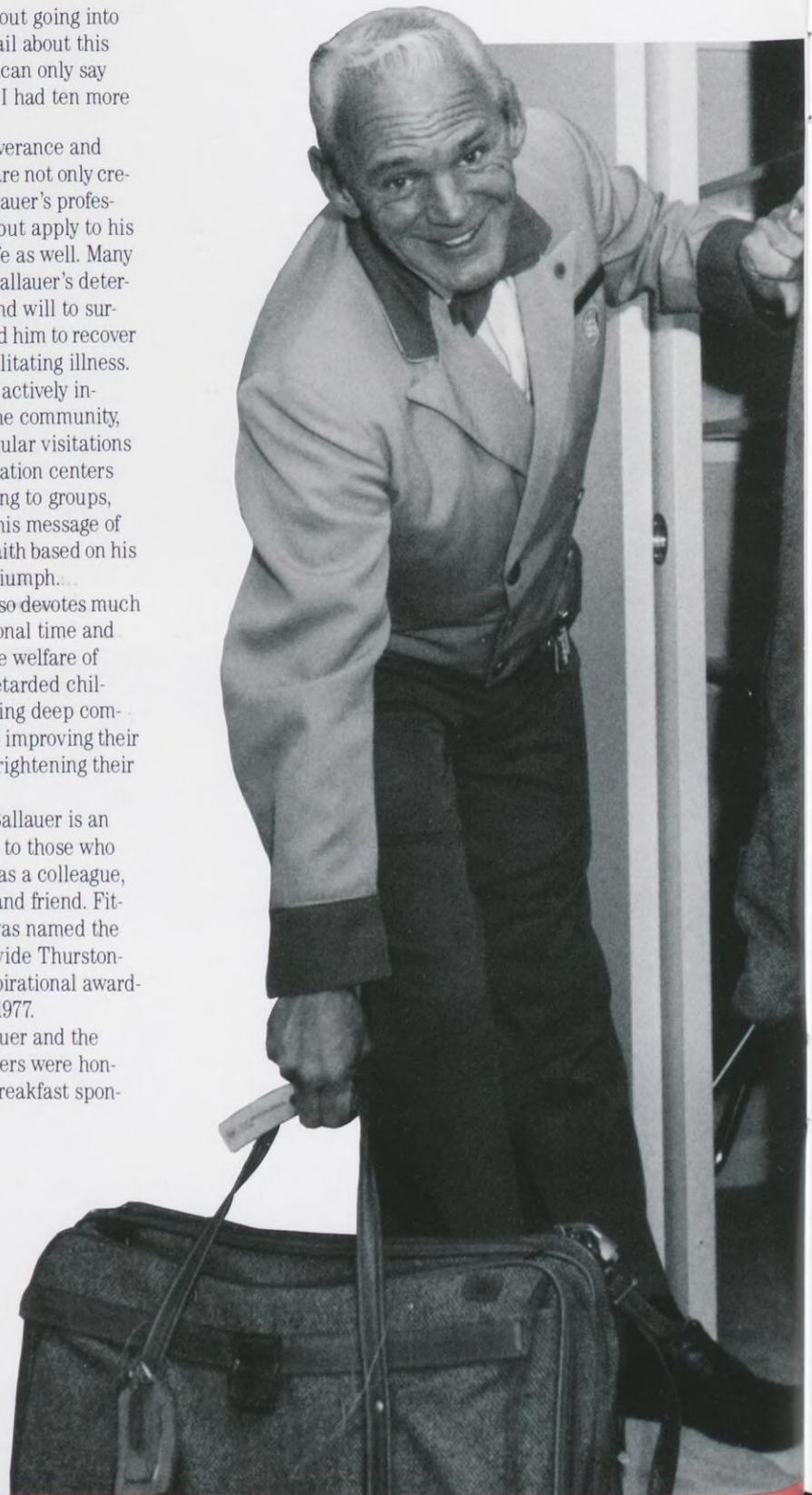
He also devotes much of his personal time and effort to the welfare of mentally retarded children, bringing deep commitment to improving their lives and brightening their days.

Joe Ballauer is an inspiration to those who know him as a colleague, employee and friend. Fittingly, he was named the company-wide Thurston-Dupar Inspirational award-winner in 1977.

Ballauer and the other winners were honored at a breakfast spon-

sored by the Illinois Hotel & Motel Association.

As a winner of the Illinois award, Ballauer will be entered into the national American Hotel & Motel Association contest, which will be judged in January 1990.



## A memorial

The many friends and associates of Jan LaChapelle, Director of Convention Services at The Westin Hotel, Renaissance Center Detroit, and wife of Jerry LaChapelle, Risk Manager there, will be saddened to learn of Jan's death this past summer after a valiant five-year battle with cancer.

Jan joined The Westin Hotel, Renaissance Center in 1982 as Convention Services Manager. Her remarkable dedication and commitment to guest satisfaction was an inspiration to her peers, and in 1983, *Successful Meetings* magazine nominated Jan one of the top ten contenders for Convention Services Manager of the Year.

Jan became Director of Convention Services in 1985. In 1987 she was asked to be part of the Convention Services Task Force which produced the Convention Services Manual now used throughout Westin. Her many achievements included five Grand Prix events and the Papal visit in 1987.

Jan left behind a legacy of incredible courage and fortitude. And for those whose lives she touched, Jan LaChapelle will be remembered for her laughter and pride, and for her caring and affectionate "presence."

## One special box lunch...

Create a menu and then prepare a gourmet meal from a mystery box of assorted vegetables, meats, pasta and seasonings — all in four hours or less?

No problem for accomplished apprentice chefs Linda Gilbert (left) and Randy Koehler (right) of The Westin Cypress Creek. (In center is Executive Chef Geoff Davies.)

Not only no problem, but the pair earned first and second place medals in the Mystery Box Food Competition — part of a culinary competition between a team of Fort Lauderdale chefs and one from Palm Beach County.

The menus and contestants were judged on taste, texture, imagination, originality, timing, use of ingredients and work habits.

More recently, Gilbert and Koehler went to the state culinary competition in Tampa and helped the hotel win second place overall, while Gilbert brought home an individual gold medal.



## Ted Nordahl retires

Ted Nordahl, area director of sales for the Chicago Corporate Sales Office retired in September.

Nordahl joined Westin in 1983 after a long and distinguished career in the hospitality industry.

"Ted has made a tremendous contribution to the Westin organization and growth of the Chicago office," said Dave Evans, vice president/sales.

A retirement party was held for him at The Westin Hotel, Chicago on August 30. The surprise party began with a cocktail reception and concluded with dinner which saw about 70 past and present



employees, friends and clients in attendance.

Nordahl will continue to serve Westin in the Chicago marketplace in a consulting and customer relations capacity.

Pictured here, from left to right: Bob Dauner, new area director of sales for Chicago; Nordahl, and Eugenio Picazo, director of international sales for Hoteles Camino Real.



### United effort in Indy

The Westin Hotel, Indianapolis was chosen as one of that city's "Premier Companies," and asked to conduct an early United Way campaign to "set the tone" for other companies' campaigns later in the fall.

And conduct a campaign they did. Employees raised almost double their goal, and 30% more than any other hotel in the city in the history of the United Way campaign.

Shown here with the recognition plaque for being the first Premier

Company in the city to reach their goal are, from left, Jerry Harkness, United Way representative; Linda Johnson, assistant director of Human Resources and campaign coordinator; and Tom Hosea, general manager.

### Culinary training complete

Linda Pahkim (front) and Damon Ewasko (right) completed three years of culinary apprenticeship training this past fall at The Westin St. Francis under the direction of executive chef Vlastimil Lebeda (middle). Also pictured is Jerry Wolsborn (left), managing director of The Westin St. Francis.

The three-year apprenticeship agenda includes practical training in culinary skills; six semesters of classroom instruction; and lastly, a three-part final exam including verbal, written, and practical tests.

Pahkim will go on to join Raimond Hofmeister's staff at the Century Plaza and Ewasko will relocate to The Westin Hotel, Seattle.





**Gala marks Aoki reorganization**

To mark the appointment of Aoki Corporation's new chairman and president, a gala reception for 2,000 guests was held in September in Tokyo, Japan.

Invitees included such government dignitaries as Japan's Prime Minister Toshiki Kaifu, Japanese cabinet ministers, ambassadors and top businessmen.

Pictured (left to right) is Larry Magnan, Westin's President and CEO; Hiroyoshi (John) Aoki, Chairman and CEO of Aoki Corporation; and Soichi Miyawaki, President of Aoki. Aoki Corporation is the parent company of Westin Hotels & Resorts.



**Semi-tough**

The Century Plaza Hotel and Tower's winning softball team made it to the semi-finals in a tough Century City softball league, with a shining 8-4 winning record last summer.

The team members represented Front Office, Human Resources, Security, Accounting, Reservations, Property Maintenance and Purchasing departments.

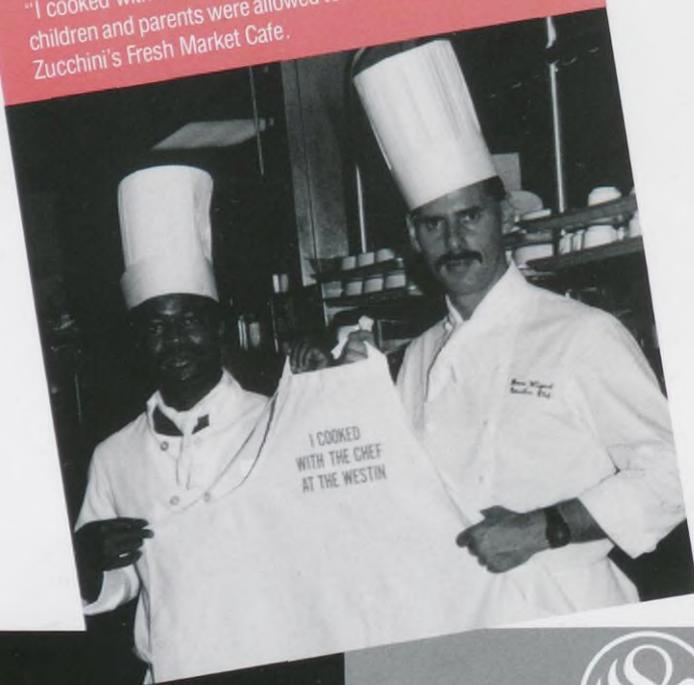
### Kids in the kitchen

There's a phrase "Too many cooks in the kitchen can spoil the stew." Well, at The Westin Hotel, Galleria Dallas, "Too many kids . . . add to the fun."

During the month of July The Westin Hotel hosted two successful "Kids in the Kitchen" programs in the hotel's main kitchen area.

Executive Chef Hans Wiegand (left), and Zucchini's Sous Chef Andy Ibe provided cooking classes and demonstrations for local children (and moms) on two different afternoons.

Each child was given a chef's hat and apron which read "I cooked with the Chef at The Westin." After each class the children and parents were allowed to sample their creations in Zucchini's Fresh Market Cafe.



### The games return to Seoul

Last August, The Westin Chosun, Seoul hosted its first game of Jeopardy. The "Jeopardy" game rules were adapted to an event designed by the Safety and Loss Control committee to help educate employees on the rules and procedures relating to the 3Ss: Safety, Security and Saving.

200 employees participated and the hotel reports it was a most successful event. First prize went to the F&B division; second prize to Kitchen, and third prize to the Rooms division.

Pictured left to right, the winning F&B team: Yoon Hong Kim, Chang Hwan Lee, and Sam Ho Kim. David Shackleton, general manager, presented the award.



### Shady characters

During a recent Westin Resorts meeting in Rancho Mirage, the managing directors, general managers and directors of marketing for Westin's U.S. resorts, and representation from HOCASA as well as Westin's corporate offices, paused to show off their trendy sunglasses . . . and Westin's new resort division logo.

**Celebrity snapshot**

The Westin William Penn hosted two very funny guys last summer when they were in the city to perform in the hit Broadway play "The Odd Couple."

Posing with the two comedic celebrities, Tom Poston (far left) and Tim Conway (third from right), were Westin William Penn staffers Marianne Lee, sales manager; Lori Kircher, account executive; Gina Nicassio, sales manager; and Kathy Anderer, convention services manager.



**Chili champ**

For the second year, The Westin Hotel, Williams Center Tulsa sponsored — and won — the Westin chili cook-off that not only yielded some tasty taste-bud ticklers, but a raft of local publicity as well.

According to Ginny Creveling, public relations director for the Tulsa hotel, they received great local newspaper and TV coverage of the fun event.

Participating Westins included The Westin Hotel, Williams Center, of course, The Westin Crown Center, The Westin Hotels of Houston, and the Westin CSOs in Chicago and Washington, D.C.

Winners of the competition were, from left: third place, Beth Maly, Washington, D.C. CSO; second place, Mark Wagner, Chicago CSO; and first place winner, Mark Martin, Tulsa.

"Best Skit" award (if there had been an award) would have gone to Susie Fisher and Sherry Novick, The Westin Crown Center; and "Best TV Presence" to the charming duo of Bryan Guillot and Janna Foster, according to Creveling.

Next year... Tulsa is inviting all Westin hotels to participate in their fun-filled chili cook-off.



**Atlanta's Christmas project off to early start**

While temperatures in Atlanta hovered in the 90s last August, dozens of volunteers were thinking Christmas.

At an August luncheon hosted by The Westin Peachtree Plaza, Santa Claus greeted guests while a Christmas tree glittered and yuletide carols rang out as part of an effort to promote the "Christmas in the City" project.

Barclay Russell, public relations director for the hotel, was one of those volunteers helping to promote the project which downtown businesses hope will bring a festive Christmas atmosphere this holiday season to a city known for rolling up the sidewalks after business hours.

Assisting with the luncheon were these three holiday-spirited employees, from left: George Schnaffner, data processing manager and the hotel's official Santa Claus; Maurice Pinder, banquet captain, and Gregg Stickland, front desk supervisor, both costumed as local department store mascots.



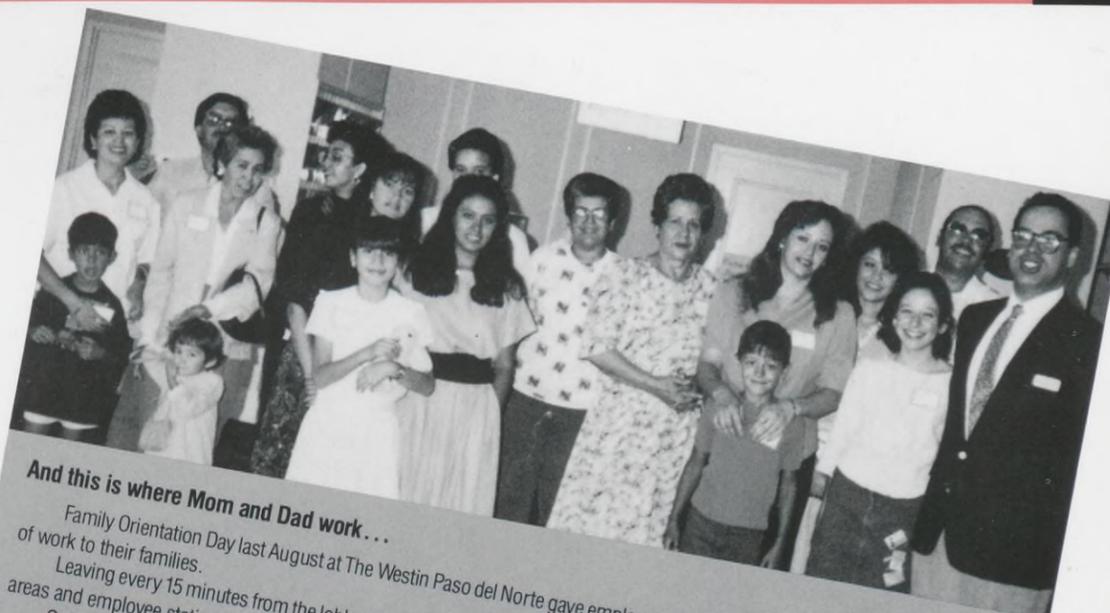
**Bat-mania in Houston**

To celebrate the opening of the much-heralded movie "Batman" last summer, The Westin Oaks hosted a hotel-wide "Bat Party." Getting into the Bat-spirit were from left: Tony Powderly, doorman (The Joker); Palola Fernandez, greeter (Joker's aide); and David Untermyer, Roof restaurant manager (Batman).



**Stars dazzle Kauai Lagoons**

The Westin Kauai hosted its second annual Celebrity Sports Invitational this past September. The event, hosted by Ted Danson raised over \$140,000 (double the amount raised last year) for The American Oceans Campaign which was set up by Danson and others to start a national ocean clean-up campaign. The money was raised during a 600-seat celebrity dinner and auction culminating two days of golf, tennis and Zodiac boat racing competition by the 40 participating movie, television and sports celebrities. Pictured from left to right: Jim Treadway, Kauai's managing director, Kris Kristofferson, Wayne Rogers, and Jon Snyder.



**And this is where Mom and Dad work...**

Family Orientation Day last August at The Westin Paso del Norte gave employees the opportunity to show off their place of work to their families. Leaving every 15 minutes from the lobby, the tours took about an hour and a half and showed the families through guest areas and employee stations. Here, Fernie Lara, assistant banquet manager (right), gets ready to lead one tour group. Over 100 employees and their families took the grand tour and were treated to ice cream and cookies in the hotel's disco at the end of the tour.



**Roll out the (sake) barrel**

During the annual meeting of the American Society of Association Executives (ASAE), Westin hosted an ASAE client party at The Westin Hotel, Copley Place. The party theme, "Westin Evening in Kyoto" featured a sake barrel opening ceremony. Partaking in the Japanese ritual were Larry Magnan, president and CEO (left); Tony Schopp, area director of sales, Washington, D.C. (center); and Dave Evans, vice president/sales.



**Over 2000 homeruns**

Four of America's Baseball Hall of Famers were recent guests of The Tower at Century Plaza in Los Angeles during filming of an episode of ABC-TV's "Mr. Belvedere." Charles Graver, Manager of the Century Plaza Hotel and Tower (far left), and Bob King, Tower Manager (far right), welcome Hank Aaron, Mickey Mantle, Willie Mays and Johnny Bench. The players (not the managers) are among only seven living baseball greats credited with over 500 homeruns each during their careers.

# Wrap-Up

HOLIDAYS

## When guests talk, The Westin Cypress Creek listens

Every Thursday morning at 7:30, Tony Cherone, general manager, and Glenn Brooks, director of marketing at The Westin Cypress Creek, invite a small group of hotel guests to an informal breakfast gathering.

"It's The Westin's way of keeping in touch with its guests and offering a personal 'thank you' for their continued business," says Cherone.

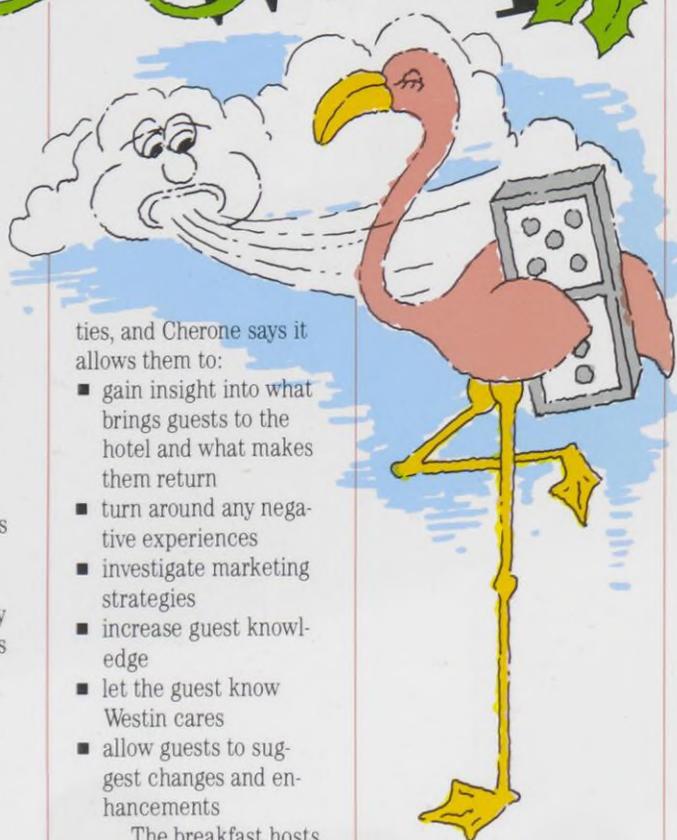
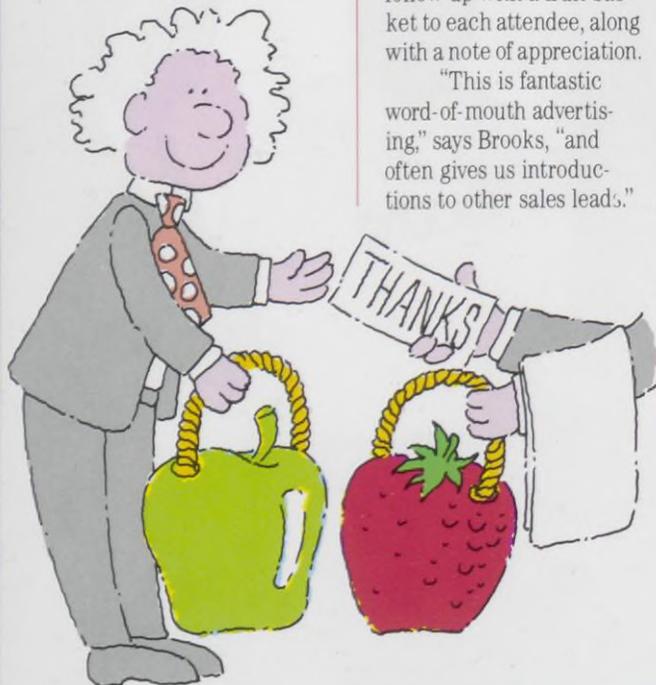
This continuing program has given the hotel many positive opportuni-

ties, and Cherone says it allows them to:

- gain insight into what brings guests to the hotel and what makes them return
- turn around any negative experiences
- investigate marketing strategies
- increase guest knowledge
- let the guest know Westin cares
- allow guests to suggest changes and enhancements

The breakfast hosts follow up with a fruit basket to each attendee, along with a note of appreciation.

"This is fantastic word-of-mouth advertising," says Brooks, "and often gives us introductions to other sales leads."



## Just for laughs

**G**race Provost, security dispatcher at The Westin Maui, submitted this anecdote to WestinWorld. She thought perhaps a good title for the story would be: "In the Spotlight"...

April 14 began as one of those rare quiet evenings for a security dispatcher. I received the usual calls for personal assists, perimeter checks, missing property inquiries and engineering requests.

As it began to get dark I noticed the wind

was picking up and getting quite gusty.

Not long afterwards I received a call from a very concerned host at our Sound of the Falls restaurant notifying me that the Flamingos were passing out!

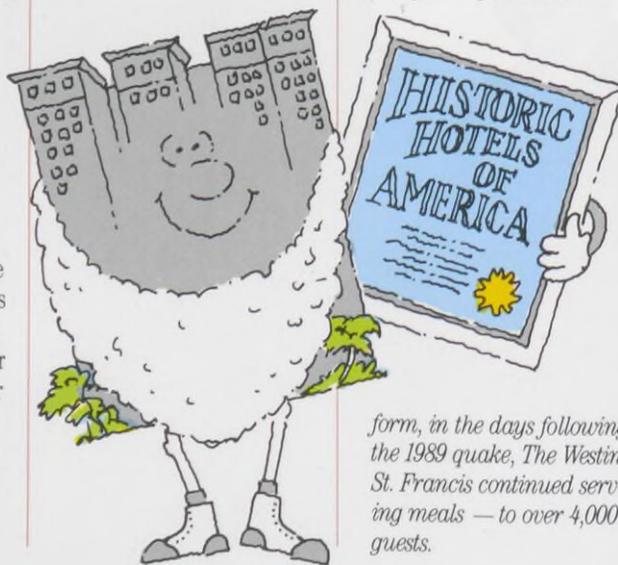
The host speculated that perhaps the spotlights were too bright or hot for the poor birds.

It didn't sound likely to me that this could be the problem, but not knowing much about wildlife, and since our wildlife personnel had left for the day, I notified Engineering to check on it for me.

They did, and called back to tell me that the lights were not the problem.

It was the wind.

You see, Flamingos sleep standing on one spindly leg and when the strong gusts of wind hit them, they would fall over like dominos!



form, in the days following the 1989 quake, The Westin St. Francis continued serving meals — to over 4,000 guests.

## Westin St. Francis named 'historic hotel'

**T**he Westin St. Francis has been honored as one of the charter members of Historic Hotels of America.

The National Trust for Historic Preservation gives this designation to hotels that have distinguished themselves through their important historic character and architectural quality, as well as the outstanding preservation efforts made by their owners and managers.

\* \* \*

And after the October earthquake in San Francisco, the venerable hotel, which suffered only very minor damage, can lay claim to yet another honor of sorts: The Westin St. Francis has now survived two major earth tremblors, the first one in 1906.

The morning after the 1906 earthquake, the hotel was still able to serve breakfast to guests. True to

## 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.