

# Front!

April, 1980

WESTERN INTERNATIONAL HOTELS



*The Easter Parade ends here*

*(See page 10)*

## On the move

### **Let's keep the edge.**

*Western International Hotels has long held the edge on its competition.*

*Our competition has been keeping an eye on us for many years. Every innovation introduced by us is closely studied by them and often adapted to their own operations.*

*Imitation, it is said, is the sincerest form of flattery.*

*That doesn't mean, however, that we've cornered the market on innovative ideas. In fact, we must admit that in some "good idea" areas our competition has caught up with us — and even surpassed us.*

*To maintain our edge, therefore, it is important that we, in turn, keep alert to our competition's innovative ideas as well as to those ideas that seem to be working well in such related businesses as restaurants and the travel industry.*

*I would like to ask each of you to take notice of these things. Are there some special touches or services that Western International should consider? A unique innovation that we should be aware of?*

*Whatever it is that especially appealed to you, we would like to hear about it. Or, it may be your original idea that you feel would work at your hotel, your operations, for our company. We would like to hear about that, too.*

*Just drop a note to my attention at the corporate offices in Seattle.*

*With your help, we can continue to keep the edge as the recognized innovative leaders of the hospitality industry.*



**Harry Mullikin**  
President and  
Chief Executive Officer

*Harry Mullikin*



COVER: The Plaza displays its annual Easter fantasy in the hotel's Fifth Avenue lobby. The Palm Court is in the background.

## Front!

A monthly publication by and for employees of  
**Western International Hotels**

**Gabe Fonseca, Editor**  
Carol Suess, Associate Editor

The Olympic, 4th & Seneca, Seattle, WA 98111

## Hotel, corporate office changes

**T**hese changes in hotel and corporate office management positions were announced recently:

Jim Treadway, general manager of *The Olympic*, was named general manager of the *Washington Plaza* following the resignation of former *Washington Plaza* general manager, Frank Finneran.

Taking over as managing director of *The Olympic* was Lee Jenks, who had been working on special projects for the Development and Design and Construction Divisions.

Jorg Lippuner, executive assistant manager of the *Continental Plaza*, has been appointed general manager of the *Hotel Bonaventure*. Lippuner replaces Bernard Awenenti, who has left the company.

Ulrich Schwartz has been elected vice president for hotel sales with the Marketing Division offices in Seattle. Schwartz was formerly vice president, marketing, for the Western International Hotels company in Mexico.

Archie Holeman, regional director of sales, New York, has been named director of marketing for the Western International Hotels company in Mexico.

Werner Eisen, general manager of *Camino Real*, Puerto Vallarta, has been named general manager of *Las Brisas*.

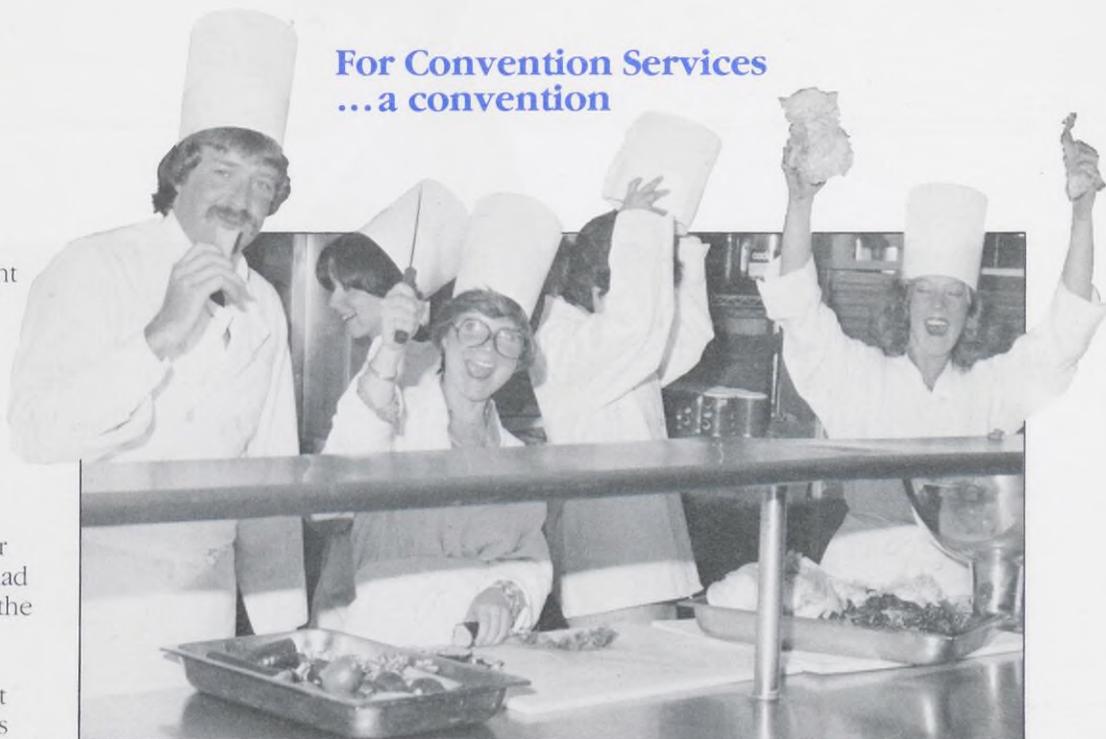
Nick van der Kaaij, general manager of the *Camino Real*, San Salvador, is now general manager of *Camino Real*, Puerto Vallarta.

Guillermo Lopez, controller, and Alfredo Lievano, director of sales, both of the *Camino Real*, San Salvador, have been placed in charge of that property.

John Bruns, assistant to the president of WIH, has been named executive assistant manager of the *Cincinnati Plaza Hotel*. Dennis Langley, assistant to the general manager of the *Washington Plaza*, is now assistant to the president of WIH.

Resigning from positions at the corporate offices were Sharon Bine, corporate communications manager, and Byron Brady, corporate planning manager.

## For Convention Services ... a convention



As a what-it's-like-behind-the-scenes fun exercise, attendees donned kitchen whites to prepare their own "convention banquet." The "chefs" (from left): John Toner, Ilikai; Terri Lee Farber, Winnipeg Inn; Becky Hopkins, The Arizona Biltmore; Carol Ford, Detroit Plaza; Sherry Putnam, Continental Plaza.

**H**otel convention services people seldom get invited to corporate division-sponsored conferences.

It's not that they're wallflowers. But being quite recent additions to the hotels' organization charts, these departments are still "operations orphans," as it were.

At some properties, convention services is part of the hotel's marketing function. At others, the department reports to the food and beverage department. And at still others, it reports directly to the hotel's senior management.

Like the staff of any specialized hotel group, however, convention services folk need to get together with their colleagues from other WIH properties occasionally. The purpose — to exchange ideas, compare operations notes, gain deeper insight into their operations from a corporate point of view, and just get acquainted with each other.

For the first time, that get-together need was answered, at a three-day seminar held in mid-February at the *Detroit Plaza*.

Presented by the hotel, and chaired by the *Detroit Plaza*'s convention services manager, Larry Scheerer, the event brought together convention services representatives from 20 WIH hotels in Canada, Mexico, and the U.S.

At the conference, representatives were given the opportunity to compare procedures, find solutions to mutual problems and share ideas.

Other parts of the agenda were devoted to presentations by corporate officers. On Tuesday, Bruce McKibbin, senior vice president for the Marketing Division, visited with the group. And, on Wednesday, Peter Blyth, vice president of the Food & Beverage Division, shared his insights.

Participant reaction was overwhelmingly enthusiastic.

Angela Barbara, convention services manager at the *Hotel Toronto*, rated the event "Fantastic! Just to get together and compare notes," she said, "was tremendously constructive. Best of all, I brought back four good points that I can apply right now to improve our operations."

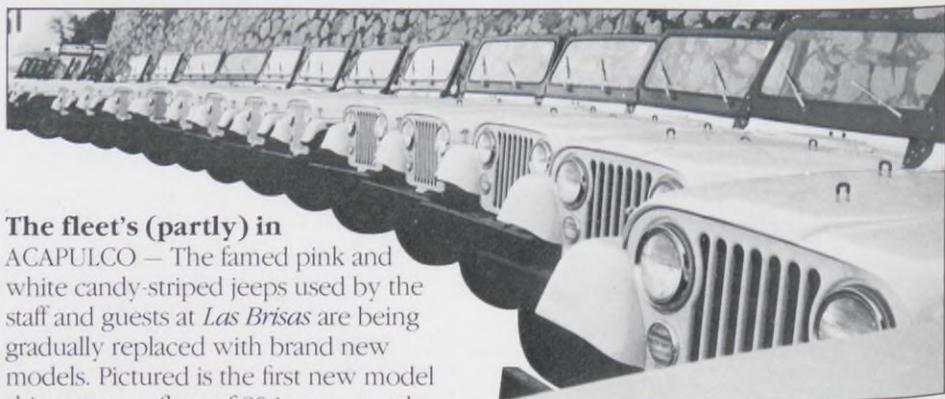
Phil Spitale, convention services manager for the *Peachtree Plaza*, was just as enthusiastic.

"It was an eye opener to sit down with convention services people from similar large hotels — the *Detroit Plaza*, the *Los Angeles Bonaventure*, for example — to see how their operations work. I picked up at least six good sales techniques alone," Spitale said.



### Hockey champs check in

NEW YORK — Following their Olympics triumph at Lake Placid, the U.S. Gold Medal Hockey Team received a brass band welcome to Manhattan on their way to *The Plaza* for a round of press conferences and a press luncheon. On hand to extend his congratulations to the team and its coach was managing director, Philip Hughes (second from left).



### The fleet's (partly) in

ACAPULCO — The famed pink and white candy-striped jeeps used by the staff and guests at *Las Brisas* are being gradually replaced with brand new models. Pictured is the first new model shipment — a fleet of 80 jeeps — ready for candy striping and other conversion touches by the hotel's vehicle maintenance crew.



### Highland flings

WINNIPEG — Winnipeggers were treated to a taste of Scotland in the *Winnipeg Inn's* celebration of Robbie Burns Day, January 25. Festivities included Highland dancers performing in the hotel lobby, and special Scottish foods. Kilted Paul Haverstock, Maitre D' of the Winnipeg Inn's Velvet Glove Restaurant, served haggis, a classic Scottish dish, to former city official Bernie Wolf — with a flourish and a skirl of bagpipes.



### Grand prix team

MONTREAL — At Montreal's recent Culinary Salon, *Hotel Bonaventure's* culinarians won more top awards than they could carry — including the Grand Prix traditionally awarded to the hotel or restaurant whose team gathers the most top awards. Team members (from left): Willie Sng, Norbert Brandt, Salim Soumani, Vincent Lee, and Henry Chong.



### Same hotel, different location

SEATTLE — Food server Jamie Vilora and hostess Marian Chew welcome guests to the re-opened Trader Vic's restaurant in its new main tower location at the *Washington Plaza*. The restaurant's recent move from the Benjamin Franklin section of the hotel was necessitated to make room for the hotel's new tower addition.



### Inaugural Dinner

SEOUL — The *Cbosun Hotel's* restaurant and catering managers had a stately chance to show their stuff when they handled the recent inaugural dinner for Korean President Kyu Hah Choi. Pictured (from top, front row): Yoon Dal Soon, restaurant manager of Yesterday; Kim Byung Gil, restaurant manager of Doll's House; Lee Chang Sun, catering manager; (second row): Kim Seung Yul, room service manager; Choi Duk Moon, bar & cocktail manager; Kim Jung Tae, banquet manager; and Park Sang Han, restaurant manager of Moon Palace.

# IT'S LEGAL

**I**t's another business day at Western International's corporate offices.

Executives are negotiating the acquisition of an existing hotel in the Orient.

Development Division staff members are meeting on a preliminary proposal with owners of a hotel site in Canada.

At Western Service & Supply headquarters, food facilities experts are in the final stages of negotiating a major equipment installation agreement for a hotel now under construction.

A critical decision must be made regarding the company's position in a major lawsuit.

In the thick of it all, involved in every one of these matters, are the members of the *WIH corporate Legal Division*.

All manner of legal activity, from the drafting of routine contracts to the handling of intricately complex negotiations for the acquisition or management of a foreign property is the Legal Division's stock in trade.

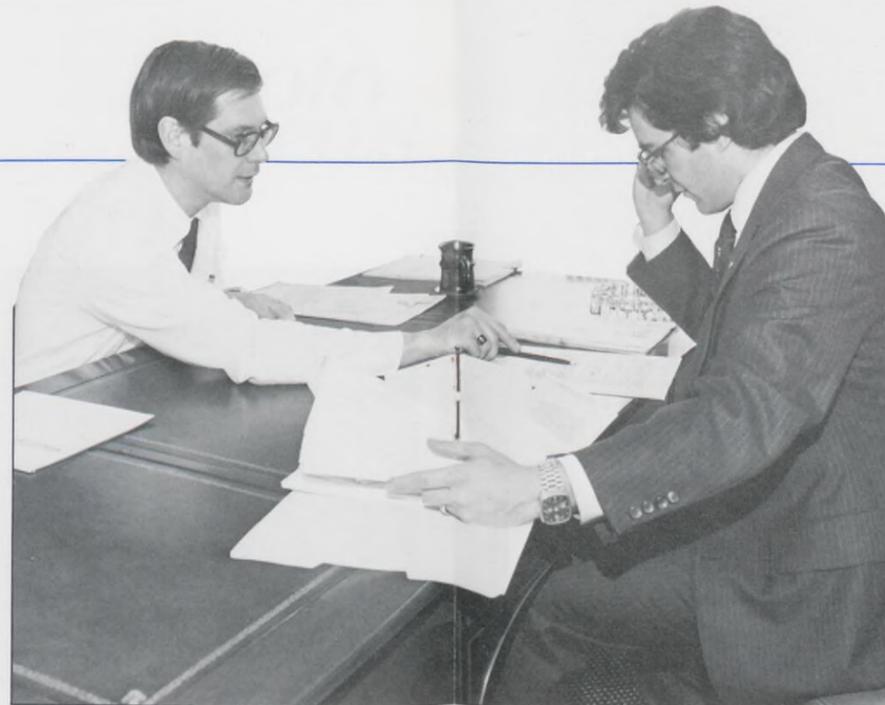
But how many employees even know that Western International has a Legal Division? Indeed, how does such a key function maintain such a low profile?

"It's not intentional," says division head John Schneider, senior vice president and corporate secretary. "It's just that the majority of our employees are not involved in most of our activities."

Comprising the division, in addition to Schneider, are three other attorneys: Ray Goad, Myrna Weissman, and Don Sands; a legal assistant, Ruth Valine; and the staff of legal secretaries: Rhonda Tande (Schneider's secretary), Marilyn Skeels (Goad's secretary), Marilyn Curry (Weissman's secretary), and Debbie Mancini (Sands' secretary).

Schneider, in addition to his primary responsibility for managing the division, is actively involved in the acquisitions of new hotels, in financing, and in new project development.

One of the major projects he has been involved with during the past several months was the Chosun Hotels venture, in which WIH agreed to manage the three Chosun hotels in Korea, and acquired ownership interests in two of the properties.



*Legal Division head, John Schneider (left) with Don Sands.*

The negotiations for the Chosun hotels were meticulously complex. They involved WIH executives, representatives of Americana Hotels Group (who had managed the hotels), and Western International's Korean business partners.

In addition to the normal complications of putting together a business agreement, considerations of language, distance, and foreign law were factors to contend with.

In February, Schneider completed negotiations to arrange for Western International's part-ownership of the Camino Real hotel already under construction in Ixtapa, Mexico.

While the attorneys do interact in their activities, each is assigned specific areas of responsibility.

For Ray Goad, one of those responsibilities involves providing legal counsel for the Hotel Management Division (i.e., all Western hotels, and the WIH Marketing corporation), for the Staff Services Division (i.e., Rooms, Personnel, F&B, Real Estate, and Corporate Communications), and the operations-related departments of the Financial Services Division.

The kinds of legal matters included in Goad's responsibilities are as diverse as the activities of the hotels and divisions he serves. These include such areas as labor relations, contracts, trademarks, insurance, anti-trust, and government regulatory compliance.

One subject which requires a considerable amount of Goad's attention is the coordination of any litigation filed by or against the company. In this regard he handles the retention and direction of local counsel and consults with management regarding the company's position.

He has coordinated the company's preventative law programs, which are designed to keep management abreast of and in compliance with the various federal and state laws affecting their operations.

Goad works with Schneider on maintaining the legal affairs of Western International's various subsidiary companies. The two attorneys approve contracts entered into by these companies.



*Ray Goad.*

Goad describes his work as "much like that of a small law firm specializing in a general business practice; the principal difference is that there is only one client — the company."

Assisting Goad is the department's paralegal member, Ruth Valine. Valine handles a variety of research and record-keeping assignments, including the coordination of litigation, correspondence and reports.

Lined up on the bookshelves of Myrna Weissman's office are some 25 labeled binders. Each represents a particular development project in which she is involved. While some labels refer to existing hotels, most refer to new and yet unnamed projects.

Binders for the latter may contain a single document — a letter of intent, which is the initial agreement between WIH and the project principals, acknowledging that the parties concerned have a mutual interest in the project.

Other binders bulge with a myriad of documents. These are projects that are well along in their negotiation stages. Contents may include agreements with contractors, architects, developers, partnership agreements, hotel pre-



*Myrna Weissman (left) confers with Linda Cretin, WIH director of taxation.*

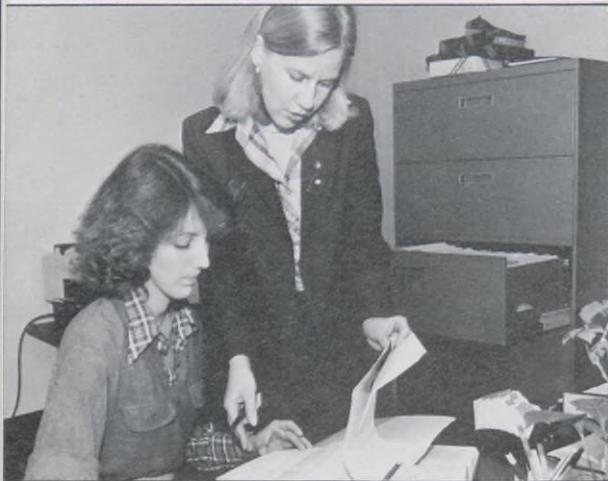
opening agreements, management agreements, leases, land purchase agreements — all sorts of documents that are required in finalizing the particular project or phase of that project.

"When you are dealing in tremendously complex, multi-million-dollar projects," Weissman noted, "the old 'it's-a-deal' handshake just won't do it. Every activity, each step of the way, that involves a mutual agreement among all the people concerned, must be agreed to — in writing — among all concerned parties. Even then, as negotiations proceed and situations or conditions change, new agreements must be made to reflect these changes."

"Often it's a long, slow process," Weissman added. "From the initial letter of intent to the project finalization may take months — even years — to complete. And for reasons too varied or complex to go into here, projects can be temporarily shelved or even dropped entirely at any stage along the way."

Just as complex can be Western International's own involvement in each project. It could be as a lessee, as part owner, or as a partner. In most cases, however, the company is committed to the management of the project from the start.

*Continued next page...*



*Ruth Valine, legal assistant (standing), and secretary, Debbie Mancini.*

Weissman works with the Development Division not only on new projects involving new construction, but also on the acquisition of existing properties.

She has also been involved in the lease termination activities for The Olympic, and in the negotiations involved in the additions to *The Baysboro* and *The Arizona Biltmore*.

Don Sands, the newest member of the legal team, is involved in the legal affairs and acts as counsel for Western Service and Supply Company (WS&S).

One of Sands' first assignments for WS&S was to standardize the various types of agreements used by WS&S in its business relations with the parent company (WIH), the hotels, their suppliers, and other outside companies. Included were such normal use agreements as a standard services agreement, and receiving, warehousing, and installation contracts. Sands has also been developing standard agreements for use by the Design and Construction Division.

Sands works with the Development Division on new projects and with existing properties projects such as the new tower addition to the *Washington Plaza* and the renovations at the *Chosun Hotel* in Korea and the *Hotel St. Francis*.



*Legal secretaries (from left), Marilyn Skeels, Rhonda Tande and Marilyn Curry also operate the Division's word processing equipment.*

Handling the telephone system purchase agreement for the *Cincinnati Plaza* was one of his most recent assignments.

To handle the heavy flow of legal documentation, the legal secretaries use the most advanced IBM word processing equipment, the Office System 6. "Most of our typing projects," explains Tande, "require multiple drafts with numerous revisions." Referring to the division's strict requirements for accuracy, Skeels elaborates, "This is where we dot the i's and cross the t's that lawyers are famous for."

Since its one-man-staff operations of less than a half-dozen years ago, the Legal Division has grown considerably.

Schneider predicts further expansion is also inevitable. He bases that prediction on the company's own plans for major expansion over the next few years.

"As those expansion plans get going," he says, "we're bound to need more help to handle all the legal documentation and other legal matters that the new ventures will require."

## Marketing to share in world marketplace



*In preparation for global marketing challenges, sessions stress a "work smarter/sell harder" theme.*

**T**he world — at least from a marketing view — is Western International's oyster.

That prospect highlighted the remarks made by C. R. Lindquist, executive vice president, in his address to the attendees at the annual Marketing Conference held at the *Peachtree Plaza* in late February.

As Lindquist put it, "... we have entered the era of global marketing. From this point on, we must adjust our marketing perspectives and our approaches to marketing strategy to include the total world as our real marketplace."

Supporting that statement, Lindquist included in his comments an overview of the company's "new and aggressive" marketing programs that are now being directed to Europe and the Pacific Rim countries. The programs, he noted, will include an emphasis on WIH marketing expositions in key cities within the United Kingdom, France, and West Germany.

To gear up for these programs, Bruce McKibbin, senior vice president/marketing, told the group of plans to expand the staff of the European Regional Office and of a staff addition to the Tokyo Regional Office. And to better serve these markets, McKibbin reported on the company's

efforts for expanding the WESTRON system to both Europe and the Pacific Rim.

How Western International stacked up with its competition in the world marketplace was subject for one afternoon's conference session. Attendee "task force" teams had been assigned to research competitive hotel companies and report their findings to the group.

While the long-range view was toward world market expansion, much of the conference focus was on the shorter-range challenges of the year ahead.

Peering into his clouded crystal ball, McKibbin admitted that "what the next 12 months have in store for us is anybody's guess."

"But," McKibbin affirmed, "there is one thing that is certain. This will be a year of innovative hard sell. A year that will challenge every one of us to work smarter and sell harder to get a larger share of what may be a smaller market."

To assist the marketing people in their "work smarter, sell harder" efforts, McKibbin assured attendees of full Division support, including the continuance of the Marketing Training Program and orientation programs for newly-appointed directors of sales. In fact, the development of qualified marketing personnel was stressed as a top company priority by both McKibbin and Lindquist.

Much of the conference agenda devoted itself to discussion group assignments followed by general session report-outs. Among the discussion topics were two directly relating to the worldwide marketplace concept. They were "International Sales," and "International Assignments."

Other conference highlights included presentation updates on new properties (*Cincinnati Plaza, Shangri-La, Hong Kong; Camino Real, Ixtapa*; the *Chosun* hotels in Korea, and the Conference Center addition to *The Arizona Biltmore*), a trade and industry reception and luncheon for Atlanta business community leaders, a question and answer panel chaired by Bruce McKibbin, and a number of guest speaker presentations including that by Bill Speicher, group vice president/marketing for United Airlines.

Among the 110 attendees were the directors of sales and senior sales managers of WIH properties and regional offices, and members of the Marketing Division staff.

Conference co-chairpersons were Archie Holeman, regional director of sales, New York (now director of marketing for WIH in Mexico company), and Bill Moyer, director of sales, *Peachtree Plaza*.

## Easter at The Plaza— a happy tradition

**N**ew York's Fifth Avenue Easter Parade is an annual tradition celebrated by generations of New Yorkers and out-of-town visitors.

For many of these Easter Sunday strollers, part of that tradition includes a visit to The Plaza for an Easter celebration dinner, to see or be seen, or just to browse.

In keeping with this tradition, The Plaza makes this festive holiday one to remember.

Guests entering the hotel's Fifth Avenue entrance are greeted with a magnificent floral and pastry lobby display that sets the stage for equally magnificent dining experiences to come.

Like the Palm Court's famous Easter Brunch, which features such delights as crepes a la reine and chicken livers saute chasseur.

Or the superb entree choices featured on the Easter dinner menus at both the Edwardian and Oak Rooms, including rack of spring lamb.

Or the very elegant and very special Easter Dinner and Fashion Show at the hotel's Terrace Room. Featured here, along with a seven-course dinner, are the newest fashions designed and displayed by New York's couturiers of men's and women's clothing.

Last year's lobby display (see cover) was, like this year's display, executed by The Plaza's pastry chef, Gale O'Malley, under the direction of executive chef, Joseph Trombetti.

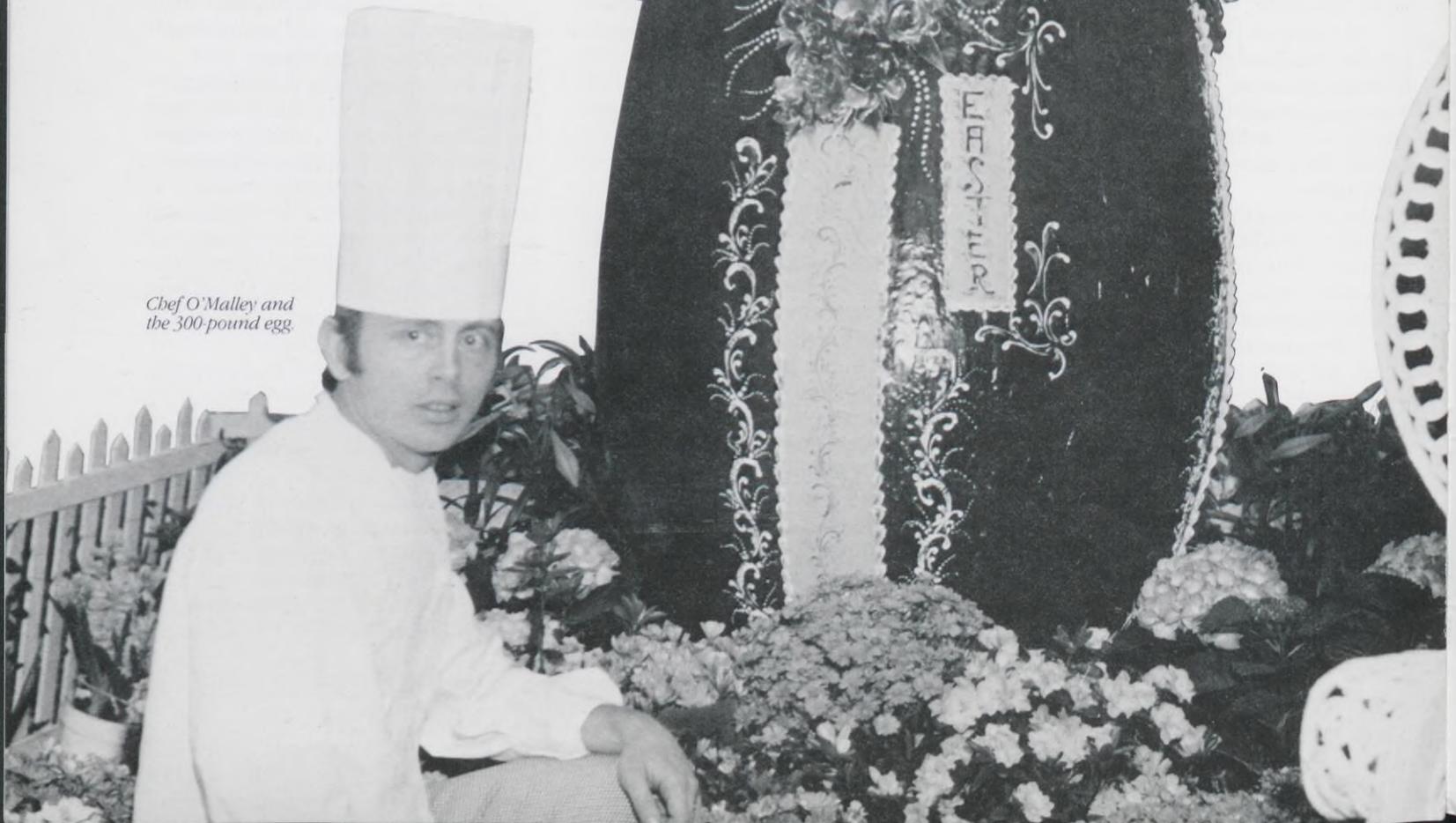
To create the Easter egg centerpiece, wire mesh was molded into an egg-shaped frame, then filled with 300 pounds of chocolate.

The six-foot egg was then decorated with fifteen pounds of pulled sugar, eight pounds of marzipan, and five pounds of royal icing.

And as a final touch, dozens of spring blooms provided by The Plaza Florists formed a multi-colored "Easter basket" in which to nest the egg.

Like the Fifth Avenue Easter parade, Easter at The Plaza has become a happy and memorable New York tradition that people of all ages look forward to with eager anticipation.

*Chef O'Malley and  
the 300-pound egg.*



# People

## Williams Plaza's 'Copenhagen connection'



### 'Bartender extraordinaire'

SAN FRANCISCO — Jimmy Bahm (center), bartender at the *Hotel St. Francis*, almost lost his cool when he found himself one of the honorees at an awards dinner held at the hotel by the United Airlines Maintenance Operations Division. Bahm, a "fixture" at United banquets over the years, was called from his post to the podium to accept an "Appreciation Award" plaque for his outstanding service and friendship to members of the United team. Presenting the "bartender extraordinaire" with his plaque were Dick Tabery (left), senior vice president-maintenance, and United president, Percy Wood, (right).

**W**hen Marcella Haugaard returns to Copenhagen a year from now, she will take back with her a broader view of Western International's operations, and some enriching experiences of her job — and of life, American style.

Until recently, Haugaard served as assistant manager at the *Hotel Scandinavia, Copenhagen*. Since February, and for the rest of this year, she will continue to hold that position, but at the *Williams Plaza* in Tulsa.

For years, one of this young Danish hotelwoman's dreams has been to visit the United States. She also hoped to have the experience of working in a U.S. hotel to broaden her hotel career ambitions.

Both hopes became a reality when Rick Layton, former executive assistant manager at the *Williams Plaza*, was transferred to the *Hotel Scandinavia* last year. Layton worked out a plan with Andy MacLellan, his successor at the *Williams Plaza*, to have Haugaard join that hotel's staff for a year's cross-training program.

The actual transfer arrangements were made through the offices of the American-Scandinavian Foundation. The Foundation, dedicated to cultivating closer relations between the United

States and the Scandinavian countries, provides assistance to young Scandinavians gaining practical on-the-job experience in American businesses.

Haugaard's first month at the *Williams Plaza* focused on an orientation program to familiarize her with the operation of the hotel's various departments.

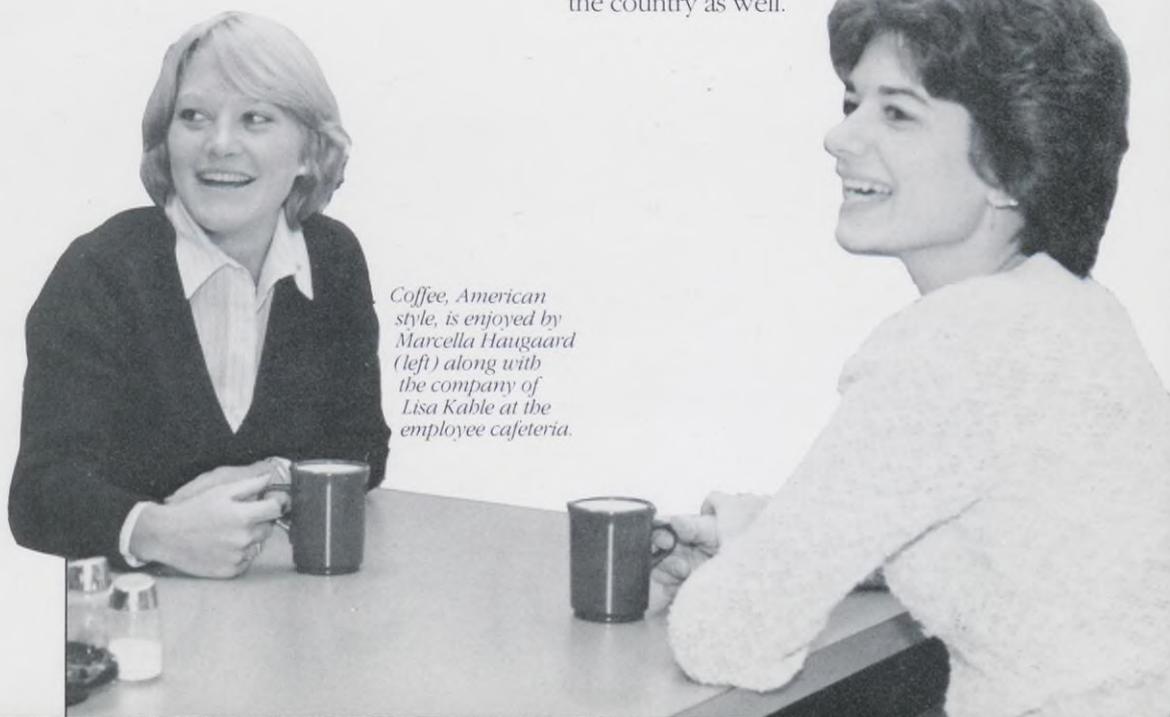
In spite of location, size and clientele differences, Haugaard notes that "both operations are really very similar."

One similarity, she was happy to discover, is the friendly attitude of the hotel's staff.

"They made me feel so welcome that it didn't take me long to get adjusted to my new hotel family," she smiled.

As for life American style, Haugaard confesses that she has been so busy settling in on the job and looking for an apartment that she hasn't had much time to get around. With the "tour guide" help of management trainee Lisa Kahle, however, she is beginning to develop an acquaintance with the city of Tulsa.

And before she returns to her native Denmark, she hopes to develop an acquaintance — as travel opportunities permit — with other parts of the country as well.



Coffee, American style, is enjoyed by Marcella Haugaard (left) along with the company of Lisa Kahle at the employee cafeteria.

# Inn basket

**Earth Day** — Tuesday, April 22, is the tenth anniversary of the first Earth Day. A day to “clean up your act,” as it were, and to contribute to the improvement of the environment, quality of life, and the protection of natural resources in your corner of this planet. Celebrate wildly: pick up and properly dispose of litter; save gas and take the bus to work; turn off lights and other power equipment when not in use; and cut down on air pollution by cutting back on your smoking. (This message sponsored by future generations. Warning: continuing to celebrate Earth Day after April 22 may be beneficial to you and your world’s health.)

**Tune in to flight time** — Guests staying at the *Washington Plaza* can now receive United Airlines flight departure and gate information by simply tuning in Channel 2 on their TV sets. The unique program provides flight information, updated every 30 seconds, from United’s operations control center at Seattle-Tacoma International Airport. And for reservations or additional information, the telephone number to call is displayed on the screen. The service is the second of its kind in the U.S., and the first to be put into effect at a greater distance than across the street from an airport. (An experimental system was developed in December 1978, for a hotel located across the street from O’Hare International Airport in Chicago.)

**Well, now!** — From WATS MY LINE, the in-house publication for the Central Reservations Office staff, this item proves once again that the life of a res agent has its moments. (It really happened.):

A gentleman caller booked a reservation at the *Houston Oaks*. After the agent recapped the reservation, the caller said, “Oh, and by the way, can you get me into ‘The Best Little Whorehouse in Texas?’” The agent, stunned for a moment, and unable to believe her ears, replied, “Well, sir, I think you’ll have to make your OWN arrangements for that!” Whereupon the

caller chuckled and explained, “I’m sorry; I guess you didn’t know that ‘The Best Little Whorehouse in Texas’ is a show playing at the Houston Community Theater.”

**Threes** — The significant number around the Michigan Inn these days is “three.” Three threes, in fact. Recently announced was a three-million-dollar, three-year modernization and renovation program. And, yep, it will be completed in three stages. Phase I will include new carpeting through all major public areas, plus the complete renovation of 100 guest rooms. Phase II will see the complete renovation of another 100-plus guest rooms and a completely renovated Coffee Garden. And, in Phase III, the hotel will complete its 425 guest room modernization and its plans for upgrading both Dewey’s entertainment lounge and the Benchmark gourmet restaurant. Also planned — a more sophisticated computer reservations system and a more efficient telephone system. Three cheers for a three times more attractive Michigan Inn, come 1983!

**Make mine a mocktail** — The F&B Division’s annual Golden Chalice original drink recipe contest has come up with a couple of different challenges this year. The first, in recognition of Western International’s 50th anniversary, calls for a “celebration cocktail of the caliber to replace champagne as a special occasion drink!” Even more challenging is the basic contest rule that states, “To meet today’s growing demand for non-alcoholic drinks that look like the real thing, the 1980 category is mocktails.” That nonalcoholic ingredient stipulation does offer one big plus — contestants can sip their original concoctions to their hearts’ content and remain clear-headed. An upset stomach, perhaps, but definitely, clear-headed.

## MIYAKO -ites.



*FRONT!* correspondent for the Miyako in San Francisco is Kerstin Bertram. You can contact Kerstin in the sales department with your input for *FRONT!* (All other WIH people, submit *FRONT!* items to your local correspondent listed below:)

*HOTEL ALAMEDA*, Fernin Trucios.  
*THE BAYSHORE*, Gordon Stewart.  
*THE BENSON*, Debbie Spellacy.  
*HOTEL BONAVENTURE*, Antoine Kboury.  
*CALGARY INN*, Michelle Wall.  
*CAMINO REAL, CANCUN*, Jose Tamayo.  
*CAMINO REAL, GUADALAJARA*, Carlos Reyes.  
*CAMINO REAL, GUATEMALA*, Raul Riviera.  
*CAMINO REAL, IXTAPA*, William Godfrey.  
*CAMINO REAL, MAZATLAN*, Lupita Torres.  
*CAMINO REAL, PUERTO VALLARTA*, Eduardo de Lima.  
*CAMINO REAL, SALTILLO*, Enrique Meyer.  
*CAMINO REAL, SAN SALVADOR*, Ana Maria Vides.  
*CARLTON HOTEL*, Patricia Squires.  
*CARLTON HOUSE*, Cynthia Durler.  
*CHERRY CREEK TOWNHOUSE*, Linda Dirkson.  
*CONTINENTAL PLAZA*, Audri Adams.  
*CROWN CENTER HOTEL*, Becky Gapp.  
*DETROIT PLAZA HOTEL*, Mozelle Boyd.  
*EDMONTON PLAZA*, Joanne Cass.  
*GALLERIA PLAZA/HOUSTON OAKS*, Esther Feinerman.  
*HOTELES CAMINO REAL, S.A.*, Francisco del Cueto.  
*HOTEL SCANDINAVIA, COPENHAGEN*, Dorthie Thing.  
*HOTEL SCANDINAVIA, OSLO*, Liv Herud.  
*HOTEL TORONTO*, Pat Samson.  
*THE ILIKAI*, Valery Satin.  
*LAS BRISAS*, Derek Gore.  
*LOS ANGELES BONAVENTURE*, Mary Jordan.  
*MAUNA KEA BEACH HOTEL*, Stella Akana.  
*THE MAYFLOWER*, Joe Briglia.  
*MICHIGAN INN*, Bill Arthur.  
*MIYAKO HOTEL*, Kerstin Bertram.  
*THE OLYMPIC*, Sue Brush.  
*PEACHTREE PLAZA*, Carolyn Bryson.  
*PHILIPPINE PLAZA*, Chiqui Ang.  
*PRINCE HOTELS*, Vickie Mauritsen.  
*SHANGRI-LA HOTEL*, Jane Seet.  
*SOUTH COAST PLAZA HOTEL*, Judy Perry.  
*THE SPACE NEEDLE RESTAURANT*, Nancy Watson.  
*HOTEL ST. FRANCIS*, Katie Meyer.  
*THE ARIZONA BILTMORE*, Anne Mello.  
*THE PLAZA*, Suzi Forbes.  
*WAILEA BEACH HOTEL*, Valery Satin.  
*WASHINGTON PLAZA*, Sue Brush.  
*WILLIAMS PLAZA*, Al Wrinkle.  
*WINNIPEG INN*, Penny Brookes.  
*WIH EXECUTIVE OFFICES*, Dorothy Stauffer.  
*WIH FINANCIAL SERVICES*, Bob Graves.  
*WIH RESERVATIONS CENTER*, Andy Gyure.  
*WSES*, Nancy Neuman.