

directions.

"I view the hotel industry like the airline industry a few years ago when there were lots of small airlines around. Then there was this tremendous focus toward consolidation and there are only so many major airlines around today.

"I see this happening in the hotel industry. The major chains will become even larger because it takes that kind of marketing clout to break through the haze of marketing messages to reach the potential customers.

"We need to acquire marketing or management control over properties now. The opportunities are now.

"Our company has, historically, been opportunistic. Buying the Prince Kuhio was an example. Buying and selling the Outrigger Malia, the Outrigger Maile Court, and the Outrigger Hobron while maintaining the management control were other examples.

"We have tremendous financial strength now which allows us to capitalize on opportunities.

"That gives us the extended opportunity to diversify economically. After all, the Kelley eggs are entirely in one Waikiki basket and, while that is a wonderful investment, one Hurricane Hugo or one major tidal wave could put the entire investment at a major economic risk. So it makes economic sense to diversify that investment geographically.

"Look for diversification as a future activity.

"And look for us to grow. We aren't going to die."

Outrigger Hotels Hawaii is poised to move aggressively into the Mainland market with its corporate treasury where Mainland hotels can be bought at the rate of \$40,000 a room as opposed to \$90,000 a room in Hawaii.

"The last decade of the Twentieth Century is going to be the beginning of a new era for The Outrigger," says Richard Kelley.


"We have new Japanese owners to report to as a management company and they constitute new clients to satisfy.

"We are going to have to develop new markets and consider how we are going to position ourselves before the potentially new guests in these markets.

"We have new properties to appraise, obtain and develop.

"It is going to be an exciting decade." ■

BOOK EXCERPTS



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Ray Miyashiro, President of Regal Travel, with winners of the 1989 Aloha Spirit Award. Left to right: Rudy Grau, Aileen Matsuda, Ray Miyashiro and June Makaiwi.

Saluting the Aloha Spirit

We at Regal Travel believe customer satisfaction is dependant on our ability to convey the *Aloha Spirit*.

Achieving and maintaining the highest level of quality with the spirit of *Aloha* is not a goal; it is the very foundation upon which Hawaii's lifestyle has been built.

In the spirit of *Aloha*, our people are dedicated to achieving the highest level of quality possible to attain customer satisfaction.



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