

Sheraton's Carswell Finds Hotels 'A Challenge'

By BEN THOMPSON

Lloyd Brooks Carswell settled back in a beach chair outside the Royal Hawaiian Hotel's Monarch Room the other day and talked about the business he knows and likes best—hotels.

"I never wanted to do anything else, said the general manager of Sheraton's four Waikiki hotels.

After more than 30 years in the business, it doesn't take Carswell long to size up a new Sheraton property.

He is disarmingly frank about the Waikiki properties and Waikiki as a whole.

"The growth coming here will be terrific," he said, "but if it isn't put together right Sheraton might as well throw away the \$18 million it paid for the Matson hotels."

DO IT NOW

He thinks the time to do something about Waikiki is now, before it becomes too garish. That means planning.



Lloyd B. Carswell

Sheraton will do its part to preserve the Hawaiian atmosphere on its properties, he said.

However, that doesn't mean Sheraton will sacrifice profits.

"Every time you lose a day

you lose \$1,000," Carswell said, nodding toward the undeveloped Royal Hawaiian employees' parking lot.

"We're rushing to get something on it."

That something will be a 600-room hotel.

BUILDING PROGRAM

An extensive building program is earmarked for the rest of the property, including Bishop Estate leasehold.

The Bishop Estate lease expires in 15 years. What if it isn't renewed?

"Any building done on the leased land now will pay off in 15 years," Carswell said.

And Sheraton is going ahead with long-range planning for the leasehold property as though it had a new lease in its pocket.

Carswell agrees with Arthur Godfrey, the TV celebrity, that Waikiki has "a real problem with the beachboys."

Godfrey accused some

beachboys of conning tourists with Coney Island techniques.

'OUT OF HAND'

"The situation really has gotten out of hand," Carswell said.

Unfortunately, Sheraton won't be able to control its beachboys for two years—Matson sold the services to the Outrigger Canoe Club before the hotel sale became final.

Despite the concern, Carswell is a staunch backer of the beachboy tradition.

"It's part of Hawaii." He is less than enthused about some of the tourist industry's advertising.

"This isn't grass shacks and hula girls. Hawaii has class and dignity.

'TOO MUCH TINSEL'

"Before I came here I got the impression of instability and too much tinsel."

Carswell is well aware of

the other side of the critical fence.

"I'm used to people taking pot shots at us. It happens every time Sheraton moves in. But there hasn't been a city where we haven't become a part of the community.

"We don't operate from long distance," he added. Sheraton-Hawaii has four local directors on its board.

Carswell, now a youthful 49, was born in Gardner, Massachusetts, a Boston suburb which also is the home town of Stephen A. Derby, Bank of Hawaii vice-president.

He began his career in his teens, bellhopping at a New Hampshire summer resort.

CORNELL SCHOOL

Enrolled in Cornell University's famed hotel administration course, Carswell quit in mid-term to take a desk job with New York's

Roosevelt Hotel after his father died.

After a succession of jobs, Sheraton caught up with him at the Wendell Hotel in Pittsfield, Massachusetts, where he was executive assistant manager.

"When Sheraton bought the Wendell, that was my lucky day," Carswell beams.

The year was 1944. Sheraton was then a small operation with seven New England hotels.

Finishes Course

Marine Private First Class Gordon D. H. Pang, son of Mr. and Mrs. Frank Y. H. Pang of 3727 Manini Way, and Marine Private First Class Albert C. Ching Jr., son of Mr. and Mrs. Albert C. Ching Sr., of 4053 Likini Street, graduated recently from the radio telegraphers course at the Marine Corps Recruit Depot, San Diego, California.

By 1949 Carswell was manager of the Sheraton Plaza in Boston. In 1957 he opened Sheraton's new \$20 million Philadelphia hotel.

SHERATON MAN

Carswell is a solid Sheraton man and the chain system.

"As larger things open up, it gives you a chance for advancement," he says.

His biggest problem through the years?

"Delegating authority. As

you move up you delegate more and more to department heads.

"It's difficult when you get used to doing a lot of details in smaller hotels."

As manager of a Connecticut hotel, Carswell often filled in as cashier, desk man and even elevator operator.

Carswell says he's had little difficulty in making the switch from Philadelphia to Honolulu.

"This business is a constant challenge. It's fun."

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