A MESSAGE FROM RICHARD R. KELLEY TO OUR OUTRIGGER 'OHANA

Saturday Briefing
OUTRIGGER ENTERPRISES GROUP
Celebrating 65 Years of Hospitality

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Bob Hazard – Lodging Legend
By Dr. Richard Kelley

Recently Hotel Business magazine, with educational support from the School of Hospitality Leadership at Chicago’s DePaul University, asked a blue-ribbon panel to identify the “the hotel industry’s biggest game-changers of the last three decades.” After a great deal of deliberation, the panel settled on a dozen individuals who have had a tremendous impact on our industry. Those selected include some who are very well-known, including:

- J.W. Marriott, Jr. – Marriott International
- Steve Bollenbach – Hilton Hotels Corporation
- Barry Sternlicht – Starwood Hotels
- Steve Wynn – Wynn Hotels & Casinos

One name on the list, Bob Hazard of Choice Hotels International, may not be so familiar, but I want to focus on him because of his close connection to Outrigger Enterprises Group.

To understand Bob’s impact, one has to recall that before the 1980s, most hospitality companies offered only one type of hotel product. All Holiday Inns looked pretty much alike. Hilton, Marriott, Sheraton and others each offered a single concept and carried the same brand standards from city to city. Our company operated a number of properties in Waikiki, but they were all called “Outrigger” – Outrigger Waikiki, Outrigger East, Outrigger West, Outrigger Reef, Outrigger Reef Towers and so on.

After Bob became president and CEO of Choice Hotels International in 1980, he, with the help of colleague Gerald W. Petitt, pioneered the concept of multiple-brand offerings by one company with the introduction of Comfort Inns in 1981. Quality Suites, Comfort Suites, Clarion Hotels and Resorts, Sleep Inns, EconoLodge, Rodeway Inns and others followed. Choice Hotels International grew from 339 hotels to more than 3,500 domestic and international properties during his tenure with the company, which ended in 1996.

Commenting on that record in Hotel Business, Bob said, “It set off a brand segmentation revolution that led each of our competitors like Holiday Inn, Wyndham/Cendant, Starwood, Marriott, Hilton and nearly every other lodging chain to follow.”

Bob has had other significant leadership roles in the hospitality industry. He served as CEO of Best Western International for seven years before joining Choice. He has also served as chairman of Creative Hotel Associates, a privately held developer, owner and operator of high-quality, mid-priced hotels in the continental United States.

I first met Bob in the 1980s at a meeting of the Presidents Academy, an annual gathering of the heads of hotel companies sponsored by the Educational Institute of the then-titled American Hotel & Motel Association (now the American Hotel & Lodging Association). We became good friends over the years and, when he became the Dean of the Presidents Academy, he asked me to serve on its board. Over the next seven years, largely thanks to Bob’s leadership, the quality of the meetings improved significantly.

I asked Bob to serve as an advisor and, later, a director of Outrigger Enterprises, Inc., which he did for 12 years, from 1996 to 2007. During his term on Outrigger’s board, he was always asking important questions and suggesting innovative new ways to look at old issues. We greatly appreciate the interest, dedication and service he devoted to Outrigger.

There is one more Bob Hazard story I would like to share. When we acquired the Outrigger Prince Kuhio hotel in 1982, the lobby came furnished with several huge double lounge chairs complete with a canopy that offered privacy.

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to those who used them. It was in one of those lounge chairs that Bob Hazard proposed to his wife, Vicki. She accepted on the spot!

Bob and Vicki Hazard now live in Montecito, California, just next door to Santa Barbara, but they are far from retired. Both are very active in community organizations, and Bob still finds time to share his insights with others by writing a column for the local newspaper, Montecito Journal.

Congratulations, Bob, on your latest – and well-deserved – honor and title, “Lodging Legend”!

**Lodging Legends**

Steve Bollenbach  
Hilton Hotels Corporation

Jack DeBoer  
“father of extended-stay hotels”

Laurence Geller  
Strategic Hotels and Resorts, Inc.

Bob Hazard  
“father of hotel segmentation”

J.W. Marriott, Jr.  
Marriott International

John Portman Jr.  
innovative hotel architect

Ian Schrager  
“father of ‘lifestyle’ hotels”

Isadore Sharp  
Four Seasons Hotels & Resorts

Henry Silverman  
“king of franchising”

Randy Smith  
Smith Travel Research

Barry Sternlicht  
Starwood Hotels

Steve Wynn  
Wynn Hotels & Casinos