The Early days of hotel sales: A Historical look at the development and growth of hotel business promotion

David C. Dorf
THE EARLY DAYS OF HOTEL SALES:
A HISTORICAL LOOK AT THE DEVELOPMENT AND GROWTH
OF HOTEL BUSINESS PROMOTION

by
David C. Dorf, CHSE

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FORM I

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M.S. Hospitality-Tourism Management

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ABSTRACT

The Early Days of Hotel Sales:
A Historical Look at the Development and Growth of Hotel Business Promotion

The art and science of business promotion (later called sales promotion — and in contemporary usage, now a component of marketing) is comparatively new to the lodging industry, as far as being a formalized and accepted management discipline.

The processes of attracting business to a particular establishment is as old as the industry; but until the middle of this century, they were generally looked down upon by most of the industry and in most cases were not considered key functions by those responsible for the operations of their properties. And other industries similarly looked at hotel sales promotion as a poor attempt by a service industry to adapt the practices of the supposedly more "sophisticated" product-producing enterprises.

However, the foundations for much of the sales and marketing principles used today can be found in many of the promotional practices used by enlightened and often pioneering properties hundreds of years ago. This paper traces the evolution of the concepts of hotel business
promotion, concentrating on the development of the key sales tools and techniques which are not only in popular use today, but are indeed essential to the profitable operation of any size and type of lodging facility.

It is the writer's objective that this study will offer student, instructor, and industry practitioner a basis for examining the business promotion paradigms of the past, adapting and tailoring them to the needs of the present, and then taking the best of the past and present and working them into the marketing, sales, and servicing paradigms of the future.
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So a million thanks, ALEXANDRA DORF, ELIZABETH McGOLDRICK, and SUZANNE McGOLDRICK.
DEDICATION

Dedicated to the Memory

of the

"Dean" of Hotel Sales Executives

ADRIAN W. PHILLIPS, CHSE

In recognition of his 75 years of service
to the hospitality industry and
more than 50 years of leadership to the
Hospitality Sales and Marketing Association International
including

International President - 1940
Executive Vice President - 1952-1965
Honorary Chairman of The Board - 1965-1990
Chapter I

INTRODUCTION

The cornerstone of the Hampshire House, located on New York City's fashionable Central Park South, has an interesting message which in effect sets the tone of this study of the evolution of business promotional practices and procedures within the lodging industry. It reads:

Dedicated to Yesterday's
Charm and Tomorrow's
Convenience
1931

Indeed, yesterday's charm, philosophies, and attitudes offer a wealth of practical guidance for today's operations, and for tomorrow's business methods.

Perhaps those who laid that cornerstone did not fully realize how important those magic words "charm" and "convenience" would be 60 and more years after that dedication.

Yet yesterday's charm is currently reflected in the dramatic proliferation of "bed and breakfast" establishments and in the tremendous interest in historical properties and restorations.
And tomorrow's convenience is well documented (particularly by customer demands) as the industry prepares to offer a wide (and sometimes seemingly uncontrollable) variety of amenities, comforts, special features, and tailored benefits for the specific needs, wants, hopes, desires, anticipations, expectations, dreams, daydreams, and fantasies of the many different segments which comprise our customer markets.

The paths of the past can so often offer practical guidance to the highways of the future - and that is a major premise of this research study.

**Purpose of The Study**

The purposes of this project are related to the three main classifications of targeted readers:

1. **Instructors of hospitality management:**
   To offer background information on the history of the sales and marketing discipline within the lodging industry for use in tracing the historical development of that specific aspect of the industry.

2. **Students:**
   To provide a basic overview of the development of lodging sales and marketing, for both understanding and reference use in reports, terms papers, and theses.

3. **Industry:**
   To present a "pump priming" consolidated resources
"well" of ideas, concepts, samples, and examples, for use in adapting the promotional practices of the past to help meet the sales and marketing challenges of the present and future.

Significance

The concept of adaptation was well pointed out by Adrian Phillips, CHSE (1956), then Executive Vice President of the Hotel Sales Management Association, in a 1956 introduction to the purposes of the newly-established HSMAI Sales Research Library: "Each new generation attacks the old problems hopefully. Some of them it solves by ignoring the ways previous generations have tried to solve them. Others it fails to solve because it ignores the lessons taught by the experience of previous generations. The trick of making progress is to know when to ignore the past and when to learn from it. All of which is just as true regarding hotel sales promotion as it is with other kinds of problems."

Your author's first job upon college graduation was to work with Mr. Phillips in helping to establish the Sales Research Library and to coordinate its "Sales-Research Service of Information".

The March 9, 1992 Hotel & Motel Management "Sales Clinic" column of Howard Feiertag, CHSE, CMP, CHA, substantiates the significance of this "learn from the past" concept with its
headline, "'Old Days' Hold Clues to Boosting Sales".

The ever-astute Professor Feiertag notes that "We try so hard, particularly those of us concerned with the 'sophisticated' way of doing business, that we sometimes forget about the old-fashioned, simple ways of selling hotel rooms, meeting space, and food and beverage. Perhaps it's time to think about how it was done in the 'old days' and use some of the techniques we may have forgotten (or never had the opportunity to learn)."

**Limitations and Scope**

Perhaps the most consequential limitation in this study was the opposite of the usual situation (a lack of information and materials). In this study, the opposite is true since a vast storehouse was available which contained sample ads, brochures, folders, and other historic promotional materials - as well as hundreds of articles on hotel business promotion dating back to the early part of this century.

In addition, there exists a wide international network which provided additional samples of the evolution of hotel business promotion from around the world.

The scope of this study covers a representative
sampling of examples, samples, trends, processes, and procedures, divided into seven main chapters. The first chapter has already offered the background, purpose, and significance of this study; the second chapter provides an overview of the development of the lodging industry; the third chapter continues in an overview fashion by tracing the impact of early social and economic changes which initially influenced the early growth of the lodging industry; the fourth chapter keys in on the impact of World War II on both socio/economics and the start of contemporary hotel sales practices; the fifth chapter takes a detailed look at the birth, emergence, and growth of hotel sales promotion; Chapter 6, which is the main section, offers a comprehensive look, with abundant examples, of the "Tools of the Trade"; the seventh chapter focuses on the development of sales education and training; and the final chapter offers a brief summary of key points and concepts.

Throughout this study, special emphasis is placed on the many fundamental principles and practices of those early days of hotel sales which are now being rediscovered, readapted, and reapplied to solve contemporary business promotion challenges.
Chapter II

THE DEVELOPMENT OF THE LODGING INDUSTRY

The Way It Is

As viewed by most within the hospitality field, whether student, teacher, practioner, or user, this is the fascinating yet challenging age of:

* World-wide competition - in a buyer's market.
* Modernization, renovation, and expansion.
* Modern technology and computerization.
* Constant growth, in a business climate where new construction and increases in the total worldwide inventory of rooms generally outpaces any overall increases in demand.
* Increased customer sophistication and changing lifestyles, where an ever-increasingly experienced public seeks more, bigger, better, and different.
* The maintenance of "brand-name loyalty" among a more educated and knowledgeable public which knows it has an ever-expanding line of hotel products to choose from.

The hospitality industry, once was largely considered a small unit business - or more properly a collection of small units (often with the not necessarily complimentary tag-line of "Ma and Pa Operation") is now Big Business.
Today's Challenges

To meet the challenges of a "Big Business" environment, one must find the answers to such questions as:

1. How does one obtain a profitable level of business, especially in today's highly competitive climate?
2. How does one recoup the costs of initial financial investment, upkeep, modernization, and expansion?
3. How does one obtain, train, maintain, and retain staff, to provide the high quality and consistency of service expected and demanded by the guest?
4. How does one build and maintain guest loyalty, to obtain low cost, highly profitable repeat and referral business?
5. How does one end up (as every business should) making a profit and delivering a justified Return On Investment (ROI)?

The process through which the answers can be obtained is variously known as business promotion, sales, sales promotion, selling, merchandising, and that contemporary all-inclusive "buzz word", marketing.

While there are some basic distinctions among them, these terms are bound together within a common operating philosophy: in the modern business world, no hotel can afford to be passive but instead must be active and competitive.
The Way It Was

The "Big Business" philosophy of profitable hotel operations is comparatively new.

Even back less than 100 years ago, lodging facilities were primarily used for two main and distinct reasons:

1. Necessity: A person had to go from Point A (the origin point) to Point B (the destination) - and depending on the distance and means of transportation, had to eat and sleep at Point B and possibly at intermediate points both coming and going.

2. Luxury: People of "means" (i.e., those with money) used travel as an indication of social status: only the wealthy could afford it. The hotel, very often a seaside or mountain resort - or located within a fashionable international metropolis, was not only the destination but usually the primary travel objective as well.

In North America, early travel was often of the hardy "pioneering" variety. During the 1800s, frontiers were pushed westward and towns and cities sprung up overnight. Hotels provided temporary, often "rough", but necessary accommodations and facilities; particularly for those involved
with commerce - the business traveller. The St. Francis Hotel, for example, opened in 1849, and claimed to be the first hotel to introduce bedsheets. And its restaurant was a detached canvas tent adjacent to the property (Figure 1).

Various Types of Facilities:

On the other hand, 19th century Europe, being older and more established, had already developed an accommodations industry which included luxury hotels, seaside villas, mountain resorts, and health spas. Often, their very names (Palace, Grand, Excelsior, Royal, Ritz,) formed a one word "position statement" which indicated the luxury leisure markets many were specifically seeking (Figure 2).

Later in the 19th century, similarly palacial properties, bearing similar or more exotic names were built in North America (Figure 3).

A fundamental segmentation concept: matching special product lines to the needs and wants of specific market nichés, was in its development stages.

Still, it wasn't until the latter part of the 19th century that even the most luxurious hotels began to incorporate features which are standard today.

London's Savoy Hotel (1889), for example, was the first
Figure 1

San Francisco's St. Francis Hotel, circa 1849

Source: Cheryl Cink, Public Relations Department, St. Francis Hotel.
Figure 2

Royal Danieli and La Grand Hotels, Venice, Italy, at the turn of the century
Figure 3

Oriental Hotel, Coney Island, New York, 1879
to use electricity throughout the property - and that's only a little over 100 years ago. The August 1889 issue of "Scientific American" reported that "The Hotel Bernina, at Samedan, Switzerland, has for some time been lighted with electricity, power being supplied by a waterfall. As during the day the power is not required for lighting and is therefore running to waste, the proprietor of the hotel has hit upon the idea of utilizing the current for cooking, and experimental cooking apparatus has been constructed."

And it was only 150 years ago that the first passenger elevators were installed - in New York City's Fifth Avenue Hotel.

Types of Guests:

Somewhat coincidentally, properties on both sides of the Atlantic Ocean relied upon repeat business and referrals as both their primary sources of business and the chief means of promotion.

A key difference between hotel patronage in Europe and in the United States was reflected in the length of stay.

The patrons of a typical American hotel 100 years ago or more (other than certain seasonal resorts) tended to use a hotel for a short time, but to periodically return - especially the famous travelling salesmen who worked specific territories.
This, however, was a very significant market from the earliest days of the country's history. It has been estimated that in the early 1880s, nearly a quarter of a million commercial travelers displayed their wares along regular routes throughout North America, often utilizing hotels to set up display rooms, retail outlets, and "offices".

On the other hand, affluent guests (and their friends) at a palatial European hotel (resort or city) often stayed for a season lasting three or more months (Figure 4).

Both areas (USA and Europe), in different ways, had developed "product segments" which were literally "homes away from home". This, incidentally, was a promotional concept which lasted well into the 1960s, was then discarded, only to re-surface in the later part of the 1980s to satisfy the long-term lodging and food/beverage needs of what is now termed the "extended stay" market.

A Further Look Back

Going back only to the last century doesn't really provide sufficient background to fully appreciate the evolution of today's industry. A historical tracing from the beginning can be helpful in not only gaining an understanding of what the lodging industry was - but also what it has evolved into and what it is most likely to become in the near future.
Figure 4

Hotel Cecil, London, during the late 1800s, a typical "second home" to the seasonal affluent guest.
With that in mind, the following provides a brief history, with emphasis on those factors which helped set the stage for today's contemporary hotel sales practices and procedures.

Since the beginning of recorded time, there were always people who realized they could benefit by supplying services to others. Most of these services were in the form of skills, crafts, and protection. Until the 1800s, we did not have what is known today as the middle class. Before that, there was the working class (which during various periods in history included slaves, serfs, servants, freemen, workers, artisans, and craftsmen). And there was the wealthy or powerful class: the rulers (which included politicians, the military, the clergy, and the nobility).

The working class did not have the means, the time, nor the reasons to freely move about - and thus did not travel far from home unless ordered to by the ruling class.

Convenience and Protection:

The concept of "providing a place of convenience and protection" is by no means a new concept. It was used thousands of years ago in the offering of overnight shelter to persons who had to travel for a specific purpose or who moved around to trade or sell products.
Public inns, hostellries, and other roadside facilities were built to provide temporary accommodations along caravan routes and other commercial networks. Monasteries were also used to provide accommodations, particularly to shelter pilgrims and other religious travellers (Figure 5).

On occasion, the wealthy were also in need of transient accommodations, but in most cases they were received by their own kind and became the house guests of other wealthy persons.

**Two Main Types of Users:**

There were then - and there still are - two distinct types of users of lodging facilities:

2. Leisure Travelers.

They are similar in many respects - and very different in others. To further complicate matters, a person could be a business traveller one day and a leisure traveller the next - and still use the facilities of the same property.

The many varying characteristics and distinctions of these travellers who fall under the broad business or leisure travel classifications have led to the modern concepts of "market segmentation" - which will be explored in greater depth in subsequent chapters.
Figure 5
Ancient hostelries of Europe and Asia

Note: From left to right: what possibly is the oldest remains of an inn, near the Herculaneum Gate of Pompeii; a post house in ancient Persia, located on a main road to the Caspian Sea; and Le Grand Saint-Bernard Hospice, Great St. Bernard Pass, the Alps.
One significant difference between the two main
classifications should be made at this point:

1. **Business** travellers seek accommodations because
they **have** to.

2. **Leisure** travellers seek accommodations because
they **want** to.

In North America, the leisure traveller did not really
become that consequential to most of the hospitality industry
until the 1800s.

**Business Travel Generators:**

Generally, business is thought of as a means to produce
money. Salesmen, traders, and investors would most directly
fit into the business traveller classification. Also those
who must move around to continue earning a living. This
included those who periodically journeyed around the country
because of constantly changing business opportunities and those
who moved as their businesses expanded and relocated - as well
as that ubiquitous itinerant peddler of household goods and
cures - the famous (or infamous) "travelling salesman".

In the early post-Revolutionary days of North America -
and on through most of the 19th century, these commercial
travellers were especially common as the frontier kept moving
westward towards the Pacific and as population centers sprung up along the way.

During those times, the persons "on the move": peddlers, tinkers, salesmen, land and mining speculators, and the business opportunists, basically required a safe place to stay (with food, beverage, and possibly some entertainment) and a central location within the community to show, demonstrate, or hark (and hawk) their wares. And they were willing to pay for these facilities.

At this stage, the infant North American lodging industry did not think of its clientele as guests. It was in the business of servicing customers or clients: people willing to pay for essential services. In many instances, services and products were exchanged or traded (barter).

It wasn't until the middle of the 1800s that a significant number of properties in the USA and Canada began to cater to the wealthy. Resorts, spas, and other vacation-oriented facilities soon became significant members of the lodging industry.

In Europe, spa facilities built around medicinal waters and mineral springs were already many hundreds of years old - and in some countries, such as Hungary, date back even further
to the days of the Roman conquerors (Figure 6).

By way of historical note, one of the earliest recorded use of the word "spa" (the Walloon word for "fountain") was applied to the spring waters near Liege, Belgium - back in 1326. The term was picked up and used in England in the late 16th century - and then spread to the continent, particularly Switzerland and France. With the current late 20th century emphasis on health and fitness, spa facilities have undergone a renaissance throughout the world.

Meanwhile, in Canada - which also had its mineral water and hot springs areas, the two major railway companies, Canadian Pacific and Canadian National, formed hotel companies. They initially built "castle-style" chalets in such eastern cities as Toronto, Ottawa, and Montreal - and then expanded westward with resorts and deluxe lodges as the railroads went from coast to coast. The USA followed suit - and indeed, the growth of the North American hospitality industry was directly related to the growth of the railroads - and in some cases, vice versa as well.

**The 20th Century Transition**

By the turn of the 20th century, different types of hotels were being built to serve the specific needs, desires, and lifestyles of different classes of people.
Figure 6
Ruins of an Ancient Roman Spa in the center of modern Budapest

Source: 1989 photo by the author.
Later on, this concept became known as **segmentation**. When applied to both the product and the market, it formed one of the main cornerstones of what was to be termed "marketing".

Also, as the newer types of properties, especially those catering to the wealthy, became more prevalent, we added another new word to the hotel vocabulary: **guests**.

For clarification purposes, and to provide consistency throughout the rest of this study, the following distinctions will be used when referring to the various types of hotel "users". In some cases, the differences are minimal; at other times, they may be of marketing significance; in still other instances, there may be legal distinctions.

* **Guest**: one using lodging facilities and services during a specific time.
* **Customer**: a person who is or will be a user of lodging facilities.
* **Client**: one who "hires" a facility or service—often for others, and who may or may not use the facilities themselves (e.g., meeting planner, travel agent).
* **Patron**: a frequent and "loyal" user.
Key Areas of Change:

Dramatic changes in the lodging field, primarily caused by events outside the industry, can be directly traced to the impact of World War I. The war affected four major areas which to this day continue to impact on the conduct of the hospitality industry:

1. Transportation.
2. Economics.
3. Education.

Each of these factors had a major influence on what would become today's sophisticated lodging industry. The following traces the growth of both the industry and the sales promotion function within three broad topical frameworks:

1. The evolution of the hotel industry during the first half of the 20th century - and the rise of the sales promotion function, particularly as it paralleled the growth of conventions and meetings.

2. The development of the promotional "tools of the trade", particularly advertising and direct selling.

3. The emergence of sales education and training on both academic and industry levels.
The section on sales and promotional tools (Chapter 6) will present an indepth illustrated survey of the evolution of hotel promotion.

As a prelude, the next chapter offers some background information on the impact of the four key "outside forces" listed on the previous page, as they influenced the growth of the 20th century lodging industry - and thus on the changes and refinements of hotel promotional practices and procedures.
Chapter III

THE IMPACT OF EARLY SOCIAL AND ECONOMIC CHANGES

The Effects of Outside Factors

Four key "outside" factors vitally influenced the direction of the hospitality industry in the early part of the 20th century. It's important to recognize that these factors had both short term and long range impact on the development and expansion of the hotel industry - and thus on the growth of sales and other promotional activities.

The changes in the marketplace brought about by these factors are felt today - and will leave their footprints on the lodging field of the future.

Transportation:

To put it as concisely as possible:

* WWI began on horseback - and concluded in tanks, trucks, and cars.
* It began with observation balloons - and came out with airplanes.

The consequences of these two accelerated occurrences had a sudden and often dramatic effect on the hospitality industry.
This will be further emphasized in the discussion of the changing hotel product, specifically covered in Chapter 5.

Economics:

In 1917-18, the US economy was geared up for the so-called "war to end all wars". This mobilization created the assembly line, research and development techniques, new product development, improved manufacturing processes and procedures, and company expansion. Because of this, employment increased, resulting in the generation of more per-capita income.

The country started to swing from a rural, self-sufficient agrarian economy to an urban manufacturing economy which was based on product distribution. This created the need for more services for the majority of the population, which in turn meant more opportunities for growth.

Another key influence on the economy was mass immigration. And a further influencing factor, which had multiple impact on both the public and the hospitality industry, was the growth of communications technology: telephone and telegraph, radio and movies, high speed printing, etc.

Education:

It might come somewhat as a surprise, but it wasn't until the early 1900s that education became mandatory
in the United States. This, too, greatly contributed to both the general economy and the growth of the hospitality industry by producing a more informed public with greater interests and knowledge.

Education also helped enhance work attitudes and developed more professional employees. The resultant higher pay levels and career advancement opportunities also had a direct effect on the industry by expanding both the leisure travel and the emerging group meetings markets.

Social/Cultural Environment:

Changes in the social and cultural environments and their effects on lifestyles may have been the most important outcome of WW I as they related to the hotel industry. Many of these changes were due to the combined impact of the three other factors just discussed.

For example, increased immigration, combined with improved technology and industrial production capabilities, resulted in new:

* Holidays.
* Foods and Beverages.
* Customs and Traditions.
* Styles of Living.
Holidays, vacations, and other "away from home" family outings began to replace the traditional home dinner and the Sunday "after church" home gatherings.

The new technology offered increased job opportunities and higher take-home pay. The decrease of "sunrise to sunset" farm chores (the result of the move to the cities) created more leisure time and the desire to enjoy personal free-time activities.

The popularity of travelogs (at first from wandering "lecturers" and later on as "short subjects" in the movies), and the growth of family travel magazines (notably "National Geographic"), also had stimulating influences on the growth of leisure travel.

Special interest publications, targeted at a select readership audience, also were developed - such as the "Social Spectator" which was specifically aimed at the highly affluent, social-status leisure traveller, to whom being seen at the "best places" was a lifestyle necessity.

But it was the new technology that particularly spurred the growth of individual business travel. The "on the road" salesmen started to talk about places they had been. In some instances the family started travelling with them. Farm
houses between main cities were converted into boarding or rooming houses and began "taking in guests" for money. A new type of family-style resort was born.

In the cities across the continent, a more knowledgeable class of business traveller began expecting and demanding better accommodations - and comfort and service began to be emphasized in the advertising by properties who were specifically seeking commercial business (Figure 7).

Hotels were built expressly for this type of customer and were generally located near such mass transportation terminals as railroad stations. The oft-quoted statement of E.M. Statler (1968), founder of the Hotels Statler Company, was to the effect that the only three factors necessary to run a successful hotel was "location, location, and location". And he was specifically referring to proximity to the railroad station. (Modern hotel marketing practice, on the other hand, holds that there is no such excuse as "bad" location; the key is to find market segments who view as positive benefits what might seem to be negatives aspects to the more traditional markets.)

Travel itself, especially by train, was becoming more efficient, more comfortable, and thus more consequential to the growth of the lodging industry.
Comfort and service for the commercial traveller, featured in an early 1900s ad by the Hotel Adolphus.
Between The Wars

Following the 1918 Armistice, the high life and the good times of the 1920s, combined with readily available money and labor, encouraged the building of both palatial resorts and large, full service city hotels (Figure 8).

October 1929 - and the crash of the investment world brought a new type of change to the hospitality industry. Those most seriously affected by adverse financial conditions were a new group of upwardly mobile but not too secure group of people who had become accustomed to living beyond their means. This same situation, incidentally, was to be mirrored to a lesser extent nearly 60 years later in 1987.

The really wealthy, as usual, were for the most part protected, and the poor didn't count. But with financial ruin everywhere, it was not the best of times for the average hotel operator. However, people were looking for ways to get their minds off their problems. What was needed was a means of satisfying the needs, wants, and desires of those potential customers - and at the same time cope with the challenge of keeping the hotel operating.

It was during this crisis period that the real move towards our contemporary hotel industry took shape.
In nearly every important city and industrial center "Fuller-Built" Landmarks attest the part the George A. Fuller Company has played in building construction work since its organization in 1885.

The Pennsylvania and Commodore Hotels were built and completed at the same time that the company was building the mammoth U. S. Army Warehouses and Wharfs at New Orleans and carrying on important work aggregating over 51 million dollars in 38 cities.

The experience which made this record possible is available to architects and owners of property who contemplate a building operation, and will be found particularly valuable at this time when such unusual conditions confront the man about to build.

Consultation is solicited through the company's various offices, as noted below.

George A. Fuller Company

<table>
<thead>
<tr>
<th>New York</th>
<th>Washington</th>
<th>Chicago</th>
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<tbody>
<tr>
<td>Boston</td>
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<td>Montreal</td>
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<td>Kansas City</td>
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<td>Buffalo</td>
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Note: Both hotels are still operating today (though under different names). Both, incidentally, followed E.M. Statler's "location" principle by being built close to the city's two main rail terminals.
A New Role:

During this transition period of the 1930s, even during the Depression, hotels started to assume new roles. Convenience and protection were no longer the two major "products" offered to customers for a fee. Hotels began to recognize they could take care of people's personal and professional needs, wants, desires, and indulgences by providing products and services they could not get as easily elsewhere.

People were looking for special services, special functions, elaborate parties, a place to host a meeting - a gathering - a reunion - entertainment and social activities. What was better equipped than a hotel to take peoples's minds off their immediate problems, offer a new and different environment or setting for "escape" - and which could, for example, transform a simple wedding into a notable social event.

Surviving the 1930s

There were many hotels built during the accelerated growth periods of the 1920s and 1930s. Not all survived, but those which did (and many are still operating today) were among the first to recognize their changing roles - and adapt accordingly.

Many of them started to concentrate on attracting one or two major types of customers, rather than trying to be "all things to all people". Others began specializing by taking care
of specific servicing requirements of specific types of customers - such as the travelling salesmen who needed display space and sample rooms or the convention organizers who needed large amounts of public space and volume food & beverage service areas. Some concentrated on fulfilling people's leisure time desires and dreams (such as vacationers). Others became specialists in creating the "make-believe" - such as the developers of the plush resorts along the Florida and California coasts. And others, especially in Florida (Figure 9), the mountains of upstate New York, and the Alps of Europe (Figure 10) saw an expanding market among those specifically concerned with health and fitness.

Hotels also started to work together in the 1930s, especially in the area of business referrals. Classified ads in the trade press urged properties to recommend business to each other (Figure 11). This type of reciprocity was also used to encourage membership in the various hotel trade associations such as the American Hotel Association, the Hotel Sales Managers Association, and the Hotel Greeters of America.
A 1930 Miami hotel ad featuring solarium health facilities

**The Miami Solarium**

**Florida's First Sun Ray Institution**

**Miami's Modern Hotel-Sanitarium**

where Sun-Ray treatments, physiotherapy, hydrotherapy, colonic irrigations, dietetics and general medical science are administered by a staff of qualified physicians

Out patients also received

120 S. W. 30th Ave. Phone 2-2855
Figure 10

Europe's first alpine indoor swimming pool

Note: Europe's first alpine indoor swimming pool was built in 1934 adjacent to the Hotel Panhans, Semmering, Austria, in an area famous for its active health, recreational, and fitness activities. Source: Eduard Abraham, Direktor, Hotel Panhans.
Figure 11

Classified "referral advertising" in the mid-1930s
Chapter IV

POST-WAR DEVELOPMENTS

The Impact of World War II

The social, political, and economic lives of the 1930s were abruptly changed by the onset of the Second World War. Like WW I, this global conflict had a significant impact on the hospitality industry - within the same four key areas of transportation, economics, education, and social/cultural environment. The following are some main examples.

Transportation:

The prop plane of the early 1940s evolved into the jet fighter during the war - and then into the jet passenger liner at the start of the '50s.

After WW II, more people could travel faster to more destinations than ever dreamed of at the start of the conflict. Across the country in under six hours; non-stop to Europe. The nation and the world were shrinking. Travel patterns and preferences were rapidly changing. As a result, more people had more choices available to them - and at the same time, competition broadened and intensified.

Families bought cars, trucks began to replace trains,
a vast continental highway network was built, and formerly remote areas and places were no longer inaccessible. Tourism was emerging as a vital economic force - and was no longer largely confined, as in the past, to seacoast or mountain locations.

Economics:
Most of the countries of the world had geared up industrially to meet the production demands of war. At its conclusion, most participants (losers as well as winners) were able to switch to an accelerated peacetime economy.

Union growth started to expand during the 1930s. Union negotiating strength resulted in higher wages - and a potential increase in disposable income (some of which could be used for travel and other leisure-time activities).

In the early 1940s, with men off to battle, women were added to the work force in great numbers. After the war, largely due to the business generated by peacetime conversion, full employment continued. However, the business climate changed from the pre-war era in that it continued to include women.

The two-income family became fairly common. While great emphasis is placed on the 2-income family of the 1980s and '90s,
Family Research Council of America (1948) statistics indicated that 35% of the families with pre-school age children in 1948 (a "baby boom" period) had two or more wage earners.

The previous 6-day work week was reduced to five days, annual paid vacation time doubled in most industries, and national holidays and long weekends became prevalent. The results, as indicated previously, were more leisure time and more disposable income: two of the most important factors for those hotels actively soliciting the leisure travel market.

Education:

The pressures of war seem to have a direct impact on technological advancement. The military developments of television and electronics, for example, were promptly adapted to peacetime use. But that took industrial reconversion, retooling, and retraining. This in turn created a need to educate people in the various peacetime trades and professions, especially the newer ones which were developed or had become more sophisticated during the war.

Professional societies, trade associations, and industrial unions rapidly grew and offered their members educational benefits as well as social opportunities. This in turn led to the rapid proliferation of corporate meetings, association conventions, and other forms of group business.
More publications, as well as other media, began, in a semi-educational way, to concentrate on the values of travel, sightseeing, and adventure in far-away places. The public was being motivated to seek out the benefits of travel.

Social/Cultural Environment:

As with the termination of WW I, one of the largest and most lasting changes following the end of WW II related to the nation's social and cultural environment.

Returning military personnel had acquired the experience of travelling, of seeing new places, and of doing things they hadn't done before under prior peacetime conditions. They had the wish to extend this "taste for travel" - except now it would be for personal pleasure, enjoyment, entertainment, and education. In short, they had the desire to travel.

And as mentioned before, the new technology, the increase in salaries, the two-income families, the shorter work week, and other benefits such as longer paid vacations, all combined to provide the time and the money. This brought into play a simple tourism-generator formula: the three essential ingredients which motivate the movement of the leisure market are Time, Money, and Desire.
Industry Expections:

As the hospitality industry, along with the general public, cheerfully entered the 1950s, it would seem that the lodging field would "have it made". All of those people with all that time and money to spend on travel and its related products and services.

But a new player entered the picture: competition.

Competition

More and more properties of varying types emerged during the late 1940s and into the '50s. Many were built on pure speculation, based on the assumption that a travel-hungry public would naturally fill their rooms and restaurants. Very little was being done in a consistent manner to promote the desire to travel and utilize hotel facilities.

At the same time, people were finding alternative outlets for their increased home time and disposable income. Home building was at a record pace. Discretionary funds were being spent on the results of the new technology converted from the war: television, low cost automobiles, electric appliances, etc.

Competition came from two areas: new types of lodging facilities, and the former luxury household items which were
rapidly become "necessities". Both these factors eroded that portion of discretionary income which could have been reserved for travel and leisure.

Nevertheless, there were many people who were drawn to the attractiveness of the hotel industry. Entering the hotel business right after the war, many were inexperienced and often misguided. And they were the first to feel the negative impact of overbuilding and competition.

Sales promotion and direct selling were just coming into general usage in the hotel industry, especially among those who were smart enough to see that they were the tools which could combat the effects of overbuilding and increasing competition.

So the end of WW II and the conversion to a peacetime economy can be considered the end of "what was" and the beginning of "what is" and "what is to be".
THE EMERGENCE OF HOTEL SALES PROMOTION

The Beginning Stages of Sales and Promotion

Accompanying the physical development and growth of the lodging industry were two other parallel occurrences:

1. The development of ways and means to profitably attract and retain customers for these properties.
2. The education and training of staff and employees on the most effective techniques of selling and servicing.

Unfortunately, there seems to have been a considerable "time lag" between the physical growth of the industry in general, the acceptance of sales promotion, and the recognition of the need for sales education and training. Because of these "slip stream" gaps, we'll now once again go back in history and take a look at the last two areas (having already covered the basic developments influencing the overall growth of the industry into the 1950s).

The Very Early Days of Selling:

There are still many people who think that selling, servicing, advertising, and public relations are comparatively new disciplines in the hospitality industry.

Yet one can go back several thousand years to the days
of the Roman baths and find both competition and salesmanship. As an example, the wording on a poster used by one bath facilities owner to attract customers is not that much different than some of today's health spa advertising:

THERMAE
M. CRASSI FRUGII
Aqua-Marina Et-Caln Dulci
Januarius. L.

...which basically means "warm sea and fresh water baths" (followed by the owner's name) (Phillips, 1940).

Colonial Advertising:

There are numerous books and articles which trace the development of the hospitality industry in the United States from the opening of the Jamestown Inn in 1607. So the following will just concentrate on describing and illustrating some representative examples of the type of advertising and promotion done back in the good old "Colonial Days".

One of the earliest recorded newspaper advertisements was an announcement in the January 30, 1750 "Weekly Post-Boy", describing "The Cart and Horse" tavern in New York City as a place "...where all gentlemen travelers and others may depend on the best usage and accommodation both for themselves and horses." (Phillips, 1940).
Similar advertising in other cities stressed convenience, location, and security. Promotion of the resort properties which were just beginning to emerge in the late 1700s concentrated on the therapeutic aspects of climate and the sea. Some of the prominent advertising in the early 1800s touted the medicinal values of spring and sulphur waters (Figure 12).

**The Post-Revolutionary Era**

Following the American Revolution and the new nation's subsequent westward expansion, hotels sprung up out of necessity.

As one approached the ever-moving western boundaries, he would usually find lodging facilities alongside those other basic necessities of frontier life: the general store and the saloon.

Meanwhile, back east, fashionable city properties came into existence. New York City's 70-room City Hotel (Figure 13), which opened in 1794, is generally considered the first major property in the USA built strictly for use as a hotel. Its rate of $2.00 per day included room, three daily meals, and afternoon tea: the origin of the "American Plan".

The names of these early hotels may not have been too original ("City Hotel" and "United States Hotel" were common favorites), but the communities themselves were highly
health-oriented advertising of the early 1800s

Note: One might assume that the "good Tavern" mentioned in the first ad was for purposes of dispensing "medicinal" refreshments.
Figure 13

City Hotel, New York City
competitive in trying to attract business during the new nation's early economic boom period.

Changes in The Product

There was not only little distinction in hotel names, but basically little variation or innovation in the product itself. The typical hotel room in most properties generally included just the four basic "B's": bed, bureau, bowl, and basin – with the fifth "B", the bathtub down the hall or in the basement.

But in 1829, one of the first examples of "product" differentiation occurred in Boston. The Tremont Hotel (Figure 14) opened in October of that year, incorporating a wide variety of new features and services into what might be considered the top-of-the-line "amenities package" of its day:

* Availability of both single and double rooms.
* Water pitcher, bowl, and bar of soap in each room.
* Individual door locks.
* Gas-lit public rooms.
* A public reading room, with newspapers from throughout the country and from Europe.
* Separate baggage room away from the lobby.
* Eight indoor bathrooms on the ground floor and eight "bathing rooms" in the basement.
* Room service (with orders given through a device
Figure 14

Boston's innovative Tremont Hotel
called an "electric-magnetic annunciator").

* Classic architectural styling (Grecian columns and Doric entrances).

The success of this new style and variety of personal services rapidly expanded property development in such major cities as New York (The Astor in 1836), New Orleans (St. Charles Hotel in 1837), St. Louis (Planter's Hotel in 1841), and in many other rapidly growing communities such as Chicago, St. Louis, and Louisville.

American hotels were being built in the form of "grand palaces", much like their classic European counterparts, even in what might be considered strictly resort areas (Figure 15).

**Different Products for Different People**

The middle and latter part of the 1800s saw the construction of not only different types of hotels - but different grades of properties. This was purposely done to attract different types of patronage, especially within the emerging wealthy class. Here are some examples - sort of a forerunner of the concept of "product differentiation". (Note: There seems to be differing opinions in the industry on the distinctions between the terms "Product Segmentation" and "Product Differentiation". For this study, "Product Segmentation" is looked upon as the process of classifying properties according to specific physical
Figure 15

Atlantic City, New Jersey's palatial United States Hotel, 1876
and quantifiable characteristics such as size and location. "Product Differentiation" more directly refers to both tangible and intangible distinctions between two or more product segments (or product lines), particularly as perceived by the users.

Luxury Spas:

As the *nouveau riche* class grew, the ornate health spas (Saratoga, Poland Springs, The Greenbrier, The Mohonk House, The Lake Placid Club (and such areas as Warm Springs, Georgia, and Hot Springs, Arkansas) became part of the lifestyles of the new elite. Many of these were upgraded and expanded facilities at the medicinal springs and mineral waters which first became popular in colonial times - many of which are still operating today (Figure 16).

Competition became strong for the new monies which the suddenly-affluent felt compelled to spend to keep up with their peers. Such competition was also on the international level - as the newer American spas attempted to compete with their more established counterparts in Europe, particularly those in England, France, Switzerland, Germany, and Austria (Figure 17). A key competitive advantage, incidentally, which was enjoyed by European spas was that many of them were licensed as "casinos", and thus could offer gaming as a key entertainment and recreational attraction.
Figure 16

A montage of famous 19th century spa and mineral spring resorts

Bath Springs, Bristol, Pennsylvania.

Piazza of Congress Hall, Saratoga.

Bedford Springs, Pennsylvania, 1817.

Baldton Spa, New York.

York Springs, Pennsylvania.

Harrodsburg Springs, Harrodsburg, Ky.
Competitive advertising aimed at the affluent "social spa seekers"
Seaside Resorts:

Destination areas like Coney Island, New York; Palm Beach, Florida; Cape May, New Jersey; and Atlantic City, New Jersey (billed as "The World's Playground") thrived on the east coast. To the north of New York City (a major point of origin for many seashore properties), the four New England coastal states also competed for its share of the leisure market. Nantucket Island, Massachusetts, for example, was among the first areas to actively promote itself to the seaside vacationer (Figure 18).

To a lesser yet significant degree, the west coast - especially Southern California, also started to create luxury resort operations.

Other seaside areas began concentrating on attracting the more modest middle class, which in its emerging state, was beginning to find both the time and inclination to travel.

Mountain and Other Full-Service Resorts:

In addition to seacoast resorts, properties located in the mountains or other inland rural areas also began to flourish, especially those well-connected by rail to a not-too-distant metropolitan area (Figure 19).

Other than the absence of television, many of these properties offered a wide array of on-property recreational,
Figure 18

Sample Nantucket advertising of the 1850s

Special Notices.

REGULAR COMMUNICATION OF UNION LODGE,
ON MONDAY EVENING NEXT.
Per Order, CHAS. P. SWAIN, Sec. June 29

OCEAN HOUSE,
NANTUCKET, MASS.

The proprietor respectfully informs the public, that this House having been thoroughly refitted and put in complete order, is now open for the reception of permanent or transient boarders; and he is determined no effort shall be wanting on his part to render it a pleasant home for the traveller.

Persons wishing to retire from the bustle and stifled atmosphere of a crowded, heated city, and to enjoy the benefits of Sea Air, magnificent Ocean Scenery, Sea Bathing, and fine Fishing, will find this healthful and delightful Summer resort.

The fine steamer Massachusetts, Capt. James H. Barker, makes three trips a week between Nantucket and New Bedford, as follows:
Leaves Nantucket, Monday, Wednesday and Friday, at 9 A.M.
Leaves New Bedford, Tuesday, Thursday, and Saturday, on the arrival of the morning train of Cars from Boston.

The time occupied in making the passage between Nantucket and New Bedford, including the landings at Holmes Hole and Woods Hole, is only about 4 1/2 hours.

These passages are delightfully pleasant, in Summer, the passengers being in sight of land the whole distance.

Nantucket, June 29, 1850.

JERVIS ROBINSON.

COPY OF A NEWSPAPER ADVERTISEMENT IN 1858 BY JERVIS ROBINSON, MANAGER FOR EBEEN ALLEN.

NOTICE TO ECONOMISTS

As the season for transient company has passed, the undersigned would give notice that the rooms at the OCEAN HOUSE are now vacated, and ready to receive permanent company.

He stakes himself that the low price which he intends to charge for board this winter, will enable him to fill the House in a few weeks.

JERVIS ROBINSON.

Source: Philip Whitney Read, CHA, Innkeeper, Jared Coffin House.
Note: Proximity to New York City and good rail service made the Catskill Mountains an early attraction to vacationers, commercial travellers, lumbermen, hunters, and anglers.
Source: Reprint of the July 22, 1887 "Callicoon Echo", from the collection of Prof. Andrew Schwarz, Sullivan County Community College, Loch Sheldrake, NY.
health, and fitness facilities on a par with today's full-service resorts, as shown in Figure 20.

**Country Inns:**

On a more modest scale, smaller "country inns", which were traditional in many areas of Europe, developed in many areas of the United States, particularly the New England states. Though they may have been common, literature has not always been kind to the typical country inn, particularly the English. More than one early inn had the reputation of being, as one unknown writer described it, "a nefarious gathering place for purse-snatchers, petty thieves, cutthroats, and strumpets." And in Sir Arthur Conan Doyle's (1956) "The Adventure of the Retired Colourman", Sherlock Holmes apologetically remarks, "I much fear, my dear Watson, that there is no return train tonight. I have unwittingly condemned you to the horrors of a country inn."

Often, they were upgraded "boarding houses"; however, they were to take on an entirely new and more positive image starting in the 1970s when many of the older ones were designated and promoted as "Historic Country Inns".

The oldest inn from pre-Revolutionary days still in operation is the Beekman Arms in Rhinebeck, New York (Figure 21).
This old-established and First-class HOTEL, standing in its own Ornamental Grounds, has been rebuilt, furnished and fitted up with every modern convenience for the comfort of Visitors.

HANDSOME TABLE D'HOTE DINING ROOM
Elegantly-furnished Drawing Room.
PRIVATE APARTMENTS (en suite.)
FINE SMOKING & BILLIARD ROOMS.
SPACIOUS COFFEE ROOM
Also Large Reading and Writing Room.

Mineral Waters and Baths adjoining Hotel

Golf, Lawn Tennis Courts & Bowling Green.

POST HORSES & CARRIAGES; GOOD STABLING.

The Hotel Omnibus meets all Trains.

FIRST-CLASS WINES AND SPIRITS.

EXPERIENCED CHEF.

Manageress—E. M. P. DUFFIELD

Note: This ad from the 1870s promoted a wide variety of features, services, and recreational outlets (and also seemed to have served as a typestyle "specimen sheet" for the printer). The property was located in Llandrindod Well, Wales, U.K. Source: Joel Sena, President, Brochure Graphics, Apopka, FL.
Reminiscences of
"The Oldest Hotel in America"
Beekman Arms
Rhinebeck
New York

Established 1700
OPEN ALL THE YEAR
An attractive inn, with all modern improvements, on the main highway between New York and Albany where intersected by the road to the Rhinecliff-Kingston ferry and new route to the Berkshires.

Officially appointed by
N.Y.S. Hotel Association
Empire Tours Association
American Automobile Association
European Plan
L. F. Winne, Proprietor

Note: This 1930 Beekman Arms folder shows the inn had at that time already become a historical attraction. Source: Charles La Forge, CHA, Proprietor.
Commercial Operations:

Commercial hotels also expanded during the latter decades of the 1800s. Business may have originated in the east, but the traveling salesman was "on the road" throughout the North American continent. The completion of the Union Pacific Omaha to San Francisco route in 1869 connected the Atlantic and the Pacific (Figure 22).

Hotels, particularly those located in such "transportation hub" cities as Buffalo, Chicago, Omaha, Nashville, Detroit, and Toronto, and Denver increased their services to accommodate this rapidly expanding market, and developed advertising specifically targeted at the commercial traveller (Figure 23).

They began offering such enticements as:

* Free pickup service to and from the railroad station.
* "Sample Rooms" where salesmen could display products and wares to the public (Figure 24).
* Special dining areas and menus for the business traveller.
* Entertainment and Fitness Facilities (Figure 25).
* "Peddlers Clubs" to recognize the importance of the business traveller and to encourage repeat business.

Many of these and similar services, updated and perhaps more sophisticated, form the basis for many of today's special
Figure 22

Announcement of Atlantic to Pacific railroad completion

[Image of a poster announcing the completion of the Atlantic to Pacific railroad on May 10th, 1869.]
Grand Union ad of the 1970s aimed at commercial travellers

Grand Union Hotel
F. L. Castex, Proprietor

RATES $3 to $4 PER DAY.

The finest hotel in Southern Colorado.

Special Attention Given to the Commercial Trade.

Corner Main and Commercial Streets, COLO.
500 ROOMS—FIREPROOF

"The very best of everything at sensible prices." An abundance of large sample rooms.

Rates for room without bath, $1.50 and $2
With bath, $2.50 per day and upwards

Under the management of Geo. O. Relf
T. J. Wenne, Assistant Manager
Figure 25

Hotel St. Francis ad promoting art and entertainment

Source: Cheryl Cink, Public Relations, Westin St Francis.
VIP, Special Guest, Concierge Tower, and similar "club" and "frequent guest" programs offered by many hotel companies to business travellers and other steady customers.

**Convention Hotels:**

The concept of using a hotel as a meeting place can be traced to early Colonial days. Public lodging establishments (often referred to as "ordinaries") were initially built to also serve as meeting places for local citizens (the forerunner of the "Town Hall").

In both the USA and Europe - particularly England, political conventions were especially prevalent in the 1700s and 1800s (Figure 26). Even today, when you mention the word "convention" to much of the American public, they generally first think of the Democrat and Republican conventions held every four years to elect presidential candidates.

But the true convention facility as we know it today (e.g., the "conference center") was yet to fully develop at this time. However, many of the larger city hotels were beginning to attract social and civic club meetings, reunions, and political party gatherings.

1876, the 100th anniversary of the American Revolution, sparked a great variety of patriotic and fraternal celebrations.
Figure 26
An 1822 political gathering in London's Crown and Anchor
Trade and professional organizations started their real growth in the middle and latter part of the 1800s. Even earlier, the French writer Alexis de Tocqueville noted in "Democracy in America" (1835) that "Americans of all ages, all conditions, and all dispositions constantly form associations. They not only have commercial and manufacturing companies, in which all take part, but associations of a thousand other kinds, religious, moral, serious, futile, general or restricted, enormous, or diminutive. The Americans make associations to give entertainments, to found seminaries, to build inns...".

Prominent among these groups and the year they were founded were the American Statistical Association (1839), American Association for the Advancement of Science (1848), National Association of Cotton Manufacturers (1854), the American Iron and Steel Association (1855), National Educational Association (1857), American Dental Association (1859), United States Brewers Association (1860), Ontario Educational Association (1861), Toronto Construction Association (1867), Canadian Banker's Association (1890), and the Canadian Education Association (1892).

While these organizations were at that time primarily of interest to city-dwelling professionals, agricultural organizations also flourished - and many of them were organized earlier than the professional groups. Figure 27 shows a notice
AMERICAN INSTITUTE FAIR.

THE EIGHTEENTH GREAT FAIR OF THE AMERICAN INSTITUTE at Niblo's Garden, New-York.—The Fair will open on Monday, the 6th of October next, at 12 o'clock, M. The days for delivering articles at the Garden, Thursday, Friday and Saturday previous. The National Convention of Farmers, Gardeners, and Silk Culturists, will be held on Thursday, 9th October. Delegates, without further notice, are invited from all parts of the Union. The Cattle Show will be held on the ground between 23d and 24th streets, 6th Avenue. Ploughing and Spading Matches, &c., as usual. Head Quarters for Managers, Committees, &c., secured in the Madison Cottage. Fine horses for draft, healthy fat cattle, and sheep for market, well matched and trained working cattle, and new and useful inventions, will command higher premiums than at any preceding Fair. An opening, anniversary, &c. Addresses will be delivered by the most eminent orators of our country. The people of this great Republic are invoked zealously to co-operate in carrying out this exhibition, which promises far to exceed anything that has gone before.

Source: Scientific American, Volume 1, Number 1, August 28, 1845.
promoting the 1845 American Institute Fair, which in addition to its agricultural activities, had its Managers and Committee meetings.

New groups were constantly forming: 1888, for example, saw the birth of the Geological Association of America, the National Geographic Society, American Society of Church Histories, American Folklore Society, and the American Mathematics Society.

For many of these and similar groups, their annual meetings or conventions were then primarily social and often full of razzle and dazzle. Emphasis on such serious aspects as education and professional networking was to come much later.

The great value to a hotel in hosting such events was not only in the immediate return and the side benefits of publicity - but that for many people attending a meeting or convention may be their first exposure to a particularly property. This in turn offered opportunities for developing individual business from these same attendees at a later date.

The Product "Turning Point"

While it is often difficult in a historical tracing to pinpoint the one date which is more important than any other, the year 1908 would certainly stand out as one of the key
"turning points" in the promotion of the hotel product. That was the year Ellsworth M. Statler opened his hotel in Buffalo, New York, specifically designed for the middle class traveller (Figure 28).

The Buffalo Statler became famous as the first hotel to have a bath in each room. This was popularized in one of its advertising slogans: "A room with a bath for a dollar and a half". Another catchy slogan, "The Complete Hotel", called attention to the other innovative features which, for the first time, were to be found in every room:

* Light switches located just inside the door.
* Color-coordinated, matching decor.
* Circulating ice water.
* Big closets with electric lights.
* Mirrors on bathroom doors.
* Telephones.
* Free newspaper under each door every day.

Compared with the average hotel, both the individual business traveller and the vacationer visiting the Buffalo-Niagara Falls area must have considered this the epitome of middle-class luxury (Figure 29).

Statler was also a pioneer in emphasizing the vital importance of education - both for staff and the customer.
Hotel Statler
BUFFALO, N. Y.
E. M. STATLER, Proprietor

Buffalo's New, Modern Hotel
Representing the Highest Development of Modern Hotel Construction and Equipment, Combined with a Thrust of Taste.

300 Rooms - 300 Baths
Circulated Ice Water to all Rooms
Beautiful Dining Rooms, Superb Arbor Room
Unsurpassed Cuisine, European Plan Exclusively

Splendidly located in the heart of the city, convenient for business or pleasure, and providing its guests with everything to make hotel life perfect, the Hotel Statler thoroughly deserves its reputation as "THE COMPLETE HOTEL"
Figure 29

Comparisons between Statler and other hotels

This was what travelers generally found in 1908 hotel rooms.

This was what travelers found in Statler's new Buffalo hotel in 1908.

Note: These sketches, from "An American Adventure", published in 1948 by the Hotels Statler Company, Inc., pointed out the differences between Statler's concepts and those of the majority of other hotels in the early 1900s.
The "Statler Service Code" handbook, taking a realistic approach to "The Customer is Always Right" philosophy noted that "Each Statler Hotel is operated on the theory that the guest is always right. But - quietly now - sometimes we find out, whether we admit it or not, that the guest was NOT right in that particular instance."

The Service Code booklets were distributed to both employees and guests - and stressed the importance of proper handling of guest complaints - while at the same time offering guests some practical insights into hotel operations and how they can best enjoy their hotel experience (Figure 30).

These concepts of quality and service possibly influenced the conduct of hotel operations more than any other factors. It most assuredly strengthened the necessity for salesmanship and selling in general. Other hotel companies quickly "jumped on the bandwagon" and copied many of these lodging innovations.

Cooperative Promotion

The later part of the 19th century and early decades of the 20th also saw the emergence and growth of area promotion and cooperative advertising techniques used to highlight the attractions of a particular region or community.

Atlantic City, New Jersey, was an early pioneer in such
<table>
<thead>
<tr>
<th>STATLER SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>* STATLER HOTELS are operated primarily for the comfort and convenience of their guests. Without Guests there could be no Statler Hotels. These are simple facts easily understood.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EMPLOYEES’ CODE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impress upon him the fine good-fellowship of the place; the “No-trouble-to-help-you” Spirit.</td>
</tr>
<tr>
<td>Never be perky, pungent, or fresh—the Guest pays your salary. He is your immediate benefactor.</td>
</tr>
<tr>
<td>Snap judgments of men oftentimes are faulty. A man may wear a red necktie, a green vest and ten shoes, and still be a gentleman.</td>
</tr>
<tr>
<td>The Unpretentious Man with the soft voice may possess the Wealth of Croesus. The Stranger in cowhide boots, broad-brim and rusty black, may be President of a Railroad or a Senator from over the Ridge.</td>
</tr>
<tr>
<td>You cannot afford to be superior or fallen with</td>
</tr>
</tbody>
</table>

## GETTING A ROOM

| Is it strange that the hotel cannot always offer you the room you want, at the price you want to pay? |
| But generally, the hotel CAN do that, IF YOU DO YOUR PART. Look at it this way: The successful hotel has sold its rooms before the day is over. You’re just as welcome to buy goods in stock as the other fellow—unless the other fellow took the ordinary, reasonable precautions of reserving his hotel accommodations as he would reserve his Pullman accommodations or boat accommodations. |
| When you are going to a theatre you reserve your seats, and if convenient you reserve them several hours—or days—ahead. |
| If you do not reserve them early—if you wait till half an hour or an hour before the performance—you expect to take whatever you can get. You may have to take a box, when you wanted orchestra chairs, because only boxes are available. You may have to sit in the rear, when you wanted to be “downfront.” |
| You do not blame the theatre for that condition. You know that the man at the window can sell only what he has left. That’s just as true of the man at the hotel desk. |
| When, therefore, you do not engage your hotel accommodations in advance, don’t be offended if the hotel cannot give you what you want. |

## GETTING A ROOM

| Occasionally, even when you do reserve, you may not get just what you want. There may be prior reservations. Or, perhaps the room you want isn’t vacated. The hotel can’t throw the other fellow out; you have to wait till he departs—and his departure and your arrival may occur at very different times. |
| If a group meeting is in progress, or begins in, you cannot in fairness blame the hotel for being unable to give you exactly what you want. The hotel has sold a “quantity order” just as a manufacturer might, thereby reducing its stock. Would the manufacturer refuse such an order, on the assumption the someone else might want the goods or, that he might have a demand for them in a number of small orders? |
| Any a hotel is bound to help take care of groups—solicited and invited by a city—as you are bound to help entertain friends invited to your home. |
| Notwithstanding all these things, Statler Hotels regularly reserve a large percentage of their accommodations for their regular patrons. |
| One word further about reservations: Statler Hotels have, every day, a large number of reservations which are made but never called for. The people who make these reservations, but do not cancel when they find the accommodations will not be required, stand between you and the good service we are trying to give you. |
ventures; and a case study of its various campaigns will be comprehensively highlighted in the next chapter.

The First Four Decades of the 20th Century

From this period on, the rapidly-expanding high-speed railroad system merged with the rapidly-increasing need and desire for quality accommodations.

This prompted a surge in hotel building, momentarily interrupted during World War I - which continued on through the first four decades of the 20th century (to be interrupted again by WW II).

During the 1920s, there was a big push to build bigger and better. Hotel "skyscrapers" (the forerunners of today's mega-properties) sprung up during the first two decades, particularly in New York City and Chicago.

This was culminated by the 1927 opening of Chicago's Stevens Hotel (later renamed The Conrad Hilton). Its 3,000 rooms made it the largest hotel in the world at that time, to be surpassed some 40 years later with larger facilities in Las Vegas, Nevada, and Moscow, Russia.

Only the Depression of the 1930s put any dampers on the pace on this expansion. And even this only occurred
towards the end of the Depression - since in its early days, hotels (especially from the real estate viewpoint) were often promoted as the best place to invest any money one still might have.

The Decades of Mobility:

The 1920s and 1930s could also be consider the first real decades of mobility. The economically mass-produced automobile and the beginnings of trans-continental highway systems in the USA, Canada, and Europe (autobahns) allowed people to travel with greater ease and frequency - and not be necessarily bound to rigid railway routings and static time schedules. Automobile associations around the world made it easier for people to literally "drive around the world" (Figure 31).

Aviation developed to the point where both scheduled trans-continental and trans-oceanic flights became popular for those who could afford the price (Figure 32).

However, many people still preferred the glamour of an ocean cruise - and many of the larger steamship companies were instrumental in creating business from Europe to the USA and Canada - as well as the other way around (Figure 33).
Note: This detailed road map in a Portugese hotel company brochure was designed to make it easier for the adventurous motorist to visit the chain's various properties throughout the county.
Sample airline advertising of the 1920s and 1930s
Figure 33

Cruise line advertising stimulating two-way international business in the 1930s
To compensate for the "routing rigidity", railroads attempted to upgrade their image by making it fun to travel, by advertising in society magazines, and creating various "ride and drive" options (Figure 34).

Because of this mobility, significant hotel development in the 1930s was concentrated on building low-cost overnight accommodations. "Do it yourself" tourist cabins, motor courts, and motels emerged to serve those who desired economical informality. They were the complete opposite of the opulent resorts and palatial city properties built a decade or two before.

Originating in California, the motel concept spread into many other areas of the United States, especially where cities and towns were few and far between. Many old-time hotel traditionalists, however, refused to consider what they called "Ma and Pa" operations as part of the "real" lodging fraternity. The acceptance of the motel really didn't come about until the mid 1950s. A report made at the 1955 Convention of the Hotel Sales Management Association (HSMA) stated that in 1939 there were 13,000 motels with a total of 200,000 rooms. In 1954, the figures had jumped to 51,000 motels with a total of one million rooms. Competition sometimes readily forces "acceptance".

83
Figure 34

Railway advertising in the mid-1930s, featuring "ride and drive" options

Note: These railway ads were placed in the mid-1930s issues of various consumer magazines which were targeted at the affluent leisure travel market. The "Orange Blossom Special" received a further promotional boost decades later as the title and subject of one of the most famous country/western songs.
Yet, by necessity, many of these smaller operations pioneered the use of many advertising and business promotion techniques commonly used today — such as concentrated outdoor advertising (Figure 35) and local "drive time" radio commercials.

The End of a Peacetime Era:

During the late 1930s, with war clouds on the horizons, many of the movers of leisure travel, such as tour operators and travel agents, began to redirect this efforts at redirecting travel to from Europe to Latin America and the Caribbean. Extensive advertising campaigns from the government tourist boards, agencies, and hotels ran in both trade publications and consumer media (Figure 36).

The increased popularity of those area would later be a significant influence as a site selection factor by expanding international hotels chains, especially Sheraton and Inter-Continental.

Wartime Sales Promotion

Travel restrictions during WW II severely curtailed both the operation and the growth of the hospitality industry. Many properties, as well as entire resort areas (such as Atlantic City, New Jersey) were used as military hospitals and rest and recuperation centers.
Figure 35

Saturatation billboard advertising on New York's old Route 17

Source: Prof. Andrew Schwarz, Sullivan County Community College, Loch Sheldrake, New York
GREETINGS

To the 1941 ASTA Convention and travel agents everywhere, the Swiss Federal Railroads extend cordial greetings. As you do, we look forward to a brighter future, when Americans will again have the opportunity to travel abroad and enjoy Switzerland as they have in the past.

Swiss
FEDERAL RAILROADS
F. bentiveck, 64
475 FIFTH AVENUE NEW YORK CITY

Cruise now to
SPRING IN ARGENTINA

SAIL AWAY TO A GAY NEW SEASON IN THE LANDS BENEATH THE SOUTHERN CROSS

Sail the great avenues of Buenos Aires in the warm Spring sunshine; rest in the beauty of new bloom in Palermo Park; great new gardens, the interesting countryside as the grass of the Pampas grows green again. Whether you prefer the sophisticated pleasures of the great Argentine metropolis or look farther afield, Spring is the time to get the most from an Argentine visit.

38-DAY CRUISES
by the luxurious 33,000-ton American Republic Line
S.S. BRAZIL - S.S. URUGUAY
S.S. ARGENTINA
Sailing Fortnightly from New York
bathing at
BARBADOS
RIO DE JANEIRO
SANTOS
MONTEVIDEO
BUENOS AIRES
SANTOS
SAO PAULO

10% COMMISSION TO AGENTS

Note: In the USA, 1941 changed from the last year of "National Defense" to the first year of war. Travel firms and hotels in Latin American began to aggressively seek business which, as the upper left ad somewhat poignantly indicates, was being diverted from traditional European destinations to sites "closer to home".
Figure 36 (2 of 2 pages)

**HAVANA**

By Steamer — By ’Plane —

The

**“PRACTICAL WAY”**

ALL EXPENSE TOURS

DEPENDABLE YEAR ’ROUND SERVICE

10% COMMISSION TO AGENTS

— Write for Folders —

PRACTICAL TRAVELERS BUREAU

213 E. FLAGLER Phone 2-6414 MIAMI, FLORIDA

**Havana and Nassau**

All Expense Tours From Miami

Choice of Routes by Air or Steamer

Full Agency Cooperation

10% Commission

Write Today For Folders

United Tours, Inc.

30 S. E. Second Ave.

Miami, Fla.

Bob Bellshambere, President

Tours That Bring Them Back for More

TO SEE THE BEST OF MEXICO SEE US!

A Tour Patron writes:

"I have just returned from the finest thirteen day vacation my wife and I ever enjoyed. We had the good fortune to purchase one of your Tours to Mexico.

"Your organization was without a flaw, every step that we made was just one more enjoyable thrill after another."

There’s Gold in the Mountains and the Sea of Puerto Rico

U.S.A.

Regardless of what your customers prefer—you can satisfy them with a trip to Puerto Rico. They may travel either by ship or airplane—and in Puerto Rico they can enjoy either the mountains or the sea—inches—had lives of gaiety—or find complete rest and relaxation.

Our advertising is reaching 8,187,214 persons each week. Cash in on it, Sell Puerto Rico—for bigger profits and happier customers.

Government of Puerto Rico

Institute of Tourism

1457 Broadway, New York, N. Y.

Department of Agriculture and Commerce, Office of Publicity and Promotion of Tourism of Puerto Rico

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**There’s She Is, Lady... First Choice In Havana!**

It sure is... and every agent knows why! Every time you sell the Nacional’s advantages your clients not only rave about a wonderful Havana visit—they spread your reputation as a travel wizard. Mighty pleasant way to "up" your profits!

**Hotel Nacional De Cuba**

In Havana... Open the Year ’Round... Booking Offices in New York and Miami... Regular Commission to Agents.
There were some indirect benefits from this situation. Due to shortages and rationing, tight room and food controls had to be installed in such "military" operations - as well as in civilian life elsewhere. These control principles were carried over when the properties reverted to civilian use.

The control concepts learned were eventually related to sales promotion and its impact on bottom-line profits through the concepts of controlling the costs of selling and servicing (i.e., \( \text{Profits} = \text{Revenue} - \text{Expenses} \)).

By an interesting reverse process, hotel advertising actually increased during what could be considered the "lean years" of wartime restrictions. By necessity, it was often highly creative. There were still many markets to be tapped, and considerable competition for such potentials as:

* Essential business travel.
* Business conventions and other meetings considered vital to the war effort.
* Servicemen on the move ("military discounts" became popular).
* Civilian furloughs ("Give Yourself a Break").
* Short distance vacations (resorts capitalized on such slogans as "Victory Requires Health" and "For Vim, Vigor, and Victory").

Some examples are shown in Figure 37.
Figure 37

Sample wartime advertising

Source: "A Portfolio of Wartime Hotel Advertising", published by and distributed in 1943 as a special service to the members of the Hotel Sales Managers Association.
There was also a high degree of optimism and planning for the future among those responsible for hotel advertising and promotion. Figure 38 shows two trade press articles which stressed the importance of advertising even under seemingly adverse conditions.

As the organization representing hotel sales executives, the Hotel Sales Managers Association (HSMA) wholeheartedly supported this concept, not only for advertising, but for all forms of sales and servicing. It continued to hold its annual conventions throughout the early 1940s (Figure 39). The positive atmosphere of these meetings can be readily seen from the topics discussed at its annual May 1943 meeting:

* Wartime Guest Relations.
* Let's Keep on Selling!
* Sales Promotion, Present and Post-War.
* The Future of Hotel Sales Promotion.
* Travel After The War.

Post-War Conversion:

Following the end of WW II, the hotel industry tried to return to the type of operation it had enjoyed in those good old pre-war days. However, good for some, bad for others, one of the most consequential impacts of the war was the initiatives taken by hotel customers, who would not be satisfied with the return to the old "status quo".
Wartime messages on advertising

Hotel Sales Managers' Survey Reveals Advertising and Promotion Continues

A CCORDING to a survey of its members conducted by the Hotel Sales Managers Association, 93 per cent of American hotel managers are continuing their advertising despite current conditions, and 96 per cent of them are maintaining their sales departments intact and active. According to President Clayton S. Hicks of the organization, who conducted the survey for the national organization, 70 per cent of the hotels are continuing direct mail advertising, and 73 per cent still employ personal solicitation. A still higher number—78 per cent—are making effective use of local contacts in the promotion of business or the interpretation of the hotel's policies to the public.

"The report is most heartening, because it shows that the lessons of the past have not been erased by relatively few months of capacity or near-capacity business," said Mr. Hicks, who is promotion manager of the Providence-Biltmore Hotel, Providence, R. I. "It is true that some houses are being consigned to coast along, but it is gratifying to note that this is not true of the majority. The hotels which are members of H.S.M.A. are representative of all types—commercial, residential, resort, and both large and small operations, so this analysis represents a true cross-section."

Many letters urging the group not to relax its efforts have reached Association headquarters in the past few weeks, Mr. Hicks said, and it is apparent that hotel managers are as interested as their sales managers in keeping the promotional spirit alive. Quite a few correspondents stressed the importance of alert public relations on the part of the individual hotel, and emphasized their wish that the Association would back up these efforts 100 per cent.

A typical letter on this subject was from Franklin Moore, manager of the Penn Harris Hotel, Hamborg, Pa., and past president of the American Hotel Association, who said that the hotel industry looks to the sales manager's group "to advance some new and progressive ideas for the merchandising of hotel accommodations as well as for the sales job to be done in the individual hotels."

"The H.S.M.A. cannot relax its vigilance one iota at this time," Mr. Moore continued. "The group must do everything possible to maintain high standards of hotel merchandising practice as well as map an intelligent program of sales and public relations for the post-war period."

A member who emphasized the post-war aspect is A. G. Bush, manager of the Jefferson, Richmond, Va., saying:

"I feel that it is well for us to support the H.S.M.A. in every way we can, as we will need it badly after the war is over."

M. P. Mathes, president of the Hotel Sales Managers of the LaSalle Hotel, Chicago, reports that his hotel is still continuing its advertising, local contacts and personal solicitation.

"While we have been having a sort of business holiday in Chicago," he said, "I think it behooves us to go out of our way to take care of people in the proper manner, and return from traveling in any way the feeling that we have all the business we can handle—just that therefore we can rough-and-tumble over anybody, he it is a group or an individual. It seems to me that in over twenty years of hotel activity we have seen few of them apologizing to people for the casual manner of handling them when we were busy. Now is our golden opportunity to do a swell job and to create lasting good will."

Another active member, Howard M. Buttick, acting managing director of the Lord Baltimore Hotel, summed up all the arguments by stating:

"I do not see why, in any way, shape or form the wartime activities of the Hotel Sales Managers Association should be curtailed or reduced."

In closing, Mr. Hicks revealed that the national organization's dues are coming in regularly, and that only a handful of hotels had withdrawn their memberships since the beginning of 1943.

"The picture for the future is most encouraging," he said, "and while we plan to continue drive for new members, we are content that the new ones secured in 1943 will more than offset withdrawals caused by the purchase of hotels by the government, or for other reasons directly due to the war."

Source: HSMA's "Portfolio of Wartime Hotel Advertising".
Figure 39

HSMA's wartime convention programs
The lifting of wartime meeting restrictions, the challenges of peacetime industrial conversions, and the growth of big business created a highly pro-active market place which soon put new demands on the industry. Technological advances adapted from wartime created "problems" for the traditional operator who was too slow or cautious to change where necessary.

The dramatic advances in transportation, for example, were important in the growth of the conventions and meetings market (Figure 40). They offered opportunities, options, and flexibilities for association members and company employees to more readily and more economically attend meetings throughout the country and indeed around the world. And they gave the "time and place" committees or meeting officials more potentials for site selection consideration.

This in turn led to more product development, more building...and more competition. The hospitality industry was soon to enter a new age of operating "sophistication". The question was, how far behind was its marketing abilities?

The next chapter will offer a detailed look at the history of the promotional "tools of the trade".
Figure 40

Post-war airline expansion and new highway construction

FASTEST AND SAFEST DRIVE

North or South

AVOIDS BIG-CITY TRAFFIC

Save time on the oil-paved Ocean Hiway. Avoid delays and dangers of big-city traffic congestion. This route follows the coast through one of the most picturesque and historic sections of the United States. An especial treat—the ferry trip across Chesapeake Bay—relaxes you and permits an enjoyable meal on the beautiful boat. Attractive, too, are the excellent hotels along the way, listed on free map folder.

Write for FREE 1947 map and descriptive literature to either of below addresses:

OCEAN HIWAY ASSOCIATION
P. O. Box 1519
Miami, Florida
Wilmington, Del.
Chapter VI

THE "TOOLS OF THE TRADE"

The preceding chapters primarily served to set the stage by offering various chronological tracings of the historical development of the lodging industry - and an overview of the influential outside forces and challenges which affected both buyer and seller of hotel accommodations and services.

This chapter, which is the major part of this study, will concentrate on illustrating how the seller reaches the potential users - and through the persuasiveness of the sales message, influences a buyer's decision-making processes.

The means of doing this are through the effective use of sales tools - which for the hospitality industry, include:

* Referrals and Recommendations.
* Personal (Direct) Selling.
* Print Advertising (Newspapers and Magazines).
* Publicity and Feature Stories.
* Displays.
* Direct Mail Advertising.
* Folders, Brochures, and Other Collateral.
* Broadcast Advertising.
These may be directed at the ultimate user (the guest) or aimed at an intermediary "third party", such as a travel agent, tour operator, or meeting planner who would be mainly involved with generating "wholesale" or volume business.

The concentration here will be on print advertising (particularly newspaper and magazine) for a number of reasons:

1. Historically, it was probably the most commonly employed means of customer communications.
2. It has been readily documented and preserved.
3. It does not appreciably differ from other forms of promotion - and can be readily correlated, for example, with the basic techniques of salesmanship.

Adrian Phillips, CHSE (to whom this work is dedicated) emphasized that "Good Salesmanship and Good Advertising are Good for The Same Reasons" - and on the back of an August 9, 1940 dinner menu in the writer's possession, listed the following common traits necessary for both to be successful:

* Selectivity - the ability to choose the right prospects.
* Good First Impression.
* Knowledge of Human Nature.
* Sense of Showmanship.
* Knowledge of The Product and Its Competition.
* Imagination.
* Sincerity.
* Ability to Express Ideas Simply and Clearly.
* Force and Initiative.
* Tact and Judgement.

One might be tempted to add some potential "negatives" to that list - since guile and deception unfortunately has been long associated with both advertising and personal selling. Gilbert & Sullivan's 1884 opera "The Mikado", in its famous "Let The Punishment Fit The Crime", decreed:

"The advertising quack who wearies With tales of countless cures, His teeth, I've enacted, Shall all be extracted, By terrified amateurs."

(There's an interesting connection between G&S and the hotel industry: their business manager D'Oyly Carte was associated with London's famous Savoy Hotel - and Gilbert & Sullivan productions are still referred to as the Savoy Operas.)

Standard references of the 1800s seemingly paid little attention to advertising. Chambers's Encyclopaedia, prepared in Scotland and published by Collier, called itself "A Dictionary of Universal Knowledge for the People" - and its 1887 edition defined "advertisement" as "The public notification of a fact. This is now commonly effected either by means of the ordinary newspapers, or of newspapers, printers' lists, and other publications specifically devoted
to the purpose. Advertisements, both printed and written, are still posted on church-doors and other places of public resort, in which case they are commonly called bills or placards." And that was about all they had to say about the subject!

Many hotel executives of that period considered it beneath their dignity to advertise...in fact, one of the popular sayings, particularly in American Plan operations, was along the lines of "Set a good table and the rooms will take care of themselves." In effect, referrals among guests and other forms of "word of mouth" was fine - but don't beg!

Many accountants, comptrollers, and general managers also viewed the concept of business promotion from a rather jaundiced perspective. For far too many of them, it was considered an unnecessary expenditure. To repeat what was so often stated: "Who cares about advertising and promotion? When business is good, you don't need it. When business is bad, you can't afford it!"

It wasn't until the late 1930s that advertising and other forms of promotional literature began to be positively recognized by the industry. And that was largely due to the Advertising Contests conducted by HSMA - and the publicity
generated in the hotel trade press and, of course, by the winning properties themselves. Figure 41 presents a pictorial overview of the contest displays and resulting publicity from the 1937 and the 1939 HSMA Conventions.

**Referrals and Recommendations**

One of the earliest methods of developing business for a hotel or destination was the indirect approach through the praises of others, such as:

* Satisfied guests (repeat business).
* Guest recommendations to friends and business contacts.
* Travel-book writer endorsement (Figure 42).
* "Reviews" by newspaper and magazine travel editors (Figure 43).
* Recommendations by contractors, suppliers, and purveyors (Figure 44).
* Referrals and recommendations through fellow members of hotel organizations (Figures 45 and 46).
* Referrals by fellow hoteliers, particularly through exchange of rack folders (Figure 47).

This type of promotion tool is somewhat different from the others to be surveyed in this chapter in that referrals and recommendations are primarily methods - which are then carried out by specific means - such as personal contact, newspaper and magazine feature stories, and other media placements.
Advertising and promotion are two important elements making for the success—or lack of success—of any hotel. These matters will receive attention at the Hotel Business Promotion Conference to be held at French Lick Springs March 18-20 and at the education sessions to be held in connection with the Mid-West Hotel Show in Chicago the following week.

At the Hotel Business Promotion Conference to be held at French Lick Springs next Thursday through Saturday, one of the feature attractions will be an exhibit of hotel sales and promotional literature, which will be moved to Chicago to be exhibited at the Mid-West Hotel Show.

**Figure 41** (1 of 2 pages)

Award-winning 1937 and 1939 hotel advertising
The Prize-Winning Exhibits
AT THE CHICAGO CONVENTION

Fifteen hotels and the Dartnell Service participated in the annual Exhibit of Promotion Material, held at the Stevens Hotel. The displays which were selected by the judges to be given Certificates of Award are depicted above. Photos by Kaufmann & Fabry, Chicago.
"The above Hotel is a fine building, and considered one of the largest and best inns in the kingdom, out of London. Its accommodations are in the first style of excellence, under the superintendence of Messrs. Lucas and Reilly. In the season it overflows with company of the highest rank in life. The dining room is equal, if not superior, to the large room at the Crown and Anchor, in London. The suite of rooms correspond and are furnished in the most superb manner. It has a subscription-club of the first respectability, denominated the 'Friendly Brothers,' consisting of three knots. The members are elected by ballot, and are free in London, Dublin and Bath. The subscription is three guineas per annum; but an additional charge is made for newspapers, publications, &c. Stages set out from York-House every day for London. This hotel is stored with a profusion of silver plate for the service of its visitors.

Note: Back in 1819, writer Pierce Egan, in his book, "Walks Through Bath", described the York Hotel, a fashionable inn in what at the time was the most fashionable resort area in the United Kingdom, in the above glowing terms.
**The Dix House**,  
**Dixville Notch, -- New Hampshire.**

Opened to the Public, 1876.

This House, which is located at the western portal of the wonderful Dixville Notch, occupies one of the most romantic spots in New Hampshire. When opened to the public it was named in honor of General John A. Dix, the author of the famous order ( Issued during the rebellion) — "If any man attempts to haul down the American flag, shoot him on the spot!" — who was elected governor of New York in 1847, and member of whose family attended the opening, the township in which it is located having long borne his family name. The buildings are pleasantly located, are clean, comfortable, quiet, well-lighted, and they possess superior advantages as a summer resort. It is deliciously cool here in mid-summer, and "hayfever" is unknown.

The attractions which surround this hotel include sublime mountain peaks, wonderful palisades, roaring cascades, winding streams (which afford excellent trout-fishing), beautiful lakes, and fine drives, which are greatly enjoyed by lovers. Paths have been opened to the principal heights and most attractive points, for the special gratification of lovers of the beautiful. Mountain-peaks, the pastoral breeze, springs of pure, health-giving water, opportunities for fishing and hunting as well as the advantages of complete rest in the purest and most healthful air, are the ever-present attractions of this wonderful spot.

Dixville Notch is reached, on the West, from Colebrook, through which passes the Upper Coos Railroad; from Colebrook to the hotel (six miles) there is an excellent carriage road. Passengers by all the railroads, from the South and West, as well as by the Grand Trunk, take the Upper Coos road at North Stafford. There is a good carriage road, East, to Enfield Landing, on the Androscoggin River.

It is the purpose of the proprietor to make the Dix House a delightful and homelike summer resting-place for all who are from any cause attracted to this wonderful part of New England.

A good Library Stairs is maintained in connection with the hotel.

**TERMS—$10 to $14 per week. Reduction to families.**

GEORGE PARSONS. — PROPRIETOR.

Ptoportibles &c., COLEBROOK, NEW HAMPSHIRE.

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**Dixville Notch.**

Below are a few of the complimentary things, spoken by the press, concerning this favorite summer and fall resort.

**Evening News** (Philadelphia). There is not the vastness of Switzerland here, of course; for the Notch is only about three miles in extent. But here are all the elements of an Alpine section, where Nature has generously grouped together a gallery of pictures whose grandeur is sublime—a very Vatican of natural grandeur—made up of artistic box, which excite the love of every admirer of Nature.

**Colebrook News.** On each side of the glorious gorge are crags and spires of most curious formation, some standing out naked and gigantic from the domes of basalt, others showing their rugged heads above the evergreens which hide all trace of their ugly nakedness. The confusions of rocks is more drear and dreadful to behold than a glacier, and looks as though it must last forever.

**White Mountain Echo.** There are several places in our own beautiful country whose lovers delight to call the "Swissland of America," but there is no region in all our glorious Appalachian range whose character is so truly Alpine as Dixville Notch, N. H.

**Daily Illustrated Graphic.** Our illustrations will say more for this delightful region than our impressing picture. The scrambles are splendid and can be accomplished with little labor. The outlooks are superb.

**The Presbyterian.** It is a haven of rest for the quiet and the over-worked, and must one day become filled with the lovers of the beautiful and beautiful.

**Lowell Daily Mail.** The view from Table Rock is very fine. If the wind is not too cold, one may profitably employ a few hours on this narrow spur of this very large valley. Leaving it he will take with him (if he possesses an appreciative soul) memories of a novel and most gratifying experience.

**Among the Clouds.** I have already told you of the red-letter days in New Hampshire, and I could boast of still more, but my object now is only to praise Dixville Notch. It is incomparable.

**Boston Journal.** Come with me to the piazza of the comfortable Dix House and I will show you countless spires, new scattered, now joined in scores of wondrous composition, like that of the snow-white Domus at Milan, rising into one grand tower at the end, which has been unhappily christened Table Rock. Ask me to see a picturesque quarry which have just measured the miniature Matterhorn. They are sacrifices to name a peak, for there is barely space to stand, and pole to and fro, while our waving handkerchiefs can be plainly seen by each other. A few rods from the greatest height is a flower wherein has pericarp snow and ice. Bosom Table Rock we see domes, pilonals and buttresses standing out towards the clouds in endless variety. All around and opposite us needles of every height and fantastic form rise from the rocky sides of the great Notch.

**Public Ledger** (Philadelphia). My next will be miles away from any railroad station, and it is well entitled to the name of The Door of Appalachi. It has an abundance of dashing cascades, a deep-cut flame, splendid climax for the pedestrians, rocky summit from which most lovely views of lakes, mountains, ravines and pastoral scenes may be had; it is a good hotel, this is cool and quiet and delightful for the lovers of rest. On try it.

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**Note:** This circular from the late 1800s used quotes from a wide variety of newspapers and journals as testimonials to "back up" its own descriptive promotional copy. Source: Stephen P. Barba, President, The Balsams Grand Resort Hotel, Dixville Notch, NH.
Figure 44

An "implied endorsement" third-party testimonial

HOTEL CHURCHILL
ONE OF CHICAGO'S FINEST APARTMENT HOTELS
OPENED APRIL 1st, 1923
Entire design, construction and furnishing under supervision of
H. L. STEVENS & COMPANY
For the thousands of people who come to the "Magic City" either as vacationists or prospective residents, as well as for year round citizens of Miami, this magazine is published.

Many of Miami's achievements, her countless educational, cultural, civic and industrial advantages; as well as her amusement and entertainment features are more or less unknown, or overlooked, because of the lack of some concrete way in which to present them.

The mission of the "Greater Miami Greeter" is to acquaint the visitor and the busy Miamian with what is happening in and around Miami - "Where to go - what to see - how to get there - and when."

Through the "Greater Miami Greeter" these features of the great playground city will become better known and more widely appreciated.

The HAND of SERVICE and WELCOME of Charter 19, Hotel Greeters of America, and of other civic and commercial organizations in Greater Miami is extended to all visitors through this medium.

We can conscientiously recommend our advertisers to you. They are reliable, and their personnel courteous. They make it possible for you to receive this publication FREE each Saturday, and you can best express your appreciation by mentioning the "Greater Miami Greeter" when you BUY in Greater Miami.

Form the habit of using it each week as a reliable guide. When it has served its purpose, mail it to someone "back home."

Hotel Greeters Direct More Business Than Any Other Organization in The World

Note: For most of the first half of this century, the Hotel Greeters of America was the key hotel organization for those in "front of the house" staff and management positions. The Greater Miami charter was particularly active in business referrals - and issued a weekly 36-page booklet with a 5,000 copy distribution.
NOTE: In the 1930s and early '40s, Cuba became one of the favorite destinations for Americans (especially those of "means"). This series of ads formed the inside front cover of the Greeter booklet shown on the preceding page. Phrases such as "A Good Greeter Hotel" and "Member of Hotel Greeters of America" were specifically designed to encourage referrals.
NOTE: During the 1930s, many hotels started displaying folders of other properties through a service originated by Elwood Ingledue, the publisher of the "Travel Index" (now the "Hotel & Travel Index"). This type of referral setup and other variations of folder exchange programs are still popular today, particularly among the smaller independent or franchise properties.
Personal Selling

While the great majority of illustrations and examples of early sales efforts are portrayed in this chapter by print advertising, this is not to infer that direct contact (personal) selling was not done in the 1800s and the first half of this century.

As previously mentioned, little seems to have survived as samples of verbal sales communications of the past. Back then, one didn't have radio, TV, audio and video recorders, or other means of recording and preserving sales conversations and customer dialogs. Nor were there the sales-training programs common today in which role-playing of "sample" direct selling situations and scripts are presented in instructional manuals and training videos.

In the days before conventions and group business became significant, most personal sales contact was with in-house guests, where the manager and staff interacted with their patrons on a casual, relaxed, and generally informal basis. The common practice of the day was a greeting upon arrival, a "hello", wave, or handshake when the manager and staff "walked the house" each day, and a farewell upon departure. Where applicable, the manager might discuss with a guest such future services as a dinner party, wedding, or some other social activity which could bring the property additional revenues.
In effect, this could be considered internal personal selling.

On departure, it seemed traditional for many properties, especially top-class international properties, to have the head porter or some staff member paste hotel stickers on the guest's luggage - to remind them of the happy times they just experienced. This, too, could be considered personal selling, with a take-home reminder (Figure 48).

The most common direct selling approach in seasonal resorts often was a "may we make a reservation for you for next season?"; in properties catering to the commercial traveller, it was a variation to the effect, "should we set aside a room for you for your next swing through?"

There was another interesting form of the direct selling approach used by properties located in seaports - and which gained popularity as steamship business became more profitable. Many hotels had representatives meet passengers at the piers upon arrival, primarily to greet them, solicit their business if they had not already made reservations, and help them to the hotel (Figure 49).

However, in some instances, certain "agents" may have also specialized in "intercepting" guests bound for competitive properties (a situation which unfortunately still has its
Note: In addition to promoting the hotel, it seemed to be a status symbol for international travellers to have their luggage plastered with stickers from famous properties around the world. In fact, some of the less travelled could purchase second-hand steamer trunks with luggage stickers already affixed.
Source: Joel Sena, President, BrochureGraphics, Apopka, FL.
Instructions to the Agents — The agents should instruct the passengers that upon their arrival in New York in order that they may be more easily recognized by my agents, they should place in a conspicuous part of their dress my address (card or button) and not to allow anyone to remove it; not to trust those representatives of hotels that try to make the passengers believe that they are my associates, whereas they have nothing in common with me or my hotel; not to trust those who represent themselves as agents of steamship companies for they are no other than miserable scoundrels that try to deceive the passengers in order to swindle them.

If by chance a passenger should not find one of my representatives at the station, he should go to an employee of the railroad company and have him telephone to me, and I will immediately send someone for him.

All these inconveniences may be avoided if the agent advises me in time to send my representatives to meet them.
modern counterparts in the diversion of business by taxidrivers and in the interception of volume business already booked by other properties, such as conventions and tours).

In fact, the whole concept of ethics (or the lack of it) as it related to personal selling was one of the reasons it was frowned upon by many of the old-line hoteliers. It was also a matter of custom; in many areas of the world it was then considered unprofessional to personally solicit business. As previously indicate, for many, begging for customers simply wasn't the "gentlemanly" thing to do.

However, from the 1920s on, the growing importance of conventions and other forms of group business made personal selling a necessity for those who wished to obtain their share of this emerging market. Meeting planners and other site selection officials obviously would not commit a meeting of 500 or 1,000 people for 3 or 4 days, for example, on the basis of reading a newspaper ad or a folder mailed by the hotel. They expected direct contact from someone representing the hotel - and very often expected the hotel official to be present at their conventions when decisions were made for subsequent years.

The processes most often used for bidding on association conventions or other non-corporate functions were either a
formal presentation made before the organization's site selection (sometimes called "time and place") committee; or a prepared speech before the assembled attendees or delegates at a general assembly, where the decision was often made by voice vote.

Admittedly, the success of the first procedure was often based on how well the sales executive could button-hole and then wine and dine the key decision-makers. The success of winning the general assembly vote often depended on which hotel ran the best hospitality suite the night before. A flair for the dramatic and for showmanship also was a must in personal selling; whether "one-on-one" or before a large, assembled group.

All of this tended to give personal selling, particularly in its early days, a negative aura of "hucksterism" - which fortunately would decrease with the advent of proper sales training, education, and professional development.

Print Advertising

Print advertising (newspapers and magazines), on the other hand, was less personal - and did not suffer some of the negativism surrounding direct selling.

While some considered personal selling "pushy"; the
same people would defend advertising as being "informative".

It's interesting to note the almost apologetic undertones used in the wording of early advertising: "The proprietor begs to inform the public....", is illustrated in Figure 50.

General Uses of Print Advertising:

In the early days of promotion, advertising served a variety of additional purposes - all of which are valid today.

One of the most important uses was to create public awareness of your existence, as shown in Figure 50 which is an example of what we would now term a "pre-opening" or "opening announcement".

At the same time, advertising could help and maintain your positioning in terms of what you are trying to be, what you would like the public to perceive you to be, and how you differ from your competitors (Figure 51). In short, a "position statement".

Closely allied to this was the establishment, particularly through repetition, of an overall image in the public's mind. This often was done by establishing a theme or a slogan - to be used in a specific campaign aimed at maintaining the desired impression (Figure 52).
An 1860 pre-opening announcement

The Galway Vindicator

WEDNESDAY, JULY 18, 1860.

THE EGLINTON HOTEL
SALT HILL

THE PROPRIETOR begs to inform the Public that this large and splendidly fitted-up Hotel will be opened for the reception of Guests and Visitors, on MONDAY, the 16th of JULY next. It is beautifully situated on the SEA ROAD, and commands a magnificent view of the Bay. It contains 22 airy and healthful bed-rooms, five splendid Sitting-rooms, with other conveniences suitable for a First-rate Establishment. As a picturesque and healthful residence, the Eglinton Hotel can be surpassed by few sea-side summer houses.

The WINES, SPIRITS, and CUISINE will be in keeping; the charges will be found moderate, and the attendance punctual.

The Hotel is by permission of that real friend of the Galway Packet Station, called "THE EGLINTON" as is evidenced by the following letter:

"London, 29, Albermarle-Place,
June 16, 1860

"Sir—I can have no objection to your new Hotel bearing my name, and I trust that the growing prosperity of Galway, will render your investment a profitable one.—I am your obedient servant.

" EGLINTON & WINTON.

"Mr. J. Gill.""

JOHN GILL,
PROPRIETOR

With compliments of a veteran
in the Hotel business—
The Eglinton Hotel, Salthill, Galway

Note: While this 1860 opening announcement from Ireland may seem old-fashioned by today's standards, it was very contemporary in getting "extra mileage" from the ad by being made into a reprint for hand and mail distribution.

Source: David Adare FitzGerald, Dublin, Ireland.
Figure 51

1880 hotel position statements

Note: Position statements were prominently featured in these 1880 ads from six leading Chicago hotels, as follows:
Gardner House: "Table Second To None In The West;"
Palmer House: "The Only Fire-Proof Hotel in America!";
Tremont House: "The 'Palace' Hotel"; Sherman House: The 'Old Reliable'. The Matteson pinpointed its location within one block of the Great Exposition Building; and the Grand Pacific Hotel stressed it was "Practically Fire-Proof" (whatever that meant!).
Atlantic City's "No Snow on The Boardwalk" campaign slogan

Note: Surely the epitome of establishing an image or impression through the creation of an attention-getting and easily-remembered slogan was Atlantic City's "No Snow on the Boardwalk" campaign. It was used in city-wide promotions, co-op advertising, and by individual hotels.
Once a hotel's name and image was established, many proprietors discovered that there were additional profit sources which could be promoted in addition to just rooms; particularly food and beverages. "Wine, Dine, and Entertainment" advertising was particularly suited to stimulating business from members of the local community who were not staying at the property.

Figures 53 and 54 illustrate a sample of "small space" advertising and "full page spreads" used back in the 1920s and 1930s to promote Food & Beverage and Entertainment in such diverse areas as Ireland and India respectively.

One of the key uses of print advertising is to target tailored messages in the specific types of newspapers and magazines whose primary readership profiles best matched the types of guests the property is specifically seeking.

This may sound like modern marketing: relating features and benefits to the needs and wants of demographic and psychographic customer profiles. But the following examples were used long before those modern marketing terms were employed. Yet, they effectively applied the contemporary concept of "matching the product to the market" (Figures 55-59).
LEINSTER HALL
Royal Hibernian Hotel.

DINNER DANCE
Saturday Next, 8 until 12.
PEG TISDALL'S BAND.
Dinner and Dance..............8/6
Dance only, 5/-
(including tax).
Book your tables early.

Source: David Adare FitzGerald, Dublin, Ireland, from a 1930s issue of the "Evening Telegraph".
Figure 54 (1 of 2 pages)

Wine/Dine, and Theatre advertising from Calcutta, India

December, 1923

[Buffet Royal]

BUFFET ROYAL

on the site of the Famous Old Theatre Royal.

NOTED FOR ITS EXCELLENT CUISINE.

Tables can be reserved at the Grand Hotel, Calcutta.

BANQUETS, WEDDING RECEPTIONS and DINNER parties can be arranged for.

GRAND HOTEL CAFE

AND

RESTAURANT,

The Rendezvous of all Calcutta.

Tell them you saw it in "The Sahib and Memsahib"

Source: This page and the next: Mr. Sunil Juneja, Director, The Oberoi School of Hotel Management, Delhi, India.
The hotel was strategically positioned between the Globe and the Empire Theatres, both belonging to the Stephen family. This proximity enabled a quick drink during the interval and supper after the show. The Grand Hotel's restaurant skimmed the cream of Calcutta society.
Note: This example of a 1931 "wine, dine, and entertainment" ad used a folksy "feature column" format to give it a virtual "editorial look". Source: Corinne Hunt, Historian/Archivist, Brown Palace Hotel, Denver.
Figure 56

Advertising targeted at the 1930's motoring public
Note: These ads and the ones on the next page appeared in the August 1926 issue of "Sun-Up, Maine's Own Magazine".
Source: Normand Dugas, Owner/Innkeeper, Black Point Inn, Trout's Neck, Maine.
New England vacationer ads (continued)
Note: In the 1920s and 1930s, this type of what we would now call "jet set" advertising was placed in top society magazines such as these samples from the "Lido", published in Rome - and was often positioned alongside the listing of prominent guests who were staying at the properties.
Advertising targeted at the "fun in the sun" social market

Note: These ads (British Colonial - 1936 and Nacional de Cuba - 1947) were targeted at those who preferred their pleasure destinations closer to home.
Source: George Hannau, Bill Bard Associates, Monticello, NY.
Advertising in *specialty publications* also offered hotels another outlet to reach specific types of markets. Figure 60 shows a sample ad specifically aimed at the convention meeting planner or other group business decision-maker and was placed in a meetings magazine. The ads were aimed at stimulating a response request for contact and follow-up information.

Other publications, such as hotel and travel directories, were used by customers, travel and tour agents - as well as by other properties for business referrals (Figures 61-62). intended for the readership of specific *special interest* magazines (Figure 63). There were also other means of more localized advertising to special interest groups, such as in theatrical and musical program guides, church bulletins, athletic and sporting events programs (Figure 64). All offered the advertiser a means of speaking directly to a pre-selected prospect audience.

While on the general topic of "targeting" market segments, one **negative** aspect of early advertising practices should be mentioned "for the record". That was the blatant use (particularly in some resort areas) of phraseology which clearly discriminated against persons of certain ethnic or religious backgrounds. Descriptive copy such as "Selected Clientele", "Patronage Restricted", and "References Required"
Advertising targeted at the convention meeting planner

**Pinehurst for Your Convention**

LARGER ATTENDANCE  
GREATER PRESTIGE  
FINEST SPORTS FACILITIES  
SUPERIOR ENTERTAINMENTS  
UNCROWDED FACILITIES FOR 25 to 600  
LARGE CONVENTION ROOM SEATING 600  
OTHERS ACCOMMODATING FROM 25 to 150  
EXPERT CO-OPERATION IN ALL DETAILS

The very name "Pinehurst" arouses enthusiasm, adds glamour and attraction to your Convention! The golfers will be lured by our famous Nos. 2 and 3 courses, with velvet grass greens, and green fairways, among America's finest, and our other 18-hole courses, and designed by Donald Ross. The ladies will be attracted by our congenial social environment. Everyone will enjoy our fine country club. tennis, badminton, riding, driving, skeet, dance orchestra, etc. The Carolina Hotel has many private dining rooms for large and small groups, parlor suites, cocktail lounge, game rooms, billiard room, and brokerage office. Every room has private bath. Pinehurst is only overnight from New York, by direct Pullman. Conveniently reached from West and South also.

Note: There were at least three major hotel and travel oriented journals published in Denver in the 1890s, and other major cities had similar outlets. Source: Corinne Hunt, Historian/Archivist, Brown Palace Hotel, Denver, Colorado.
Figure 62

European directory advertising at the turn of the century

Source: David Adare FitzGerald, Dublin, Ireland
Directory style listings in a special interest travel magazine

Figure 63

Source: June 1937 "National Geographic".
Figure 64

Advertising in special events programs

Herman & Rice, Inc.
Ralph E. Herman Mildred M. Rice

All Forms of INSURANCE Fidelity and Surety BONDS

9 1/2 CHAPEL ST. Telephone 8-4101 NEW HAVEN

MR. BURGESS A. P. KAYE
CANDIDA KATHARINE CORNELL
EUGENE MARCHBANKS ORSON WELLES

THE SCENE
The sitting room in St. Dominic's Parsonage in the northeast suburb of London.

ACT I: A morning in October.
INTERMISSION: 10 MINUTES

ACT II: Late afternoon, the same day.
INTERMISSION: 10 MINUTES

The BALSAMS in the White Mountains on Lake Gloriette

THE BALSAMS
Dixville Notch, N. H.
FRANK DOUERA, President
MARK WHITMAN, Manager
New York Office: 500 Fifth Av.
Pennsylvania 6-8218
1934 rates from $5 per day including meals

Source: Stephen P. Barba, President, The Balsams Grand Resort Hotel, Dixville Notch, NH.

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can be found in print ads throughout the 1920s and up to the beginning of WW II (and even into the 1960s). Other phrases relating to location near certain types of houses of worship or to a specific type of cuisine also inferred restrictions of one form or another.

Discrimination was not confined to race or religion. When the movie industry moved to Hollywood, some area hotels posted signs stating, "No dogs or actors". Other hotels in other sections of the country discouraged travelling salesmen; on the other hand, other properties specifically sought out the commercial market.

General Principles of Print Advertising:

While this is not a textbook on advertising techniques, it's interesting to discover how many of the principles of contemporary advertising practices were observed by hotels a even a hundred or more years ago. Some illustrations are:

* Placement: The process of selecting which outlets in which to place ads has been illustrated on the preceding pages. However, one interesting aspect as far back as the 1880s was that some newspapers, especially those with travel sections, were actively seeking hotels as potential advertisers – and even advertising this fact in other papers (Figure 65).
Figure 65

Early newspaper ads seeking hotels as advertisers

**THE BOSTON COURIER.**
The best paper for summer tourists and persons sojourning at the Mountains, or at the Shore.
It is full of interesting and valuable reading; has entertaining special correspondence from all the leading summer resorts in New England. It contains all the society news and gossip of Boston for each week, and local and telegraphic news in full.
The Courier has the largest list of hotel announcements of any paper in New England, and its information and suggestions are of great value and convenience to summer travellers. Sent to any address from the office.

299 Washington St., Boston, Mass.

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**THE BOSTON TRAVELLER.**
Daily, Semi-Weekly and Weekly.
All the news—local—political—telegraphic—cable—review of the week—spicy dialogues—correspondence from the summer resorts—European letters from "M. E. W. S."
The best advertising medium for beach and mountain hotels.
Parties on vacation can have THE TRAVELLER sent by mail for one week or longer, for 18c. per week.

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Note: From the August 12, 1882 issue of "The White Mountain Echo". Source: Stephen P. Barba, President, The Balsams, Dixville Notch, NH.
* **Positioning**: As the value of hotel and destination advertising increased, it was possible for some to designate where a particular ad was to appear (e.g., on the arts and entertainment pages, society section, opposite the editorial page, etc.). Also, under very special cases, an advertiser could obtain an "exclusive" and be the only advertiser on the page (without buying the full page, as shown in Figure 66. On the other hand, there was always the chance of being inappropriately placed, to the embarrassment of the hotel, as illustrated in Figure 67.

* **Layout, design, copy, and graphics**: Space does not permit a detailed study of the evolution of hotel advertising design, graphics, and other factors which contribute to the visual "feel" of an ad. The rather comprehensive examples of Atlantic City's cooperative advertising campaigns (which will soon follow) offer abundant samples of style changes from the 1890s to the 1950s. But while styles may change, they can also be cyclical and return, such as the art deco stylizations of the 1930s "rediscovered" in the 1980s. As another example, Figure 68 shows some of the changes in the advertising "look" of The Balsams between 1882 and 1937.

For most situations, one can generally relate an eye-catching yet aesthetically-pleasing appearance to the creative use of balance and harmony, as typified by the magazine ads shown in Figure 69.
Figure 66

The only advertiser on the page

Note: Illustration greatly reduced; the original type page size was 17" x 21"; ad size 4" x 7½".

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Student Auditions
Scheduled by Orchestra

The Philadelphia Orchestra Student Concerts Committee has scheduled auditions for the latter part of March. Young soloists selected will appear at Student Concerts next season.

Applicants must be between 18 and 25 years of age, and must be a resident of Philadelphia or the area within a 50-mile radius. Instrumentalists must be prepared to play one or more complete concertos of their own choice; vocalists should prepare four arias. Each applicant must bring an accompanist and perform without score.

Young musicians who wish to enter the competition may obtain application blanks from the Philadelphia Orchestra Student Concerts, 1910 Girard Trust Company Building, Philadelphia 2. Entries will be accepted until March 15.

Looking for a warm, comfortable, conveniently located room? Read "Rooms" ads in The Bulletin Want Ad columns today.—Advt.

The Solace of the Sea
Offers Comfort to the Sorrowing-

Atlantic City
has proved so helpful to so many following the loss of a loved one.

For more information write Room 108 Chamber of Commerce, Atlantic City, N. J.

Academy

JOSH WHITE

America's Foremost Singer of Folk Songs, Blues & Ballads

DINNERS $1.00
RED OAK
RESTAURANT & BAR
1427 WALNUT ST.
Caterer to Private Parties—

RENDZVOUS

Note: Someone really "goofed" here as far as positioning. The message delicately carried in this "bereavement" ad was hardly suited for inclusion on the paper's entertainment section.
The evolution of a property's advertising design and style

Source: Stephen P. Barba, President, The Balsams Grand Resort Hotel.
"Ski-Tan" in Summer

When you last skied in the mountains, you got a strong sun-tan. Up here in Dixville Notch you'll tan quicker and better . . . 2,000 feet above sea level. And you'll find superb golf, riding, bathing, shooting, fishing . . . and no hay fever. Selected clientele. The Balsams is fireproof throughout, and rates are moderate. Send for booklet S. P.

1937 - "The Sportsman"
"There is nothing which has yet been conceived by man by which so much happiness is produced as a good Inn."
—So said Doctor Samuel Johnson

GALEN HALL
ATLANTIC CITY, N. J.

"Christmas Dinner Every Day!"

Not at all. Although that is just what a guest said to us. But we do have a generous table of good things, and strive to make it better and better.

It is our purpose and practice to give rather more than is usual for the rates charged.

Good Music  White Service
Golf Privileges
Sea Water in All Private Baths
Department for Baths and Physical Treatments
Diet Kitchen for Special Requirements
Make Your Reservations Now.

Note: Both of these 1928 ads featured historic quotations to "substantiate" their sales messages. They also illustrated the clean design and symmetrical layout style which had gained popularity during that time.
Financial Considerations:

As newspapers and magazines attracted more hotel advertising, in addition to an abundance of advertising potentials from a multitude of other business, costs rose to a point where many hotels and destination promotion agencies could not readily afford some of the new advertising rate structures.

Two key financial arrangements developed which helped ease some of the financial considerations:

1. **Barter**: Since hotels had products (rooms, food, and beverages) which newspaper, magazine, and later radio and TV outlets purchased for their representatives' use, various systems of "trade outs" arose whereby publishing companies and broadcast stations could exchange space or broadcast time for hotel accommodations (and sometimes a specified percentage of food and beverage).

Also known as "due bill advertising", "exchange advertising", and "exchange contract advertising", this system is by no means new.

Figure 70 illustrates both a short form and a sample long form of due bills used back in 1928.
Figure 70

Two types of due bills used in the 1920s

For the Front Office

Amount $ ___________ Date ___________

Hotel Lincoln
New York

Exchange Advertising Contract

This due bill is non-transferable and is issued in exchange for advertising
space in ___________ ___________ ___________ ___________ ___________ ___________
It will be honored for Room Accommodations Only to the amount
above written if used on or before ___________ ___________ ___________ ___________
This due bill is subject to cancellation only for failure to publication to
which issued to fulfill its contract and must be presented to clerk on duty at time of
registration. Good only when signed by the Managing Director.

___________ ___________ ___________ ___________ ___________ ___________ ___________
Managing Director

Deposit This Order with Room Clerk When You Register

Credit Order No. ___________

The Hollenden Hotel
at Superior Avenue and East Sixth Street
Cleveland, Ohio

Credit Order

Date ___________

Issued to ___________

In payment for advertising of The Hollenden Hotel in the above publication,
and is good for accommodations at The Hollenden, Cleveland,
to the amount of $ ___________, subject to the following conditions:

1. Good only from June 1st to September 30, 1928, inclusive.
2. This order must be presented with the room check by any hotel guest deemed, by
   manager, as not being bound to the bill until a good handwriting.
3. Valid for payment of charge for room only, for which the rate is not less than $3.50
   per day for any portion, to The Hollenden.
4. Not valid for payment of meals, tips, telephone, laundry or any other service, which
   must be paid for in cash.
5. For the exclusive use of the members of the staff of the above publication and their
   families. Not transferable.
6. It is specifically understood and agreed that the using of this order by The Hotel Hollenden Company
   extends no obligations to supply meals or such items as fruits or The Hollenden are not exist.
7. The Hotel Hollenden Company is not liable to the person presenting, any other
   than a written notice of the use of a room, under this account or any compensation or
   damage of their hotel whatever, for personal injury or property loss sustained while in the hotel.
8. A commission of 10% is to be paid to the party executing this order, in behalf of
   the person using, and from whom you will receive all entries and copy and in which all bills and
   checking copied are to be made.
Note: To avoid disappointment, room should be reserved in advance.

The Hotel Hollenden Company
President
Comptroller

Note: Due bills were given to media outlets in exchange for print advertising space or broadcast time and the
above samples were in the formats recommended by the hotel accounting firms. Source: November 1928 issue
of "The Alarm Clock", a monthly bulletin of the hotel accounting firm then known as Horwath & Horwath.
2. **Cooperative Advertising**: In order to afford consistent and continuous advertising campaigns, hotels in certain destination areas (usually ones which attracted high volumes of business from key feeder cities) came up with the concept of "pooling their financial resources". The resultant programs of cooperative advertising would primarily concentrate on promoting the attractions and benefits of the area, rather than the features of a specific property.

Cooperative advertising is generally implemented through:

1. A series of coordinated destination promotion ads, generally similar in layout and design ("consistency of appearance"), in which the names of the participating properties are listed along with the primary selling message.

2. A "combination package" in which a co-op ad is "piggy-backed" alongside an advertisement placed by the area or city publicity bureau, chamber of commerce, or some other municipal agency.

Atlantic City, New Jersey, is the acknowledged originator of community cooperative advertising (Figures 71 and 72) - and has developed a long line of successful campaigns over a more than 70 year period. Due to the participation of key properties and substantial donations and other support from the business
community, it was able to hire the most creative copywriters and advertising agencies.

The following pages (Figures 71-92) in chronological sequence illustrate not only the extent and scope of some of the key campaigns, but also the time-tested principles of attractive, effective, profit-producing newspaper and magazine advertising.
Figure 71

Earliest known community promotion advertisement, 1890

Note: This 1890 newspaper ad open the first documented cooperative promotion campaign done in the USA. It was the beginning of a number of such community promotion programs done in Atlantic City (and later elsewhere), which were supported by assessment of participating hotels (generally based on the number of rooms), as well as financial contributions from area business firms.
Verification of Atlantic City advertising claim

ATLANTIC CITY, THE FIRST
COMMUNITY ADVERTISER

As the result of a study on community advertising, the Bureau of Advertising of the American Newspaper Publishers Association believes it has obtained evidence to substantiate the claim that Atlantic City, N. J., was the originator of community advertising. In the course of this study, the Bureau's bulletin reports that it was found that not only did Atlantic City claim to be the original community advertiser, but that examples are still in existence of newspaper advertising for this resort published thirty-five years ago. Copy of one of the original advertisements as it appeared in the newspapers around 1890 was forwarded to the Bureau by the Dorland Advertising Agency.

The hotel men of Atlantic City were persuaded to engage in co-operative advertising through the pioneer efforts of Senator Edge, of New Jersey, it is stated. It took him three years to convince the hotel men that his plan was plausible and profitable.

The Bureau's bulletin on community advertising is based on returns from more than half the entire list of communities advertising. It carries a list, by States and communities, of the amount expended on newspaper advertising as reported by the communities.

—Printers' Ink.

Note: This article in a 1920s issue of Printer's Ink substantiated Atlantic City's claim as the industry's first community advertiser, and in turn garnered additional publicity for "The World's Playground".
Note: Thirty years after the initial campaign, Atlantic City reinforced its efforts, in the face of growing competition from other seaside destinations, ranging from the Mediterranean shore to Hawaii.
Enlisting advertising support from the business community

A Message to Business Men

About Big Business in Atlantic City

THE advertisements reproduced in the following pages represent a few samples of the advertising copy that has been appearing during the past few months in such representative newspapers as the New York Times, Herald-Tribune, World, Evening Sun and Evening Post; the Brooklyn Eagle and Newark News; the Philadelphia Ledger, Inquirer and Record; the Pittsburgh Press, Post-Gazette, and Sun-Telegraph, the Baltimore Sun, Washington Star; the Boston Transcript and Post; the Toronto Mail and Empire; Montreal LaPresse and Star.

These reproductions are of the same size as the actual newspaper advertisements, some of which appeared in "run of paper" (that is, the first twelve pages) and some upon the resort pages.

These advertisements were created by Frank Irving Fletcher as the beginning of a series that will appear during 1928, selling Atlantic City in a different and extremely effective way. The contracts for this advertising are placed through Dorland, of Atlantic City.

The reprints of some of these advertisements were first used in a program prepared for a dinner meeting of the Kiwanis Club of Atlantic City, held at the Hotel Morton, Thursday evening, January 20, 1928, at which a representative group of prominent citizens were guests of the Club. Frank Irving Fletcher was the speaker. The Kiwanis committee in charge of the affair included William S. Emley, chairman, Philip N. Besor, William A. Faunce, Victor S. Fisher, Frank P. Gravatt, Thomas L. Huselton, George C. McAvoy, John W. Miser, James J. Murphy, Daniel J. O'Connell, Charles F. Guma, Alex Vollmer.

A little more time by the sea occasionally means a little more time on earth eventually!

Atlantic City

Is In Business

For Your Health

Atlantic City

Is In Business

For Your Health

Note: A 28-page booklet showing actual-size ads for the 1928 Atlantic City campaign was distributed to area businessmen, particularly at civic and service club meetings, to elicit support and financial contributions.
Figure 75

Accompanying support from business and railroads

ATLANTIC CITY, FEB. 14, 1928

THE HOLIDAY

Whether it was the "pulling power" of the new advertising campaign, the favorable weather, or the pent-up desire of the cosmopolite to get away, from tall for a few days, this much is certain, Atlantic City entertained its largest Lincoln's birthday holiday crowd yesterday. In dealing with resort crowd statistic one is apt to overstate, but there is no need for it in referring to yesterday's throng.

After viewing the long line of rolling chairs yesterday on the Boardwalk, one is convinced that there are thousands of urban dwellers with the time and the wherewithal to enjoy a sojourn at the seaside. All we need do is to tell them about it and to tell them often about it.

Wheeler, Atlantic City, Tuesday, February 14, 1928

ATLANTIC CITY, Rill an astonishing amount of "visitor business" yesterday for a day in February. The Boardwalk appeared to be almost as busy an a summer's day. Some Boardwalk business places seemed to be taken unawares by the demand for service, especially the restaurants. Whether the majority of the crowd came by automobile or railroard is not definitely known. Whether railroad-fares from Philadelphia and New York had any bearing upon the unusual business is likewise uncertain. But the possibilities seem important enough to warrant the serious consideration of all Atlantic City business interests. If we are indeed upon the threshold of a business spurt, no matter what its cause, we must be prepared for it in order to make the most of it. Complaining about dullness has become chronic. There is danger that sudden prosperity might find us unprepared. Let's check up now, take an account of stock and keep our eyes open. All signs certainly seem favorable.

GREATER CITY AD FUND

NOW TOTALS $114,000

HOTELS (prorated 316 a room)
- Traymore, Ambassador, Brighton
- Breakers, Chalfonte-Haddon Hall
- Clione's, Dionis, Galen Hall
- Holmehurs, Ralston, Koreans, Mark
- borough-Blunden, Morton, Penn.
- burn, Biltmore-Center, Somalite, Shil
- lume, Strand and 66
- Wiltshire .......................... ... $100,000
- Atlantic City National Bank 5,000
- Guaranty Trust Company 5,000
- Kent's Visitors' Restaurants 1,000
- Hackney's Restaurant ............... 1,000
- Venios Restaurants .................. 1,000
- Wilson's Baby ....................... 500
- Wangenroth's Market ................ 500

Total ................................ $114,000

Washington's Birthday
at Atlantic City

Washington's Birthday comes at a time when a visit to the shore is a real treat. It's a "grand and glorious feeling" in swag along the Boardwalk in that exhilarating air. So much more to see and to do than in any other place you can go.

Take a day or two extra, if you can spare the time. But if you can't, one winter holiday in Atlantic City is as good as three days at home.

Take advantage of the New Low Fares

$225 $300 $360

Good two days Good six days Good 17 days

Reading Railway System

"The South of the Boardwalk Bridge"


Note: Cooperation from the local community, the local press, and railroads was an important factor in the success of the 1928 campaign.
We believe in the future of Atlantic City.

The prosperity of the City—and the Atlantic City National Bank depend on the patronage and good will of our visitors.

The real benefits and attractions have only begun to be told.

We have this day given to the Combination Advertising Fund $5000.00 to carry on.

ATLANTIC CITY NATIONAL BANK

The Guarantee Trust Company is glad to add its co-operation and financial support to the movement so well under way to more widely announce the natural merits of Atlantic City as an ideal place for relaxation, rest and health. We have today appropriated $5,000 to the Combination Advertising Fund.

GUARANTEE TRUST COMPANY
Atlantic Avenue at North Carolina

When the Weather's at Its Worst Atlantic City's at Its Best!

This is the season of Reduced Rates at Atlantic City...but it is more especially the season of continually improving climatic advantages...rates are reduced because the traffic is lighter...yet they deserve to be higher because the climate is better...you get a lower tariff for a more salubrious temperature...the bank of winter without the bite of cold...saving money while increasing your efficiency in making it.

Advertising rates on Nature and use of the bank...adding to your physical reserves at only a nominal cost to your financial resources...using Reduced Rates at Atlantic City to improve your Financial Rating in Town!

ATLANTIC CITY

[List of names and addresses]

Atlantic City, February 10, 1928.

The Community Advertising Committee.

Ladies and Gentlemen:

Feeling the importance of your advertising campaign, for the benefit of Atlantic City, and wishing to co-operate with you in a slight measure to help carry on this wonderful drive, to sell Atlantic City and our own "America's promenade to the nation," I therefore wish to inform you that I will contribute $500 towards your fund.

I feel that it is not only a hotel man's proposition, but one that affects every business man in Atlantic City.

Wishing for your continued success, I am,

Very truly yours,

JOSEPH WAGENHEIM.

WAGENHEIM'S MARKET
7 No. Kentucky Ave.

Note: Area merchants and businesses took out newspaper ads in the local Atlantic City press to announce their support and contributions to the 1928 campaign.
Notes for a new campaign

The leading hotels of A.C. have for many co-operated in financing a campaign of advertising intended to make people think A.C. - think it so often, think it so pleasantly, that they will come to have the desire to go there and go there often.

Last year marked the advent of a new era in the history of this advertising. Copy and layout assumed a new and more distinctive form under the master touch of Frank Irving Fletcher - a noted copywriter who was retained at a princely fee to paint terse, modern, compelling word pictures of what A.C. has to offer. He has just been re-engaged for another year. Samples of his copy done the past year are to be found in the small booklet passed around.

Newspapers only are being used...for in them the advertisements can be localized. The appeal is directed to the best class of people in a limited list of large cities.

s/ Adrian Phillips

Note: A transcription of handwritten notes found on the back of a September 15, 1928 Chalfonte-Haddon Hall Hotel breakfast menu. It seems to have been prepared for use by Adrian Phillips in speeches before various local organizations, calling attention to the 1929 campaign.
Three Hours from New York
One Hour from Philadelphia
Lies a joyous retreat from the bustling business world

ATLANTIC CITY
Home of a Hundred Hotels Offering the Comforts of Home

Write to any of the following for Rates or Reservations:

MARLBOROUGH-BLENHEIM
ST CHARLES
STRAND
WILSHIRE
AMBASSADOR
BREAKERS
BRIGHTON
DENNIS
GALEN-HALL

MARLBOROUGH-BLENHEIM
ST CHARLES
STRAND
WILSHIRE
AMBASSADOR
BREAKERS
BRIGHTON
DENNIS
GALEN-HALL

- American Plan - European Plan
- Both Plans

Nothing in the world can give you quite the thrill of a promenade up and down Atlantic City's boardwalk...unless it be a horseback ride over the seawashed sands of its seven-mile beach.

ATLANTIC CITY
Home of a Hundred Hotels Offering the Comforts of Home

Write to any of the following for Rates or Reservations:

CHALFONTE-HADDON HALL
SHELBURNE
MARLBOROUGH-BLENHEIM
ST CHARLES
SHELBURNE
MARLBOROUGH-BLENHEIM
ST CHARLES

AMERICAN plan - EUROPEAN Plan
- Both Plans

If you've been hoping to try out your wings, Atlantic City's the place to make your first attempt. There is a busy fleet of seaplanes awaiting you at the Inlet.

ATLANTIC CITY
Home of a Hundred Hotels Offering the Comforts of Home

Write to any of the following for Rates or Reservations:

CHALFONTE-HADDON HALL
SHELBURNE
MARLBOROUGH-BLENHEIM
ST CHARLES
SHELBURNE
MARLBOROUGH-BLENHEIM
ST CHARLES

AMERICAN plan - EUROPEAN Plan
- Both Plans

Note: Part of the 1929 campaign which effectively painted the "word pictures mentioned on the preceding page. This particular group of ads was developed specifically for insertion in the "Christian Science Monitor".
Figure 79

A campaign within a campaign

Say "Goodbye" to the office.

Say "Hello" to Atlantic City, "We're here to enjoy your glorious autumn climate."

Atlantic City

Home of a Hundred Hotels
Offering the Comforts of Home

Write to any of the following for Rates or Reservations:

CHALFONTE-HADDON HALL
SHELBYNE
STRAIGHT
TRAYMORE
WILSHIRE
AMBASSADOR
BREAKERS
BRIGHTON
ST CHARLES
DENISS
MARLBOROUGH-BLENHEIM

a—American Plan b—European Plan c—Both Plans

What Does One Do in Atlantic City During the Fall?

One dines and dances in the brilliant hotels... one rides horseback over 7 miles of beach... one plays golf or tennis... or one just sits in the sun and glories in the beauty and majesty of the Atlantic.

Atlantic City

Home of a Hundred Hotels
Offering the Comforts of Home

Write to any of the following for Rates or Reservations:

MARLBOROUGH-BLENHEIM
ST CHARLES
GALLEN-HALL
GLASSYN-CHATHAM
HOLMHURST
WILSHIRE
AMBASSADOR
BREAKERS
BRIGHTON
ST CHARLES
DENISS
GALLEN-HALL
SHELBYNE
CHALFONTE-HADDON HALL

a—American Plan b—European Plan c—Both Plans

Nature greatly favored us when she placed the Gulf Stream near our front door. It does wonders for our climate, making sports out of doors enjoyable all the year round.

Now that it's Fall you really ought to find an excuse to come here.

Atlantic City

Home of a Hundred Hotels
Offering the Comforts of Home

Write to any of the following for Rates or Reservations:

MARLBOROUGH-BLENHEIM
ST CHARLES
GALLEN-HALL
GLASSYN-CHATHAM
HOLMHURST
WILSHIRE
AMBASSADOR
BREAKERS
BRIGHTON
ST CHARLES
DENISS
GALLEN-HALL
SHELBYNE
CHALFONTE-HADDON HALL

a—American Plan b—European Plan c—Both Plans

Note: Continuation of the 1929 campaign. This portion of the series focused on the benefits of a fall vacation to turn what might be considered the "off-season" into a "value-season". It was, in effect, a "campaign within a campaign".
Twenty Stops and Starts for 1930

STOP GAMBLING . . . Start Working
STOP DREAMING . . . Start Doing
STOP COVETING . . . Start Earning
STOP WORRYING . . . Start Smiling
STOP PLODDING . . . Start Playing
STOP HATING . . . . . Start Liking
STOP REGRETTING . . Start Forgetting
STOP WHINING . . . Start Winning
STOP AGING . . . . . Start Growing

STOP AT ATLANTIC CITY
AND START NOW!

ATLANTIC CITY

Home of a Hundred Hotels Offering the Comforts of Home
Three hours from New York: via Central Railroad of New Jersey
(Blue Comet service) from Liberty Street or 32nd Street Stations, or
via Pennsylvania Railroad, (Pullman service) from Pennsylvania Sta-
tion or Hudson Terminal. Further information from local ticket agents.

TRAYMORE-A-E
BRIGHTON-A
DENNIS-A
GLASLYN-CHATHAM-A
CHALFONTE-HADDON HALL-A-E
ST. CHARLES-A
LAFAYETTE-A
SEASIDE-A-E
MORTON-A
STRAND-A-E
MARLBOROUGH-BLENHEIM-A-E

A—American Plan
E—European Plan
A-E—Both Plans

Write to Any of the Above for Rates and Reservations

© COPYRIGHTED. P. 14, 1930

Note: As a prelude to the 1930 campaign, area business firms
were sent tearsheets describing the forthcoming program.
FIVE FAMOUS HOTELS

On the Boardwalk

...offer to the winter visitor perfection of accommodations in the central, most colorful section of the oceanfront, with matchless service, palatial appointments and appealing cuisine.

Extensive sun decks and solaria for healthful sunbathing — spacious lounges — sea water baths — cards, concerts, dances and individual features.

ATLANTIC CITY

Your inquiry will be welcomed by each of the following, Rates by day, week or season will be sent, with booklets, upon request.

TRAYMORE - MARLBOROUGH-BLENHEIM
DENNIS - CHALFONTE-HADDON HALL - BRIGHTON

Apply to Local Railroad Office for Special Round Trip Rates

THE BEACHES - THE BOARDWALK - THE OCEAN - THE PIERS
THE SHOPS - THE ROLLER CHAIRS - THE LINKS - THE SPORTS
THE THEATRES - THE BOATS - THE RY'S - THE BATHING

The Cool Summer Climate

Why hesitate? Compare Atlantic City’s features with those of any other resort. Nowhere are they so varied and complete. Nowhere are you so certain to find your favorite diversions... Decide now on...

ATLANTIC CITY

Your Guarantee of a Perfect Vacation

The following leading houses are all directly on the Boardwalk, overlooking the sea. They offer the finest hotel accommodations — sea water baths, sun decks and solaria, surf fishing facilities and individual entertainment features.

CHALFONTE-HADDON HALL - BRIGHTON - DENNIS
MARLBOROUGH-BLENHEIM - TRAYMORE

Kindly Write or Phone for Rates and Reservations

Relieve the Tedium of a Long Winter...

Repair the irreparables of last year's work and worry... renew the energy consumed in keeping everlastingly at it... bring mind and body back to normal in no time. Wonderfully Pestal climate warmed by the Gulf Stream and brightened by the sun... the Boardwalk to stroll on... shops, shows and displays to visit... sun decks to lounge upon... golf, riding, roller chairing and countless entertainments.

ATLANTIC CITY
Write These Leading Boardwalk Hotels for Rates and Reservations
CHALFONTE-HADDON HALL
BRIGHTON
DENNIS
MARLBOROUGH-BLENHEIM
TRAYMORE

TAKE THE OPEN ROAD TO SPRING

A hard winter is over. The marvelous sea wide, smooth and inviting — waiting to lead you to Spring's revelation... through miles of greenery, landscapes of budding trees and flowers... safety and surety to unforgettable delights beside the oceanic sea.

There's the Boardwalk — never more alluring. And its piers, shops, theatres, piers and exhibits. The beach for a horseback ride or sunbath. Golf on famous courses. Sun deck streamer chairs and Boardwalk roller chairs. Dancing and varied entertainment. Come Now! Step on the Gasp... Bring the Family!

Atlantic City

The following Boardwalk hotels, world famed for their accommodations, service and facilities, offer sea water baths, splendid cuisine (seafood specialties), musical and varied entertainment.

MARLBOROUGH-BLENHEIM
TRAYMORE
BRIGHTON
DENNIS
CHALFONTE-HADDON HALL

Write for Rates and Reservations

Atlantic City

Horse Show

Presenting in the world's largest auditorium America's finest thoroughbreds, leading riders, hunters and jumpers... thrilling exhibitions by Troop F, Third U.S. Cavalry, Fort Myer, Va., and Inter-Army competition between National Guard and Reserve Corps units. Horseback riding on the beach. And a multitude of Spring attractions — Boardwalk roller chairing, golf, fishing, etc.

Come Now! Stay for the Show
May 10-17-18-19

Atlantic City

Note: The 1934 campaign had fewer participating hotels but more coverage and frequency. This series of 52 ads (one for each week), some available in both one and two column format, were placed in such major metropolitan newspapers as the "New York Herald Tribune" - and when appropriate, were positioned on the "Social Page".

The ads were primarily aimed at promoting the seasons, holidays, and such special events as horse shows, fashion previews, and indoor college football.

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Figure 82

"Piggyback" co-op advertising

THE MONTGOMERY ADVERTISER

Atlantic City

The World's Premier Health and Pleasure Resort

Offers now, and until late October, a delightfully cool and healthful seashore climate... for the greatest summer vacation season in history... an unparalleled variety of sport thrills, interests and diversions... comfortable living at economical cost.

Boating & Fishing

★ There's no end of variety—pretty existence, sailing craft and speed boats for trips to sea, along the coast, through bays and peninsular waterways... deep sea fishing, surf casting, angling in bays and streams.

Golfing

★ Female courses in the park of one, in the other, 18 to 27 holes each, community famed by cool sea breezes. Green greens. Recreational fields and rich house changes. Also Tommie—24 municipal courts, before squash courts.

Hotels & Cottages

★ Houses comprising every type from the Beach in the world in the modern provisions of the private boarding house—all amenable. Previews rooms, sport cars and carriages (furnished in uniform—wheel—window)—modem stove—period. Never been—restoration—moderate prices.

Amusements

★ Everything for everyone—Vaudeville—Boxing pictures... celebrated orchestras and dance bands... yacht, race and ocean personalities... arts... cinema... fancy entertainments... dances... fast trains... pleasant motoring... lumber... pictures... tennis... baseball....

MARRIAGE, Mayor

Atlantic City, N. J.

Beach Cabanas

★ Adding a commercial touch to the ever colorful beach, the newly arranged and landscaped cabanas, choicely and shade provided... sun and rain from the sea's direct rays... safe place to the world for children.

Boating & Fishing

★ There's no end of variety—pretty...existence...sailing craft and speed boats for trips to sea, along the coast, through bays and peninsular waterways... deep sea fishing... surf casting... angling in bays and streams.

Golfing

★ Female courses in the park of one, in the other, 18 to 27 holes each, community famed by cool sea breezes. Green greens. Recreational fields and rich house changes. Also Tommie—24 municipal courts, before squash courts.

Hotels & Cottages

★ Houses comprising every type from the Beach in the world in the modern provisions of the private boarding house—all amenable. Previews rooms, sport cars and carriages (furnished in uniform—wheel—window)—modem stove—period. Never been—restoration—moderate prices.

Amusements

★ Everything for everyone—Vaudeville...Boxing pictures...celebrated orchestras and dance bands... yacht, race and ocean personalities... arts... cinema... fancy entertainments... dances... fast trains... pleasant motoring... lumber... pictures... tennis... baseball....

MARRIAGE, Mayor

Atlantic City, N. J.

Beach Cabanas

★ Adding a commercial touch to the ever colorful beach, the newly arranged and landscaped cabanas, choicely and shade provided... sun and rain from the sea's direct rays... safe place to the world for children.

Note: This co-op ad was "piggybacked" alongside an ad from the city in a 1934 "spread" in an Alabama paper.
Advertising to different markets for the same season

**ATLANTIC CITY**

**PARTICULARLY POPULAR WITH CANADIANS DURING SEPTEMBER AND OCTOBER**

Bright, sunny days -- best in the year -- favored with a healthful, restful climate... beach and boardwalk -- brighter and more attractive than ever -- comfortably peopled with visitors seeking and finding, rest and recreation in ideal surroundings.

Summer's best features continue surf and sun bathing into October from beaches made gay with bright shade chairs and cabanas (life guard protection), golf in the invigorating ocean air; tennis, fresh water and deep sea fishing (arrangements made for trout season, Sept. 1-10; tuna and delphine in abundance), sailing and motor boating; gaming in seasons; airplanes, horseback riding.

Boardwalk -- roller chairs, ocean pier entertainments, a dozen theatres, country club shops, games, exhibits, restaurants, clubs and cafes.

Modern hotels in all locations offer interesting autumn rates. Names, apartments, rooms and cottages at moderate rents Up-to-date shopping districts. Real estate opportunities.

Low round-trip fares by train, bus and air. Paved through highways from every section. Friendly, Courteous Exchanges. HARRY RUSSEL, Manager.

**SATURDAY NIGHT**

THE CANADIAN ILLUSTRATED WEEKLY

TORONTO - CANADA

**A COOL SUMMER CLIMATE—**

**SURF AND BEACHES—AND**

The Famous Boardwalk

**ATLANTIC CITY**

The following leading houses offer the finest of beachfront accommodations...exceeds at nominal cost; provide sea water baths, cabana service, bathing facilities, delicious cuisine and special individual features.

Write or phone for rates and reservations.

DENNIS * CHALFONT-HADDON HALL * BRIGHTON

MARLBOROUGH - BLEINHEIM * TABMORE

Apply to Local Railroad Offices for Special Round-Trip Rates

Note: The same season can appeal to different markets for different reasons. This marketing concept was used in these 1934 ads to promote late summer and early fall to both the Canadian market seeking warmer climates; and to the southern USA market looking to escape the heat by finding "A Cool Summer Climate".

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A proposal to change advertising campaign style

Advertising ATLANTIC CITY......

The Problem: The objective of the campaign would primarily be to develop business for the months of January, February and March - an extremely short period.

The Proposed Campaign: A concentrated schedule of insertions in the newspapers of our major winter market areas - metropolitan New York, Newark, New Haven, Hartford, Providence, Metropolitan Philadelphia, Baltimore, Washington, Pittsburgh and Wilmington Wilkes Barre, Scranton, York, Binghamton, Syracuse, Rochester and Albany - supplemented by insertions in the Wall Street Journal, The Christian Science Monitor, Time, Newsweek, and the New Yorker. The newspaper advertising to be run-of-paper or preferred position, but not on the resort page - because the objective is to stimulate action when the reader is not planning a trip. In other words, to intercept them and persuade them that a few days at Atlantic City are what they need. Multiple small advertisements (15 - 20 lines single column), each with a different reason-why, to appear Tuesdays and Thursdays in the same paper on the same day together with a standard schedule alternating possibly 50 lines double column and 70 - 90 lines single column. No two papers in the same city carrying ads on the same day...No art-work, just distinctive type layout that gets the message across in punchy fashion. The bulk of the funds to be expended in January but with some good schedule running in February tapering off in March.

Copy: Directed to the benefits to the individual, the convenient accessibility and the always alluring salt-air, the fascination of the ocean and the abundance of sunshine; action copy - with the residual benefit of a goodwill feeling of friendly interest that serves to keep Atlantic City in their mind.

Reason-why copy, appealing to logic, emotions, health, pride, comfort, convenience, luxury, fun, entertainment, etc.

No Signatures: The advertising message should occupy the space without using any of it for listing the names of the subscribing participants. It could carry a line "for information write --- a central address...or whatever.

Observations: The general economy in our major market area is remarkably good. Many are working under lot of pressures - and many thousands, who despite desire and financial ability, find it impossible to travel to more distant places, and yet know that they need brief respite from their regular daily activities. Proximity and ease of access make Atlantic City the logical place to go. There are other thousands who have anniversaries, birthdays, honeymoons, re-unions or other special occasions that could best be enjoyed in Atlantic City. Then there are other thousands who have need of the healthful benefits to be derived here for recuperation - and as "preventative medicine" - and then there are many who have suffered a bereavement and need the solace of the sea to re-orient themselves after their loss...There is a tremendous and constant substantial potential that can be sold - if we reach them with meaningful messages that appeal to them as meeting their need....The milder climate - no snow on the Boardwalk. The good salt air, sunshine and ocean spaces all have basic appeal, while the attractions of the Boardwalk and fine hotels are all persuasive.

Note: A typed draft by Adrian Phillips stating the objectives of a proposed new cooperative promotion campaign, with changes in the graphics style and the elimination of the names of the participating hotels. This evidently was approved, as shown by the samples on the following page.
Figure 85

The "new look" of the 1937 campaign

Note: An entirely new look was presented in the 1937 campaign which eliminated the names of the hotels and used partial "reverse plate" printing to gain attention. Also, the ads showed people "doing things". There's a subtle difference in the two rolling chair ads; the slight changes in the woman's dress, according to the seasons when the ads were placed.
Figure 86
Market research responses

Note: In support of the 1937 campaign, market research questionnaires were distributed to guests asking them to evaluate the city and the hotels. All responses were catalogued – and the above is a sampling of some of the pluses and minuses.

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A Word of Auction Caution

Prompted by many instances of remorse and regret brought to our attention by our guests, we suggest caution in connection with auction sales.

Impulse and mass psychology so frequently overcome conservative good judgment, leading to purchases under circumstances foreign to normal buying. Bidding on high priced merchandise at auction is hazardous. Even experts buy at auction only where they have had the opportunity to carefully examine and compare merchandise before the sale.

It's dangerous to try to outsmart the auctioneer!

The Management.

Note: There's an old saying to the effect, "Advertising Promises; Operations Fulfills". Hotels and business firms aided in the follow-up to the advertising campaign by distributing courtesy campaign booklets to employees. Messages were also available in poster size to be put up on employee bulletin boards. Unfortunately, there were certain types of enterprises whose negative practices and attitudes were the subject of numerous complaints. Some hotels responded by issuing caution notices.
Figure 88

Introduction of coupon advertising

Note: The major innovation of the 1938 Atlantic City campaign was the introduction of "coupon advertising"; fulfilling the last step of the famous AIDA Formula: Action (make it easy for the reader to respond or reply).
Always... Something To Do

Thousands of people come to Atlantic City Summer after Summer looking for something different... they find it never monotonous but eternally new!... no single Summer can exhaust its attractions, and the virtues of its climate have made it a four-season resort... always something to do, something to see, somewhere to go... always the glitter and glamor of its great hotels... always the life and color of its interminable shop-studded Boardwalk!... always the sea!... always cool!... always open!

No matter what kind of vacation you're looking for, you can find it at Atlantic City... Recreation for the Fit!... Recovery for the Frazzled!... Rest for All Concerned!

Note: The "101 Attractions" folder was sent in response to inquiries generated by the ad coupons shown on the previous page.
Note: These examples of a special 1938 Atlantic City campaign were targeted at the "health and fitness conscious". The word "Vitozone" was coined, as the first ad indicates, by combining the first three letters of the word "vitamin" with the word "ozone". (Today, one might tend to be just a bit skeptical of the scientific accuracy of the purported benefits touted by the "double tonic"...but back in the good old days, it certainly seemed to make sense.)
Note: Moving past the war years and into the early 1950s, the campaigns took on yet a different look. An interesting addition was the "ad within an ad" full-page spreads placed by the Chamber of Commerce in the local papers to inform the community of the type of advertising being presented in the key markets. The ads also appealed to all readers for contributions, "For the good of All".
An appeal to re-start the community campaigns

Note: Bringing the Atlantic City "case study" to its conclusion for purposes of this study, the above 1956 article indicates that the co-op program had evidently run its course, but that there was interest in formulating new coordinated promotional activities. And as you'll note, Adrian Phillips is mentioned right at the very start. (At that time, however, Mr. Phillips had a full-time position as the Executive Vice President of the Hotel Sales Management Association - and, incidentally, your author was finishing his first of 35 years with HSMA).
Other Co-Op Programs:

Atlantic City, of course, was not the only area where hotels, local businesses, and municipal government banded together to promote the destination.

If anything, success was bound to create imitation; also, other parts of the world could face the same challenges and independently arrive at their own cooperative promotion concepts. The excerpt on the next page (Figure 93) is from a 1937 report of a meeting on co-op proposals for promoting holiday vacations at resort hotels in England.

The page following that (Figure 94) show some examples of a 1947–48 New York City promotional program, featuring a cooperative ad and the cover of a folder sent out by the New York Convention and Visitors Bureau.

In summary, the keys to why Atlantic City (as well as other destinations) was successful in destination promotion efforts was due to the combined impact of a number of key factors: the outstanding cooperation from the community (not just hotels), the aggressive placement of highly visible (Figure 95) ads, the professional approach to designing the ads (both copy and artwork), and the high "recognition and recall" factor on the part of the readers.
CO-OPERATIVE ADVERTISING OF
HOLIDAYS

Discussions at Health and Pleasure Resorts
Association's Meeting

Co-operative advertising of holidays, the distribution of school holidays over the summer months, and the matter of fees payable to Army bands, were subjects of discussion at the annual meeting on Wednesday of the Association of Health and Pleasure Resorts. Alderman V. R. Tattersall, of Southend, was in the chair.

In his address as Chairman, Mr. Tattersall said that at the time of the last annual meeting, among the matters in suspense was that of the removal of the restrictions suffered by holiday resorts in advertising their attractions.

Advertising in the British Isles.

Particulars were circulated among the members in July last of a scheme whereby holiday resorts could set aside for local expenses a portion of the money which might be raised by them under the Local Authorities' Publicity Act, 1931, for advertising overseas, thus augmenting the amount available for advertising in the British Isles.

Co-operative Advertising

On the matter of the proposed co-operative advertising of holidays, the Hon. Secretary, Mr. R. E. Goldspink, said that the problem was to persuade the British public to become more "holiday-minded" by the use of slogans and similar propaganda. It was proposed, and later agreed, to appoint a special Committee -- the Publicity Committee -- consisting of representatives of or men connected with advertising departments, which would submit a scheme for the approval of the Executive Committee.

From "The Municipal Journal & Public Works Engineer"
January 29, 1937
Published in England
Figure 94

Cooperative advertising in a large metropolitan area

THE HOTELS
OF NEW YORK CITY
invite you for a
Wonderful
Weekend!

COME AND ENJOY A WONDERFUL WEEKEND IN FRIENDLY NEW YORK - the greatest city in the world. Make your headquarters at one of New York's better hotels where you will be close to theaters, movies, shops, night clubs, parks, churches, museums, and within easy reach of baseball games, racetracks, golf courses, amusement parks and beaches.

It doesn't cost a fortune to visit New York. There is a wide range of prices on hotel accommodations and many of the city's exciting attractions are entirely free - including a variety of concerts, museums, radio and television shows.

Weekends are perfect in New York. The city isn't overcrowded and good accommodations are always available at many of these hotels. But to be sure of securing accommodations at the hotel of your choice, we suggest making reservations in advance. Plan now for the whole family to enjoy a wonderful weekend in New York - there's fun for everyone.

New York has everything!

MAKE YOUR HEADQUARTERS AT ONE OF THESE BETTER HOTELS

Central Park Zone
Boulevard Plaza - Hotel Universe - Park Inn

Grand Central Zone
Monte Carlo - Belmont - Bel-Air Plaza
Belvedere - Congress - Lexington
New Yorker - Regent - Sherry

Pent-Zone
Countryside - McAlpin - New York

Park-Madison
Remland - Stevens - Tower

Times Square Zone
Linde - Hotel - Plaza - Pennsylvania

PACKED WITH HAPPINESS
Send today!

QUARTERLY CALENDAR OF EVENTS IN NEW YORK CITY, DEC. 1947 THROUGH FEB. 1948
Published and Distributed free to prospective and regular visitors by THE NEW YORK CONVENTION AND VISITORS BUREAU, INC. 273 BROADWAY - NEW YORK CITY - NOVEMBER 1947

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Note: In the intense "clutter" of a full page of classified directory advertising, good design and layout can make an ad stand out from the rest and catch immediate reader attention.
due to exposure of a wide variety of coordinated selling messages aimed directly at them each week of the year.

These are all factors, incidentally, which were also successfully adapted and followed by many hotels and resort properties on their own.

**Display Advertising**

Display advertising is closely allied to print in that some of its forms, such as posters and car cards, may in fact be "blow ups" of newspaper or magazine ads (Figure 96).

Much of the display advertising was (and still is) done off-property (externally), and includes billboards, outdoor signs, transportation vehicle signs, and posters which were often placed in highly-trafficked areas such as store windows and in transportation terminals (Figure 97). Many of the earliest recorded signs, generally wood-carved, were used mainly to identify the property, such as illustrated in Figures 98 and 99. (Today's counterpart would be the huge neon signs placed on the side or top of a property, and usually containing the logo or signature of the hotel.)

Display advertising then, as now, would not be considered a primary promotional tool; its two key purposes were informational and directional (Figure 100).
A poster reprint from the December 1909 "Country Life In America"

Free from climatic extremes, and whole-some in every respect.

PINEHURST
NORTH CAROLINA

The Centre of Winter Out-of-Door Life in the Middle South
The only resort having three Golf Courses, all in perfect condition.

Livery of Saddle Horses.
Six Tennis Courts.
Model Dairy.
Trap Shooting and Pigeon Ranges.

No consumption received at Pinehurst.

Source: Melody Dossenbach, Communications Manager, Pinehurst Hotel & Country Club, Pinehurst, NC.
Figure 97

A winter promotion poster

Note: Because the property was owned by the railroad, posters such as these were readily placed in train stations as well as travel agencies and similar outlets.
Figure 98

The 1668 Boar's Head Inn sign, Great Eastcheap, England
Figure 99

Sign on the Old Queen’s Head, Islington, London, circa 1820
Figure 100

1929 outdoor signs, designed to quickly inform and direct
Broadcast Advertising

Broadcast advertising has a relatively short history, since radio didn't become popular until the late 1920s and television, for all practical purposes, wasn't common until the beginning of the 1950s.

However, in certain areas of the country, many of the radio programs in the 1930s and early 1940s, particularly musical ones featuring "big bands", originated from hotels who were in effect, their co-sponsors (Figure 101). The telephone number of one famous New York City hotel (then the Hotel Pennsylvania - later the Statler Hilton) has even immortalized in one of the most famous swing tunes of that era, "Pennsylvania 6-5000".

The early 1940s saw some initial use of motion pictures as an promotion vehicle for hotels (Figure 102); though costs (both production and duplication) minimized any widespread usage. The advent of videotape has now made it extremely feasible for hotels to use video, not only for potential broadcast advertising, but for personal and direct mail distribution. (And while production costs are still somewhat high: rough rule of thumb is $750-1,000 per finished product minute, "dups" can be easily made for around $2.00 each for the complete tape!)
GREATER MIAMI GREETER

WIOD

"Wonderful Isle of Dreams"
Associated Station
National Broadcasting Company
Frequency Kilocycles, 1300
230.6 METERS
PHONE M. B. 5-1300

SUNDAY
Evening Program
6:00 Twilight Tales for the Little Folks.
6:30 Blackstone Dinner Concert.
7:00 Hero's of the World" (NBC)
7:30, Hal Kemp, Coral Gables Country Club
8:00 Enna Jetlick Melodies (NBC)
8:15 Capitol Theatre (NBC)
8:30 Chase-Sanborn Hour (NBC)
9:00, Hollywood Beach Hotel Recital
9:30, Roney Plaza Hotel Program
10:00, Dr. Elisha King
10:30, Spanish Musical Tours
10:45 Dr. Seth Parker.
11:15 The Deauville, Emile Coleman's Orchestra.
12:00 Hollywood Golf and Country Club—Ernie Golden and his orchestra.

MONDAY
Evening Program
6:30, Pan-Am Boys, Two Pages of Harmony
7:00, The Pepsodent Program, Amos 'n Andy (NBC)
8:00 Firestone (NBC)
8:30, Ingram Shavers (NBC)
9:00, Hal Kemp, Coral Gables Country Club
9:30, Hollywood Beach Hotel Program
10:00 Stromberg-Carlson (NBC)
11:00 Roney Plaza Program.
11:30 The Deauville, Coleman's Orchestra.
12:30 Montmartre Club, Jerry Freedman's orchestra.

Note: Six of the last seven programs on the Monday schedule of this NBC affiliate originated from Miami area properties.
Source: Greater Miami Greeter, February 2-8, 1930.
Hotel Sales Managers Hear Cole on Value Of Motion Pictures

New York City—The advantages and techniques of employing motion pictures to promote hotel business were examined from all viewpoints at the regular monthly meeting of the New York Hotel Sales Managers' Association, held at the Hotel Biltmore on Monday evening, January 13. The guest speaker, George H. Cole, president and general manager of King Cole Sound Service, Inc., told how projection service companies help hotels by eliminating difficulties with equipment, municipal regulations, labor unions, and other factors which are apt to intervene.

"The use of industrial motion pictures by various companies and groups has helped to create hotel business which otherwise would not exist," Mr. Cole declared. "One large insurance company alone puts on a movie 10 different times a month, in one New York hotel. A recent picture which this firm produced, dramatizing the life of its president, was so successful at its New York showing that it was exhibited in hotels all over the country. Each showing produced a flow of business for the particular hotel, and in many cases substantial rentals were paid.

"Conventions are using more and more films, particularly in connection with exhibits. At one medical convention in this city our company projected 74 different pictures, not counting slides."

To demonstrate the promotion value of movies depicting hotels, Mr. Cole told how one experimental film about a certain Adirondack skiing resort was exhibited 15 times in New York last year—and resulted in four bus-loads of customers for the exhibitor. "This year," he said, "films are a definite part of the advertising budget, and a much wider use will be made of them to attract reservations."

Mr. Cole's address was followed by a showing of the film, "El Mirador," depicting the Palm Springs hotel and its appeal to guests. Robert F. Warner, president of Robert F. Warner and Associates, who represents the hotel, said that 10 copies of the technicolor film are being exhibited throughout the United States.

F. Burton Fisher, president of the national body and assistant manager of the Plaza, spoke briefly at the opening of the meeting, urging everyone present to attend the H.S.M.A. convention in Boston, May 13 to 16.

The meeting was conducted by the president of the chapter, Walter D. Cleary, director of public relations of the Commodore, who named Robert F. Quain program chairman for February.

Note: This January 18, 1941 article in the Hotel World-Review discussed the potential uses of motion pictures by both convention groups and the hotel industry.
Some pioneering efforts in the use of both radio and TV for both advertising and publicity began in the 1950s, and Figure 103 shows an example of each.

**Direct Mail**

One of the oldest and commonest forms of communications is through the written word (or symbols representing them). Clay tablets, beaded ropes, papyrus, and other means of conveying messages were used thousands of years ago.

Later, handwritten communications were carried by all types of couriers; including runners, pony express riders, stagecoaches, and trains. But the postal system as we know it didn't really start until three key inventions came about: the printing press, the typewriter, and an international system using government printed stamps. These innovations allowed what was once a one-to-one message transfer to become a mass-production communications medium highly suited to both individual and volume promotional activities. (And today, this promotional process is specifically called "Direct Mail Advertising").

Unfortunately, as is the case with some of the other promotional methods, little has been recorded of early examples of business solicitation by direct mail. This partially stems from the fact that, similar to personal selling, many hoteliers in the days prior to the 20th century
Early 1950s examples of hotel radio and TV promotion

There are many occasions when an alert hotel management can find an excuse to crash a TV show with its resulting national publicity. The Hotel New Yorker in New York recently made it when Mrs. M. E. MacKenzie, seated left, telephone department manager, and General Manager Gene Volt discussed the functions of a telephone department with Mike and Buff Wallace on their CBS TV show. Also Sid Krofft, artistic puppeteer who stars in the hotel's Terrace Room ice revue, reenacted his nightly performance on a special set.

How Sheraton Hotels Promote Food Sales through Radio

One of the best ways to promote local food business is by having the chef or some member of the staff appear on a local radio or TV station.

considered "asking for business" a form of begging beneath their dignity.

However, in many European and American resort areas, there was wide usage of postcards during the late 1800s and early 1900s to promote holidays and special weekends. These were usually sent to regular patrons or favored clientele, often with a handwritten message from the owner or general manager (Figures 104-106).

Postcard "art" became rather fanciful (Figure 107) - and also helped popularize innovations in art design and style (Figure 108).

One specific promotional advantage of postcards over regular letters is that they were often saved, passed around to other people, and repeated looked at as "vacation reminders". (In short, they had a long "shelf life", which with today's "card collection" craze, has been extended even further as there are thousands of people who collect old hotel and vacation area postcards.)

And another significant aspect was the fact that the guest in effect acted as a referral "salesman", often purchasing the cards, paying the postage, and directly recommending the property to their friends.
Figure 104
Postcard weekend promotion, 1901

Note: An early extended-weekend promotion. Since a holiday fell on a Tuesday, the owner, Herr Panhans, suggested to his contacts in Vienna that they take Monday off from business and come up for a four-day weekend.
Source: Eduard Aberham, Direktor, Hotel Panhans, Semmering, Austria.
Figure 105

Easter promotion, 1892 postcard mailing

Source: Eduard Aberham, Direktor, Hotel Panhans, Semmering, Austria.
Figure 106

New Year's promotion mailing, 1902

Source: Eduard Aberham, Direktor, Hotel Panhans, Semmering, Austria.
Figure 107

Artistic liberty in postcard design

Note: This 1904 postcard featured a palm tree, in the midst of the Austrian alps! Source: Eduard Aberham, Direktor, Hotel Panhans, Semmering, Austria.
Figure 108

Art deco postcard design

Note: This color-litho art deco design was popular in the 1920s and 1930s - and gained a widespread revival, particularly in magazine advertising, some 60 years later. Source: Eduard Aberham, Direktor, Hotel Panhans, Semmering, Austria.
Resort hotels could use a picture of the property and the scenic surroundings as visual sales tools. But because of their location, city hotels were limited pictorially, and thus began utilizing the backside of the postcard to convey very specific printed selling messages, often directed at specific types of potential guests, as illustrated in Figure 109.

**Collateral Materials**

Collateral materials form a key component of direct mail advertising. They include folders, brochures, booklets, newspaper and magazine reprints, notices, pamphlets, and other smaller printed items items often termed "envelope stuffers".

Today's larger properties may use 36 or 48 page $8\frac{1}{2}$ x 11" 4-color (and even 5 and 6 color) brochures, printed on varnished stock using a high speed computerized 7-color press. And such highly sophisticated collateral can cost as much as $15-20 each to produce.

However, in the days before modern production technology, collateral materials (particularly folders and brochures) were generally printed black on white stock (or some other single color, such as brown on tan or blue on white). It wasn't until the end of World War II that the 4-color brochure became affordable and widely used throughout the industry.
City Hotel postcards from the early 1900s

Source: Elizabeth Moyer Clist, Clist Consulting, Washington, DC
City Hotel postcards from the early 1900s

SEVILLE ROOF GARDEN
Beautifully planned, with flowers and shrubbery, giving country atmosphere.

When in New York make The SEVILLE your home whether day, week or month

Single & Bath, 3.00
Double & Bath, 5.00 up
Special Monthly Rates

A Modern Hotel with a homelike atmosphere operated by its owners and noted for its comforts not equaled anywhere.

Excellent Restaurant, Bar, Grill

Visit The Seville Foyer, Writing Room and Palm Garden, noted for spaciousness, congenial atmosphere, and its works of art by world famed artists.

SEVILLE FOYER

THE ONLY MEDIUM-PRICED HOTEL ON BROADWAY

Broadway Central Hotel
NEW YORK
Broadway at Third Street

AMERICAN PLAN, $2.50
EUROPEAN PLAN, $1.00

Source: Elizabeth Moyer Clist, Clist Consulting, Washington, DC
City Hotel postcards from the early 1900s

Source: Elizabeth Moyer Clist, Clist Consulting, Washington, DC
City Hotel postcards from the early 1900s

HOTEL YORK, NEW YORK CITY,
36th Street and 7th Avenue

DAILY RATES
Room with Running Water (for one) ........... $1.50
Double Room with Running Water (for two) .......... $2.50
Room with Private Bath (for one) ........ $2.00-$2.50-$3.00
Double Room with Bath (for two) ........ $3.00-$3.50-$4.00

NO HIGHER RATES
SPECIAL WEEKLY RATES

Source: Elizabeth Moyer Clist, Clist Consulting, Washington, DC
Note: These postcard mailings were specifically targeted at certain market segments, such as the commercial traveller, the "extended stay" guest, and students and faculty. Source: Elizabeth Moyer Clist, Clist Consulting, Washington, DC
The following pages illustrate a variety of different styles of folders and brochures used for a variety of purposes in the late 1800s/early 1900s.

* American city hotel folders, which primarily featured an exterior shot of the property on the cover. (Figure 110).

* International hotel folders, which often tried to show people "in action" - and were among the first to use color. (Figure 111).

* Several resort folders featuring fancy design and flowery copy approaches. (Figures 112 and 113).

* A Canadian resort folder which talks directly to the reader in terms of user benefits (Figure 114).

* City folder using pen and ink sketches (Figure 115).

* A folder designed for the "rest and recreation" market (Figure 116).

* An unusual "simplified spelling" copy approach (Figure 117).

* Seasonal opening folders: One of the more common of collateral materials by seasonal resorts (Figure 118).

* Four contrasting "copy approaches": A formal, highly-stylized city hotel brochure (Figure 119), a "how to" conversational style city hotel folder (Figure 120), a photo with captions resort brochure (Figure 121), and a highly informal, "conversationally breezy) resort booklet (Figure 122).
Figure 110
City hotel folders
Figure 111

International city and resort hotel folders
Resort folder design style, 1896

Source: Stephen P. Barba, President, The Balsams Grand Resort Hotel, Dixville Notch, NH
Figure 113

Folders with flowery "memory-evoking" copy

Lake Minnewaska

Fifty-Second Season
1939

THE FOLDERS HOUSE
THE CAMP HOUSE

GEORGE H. SHETLOW, JR., P. 165.
MINNEWASKA, CLINTON COUNTY, NEW YORK

Lake Minnewaska

Skyland Realm of the Spirit of Youth

PETER PAN...how to us but remembers his existing fairyland of perpetual youth, marked on wings of beautiful thoughts! How refreshing is Burro's nearly modern tale! But was his Never Never Land, after all, wholly fanciful? Or do spots exist today where the spirit of youth awaits even finite humans?

For answer, we need but turn to untold thousands from the great metropolises...folk who, for fifty years past, have known and enjoyed, almost at their door, days, weeks or months of care-free rest and wholesome pleasures. With a Peter Pan yardstick, let us measure to their fountain of youth.

S O NEAR to New York City that the tides of the Atlantic swell the bosom of the lordly Hudson in the nearby valley...at a single station in the four score and ten miles from the great metropolis...L AKE MINNEWASKA.

On the practical wings, thus, of real convenience, shall we explore our island realm?

Pullman car, river steamer, automobile...it matters not by which we start; for we shall finish pleasantly in our own car or in that of our hosts, rolling upward over the fine, new state highway, MINNEWASKA TRAIL.
Better Railroad and Steamship Service for 1924

From Central Wharf, Boston, the splendid Boston-Yarmouth Line S. S. "Northland," just remodelled with 230 staterooms and space for 30 automobiles, will operate with ships already in service, daily, except Saturday.

From Yarmouth what the NEW "FLYING BLUENOSE" EXPRESS, to Digby in 2 hours, completes the best service ever offered in Nova Scotia.

Check baggage to Imbertville Station—50 feet from Harbor View limit—where all trains stop, except "Bluenose." Passengers by "Bluenose" will be met by Harbor View auto at Digby, or elsewhere, if desired.

Travellers who dislike a short sea trip at night (16 hours from Boston), may take B & M R R trains from North Station, Boston, to St. John, N. B., thence to Digby (3 hours) by S. S. "Empress" (Auto space on "Empress" limited to 16 cars).

Automobile tourists may obtain information as to routes, maps, etc., by writing A J Campbell, Secretary Nova Scotia Publicity Bureau, Halifax, N. S.

The Dominion Atlantic Railway Office and Information Bureau, 12 Milk St., Boston, will gladly furnish further information.

All stateroom and auto reservations should be secured in advance.

Write

Wm. Cossaboom, Harbor View,
Smith's Cove, Digby Co., Nova Scotia

NO PASSPORTS REQUIRED.

Source: Philip Webb, Innkeeper, Harbourview Inn, Smith's Cove, Digby County, Nova Scotia, Canada
A benefit-oriented pictorial folder

New Features at Harbor View.

An Electric Light Plant—all night service for buildings, grounds, and private bungalows throughout the colony.

A Salt-Water Swimming Pool, 60 x 100 feet, on the beach, water changed every tide.

A Fine Annex, wide verandas, large airy rooms with private bath, electric lights, and the comforts of modern families or individuals not requiring private cabins.

A Wilderness Camp, completely furnished cabin at Sixth Lake, separate cabin for guides, deep in the woods, and accessible in 3 hours from Harbor View by auto and canoe.

A Large Dancing and Amusement Pavilion, excellent shows and good orchestra.

The Harbor View House and its Bungalow Colony is distinctly different from any other resort in Canada. From its inception 24 years ago, a carefully exercised policy of soliciting only the most desirable class of patrons has resulted in an entire colony of people with whom it is a pleasure—even an honor—to associate. With 39 private cabins already occupied, and a picturesque rustic chapel erected by the summer guests; with nearly 2 miles of water frontage on the famously beautiful Annapolis Basin, and dense woods in the background; with a broad view of unsurpassed charm over the Basin, Digby Gap, the Bay of Fundy, Beaman's Mountain, and the distant Grandville shore; with the sweeping Fundy tides, the wonderful kaleidoscopic changes of atmosphere, and the incomparable sunsets; with the delightful summer climate, navigating in the daytime and restfully cool at night: Harbor View is absolutely unique.

Bungalow Sites are still available with water frontage and beautiful situation, near enough for intimate inter-
The Lounge of the hotel is conceived, decorated and furnished so that its cheery air greets you and immediately makes you feel at home. Attendants on duty to do your bidding promptly, with the courtesy that is characteristic of the Roger Smith. The Restaurant opens from the Lounge, an intimate room that adds piquancy to entertaining.

Anything from a dainty bite to a formal, full course dinner is served at prices that are unusually low.

Note: In the days before the widespread use of photos, many hotel brochures were illustrated with pen and ink sketches, as is this 1929 promotional piece from the then newly-opened Roger Smith Hotel, Stamford, CT. That particular style of artwork was also well-suited to portraying the distinctive style of the "Flapper" era.
Pen and ink folder illustration

We introduce the new "Junior" room for those who wish to live at a first class hotel, at low cost. "Junior" rooms at the Roger Smith are cozy and cheerful. Comfortable chairs for reading or resting, sleep-tight beds and plenty of light and air—ideal for the single man, or "bachelor" girl, and decidedly kind to the purse.

Note: Product changes to meet new markets are well illustrated here, with the economically priced "junior rooms" aimed at the single guest, particularly the woman traveller (or as this Roger Smith folder so quaintly puts it, the "bachelor girl").
Riverside Farm

A resort for rest and recreation along the Upper Delaware at Erwinna, Pa.

Source: Ronald Strouse and Frederick L. Cresson, Innkeepers, EverMay on The Delaware, Erwinna, PA.
Boating is one of the favorite pastimes.

The Delaware extends an invitation.

Nestled among the foothills.

A commanding lookout from the Devil's Three Tables.

Located in the heart of the picturesque Delaware Valley.

High Falls at Ringing Rocks.

The Delaware cuts the Pennsylvanian Mountains at The Narrows.

The river for below.

In the beautiful rolling hill country.

Just above the highlands and the Marshall Island group.

The river widens into a natural lake.

"Rest and Recreation" folder
Unforgettable is the beauty of winter in this mountain valley which stretches in miles of undulating snow fields, vivid in brilliant sun, and punctuated here and there by woodland till it reaches the encircling peaks.

On the cliff side of Mt. Colden ice glistens like veins of quicksilver, and the snowy pyramid that is Whiteface mirrors the noon-time sun. At evening the Sentinel range turns slowly from pink to amethyst, then to deepening shades of blue before it fades at last into a dark silhouette scarping the skyline.

A new presence in the woods has changed all one's familiar haunts of summer and blanketed deep each root and rock. Even the forest monarchs yield to the power, and pines whose branches lash at autumn winds at snow bound now.

Stillness pervades the woods. The clear call of the thrush is gone, but the little creatures who remain in winter adopt a sign language and mark their footprints in the snow till the whole story of their day. Here is the light-and-heavy leap of a rabbit, there the mark of a fawn's tail. Shy deer seem very close when, on retracing your ski route, you find deep prints cutting your own fresh trail.

Each season has its mood. There is a charm about winter in the Adirondaks that, like music, must be experienced individually to be understood. To know it is to love it and to feel in the first snow flake the lure of the north.
Figure 118
Seasonal opening announcements

Announcing
THE FORMAL OPENING

The Monmouth Hotel
SEASON 1940
SATURDAY, JUNE 22
SPRING LAKE BEACH
NEW JERSEY

Mohonk 1938
SIXTY-NINTH SEASON
LAKE MOHONK MOUNTAIN HOUSE
SMILEY BROTHERS, Proprietors
Albert K. Smiley
Francis G. Smiley
Mohonk Lake Ulster County New York

78th Season opens December 1st, 1941
HOTEL AND BUNGALOWS—ON THE DESERT AT CHANDLER, ARIZONA
Figure 119

Formal style city hotel brochure

Modern hotels are equipped to supply comforts approaching those found in refined homes. To bridge the gulf between home and hotel the servants are trained to anticipate wants. The science of hotel management has developed many improvements, not the least being the forms of service which the guest knows must have been performed but neither sees, hears nor feels. Such is the St. Francis service.

Source: Cheryl Cink, Public Relations Department, St. Francis Hotel, San Francisco, CA
Conversational style city hotel folder

Note: This is an excerpt from a 16-page booklet.
Source: Elizabeth Salstich, La Playa Hotel, Carmel-by-the Sea, CA.
Figure 122

"Light and breezy" informal resort booklet

Welcome to the resort! Let's explore! Let's adventure...

Hello! Let's explore! Let's adventure... with old-time thrills and modern comfort. Three days, two days, one day for the famous Indian Destinations. Or a Courier Home Cruise to last just as long as you stay. Surely La Fonda... the magnificent new hotel in Window is headquarters for the Fortified Rainbow... Mesur Mountain... Rainbow Bridge... White Mountain... Apache Region... and the adjacent Navajo country and Hopi villages. And then there's Grand Canyon... Catalina Canyon... and thousands of interesting high-lights between. Off the beaten paths in wall, smooth sinuatures or open vistas, driven by genuine specialty selected and squatted for their interesting work. A Courier to accompany you... and if you haven't met these clever Couriers, you have a treat coming! They'll masses you with sparkling facts about everything you see! They chart Spanish or even Indians when the occasion arises. It's very helpful! They know their mountain heights and are wildhies and things not fast to occasion!

La Fonda. . . -At the end of the Trail!

Prancing... makes always waking spirited pace. A gurgling, clear, with moonlight, starlight, moonlight. Impromptu ambling for璘e, conversion The Indian Ceremony Lounge, The Mexican Room with its spirituality. Music at one time. Devoting singing of dinner, not even ourselves would Paines you Smiling, courteous attention.

La Fonda... the Inn at the end of the Trail... or in most cases, as the be... with a welcome! A flower-headed fountain... lighted Deep upholstered chairs, warm before hot fires Courier Lounge. The New modern roses or dinner... and the best chosen a pleasure of La Fonda's fand!

Source: Lisa Bertelli, Assistant to the General Manager
La Fonda On The Plaza, Santa Fe, NM.

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**Miscellaneous Collateral:**

Many other forms of collateral materials were used in addition to folders and brochures, particularly to be resort properties who kept in contact with their regular guests through frequent mailings during the year.

Here are just a few representative samples:

* A typical rate schedule, with a listing of forthcoming area musical attractions (Figure 123).
* A folder announcing a schedule of concerts to be held at the hotel (Figure 124).
* A reservation folder containing reduced-size inserts of the property's advertising (Figure 125).
* An mailing insert reprint of an ad: another example of multiple use of promotional materials (Figure 126).
* A further example of multiple use: the business card which could be handed to a prospect or client also could be used as a small-space newspaper/magazine ad as well as a mailing insert - and was specifically targeted at the commercial travel market (Figure 127).

**Publicity**

Examples of publicity, particularly referrals and recommendations in newspapers, magazines, and books, have been presented elsewhere in this study.
Rate schedule with area musical listings

<table>
<thead>
<tr>
<th>Marlborough-Blenheim</th>
<th>Atlantic City, N.J.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1932 Spring Rate Schedule</strong></td>
<td>AMERICAN PLAN (Room and Meals)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Double Rooms and Bath</th>
<th>Single Rooms and Bath</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2 Persons</strong></td>
<td><strong>1 Person</strong></td>
<td><strong>Daily</strong></td>
</tr>
<tr>
<td><strong>North Side</strong></td>
<td><strong>Facing City</strong></td>
<td><strong>$10</strong></td>
</tr>
<tr>
<td><strong>Limited Number</strong></td>
<td><strong>West Side Marlborough</strong></td>
<td><strong>$12</strong></td>
</tr>
<tr>
<td><strong>Ocean View</strong></td>
<td><strong>West Side Blenheim</strong></td>
<td><strong>$14</strong></td>
</tr>
<tr>
<td><strong>East Sides Marlborough</strong></td>
<td><strong>And Blenheim</strong></td>
<td><strong>$14</strong></td>
</tr>
<tr>
<td><strong>Ocean View</strong></td>
<td><strong>$16</strong></td>
<td><strong>$104</strong></td>
</tr>
<tr>
<td><strong>Extra Size</strong></td>
<td><strong>Ocean View Rooms</strong></td>
<td><strong>$18</strong></td>
</tr>
<tr>
<td><strong>South End, Extra Large Ocean View</strong></td>
<td><strong>$20</strong></td>
<td><strong>$128</strong></td>
</tr>
<tr>
<td><strong>South Corners</strong></td>
<td><strong>Ocean Front</strong></td>
<td><strong>$20</strong></td>
</tr>
<tr>
<td><strong>North Side</strong></td>
<td><strong>Facing City</strong></td>
<td><strong>$4</strong></td>
</tr>
<tr>
<td><strong>Limited Number</strong></td>
<td><strong>West Side Marlborough</strong></td>
<td><strong>$6</strong></td>
</tr>
<tr>
<td><strong>Ocean View</strong></td>
<td><strong>West Side Blenheim</strong></td>
<td><strong>$8</strong></td>
</tr>
<tr>
<td><strong>East Sides Marlborough</strong></td>
<td><strong>And Blenheim</strong></td>
<td><strong>$10</strong></td>
</tr>
<tr>
<td><strong>Ocean View</strong></td>
<td><strong>Extra Size</strong></td>
<td><strong>$10</strong></td>
</tr>
<tr>
<td><strong>Ocean View Rooms</strong></td>
<td><strong>South End, Extra Large Ocean View</strong></td>
<td><strong>$12</strong></td>
</tr>
<tr>
<td><strong>South Corners</strong></td>
<td><strong>Ocean Front</strong></td>
<td><strong>$14</strong></td>
</tr>
</tbody>
</table>

**EUROPEAN PLAN** (Rooms Only)

<table>
<thead>
<tr>
<th></th>
<th><strong>Double Rooms and Bath</strong></th>
<th><strong>Single Rooms and Bath</strong></th>
</tr>
</thead>
<tbody>
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<tr>
<td><strong>Ocean View Rooms</strong></td>
<td><strong>South Corners</strong></td>
<td><strong>$14</strong></td>
</tr>
</tbody>
</table>

**Spring Attractions in Atlantic City's Famous Auditorium (Three Blocks from Hotel)**

**SPECIAL EVENTS**

**FIVE WAGNERIAN ORATORIO CONCERTS**

as follows:

- "The Ring Cycle"
  - Sunday Afternoon, February 21st. "Rheingold"
  - Sunday Afternoon, February 28th. "Walkure"
  - Sunday Afternoon, March 6th. "Siegfried"
  - Sunday Afternoon, March 13th. "Gotterdammerung"
  - Sunday Afternoon, March 20th. Wagner's Immortal Sacred Opera: "Parsifal"

The company presenting the above Operas will consist of eminent Grand Opera Artists, Chorus, Symphony Orchestra, and the World's Largest Organ.

Atlantic City Horse Show, April 14th, 15th and 16th will open the Spring Circuit of recognized Shows. This will be a full size two-ring outdoor show held under the mammoth roof of the Auditorium, where the best stables from the Pacific to the Atlantic will compete.


These Auditorium events are in addition to Beach Horseback Riding, All-Winter Golf, and the Concerts, Dancing and Amusement Room, etc., at the hotel.

Figure 124

Schedule of hotel concerts

Announcing the
Vernon Room
March Musicales
Chalfonte-Haddon Hall
Atlantic City

To be presented on the
Five Saturday Evenings
of March
1928

Saturday, March 31st

Kurenko, Maria, Coloratura Soprano
Of the Chicago Opera Company. Records for Columbia. Born in Russia. An established European artist, she came to this country and her American tours have been veritable triumphs—repetitions of her successes on the Continent.

Orloff, Nikolai, Pianist
Records for Ampico. Born in Russia. Graduate of the Moscow Conservatory of Music. One of the recognized pianistic luminaries of the world. A sensational artist.

Granville, Arthur Hackett, Tenor
Records for Columbia. American born. Recently returned to this country after three years of successes abroad. Well known in America for his splendid concert and oratorical work. Now touring with the "King's Henchman."

Seat reservations for the series or for single concerts may now be made by addressing Musicales Office, Chalfonte-Haddon Hall, Atlantic City.

For the series...$10.00
Single concert...2.50
Tax exempt

Dancing follows each concert

Leeds and Lippincott Company
These messages apply to all of us who don’t pause for time out.

They really are personal for you do owe it to your family and yourself to stop — look — listen — and appreciate the need for pleasant and detached leisure.

There is no better, more convenient and more enjoyable way to gain these benefits than by regular and frequent sojourns at the Shelburne.

You should make an early visit . . . Fill out the “Prescription” reservation card in this folder — and come soon!

A cordial welcome awaits you together with every facility for comfort, fine service and superior cuisine. . . . It will be a pleasure to have you with us again!

Someone you know might also benefit from these messages, if you would pass them along.

Take Care Of Yourself

Health is your most important possession . . . more important than money . . . for without it you can’t make money and money without it is no good anyway . . . take care of yourself! . . . life is too short to cut it short with neglect . . . slow up! . . . rest up! . . . pack up and come where you can sharpen your wits and your appetite with sea air!

Atlantic City

Rich in tradition . . . A hotel of distinction

The Shelfurne . . . By-the-Sea

There’s Nothing Like the Ocean When You’re All at Sea!

Nothing like it to banish business worries for you! . . . nothing like it to lighten household cares for her! . . . nothing like it to restore equanimity to the mind, peace to the spirit, and salt and sanity to the point of view!

A Week-End at Atlantic City will do wonders for you both!

Atlantic City

Convenient of access by train, plane and car

The Shelfurne . . . By-the-Sea
Figure 126
A dual use ad/mailing insert
Source: Note: the left hand card was specifically aimed at the commercial traveller. The modern card, keying in on the public's interest in historical properties, has the same appearance as those used some 100 years ago. Source: Peggy McMahan, Administrative Assistant to the President, Strater Hotel. Durango, Colorado.
However, what was probably the most common form of publicity - and the one undoubtedly attracting the largest attention was the spectacular grand openings of deluxe properties, particularly in major cities. Newspapers special supplement sections offered every detail and fact on the property and its services, and received substantial revenues from the advertising of the contractors and suppliers. And the hotels received voluminous amounts of promotional space unaffordable to them if purchased as advertising (Figure 128).

Advertising to Travel Agents

The majority of the "tools" of the trade discussed in this section were those directed at the user or consumer (i.e., the guest). However, the early part of the 1900s saw the rapid growth of such third-party intermediaries as travel agents and tour operators. The same sales and advertising tools were used to communicate with them, though the messages were aimed at influencing them to book business on behalf of their clients - and were placed in publications which were specifically produced for the travel trade (Figures 129-130).

As hoteliers learned to use more of the "tools of trade", many soon began to realize that success would be based not only on selling more, but selling smarter. The next chapter traces the development of sales education.
Figure 128

Hotel opening headlines from newspaper supplements
General advertising to travel agents

SELL
Your Clients
ATLANTIC CITY
for delightful Spring days
(Only 3 Hours from New York)
WITH MODERN ECONOMICAL ACCOMMODATIONS
AT THE
MADISON
Overlooking Ocean at Illinois Ave.
AND THE
JEFFERSON
Kenworthy Ave., near the Beach
RATES AND FULL DETAILS
UPON REQUEST
Regular 100% Commission
will be paid

FOR YOUR CLIENTS WE RECOMMEND THESE
Leading Resort Hotels
OPEN THE YEAR 'ROUND
For more literature and booking assistance telephone
Mrs. Allen at Miss Ryan at the numbers listed below:

THE CLOISTER
Georgia's Famed Seaside Resort, Untried in Spam
or a Life of Leisure. Rates. Circle 3-5901.

THE INN AT BUCK HILL FALLS
100 miles-three hours from New York and Philadelphia.
ple in the Pocono Mts. of Pennsylvania. A happy
bination center for the entire family. Circle 5-5123.

THE TRAYMORE
Atlantic City, New Jersey, on the Boardwalk. 500
rooms with baths. Both American and European

RESULTS OF THE VICTORIAN-
WILLIAMSBURG INN AND LODGE
Williamsburg, Virginia, the authentic restoration
of this historic city. The Inn and the Lodge offer fine
 accommodations in a wide range of rates. Circle 6-6818.

NEW YORK OFFICE
INTERNATIONAL HOP, 5TH AVENUE, MEZZANINE FLOOR
Ten percent commission on all confirmed book-
ings whether paid direct or through the office.

EASY-TO-SELL
"CLUB PLAN"
at HAVANA'S LEADING HOTEL
HOTEL NACIONAL DE CUBA
8 DAYS $55
PER PERSON

This is the rarest bargain package—
booked by the same central hotel in the Tropics—that offers your clients full guest privileges, plus savings National "wants,"
at an attractive all-inclusive rate.
Guests occupy delightful outside rooms with bath, and enjoy Table D'hote meals for which the hotel is noted. Included working charge are complete sports and entertainment facilities, including an outdoor swimming pool, and within the hotel's 15-
acre ocean-front picnic beach privileges.

Full 10% Commission
The meal $11
or more...or you benefit
for April 1
"IN-SEASON
CLUB PLAN"
8 days—$49
with all the benefits of the above plan

LARGER COMMISSIONS
CLYDE COURT
APARTMENT HOTEL
MIAMI

LONG-TERM TENANTS
provide you with a larger
income than ordinarily possi-
ble from transient hotel
guests. Daily, monthly or
seasonal rates (on request)
suggest a diversification of
offerings that enhance
sales. Clyde Court is in
an exclusive apartment house and residential section
of downtown Miami...48 complete, modern and
lavishly furnished apartments feature steamheat,
elevator, electric refrigeration and telephone. All
utilities are furnished including com-
plete hotel service. Selected client-
ele. Write today for complete par-
ticulars and sales help.

C 6 HOLLIDAY, Manager, Clyde Court
[Address and telephone details]

SHOWING THE WAY

Your clients will thank you gratefully
for recommending The Waldorf.
Today, the "Waldorf" means no
uncertainty in the purchase of
accommodations, both in the city and in the
resorts. The Waldorf is the only hotel
in the world where the "Waldorf" name
is the guarantee of the best available
commodations, the most
satisfactory and the most
adapted to the comfort
of all guests.

THE WALDORF-ASTORIA
Park Avenue at 50th-New York

THE NATIONAL HOTEL
MIAMI BEACH

Just North of swank Lincoln Road, at the ocean's
edge—offers the kind of good living Americans de-
mand—it affords the recreation, comfort and equ-
ronments your clients are seeking. The Hotel
has its own private beach, exquisite clime-outdoor
pool—with dining room, cocktail lounge and patio
overlooking the sea—reasons for its distinguish-
ness. It is a perfect center for the
enjoyment of its hotels.

MODERATE RATES. Full co-
operation to Travel Agents. Commissions
guaranteed. 10% COMMISSION
For further information, write to
William K. Riddles
OPEN ALL YEAR

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Cooperative advertising to travel agents

The Traymore

People with a taste for fine living enjoy the Traymore because it gives them so much more for the money. On the Boardwalk. Spacious, outside sleeping rooms, using decks overlooking the ocean, delightful food, featuring French and American cooking. Music, dancing, cocktail lounges. Golf, bicycling, American or European Plan. Attractive rates.

KENNETH BAKER
General Manager

Select Clientele Hotels of ATLANTIC CITY

THAT COOPERATE 100% WITH TRAVEL AGENTS AND PAY 10%

For restful quiet, you can offer your clients no better place than the sun decks of these hotels. Wrapped in blankets under the Atlantic City sun, complete relaxation is found.

THE TRAVEL AGENT
March 1942
Chapter VII

THE DEVELOPMENT OF SALES EDUCATION & TRAINING

As hoteliers began to adapt the principles and procedures of business promotion, it became obvious (by studying the successes of one's more knowledgeable competitors) that sales education and training was necessary in order to maximize selling and servicing efforts and in turn profit-production. If there were one specific occurrence that was most instrumental in this development, it would have to be the dramatic growth of the conventions and meetings market.

The Impact of Conventions

Previous chapters have traced the post-war economic boom of the 1920s which left its mark on both the public and on the hospitality industry. Of special importance was the growth and expansion of numerous trade associations and professional societies as well as other groups such as labor unions, fraternal organizations, and scientific/technical societies. And most of them needed large amounts of hotel space to "meet, eat, and sleep".

Suddenly, hotels found themselves in an unusual position of having a comparatively new form of business readily
available - but with little knowledge of how to effectively go after it, secure it, and then properly service it. To compound this situation, very few of those who were then called convention secretaries (later to be known as meeting planners) knew how to effectively develop programs, evaluate and select sites and hotels, control their delegates or attendees - and in general run both the educational and social sessions which would best meet their organizations' purposes and objectives.

Both the buyer and the seller of convention space were in effect, "flying by the seats of their pants". The situation on both sides became so critical that in September 1927, 36 hotel executives met in the Belmont Hotel, Chicago, to discuss the comparatively new subject of hotel business promotion as it pertained to the "wholesale" business market.

**Business Promotion Conferences**

This first "International Conference on Hotel Business Promotion" focused on five primary objectives as outlined on the schedule folder:

1. To consider and discuss methods of hotel business promotion;
2. To establish a system of interchange of convention information among member hotels;

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3. To cooperate with convention secretaries to the end that conventions in hotels may be handled with maximum efficiency;

4. To assist convention secretaries in securing correct information concerning facilities, rates, and the service of members of this organization; and

5. To establish and maintain greater cooperation and uniform practice in the soliciting and handling of group business by hotels.

Besides just keying in on conventions, subsequent annual meetings discussed ways of implementing sales promotion programs in general.

This was such a new subject area that much of the input came from hotel people outside the sales field - such as the advice given in 1929 from a member of a leading hotel accounting firm (Figure 131).

Even the customer got into the act. The 1930 Annual Conference on Hotel Business Promotion was held in the Mayflower Hotel in Washington, DC. In a speech reprinted in the hotel's guest newsletter, a prominent executive of a major trade association urged every hotel to establish a sales department "to look after small groups as well as the large" (Figure 132).
"Hotel Sales Promotion Programme Found Wanting"

EDWARD C. ROMINE, C. P. A.
of Horwath & Horwath

A letter dated May 22 was written to our office by a New York City hotel man. It read:

"Do you know of any system whereby we could increase our business? If you could suggest anything, I would be glad to hear from you, making the system effective July 1."

This man is just one of thousands of hotel men who are seeking information on how to increase sales.

SALES BIGGEST PROBLEM TODAY

Ability to control income, food costs and operating expenses is no longer the most important factor in the hotel business. Don't think I am minimizing the importance of control, because that is an exceedingly vital factor in the success of any hotel; however, the problem of control has been solved and systems are available for those who wish them. But regardless of how efficiently a hotel is operated it will not be successful unless sufficient sales can be obtained.

Knowledge of sales and sales methods is indispensable in the hotel business; in fact success is largely measured by ability to sell the hotel's services. With all due respect for the claims of our advertising friends, advertising alone will not solve this problem.

So at the present time the highest salaries are paid to those who can increase sales at prices which will net a reasonable profit.

Note: The importance of an organized program of hotel sales promotion was just being realized in the late 1920s. This excerpt from a presentation by an accounting firm partner was given at the 1929 International Conference on Hotel Business Promotion held in Toronto, Canada.
Advises Hotels Not to Slight Small Meetings

Development of an efficient sales department in every hotel to look after small groups, as well as the large, was proposed by Charles P. Garvin, general manager of the National Stationers Association, speaking today before the morning session of the Conference.

Members were told that the hotel business could not hope to prosper without full expansion of the sales departments in the course of his speech. He stated that the hotel business is no different from any other depending upon general public patronage, and must pursue the same sales methods that had proven so successful in other business fields.

Extracts from Garvin's talk follow:

My subject is "The Importance of the Sales Department in the Hotel Business." I shall endeavor to outline the fact that the hotel business is no different from any other business: that it has a widespread contact with the public; that its merchandise is the service, comfort and surroundings that it provides its customers; that in selling these to the public something is necessary besides publicity, and that all the fundamentals of merchandising come into the proposition.

Similar Business Practices

To be more explicit.

Saturday, June 28, 1930

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These educational hotel business promotion conferences (Figure 133) continued until the Depression of the early 1930s caused the group to become dormant. A reorganization meeting at The Greenbrier, White Sulphur Springs, West Virginia, reactivated the group in 1936. It has continued on as the hospitality industry's educational association for hotel sales (and later marketing) executives. The various name changes: Hotel Sales Managers Association, Hotel Sales Management Association, Hotel Sales & Marketing Association International, and in 1992, Hospitality Sales & Marketing Association International (HSMAI), parallel the constantly widening scope of the business promotion function within the lodging industry.

**Formal Educational Opportunities**

For a time, those annual HSMA meetings were the only organized outlets for sales education programs in the hotel field. Unlike most of the functions within the "back of the house" as well as within most of the servicing areas, there was no traditional apprenticeship system where one could learn the art and science of sales promotion under the guidance of recognized industry professionals.

Even the "front of the house", especially the Front Office, had their own organizations and training opportunities. The "Hotel Greeters of America", the "Front Office Managers Association", and in Europe, the "Scandinavian Reception
Figure 133

Key topics of the 1929 Business Promotion Conference

Addresses delivered at the meeting of the International Conference on Hotel Business Promotion, Toronto, Canada, July 8th, 1929.

"What Special Facilities and Services Shall Headquarters Hotels Provide for Convention Organizations, and at What Cost, If Any?"

By

WILLIAM C. ROYER
Vice President and Manager
Atlanta Biltmore, Atlanta, Ga.

"Should Convention Organizations be Charged for Damage Done to Hotels by Their Delegates?"

By

A. T. McFADYEN
Business Promotion Manager
The Pantlind, Grand Rapids, Mich.

Note: The program cover of the 1929 meeting of the International Conference on Hotel Business Promotion focused on two key topics which are still being actively discussed more than 60 years later.
Managers Association", were at one time leading organizations for front-of-the-house training. Unfortunately, none of these are active at the present time.

Therefore, in order to become "students of their business", most advertising and business promotion executives had to:

* Learn from the "school of hard knocks".
* Exchange information with the few others in the field, and personally develop a professional network.
* Join industry associations and take advantage of the opportunities to discuss business promotion issues at the annual conventions of HSMA and AH&MA (then known as the American Hotel Association).

It wasn't until 1940 that students of hotel administration were specifically exposed to the concepts of having to go out and actively seek business. That year, an elective course in sales promotion was introduced at the hotel school at Cornell University. Developed and coordinated by Adrian Phillips, then the President (and later Executive Vice President) of HSMA, it featured visiting "guest professors" from industry who specialized in various aspects of hotel sales and servicing (Figure 134).

Prior to that, even as far back as the 1920s, there were a number of correspondence and group study courses in hotel
Figure 134

An outline of the public relations part of the 1940 Cornell sales course

CORNELL UNIVERSITY

HOTEL SALES PROMOTION COURSE

Conducted by Adrian W. Phillips, Hotel Morton, Atlantic City, New Jersey

THROUGH PUBLIC RELATIONS A HOTEL MUST SELL ITSELF TO—

A - Its Community

As a civic and social center.
As a prestige location for business conferences, dinners, weddings, anniversary and birthday parties, etc.
By taking an interested part in all worthwhile local movements.
As an important business adjunct to the community's economic life.
By buying locally wherever possible.

B - Its Personnel

Through a house publication.
Through a Personnel Department.
Through an employees social and athletic organization.
Through Educational Programs by and for the staff.
Through emphasizing importance of their cooperation in operating economics and in salesmanship. Every employee is a salesman.
Through considerate treatment. (Group insurance; Hospitalization; healthy and pleasant working conditions.)

C - Its Investors

Through creating confidence in aims and objectives of Management.
Through keeping them informed.
Through mailings asking their cooperation in directing business.

D - Its Trade

Through courteous treatment by purchasing department.
Through fair dealing in prices.
Through systematic — and if possible — prompt payment of bills.
Through turning their good will to a sales advantage with their companies and their various other contacts.

E - Present Guests

Through thoughtful considerate service, cleanliness, good food, reasonable charges.
Through prompt handling of mail, telegrams and telephone calls.
By addressing the guest by name.
By knowing his or her peculiarities and catering to them.
By remembering birthdays, anniversaries and other important occasions.

F - Its Former Guests

Through appreciation of their patronage.
The expressed eagerness to have them return.
Through frequent contact by mailings.
Through personal contact or by telephone by a member of the sales staff when in their city.
Through an intelligent endeavor to determine definite reason for failure to return in a reasonable time.
By a follow-up "thank you letter" after a representative's visit, for the cordial reception extended him.

G - Its prospective and future Guests.

Through advertising in newspapers, magazines, radio, out-door boards, direct mail.
Through the way in which rate inquiries are answered.
Through good opinion of past and present guests as reflected in word of mouth recommendation.
management. But the subject matter was primarily operationally oriented. Very little attention was paid to educating and training the executives responsible for obtaining and retaining a profitable volume of business for their individual properties or chain organizations (Figure 135).

With the exception of Ted Nathan's "First Hotel Promotion Workbook", published in 1940, and mimeographed articles on sales and promotion distributed to members of the Hotel Sales Managers Association, it wasn't until the early 1950s that hotel publications were produced which were specifically devoted to covering all aspects of hotel sales. Currently, for example, the Hospitality Sales & Marketing Association International has 15 different books on sales and marketing. And the Educational Institute of the American Hotel & Motel Association, many customer organizations, and various commercial textbook companies have published a wide variety of books, booklets, and pamphlets on both general and specialized topics of interest and use to both the buyers and sellers of hotel accommodations and facilities.

**In-House Training**

It is now rather common for hotel companies, particularly chains and franchise systems, to have their own training departments - and sometimes even separate, centralized training facilities. And some larger independent properties also
Early hotel educational texts

Note: A six-volume set accompanied the courses conducted by the International Geneva Association. Published in 1925, its total of 521 pages contained a 12-page chapter headed "Advertising and Sales Promotion". Six years later, a collection of speeches was reprinted for the Cornell Society of Hotel Men. Though titled "Sales Promotion for Hotels", it focused almost exclusively on advertising. In 1936, the Dahls added a hotel advertising booklet to its hospitality industry series of more than 100 other "Gold Book Library" pamphlets.
conduct regularly-scheduled sales and servicing training through their Human Resources Development (HRD) department.

However, back in the earlier part of this century, little concern was given overall to the training of guest-contact employees to properly fulfill the promises and commitments made by the hotel to its guests and customers. The notable exception was the Hotels Statler Company, which periodically distributed their "Statler Salesmanship" booklet to all employees — and which in effect served as an on-going sales/servicing training course (Figure 136). But for most of the industry, "Training for Sales-Minded Servicing" would not begin to be emphasized until the start of the second half of the 1990s.

In the late 1940s, New York City's famous Waldorf-Astoria (and a Statler property!) produced a series of departmental procedures manuals, described in Figure 137. The sections on sales department functions, and sample forms and records were the start of what eventually evolved into sales training manuals and the supporting "sales training schedules" to a property's annual marketing plan.
"Statler Salesmanship" employee newsletter

Statler Salesmanship

Rights of the Guest

Here is a little essay by one of our regular and esteemed guests who is too modest to permit us to use his name.

It came to us in the form of a letter to one of our managers, and is printed here just as the guest wrote it:

---

The Traveling Salesman

The traveling SALESMAN arrives at the Hotel and registers—NOT as a salesman, but as a TRAVELER. All his fine qualities, pleasing personality and poise have been discarded, and he assumes the attitude of being TIRED, ABUSED and very ill at ease.

His frame of MIND is, that he is accommodating the Hotel by PATRONIZING it. He doesn’t figure that the Hotel is holding out ACCOMMODATIONS for him. This would be admitting TOO much.

He reasons the matter out in this manner: He is paying his good MONEY to the Hotel, then surely they must be under OBLIGATIONS to him. He is GROUCHY? Why not? This is the PLACE to work the bile out of his system. He feels that he is PAYING for this privilege and wonders why any OBJECTION should be taken to his attitude.

Then again he reasons, he needs his SMILES, pleasing WORDS and impressive ACTIONS to meet his CUSTOMERS with. Why SQUANDER them on the Hotel attendants? They should humor HIM, not he THEM. He is PAYING for this. SCREW his.

Here we have the DUAL personality. The GROUCHY traveler and the PLEASING salesman, all combined in one and seemingly a past master in BOTH callings.

The author is right. We are glad to have the opportunity of humoring the "TRAVELER". It is our job, and we take pleasure in the job of furnishing him with "SMILES, pleasing WORDS and impressive ACTIONS". Let him save his for his customers. We, however, do not need to save ours for our customers, for it is our business to have an inexhaustible supply for our guests. We believe that the supply of "SMILES, pleasing WORDS and impressive ACTIONS" is increased by cultivating them just as yeast plants are increased by their culture.

---

Some of our 1929 Advertisements

Note: "Statler Salesmanship" not only alerted guest-contact employees to proper guest sales and servicing techniques, but also informed them of the company’s advertising and promotional programs. Employees could get their copies of the guide bound at no cost to them.
The Waldorf-Astoria Manuals

Note: Published during 1947 and 1948, the four-volume Waldorf-Astoria Manuals totaled over 850 pages. Emphasis was placed on both the mechanics of running the various departments and on courtesy and guest relations. The property was one of the first to have a patron census (now usually called either a "guest history", "customer research" or "market research") department, a separate Latin-American Department, and a Travel Department - in addition to its regular Advertising and Business Promotion department.
Chapter VIII

SUMMARY

This overview of the development of hotel sales leaves off with the start of the 1950s, since that decade was to a large extent the critical "turning point" which defined the paths the industry was to take in product development and market awareness. It was during this growth period that the sales function started to become a necessity in virtually any type and size property, in each and every location around the world.

The basic concepts of selling and business promotion have now evolved into the more structured and perhaps more "scientific" discipline of marketing. But there were many pioneering promotional activities which cleared the path to today's practices - and the study of them and what they can offer both today and tomorrow has been one of the main thrusts of this presentation.

Education, knowledge, creativity, and dedication to one's industry and profession are the keys to success in hotel sales and marketing. And a discovery of the roots of business promotion and the realization, as Harry S Truman once said, that "The only thing new in the world is the history you don't know," can offer practical guidelines for developing both personal and professional success for the future.

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