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

by
David C. Dorf, CHSE

A Project submitted to the
Faculty of the School of Food, Hotel and Travel Management
at
Rochester Institute of Technology
in partial fulfillment of the requirements
for the degree
of
Master of Science

August, 1992

ROCHESTER INSTITUTE OF TECHNOLOGY
 School of Food, Hotel and Travel Management
 Department of Graduate Studies

M.S. Hospitality-Tourism Management
Presentation of Thesis/Project Findings

Name: David C. Dorf Date: 8/5/92 SS#: _____

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Specific Recommendations: (Use other side if necessary.)

Thesis Committee: (1) Dr. Richard F. Marecki (Chairperson)

(2) _____

OR (3) _____

Faculty Advisor: _____

Number of Credits Approved: 3 Credits

8/10/92 Richard F. Marecki

Date Committee Chairperson's Signature

8/10/92 Richard F. Marecki

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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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And, of course, there are always the "unsung heroes/heroines" who are involved with the vital administrative and preparation work.

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).

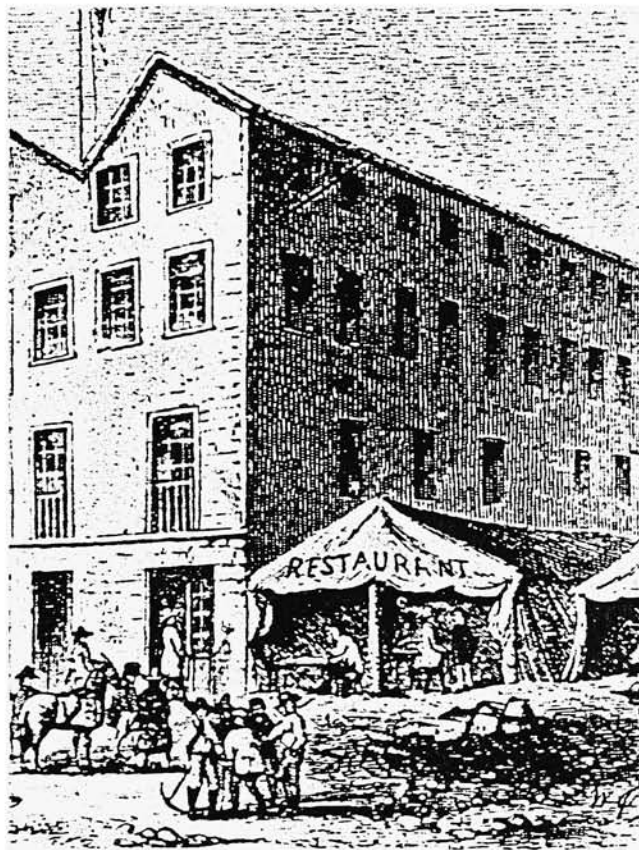
A fundamental segmentation concept: matching special product lines to the needs and wants of specific market nichés, was in its development stages.

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

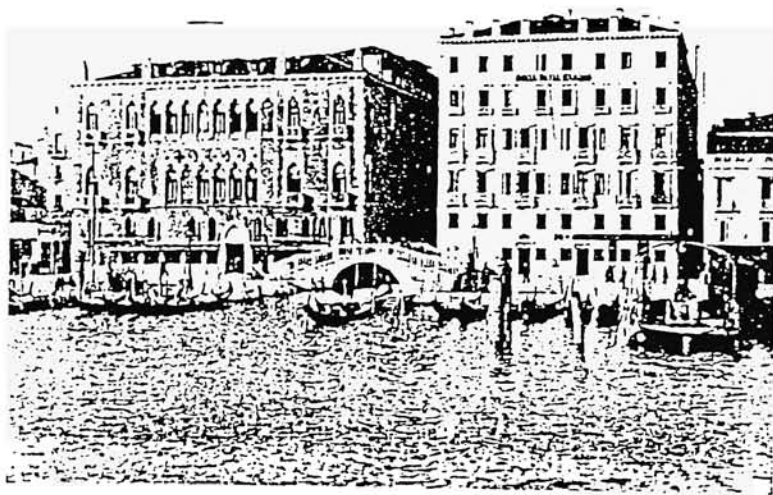
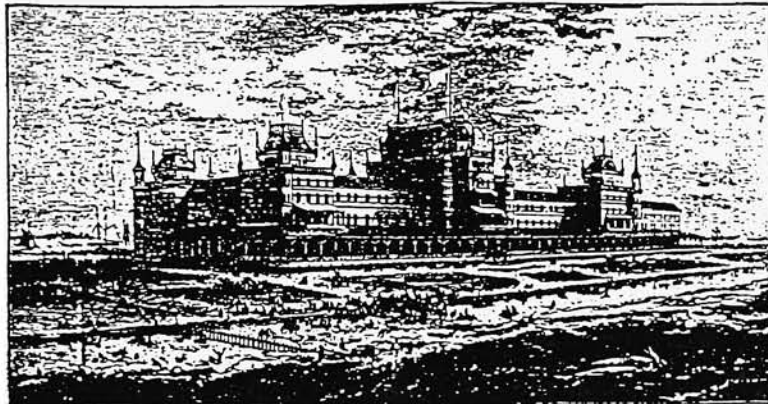


Figure 3

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).

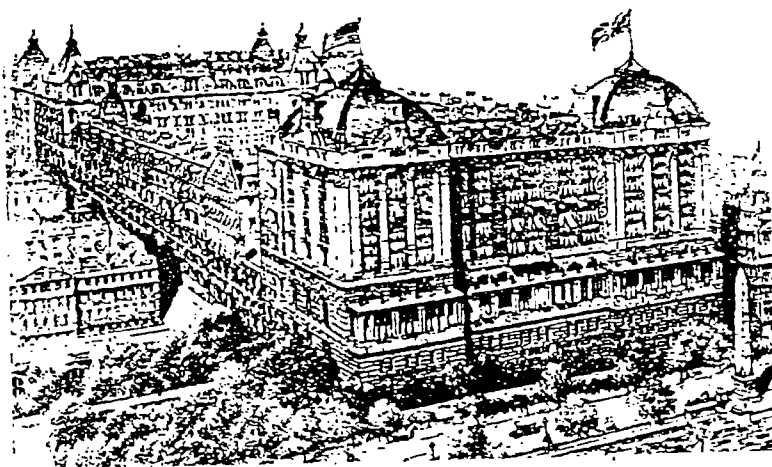
Both areas (USA and Europe), in different ways, had developed "product segments" which were literally "homes away from home". This, incidentally, was a promotional concept which lasted well into the 1960s, was then discarded, only to re-surface in the later part of the 1980s to satisfy the long-term 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, hostelryes, 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:

1. Business Travelers.
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 hawk (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.

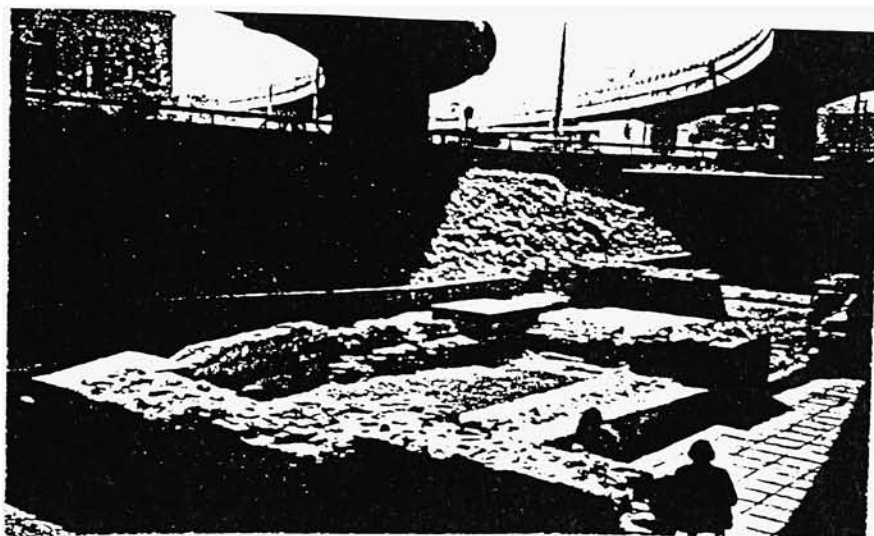
Meanwhile, in Canada - which also had its mineral water and hot springs areas, the two major railway companies, Canadian Pacific and Canadian National, formed hotel companies. They initially built "castle-style" chalets in such eastern cities as Toronto, Ottawa, and Montreal - and then expanded westward 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.
4. Social/Cultural Environment.

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).

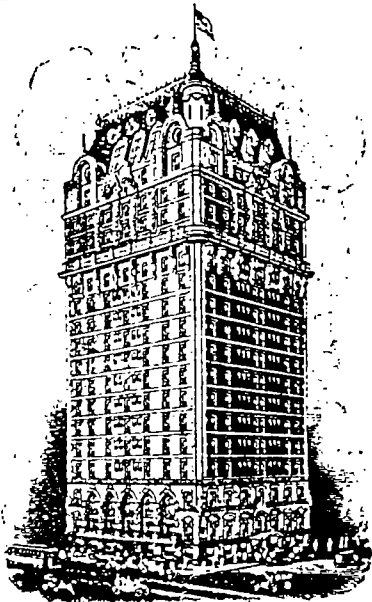
Hotels were built expressly for this type of customer and were generally located near such mass transportation terminals as railroad stations. The oft-quoted statement of E.M. Statler (1968), founder of the Hotels Statler Company, was to the effect that the only three factors necessary to run a successful 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.

Figure 7

Comfort and service for the commercial traveller, featured
in an early 1900s ad by the Hotel Adolphus

Adolphus
Dallas, Texas



A MONUMENT TO MODERN HOTEL
CONSTRUCTION AND EQUIPMENT
DESIGNED FOR COMFORT AND SERVICE
European Plan. \$2.00 Per Day, and Up
ALVAH WILSON : : MANAGER

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.

Figure 8

A 1919 construction company advertising featuring two famous New York City hotels

"Fuller-Built" Landmarks

HOTEL PENNSYLVANIA
MARK TWAIN HOTEL
Architects

HOTEL COMMODORE
MARK TWAIN HOTEL
Architects

GEORGE A. FULLER COMPANY BUILDING CONSTRUCTION

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

New York	Washington	Chicago
Boston	Baltimore	Detroit
Philadelphia	Pittsburgh	St. Louis
Montreal	Cleveland	Kansas City
Buffalo	New Orleans	

FULLER BUILDING COMPANY, NEW YORK

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.

Figure 9

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

Missouri

In St. Louis— It's
THE CHASE
 Stop at this Nationally Famous Hotel
 Rates from \$2.50 Sam Koplar, Mgr.

IN SAINT LOUIS
THE HOTEL CORONADO
 LINDELL BLVD. AT SPRING AVE.
 FAMOUS FOR ITS FOOD
 ROOMS FROM
\$2.50
 GARAGE ADJOINING
 HARRIS THE ORIGINATOR OF THE "HOTEL" BRAND

LOCATED DOWNTOWN
 GARAGE SERVICE
Hotel Mayfair
 ST. LOUIS
 Fine Food at Reasonable Prices
 OUTSTANDING ROOM VALUES
\$2.50 up

New Jersey

THE AMBASSADOR
 American and European Plan
ATLANTIC CITY
 William Hamilton, Managing Director

RITZ-CARLTON
ATLANTIC CITY
 Visit the famous MERRY-GO-ROUND GRILL
 Wm. Malamet, Managing Dir. • Max Malamet, Mgr.

GUESTS REFERRED TO US
 will be made to enjoy their visit to the utmost

THE TRAYMORE
 ON THE BOARDWALK
 BENNETT E. TOUSLEY, General Manager

the ELIZABETH-CARTERET
 ELIZABETH'S largest
 and finest HOTEL
 CARL SWORD, Manager

The Beautiful and Exclusive
FAIRMOUNT HOTEL
 2505 BOULEVARD, JERSEY CITY
 on Lincoln Highway
 Most Residential yet centrally located.
 Single, \$2.50 up E. Double, \$4.50 up E.
 4.50 " A. 8.50 " A.
 ALBERT W. STENDER, Mgr.

HOTEL PRANZ, Morristown, N. J.
 Rates \$1.50 to \$3.50—With or Without Bath
 Free Parking — Cocktail Bar — Restaurant
 Centrally Located
 V. PRANZ, Mgr.

TRENTON'S NEWEST HOTEL
 225 Rooms and Baths—Rates from \$2.50 B.—
 \$4.00 D. Dancing and entertainment every night
HOTEL HILDBRECHT
 John R. Kersay, Mgr.

IN TRENTON IT'S
THE STACY TRENT HOTEL
 Fireproof—Rates from \$2.50 Modern—European
 Robt. H. Meyer, Mgr. Geo. L. Crocker, Mgr.

New York

ARLINGTON HOTEL
BINGHAMTON, N. Y.
 \$2.00 to \$4.00 for one
 \$3.00 to \$6.00 for two
 890 Rooms

THE PIERREPONT BROOKLYN
 N. Y.
 A club hotel for men and women. Swimming
 pool—gymnasium. 15 minutes to Times Square

HOTEL WAGNER, Cannanohrie, N.Y.
 In the heart of the Mohawk Valley
 Owned by the Beech-Nut Packing Company
 ANNA S. HODGE, Manager

Yes Sir! You Can Recommend a
Good Hotel in BUFFALO
 Tell your guests to stop at Hotel Lenox—
 famous for good food, beautiful rooms,
 reasonable rates. 200 outside rooms.
 Rates: Single, \$1.60 to \$3.00; Double, \$2.80
 to \$5.00; special for 2 rooms and bath 3
 persons, \$5.00; 4 persons, \$6.00.
 Free road maps and booklet
 CLARENCE A. MINER, President
HOTEL LENOX
 NORTH ST. near DELAWARE
 'BUFFALO, N.Y.

MARK TWAIN
HOTEL
 Elmira, N. Y.
 Perfectly Appointed
 Entirely Fireproof
 200 Rooms with Bath
 \$2.50 Upward
 Mignard ROLAND D. HUNTER

HOTEL BRISTOL 129 West 48th St.
 New York
 400 Rooms—300 Beds. Single \$2.50 to \$4.00;
 Double \$3.00 to \$4.00
 Famous Table d'Hôte Restaurants
 T. Elliott Tolson, President—Joseph E. Bath, Manager

HOTEL EMPIRE
 Broadway at 63rd St.
 "At the Gateway to Times Square," New York City
 700 Rooms from \$2.00 per day
 EDW. R. BELL, Manager

ESSEX HOUSE
 Overlooking Central Park—Most Central Location
 Continental Service and Cuisine—Reasonable Rates
 OSCAR WINTRAB, Managing Director
 160 Central Park South New York City

FIFTH AVENUE HOTEL
 24 Fifth Ave. at 5th St., N. Y. Direction: James J. Carey
 Rooms from \$4—Suites from \$7
 AMEN CORNER BAR SALON MADRID

HOTEL MANHATTAN TOWERS
 Broadway at 76th St.
 New York
 Send for our beautiful
 Supervue Map & Guide
 of New York City, free.
 \$2.25 Single
 \$3.00 Double
 D. W. STEWART, Mgr.

HOTEL MARLTON 3-5 West 5th St.
 Next 5th Ave. and Washington Sq.
 Refined. Homelike Family and Transient Hotel
 European \$2 up. American \$4 up. F. W. Hatfield

IN NEW YORK
 AT A CHOICE LOCATION

✓ The hotel that makes
 satisfied guests more satisfied

HOTEL 700 ROOMS — 700 BATHS
 Single from \$2.50 Double from \$4

PARAMOUNT
 48th ST. WEST OF BROADWAY
 CHARLES L. ORNSTEIN, Manager

ROGER SMITH HOTELS
 RECOMMEND
 a name you can trust
 ROGER SMITH
 Stamford, Conn.
 ROGER SMITH
 White Plains, N. Y.
 WOODROW WILSON
 New Brunswick, N. J.
 In New York City
 Winthrop Brewster
 Hellman Congress
 Cameron Wyndham
 Webster Westworth
 Park Crescent

PRINCE GEORGE HOTEL
 Alhambra M. Gellerson, Manager
 27th to 28th Streets . . . Just off 5th Ave., N. Y. C.
 "In the zone of retail." 1,000 rooms with private bath
 Rates from \$2.00 for one . . . \$3.00 for two

HOTEL WORLD-REVIEW
 December 12, 1936

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 not 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 Expectations:

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".

Chapter V

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, one would usually find lodging facilities alongside those other two 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 top 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

Figure 12

health-oriented advertising of the early 1800s

THE WHITE OR BOWYER'S SULPHUR SPRINGS,
Greenbrier county, Virginia.

THESE highly and justly celebrated waters, together with the buildings and a part of the landed estate appertaining thereto, have been leased by the subscribers; who mean to exert their utmost power to prepare for the reception and comfortable accommodation of as many as a want of health, or a wish to preserve it, may induce to visit these well known Fountains of Health, the salutary effects of which they hope and believe will be much increased by the additional comforts in the accommodation which the subscribers mean to afford. The season will commence on the *First day of July, 1810*; but a good Tavern will at all times be kept open for the reception and accommodation of Travellers and others, under the care of *Mr. James Frazer*, a most respectable man, for whose good conduct the subscribers pledge themselves.

WILLIAM HERNON & Co.
 June 15—4w.

A DIRECTORY

FOR THE

USE OF THE WHITE SULPHUR WATERS;

WITH

PRACTICAL REMARKS

ON THEIR

MEDICAL PROPERTIES,

AND

APPLICABILITY TO PARTICULAR DISEASES.

BY

J. J. MOORMAN, M. D.
 RESIDENT PHYSICIAN AT THE WHITE SULPHUR SPRINGS.

PHILADELPHIA:
 PRINTED BY T. K. & P. G. COLLINS,
 No. 1 LODGE ALLEY.
 1839.

LYNN MINERAL SPRING HOTEL.

THE subscriber most respectfully begs leave to inform his friends and the public that he continues to keep that delightful Summer retreat, the *Lynn Mineral Spring Hotel*, which it will be his object to render a genteel and pleasant resort for Boarders, Parties of Pleasure, transient Visitors, &c.

The salubrious qualities of the waters of this celebrated Spring—the beautiful lake, on the borders of which the establishment is situated, abounding with fish of various descriptions, and surrounded with the most wild and romantic scenery—splendid Boats for sailing or fishing—Bathing rooms on the margin of the lake, where the warm or cold bath may at any time be taken—the delightful situation of the House, with its comfortable and well furnished apartments, with the fruit and flower Gardens adjoining, are attractions for those in pursuit of health or pleasure, rarely exceeded if equalled in any part of the country.

Every exertion shall be made to merit a continuance of that patronage which has been so liberally bestowed.

JABEZ W. BARTON.

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

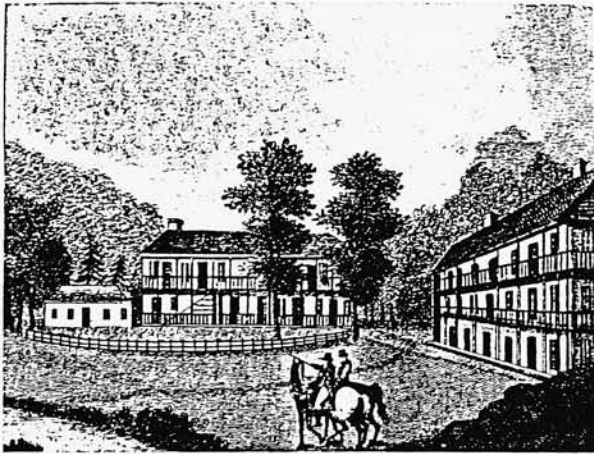
A montage of famous 19th century spa and mineral spring resorts



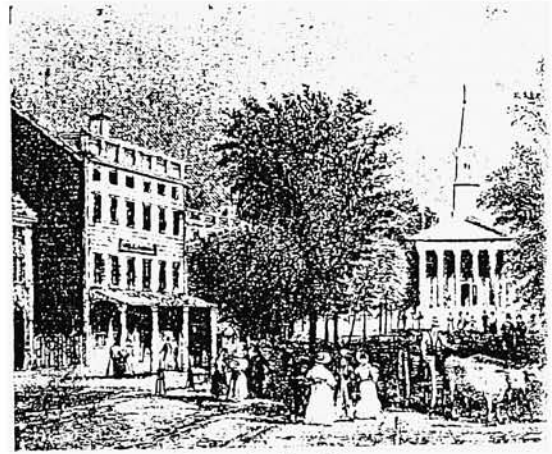
BATH Springs, Bristol, Pennsylvania.



PIAZZA of Congress Hall, Saratoga.



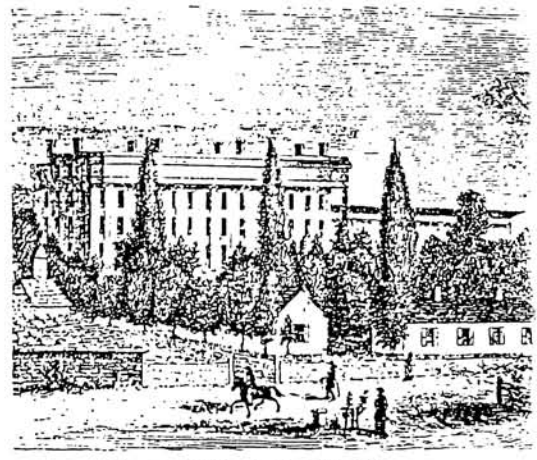
BEDFORD Springs, Pennsylvania, 1817.



BALLSTON Spa, New York.



YORK Springs, Pennsylvania.



HARRODSBURG Springs, Harrodsburg, Ky.

Figure 17

Competitive advertising aimed at the affluent "social spa seekers"

Better than Europe!

Take the Cure at White Sulphur

The Rendezvous of the Social-Elect —

Set among the heaven-kissing hills of the Alleghenies

The Greenbrier
and Cottages
White Sulphur Springs
West Virginia

with its own 7000-acre park offers the very utmost in comfort and enjoyment in an atmosphere of aristocratic democracy

The three golf courses are superb —

A Beautiful Addition of 350 Rooms will be ready by Spring, 1931

L.R. JOHNSTON, General Manager

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 renovated 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 a healthful and desirable Summer retreat.

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.

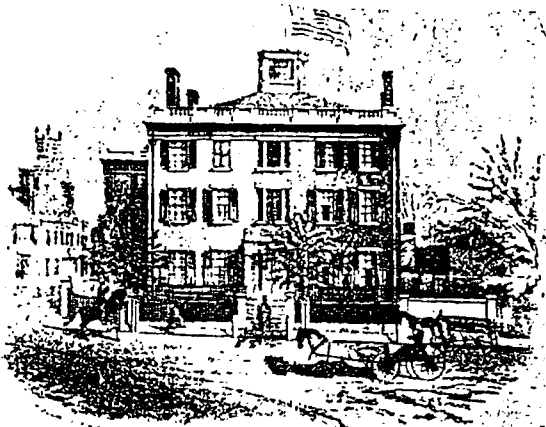
Leaves New Bedford, Tuesday, Thursday, and Saturday, on the arrival of the morning train of Cars from Boston.

The time occupied in making the passages 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.

JERVIS ROBINSON.

Nantucket, June 29, 1850.



This commodious Hotel has, during the past winter, undergone a thorough repair; been essentially altered and re-furnished, and is now open to the Public as a First Class House. No pains will be spared to render it a pleasant and comfortable house to all.

Connected with this House is a Billiard Saloon, Dining Stable, and all other equipments of Hotels of its class.

The patronage of the Public is respectfully solicited.

W. B. Travellers arriving at Nantucket by the present Steamboat arrangement in time for dinner.

E. W. ALLEN, PROPRIETOR.

Nantucket, June 1, 1852.

Copy of a newspaper advertisement in 1858 by Jervis Robinson, manager for Eben 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 flatters 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.

Figure 19

Catskill Mountain Advertising in 1887

<p>T. L. SUTLIFF'S NEW HOTEL, CALLICOON DEPOT, N. Y. Bar supplied with the best of Liquors, Wines, Ales, and Beer Fine Cigars. ALL THE ROOMS ARE WARMED. Meals at all Hours of the Day. A large and warm barn has been erected affording the finest LIVERY ACCOMMODATIONS to be found in this section. Sportsmen will find this a desirable place to stop. It being in a fine hunting and fishing section. T. L. SUTLIFF, Propr.</p> <p>THE GLOBE HOTEL. CALLICOON DEPOT, N. Y.</p> <p>One of the Neatest and Most Convenient Hotels in this Section.</p> <p>FRESH LUNCH DAILY.</p> <p>Bar supplied with first-class Wine Liquors, and Cigars. Good stabling. U. JARDIN, Proprietor.</p>	<p>The Clarendon Hotel, Port Jervis, N. Y. ED. G. GEISENHEIMER, Proprietor. <i>Oysters, Clams, Meat, Game, &c.</i> FREE LUNCH DAILY. <i>Change of Bill of Fare Every Day.</i> With due apparatus, with boundless cuisine, — You'll find that my menu is the best ever seen. To prove you I'm sure as that I am a rhymist, As you'll find if you call. Yours, Ed. Geisenheimer</p> <p>THE EVERARD HOUSE. (Formerly Minard House), CALLICOON DEPOT, N. Y.</p> <p>Thoroughly Cleaned. Newly Furnished. Fine Scenery! Pure Air Splendid Bathing, Boating, and Fishing! A most delightful Retreat for City People! Fine Accommodations for Transient Guests.</p> <p>A Good Livery Attached. E. EVERARD, Proprietor.</p> <p>THE WESTERN HOTEL CALLICOON DEPOT, N. Y.</p> <p>First-class Accommodations for Season or Transient Guests.</p> <p>The Best Supplied and Most Elegant Bar to be found in Town.</p> <p>Table, First class in Every Particular.</p> <p>GOOD LIVERY STABLES ATTACHED</p> <p>Stop at the Western. MRS. L. THORWELL</p>
--	---

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).

Figure 20

1870s hotel ad from Wales, U.K.

RUMPE HOUSE HOTEL

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 typeset "specimen sheet" for the printer). The property was located in Llandrindod Well, Wales, U.K. Source: Joel Sena, President, Brochure Graphics, Apopka, FL.

Figure 21



Beekman Arms Folder

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

1869. May 10th. 1869.

GREAT EVENT

Rail Road from the Atlantic to the Pacific

GRAND OPENING

Union Pacific

PLATTE VALLEY ROUTE

PASSENGER TRAINS LEAVE

OMAHA

ON THE ARRIVAL OF TRAINS FROM THE EAST.

THROUGH TO SAN FRANCISCO

In less than Four Days, avoiding the Dangers of the Sea!

Travelers for Pleasure, Health or Business

LUXURIOUS CARS & EATING HOUSES

ON THE UNION PACIFIC RAIL ROAD.

PULLMAN'S PALACE SLEEPING CARS

GOLD, SILVER AND OTHER MINERS!

CHEYENNE for DENVER, CENTRAL CITY & SANTA FE

THROUGH TICKETS FOR SALE AT ALL PRINCIPAL RAILROAD OFFICES!

Be Sure they Read via Platte Valley or Omaha

Company's Office 78 La Salle St., opposite City Hall and Court House Square, Chicago.

CHARLES E. STOROLA, Ticket Agent.

G. F. OILMAN, JOHN F. HART, J. RUDD, W. AYDOR.

Figure 23

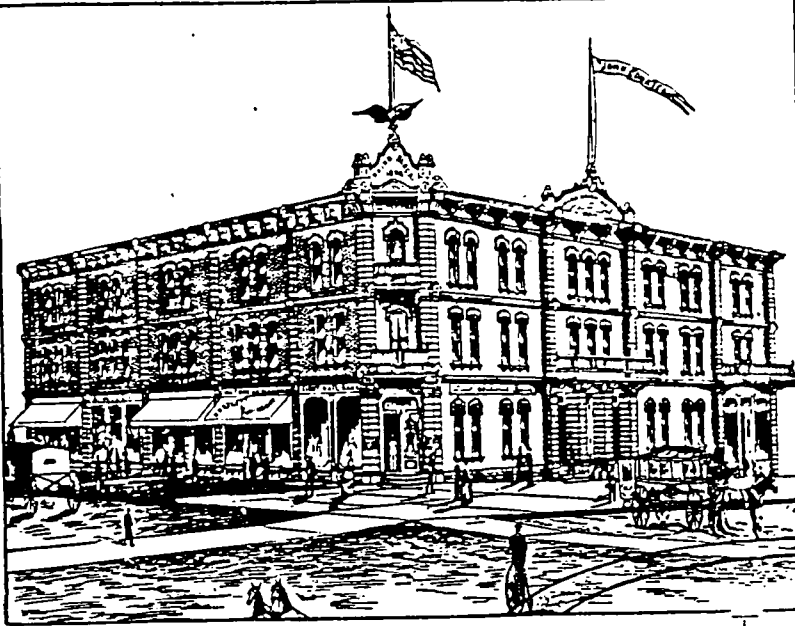
Grand Union ad of the 1970s aimed at commercial travellers

TRINIDAD DIRECTORY.

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.—

TRINIDAD, — COLO.

Figure 24

1914 Hotel Utah sample room promotion ad



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

Hotel St. Francis
UNION SQUARE
POWELL, GEARY AND POST STREETS' SAN FRANCISCO
Telephone Douglas 1000



ONE THOUSAND ROOMS
LARGEST HOTEL IN WESTERN AMERICA
IN THE CENTER OF THE CITY

SUPPER DANCE in the Garden every evening except Sunday
MURAL PAINTINGS IN THE NEW GRILL

The new Grill with its seven great mural paintings by Albert Herter, is the most beautifully decorated public room in the world

HOTEL ST. FRANCIS TURKISH BATHS
TWELFTH FLOOR FOR MEN ELEVENTH FLOOR FOR WOMEN

Under the Management of Thomas J. Coleman

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

Figure 27

American Institute Fair announcement of 1845

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, 5th 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. au23

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.

Figure 28

1908 ad of Hotel Statler, Buffalo, New York

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 refinement of taste

300 Rooms-300 Baths **Circulating Ice Water to all Rooms**

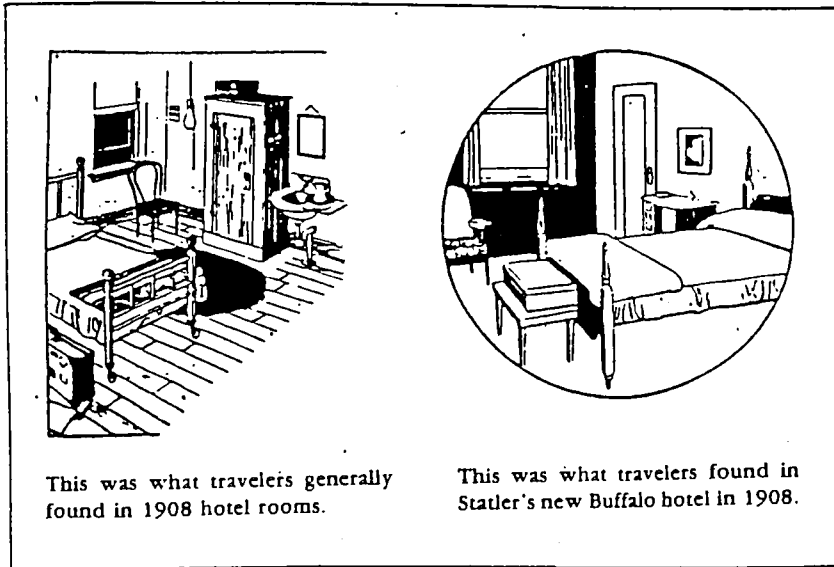
Beautiful Dining Rooms. Superb Arbor Room
Unsurpassed Cuisine. European Plan Exclusively

Splendidly located in the heart of the city, convenient for business or amusement, 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



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

Figure 30

The Statler Service Code Handbooks

STATLER SERVICE	EMPLOYEES' CODE 1
<p>★ 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.</p>	<p>Impress upon him the fine good-fellowship of the place; the "No-trouble-to-help-yu" Spirit. Never be perky, pungent, or fresh—the Guest pays your salary. He is your immediate benefactor.</p> <p>Snap judgments of men oftentimes are faulty. A man may wear a red necktie, a green vest and tan shoes, and still be a gentleman.</p> <p>The Unpretentious Man with the soft voice may possess the Wealth of Croesus. The Stranger in cowhide boots, broadbrim and rusty black, may be President of a Railroad or a Senator from over the Ridge.</p> <p>You cannot afford to be superior or sullen with</p>
<p>★ So then it behooves every man and woman employed here to remember this always, and careful con</p>	
GETTING A ROOM	GETTING A ROOM
<p>Any mem telligence that a Statl not stay he New Custo Old Custo Customer See that yo come back</p>	<p>Is it strange that the hotel cannot always offer you the room you want, at the price you want to pay?</p> <p>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.</p> <p>When you are going to a theatre you reserve your seats, and if convenient you reserve them several hours—or days—ahead.</p> <p>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."</p> <p>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.</p> <p>When, therefore, you do not engage your hotel accommodations in advance, don't be offended if the hotel cannot give you what you want.</p>

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:

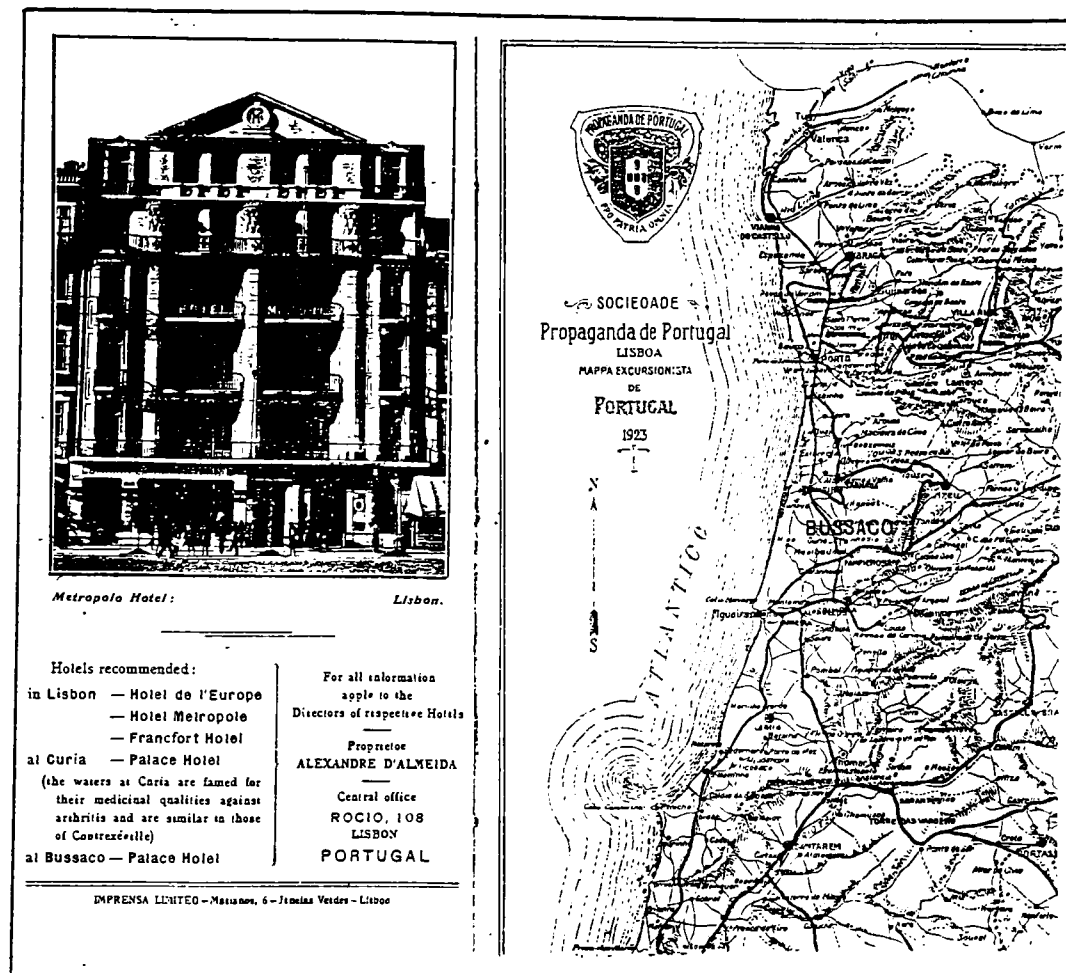
The 1920s and 1930s could also be consider the first real decades of mobility. The economically mass-produced automobile and the beginnings of trans-continental highway systems in the USA, Canada, and Europe (autobahns) allowed people to travel with greater ease and frequency - and not be necessarily 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).

Figure 31

1923 Portugese Hotel Company road map



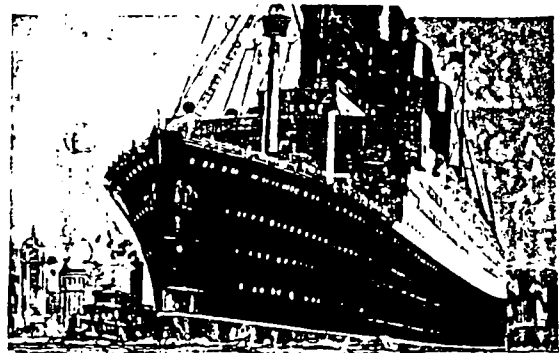
Note: This detailed road map in a Portuguese hotel company brochure was designed to make it easier for the adventurous motorist to visit the chain's various properties throughout the country.

Sample airline advertising of the 1920s and 1930s



Figure 33

Cruise line advertising stimulating two-way international business in the 1930s



CUNARD LINE

Prochains départs de

CHERBOURG pour NEW-YORK

MAURETANIA - 5 Fév.

AQUITANIA - 19

BERENGARIA - 26

AQUITANIA - 12 Mars

Durée Moyenne de la Traversée: 5 Jours, 8 Heures
SERVICE LE PLUS RAPIDE DU MONDE

© Cunard Line Ltd. pour la traversée de 11 jours

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".

Figure 34

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



MUSIC DANCING HOSTESS GAMES

The **FLORIDA SPECIAL**
Aristocrat of Winter Trains

Leaves Miami daily 2.05 P. M., West Palm Beach 3.37 P. M.
Arrives at Washington 1.15 P. M., Philadelphia 4.06 P. M.,
New York 5.50 P. M. 27¼ hours Miami to New York.

The Miamian Gulf Coast Ltd. Havana Special
Florida East Coast Florida West Coast re. Through service from
points—One night out south—one night out, both Florida Coasts.
thru service to Boston, thru service to Boston. Famous Lounge Car.

A Clean Ride on a Double Track, Rock Ballasted Railroad
Protected by Automatic Signals and Train Control.

Consult any F.E.C. Railroad Ticket Agent—or

Geo. H. Spruener, D.P.A. 217 S. E. First St. Miami, Florida Phone 2-1419

Atlantic Coast Line
THE STANDARD RAILROAD OF THE SOUTH

TAKE YOUR
AUTO—One
additional
R.R. ticket car-
ries it.



The
4-STAR TRAIN TO
WASHINGTON,
NEW YORK AND
EASTERN CITIES

The
**ORANGE
BLOSSOM
SPECIAL**

One of the World's
most luxurious trains

- ★ FASTEST SCHEDULE IN THE HISTORY OF THIS FAMOUS FLORIDA TRAIN
- ★ AIR-CONDITIONED COMFORT
- ★ ALL-PULLMAN—NO EXTRA FARE
- ★ FAMOUS SEABOARD MEALS

Leave Miami . . . 10:20 A. M.
Arrive Washington . . . 11:55 A. M.
Arrive New York . . . 4:20 P. M.

Two other fine Seaboard air-conditioned trains leave Miami daily for Carolina and Georgia resorts, New York and Eastern cities.

**LOW ROUND-TRIP FARES
15 DAYS, 6 MONTHS**

Ship your automobile by Train—
total cost is only one extra pas-
senger ticket when two or more
persons travel in Pullman cars.

For information and
reservations, consult local ticket agent or
CITY TICKET OFFICE
125 E. Flagler St., Miami • Tel-Phone 2-8161

SEABOARD
AIR LINE RAILWAY
The ONLY
Completely Air-conditioned Trains from
Florida to Eastern Cities

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).

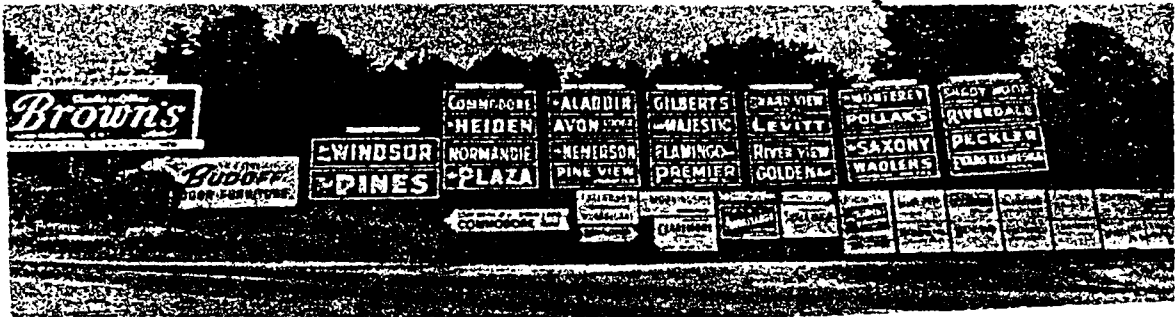
The increased popularity of those area would later be a significant influence as a site selection factor by expanding international hotels chains, especially Sheraton and Inter-Continental.

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

Figure 36 (1 of 2 pages)

South American advertising during the early 1940s

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. Desmoebeck, GR
475 FIFTH AVENUE NEW YORK CITY

SOUTH AMERICA CENTRAL AMERICA MEXICO WITH EXPRINTER

ANNOUNCING twelve new air cruises and the Winter escorted tour 'Round South America by steamer sailing January 30th.

Literature in preparation

EXPRINTER TRAVEL SERVICE

22 EAST 60th STREET	NEW YORK CITY
233 LOEW'S STATE BLDG.	CHICAGO, ILL.
1420 FOURTH AVENUE	LOS ANGELES, CAL.
	SEATTLE, WASH.

Cruise now to

SPRING IN ARGENTINA

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

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

38-DAY CRUISES

by the luxurious 33,000-ton American Republic Liners

S. S. BRAZIL *S. S. URUGUAY
S. S. ARGENTINA

Sailing Fortnightly from New York

Calling at

BARBADOS
RIO DE JANEIRO
SANTOS
MONTEVIDEO
BUENOS AIRES
SANTOS
SAO PAULO
RIO DE JANEIRO
TRINIDAD

*Does not stop at Barbados.



All-expense cruise rates, \$395 Tourist; \$515 First Class (\$585 Certain Seasonal). Prices include all shore excursions and hotel expenses at Buenos Aires; ship is your hotel at all other ports.

CONSULT YOUR TRAVEL AGENT OR

MOORE-McCORMACK Lines

8 BROADWAY NEW YORK

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 Bellchambers,
President

*THERE 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!

In Havana... Oper the Year 'Round... Booking Offices in New York and Miami... Regular Commission to Agents.

HOTEL
NACIONAL
DE CUBA

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 stop that we made was just one more enjoyable thrill after another..."



Other Tours to
CALIFORNIA VIA NEW ORLEANS
FLORIDA—all-rail, rail-auto circle tours.
HAVANA, CUBA • NEW ORLEANS
MISSISSIPPI GULF COAST
HOT SPRINGS, ARKANSAS
MEXICAN GULF CRUISES
Via New Orleans, Galveston, Miami
CARIBBEAN CRUISES
Via New Orleans
SOUTH AMERICAN CRUISES
Via New Orleans

Many of the leading travel agents are offering complete escorted tours via Illinois Central. To sell the most of the best see us.

Get your share of these profits
Write today for complete information to
J. V. LANIGAN, Passenger Traffic Manager
Illinois Central System, Chicago, Ill.

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 seashore—lead 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

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., Profits = Revenue - 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

So You Have A TRANSPORTATION PROBLEM?
One happy solution for getting about New York is to drive every form of motor vehicle... **PERMANENT SHOW**... **The PLAZA**... **SWAFFORD & KOEHL, INC.**

TO THOSE WHO must TRAVEL
In these hard times, when a car is almost indispensable... **The PLAZA**... **SWAFFORD & KOEHL, INC.**

A General Without Stars!
This man is a general—on the production front! His public big eyes, making more of the materials of war, faster and better than ever before... **Hotel NEW YORKER**... **MAXON, INC.**

Let's pretend.
LET'S PRETEND you're a Boss man. You who has to spend a night or a week in New York... **The St. Regis**... **J. M. HICKERSON, INC.**

What! Tanks in This Hotel?
You—but these are unusual! Planes and guns and munitions often find their way into hotels because in the problem-solver times... **Hotel NEW YORKER**... **MAXON, INC.**

TO THE NATION'S BUSY BUSINESS MEN
BY FRED STAFF... **The SHERRY NETHERLAND**... **AL PAUL LEFTON CO.**

For his "BUY" OF YOUR LIFE
For his "REST" OF YOUR LIFE... **GOVERNOR CLINTON**... **SWAFFORD & KOEHL, INC.**

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".

Figure 38

Wartime messages on advertising

THE HOTEL GAZETTE, MARCH 13, 1943

Hotel Sales Managers' Survey Reveals Advertising and Promotion Continues

ACCORDING to a survey of its members conducted by the Hotel Sales Managers Association, 93 per cent of America's leading hotels 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 hotels' policies to the public.

"The report is most heartening, because it shows that the lesson of the past has 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 content 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 hotels, and emphasized their wish that the Association would back up these efforts 100 per cent.

A typical letter on this subject was from Frank Moore, manager of the Penn Harris Hotel, Harrisburg, Pa., and past president of the American Hotel Association, who said that the hotel industry looks to the sales managers' group "to advance some new and progressive ideas for the merchandising of hotels' seasonally as well as for the sales job to be done to 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. Mathewson, director of public relations 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 refrain from creating in any way the feeling that we have all the business we can handle—so that therefore we can rough-trod over anybody, be it a group or an individual. It seems to me that in over twenty years of hotel activity we have spent ten of them apologizing to people for the callous 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. Busick, 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 on concerted drive for new members, we are confident 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."

HOTEL WORLD-REVIEW

"Continued Advertising Just Plain Common Sense,"

Says—

CHARLES E. ROCHESTER,
Vice Pres. and Managing Director
Hotel Lexington, New York

When the hotel business is flourishing, as it is now, it is no time for complacency or lethargy with regard to advertising. Just the opposite is true.

Many a business, and I could name some, has failed or dwindled because its advertising was reduced or eliminated when it was enjoying a period of unusual prosperity. In many of these cases it was the advertising which helped to build the business originally and the curtailment of advertising had its natural and inevitable result in loss of public prestige and patronage.

At the Lexington we increased our advertising considerably in 1942. We are continuing throughout 1943 at this same accelerated pace.

Even if many of our former guests, living at a distance, cannot visit the Lexington right now or even for the duration of the war, we do not intend to lose a single one of them through letting them forget us. We shall continue to keep in touch with them through our advertising and other forms of approach. At the same time we expect our advertising promotion to attract a lot of new people who have not yet experienced the charm of doing business with us.

We consider the continuation of advertising in times of increased business activity just plain common sense.

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

cathay pacific
airways

Head Office: 1 Canongate Rd., Hong Kong
Cable: "AIRCATHAY"

For
address
schedule
office: April
21, see World-Wide
Edition Page C-883

NORTHWEST AIRLINES

First

TO OPERATE DOUBLE-DECK BOEING

STRATOCRUISER

COAST TO COAST
and HAWAII

ONLY NATIONAL

gives your clients Florida Hotel Luxury aloft
with NEW 5-STAR SERVICE! NO EXTRA
FARE!

**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 feature—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 4819 P. O. Box 1552
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.

Figure 41 (1 of 2 pages)

Award-winning 1937 and 1939 hotel advertising

HOTEL WORLD-REVIEW

March 27, 1937



EXHIBIT AT HOTEL BUSINESS PROMOTION CONFERENCE AT FRENCH LICK

Advertising

Hotel Men Plan Conference
on Promotion at French
Lick, March 18-20.

By WILLIAM BRENNAN

Described as the "largest and most extensive program ever devoted to sales promotion activities in the history of the hotel field," the tenth annual meeting of the Hotel Business Promotion Conference will take place March 18-20 at the French Lick Springs Hotel, French Lick, Indiana.

The panel method of discussion to be used includes as speakers, Francis B. Frazee, Larkin Co., Inc., Buffalo, and Henry Hoke, secretary of the Direct Mail Advertising Assn., who will cover direct-mail advertising.

C. W. Browne, marketing and advertising manager, U. S. Printing and Lithograph Co., Cincinnati, Ohio, and past-president of the Cincinnati Advertising Club, is scheduled to tell how to use newspaper and magazine advertising for maximum results in obtaining all types of business for hotels.

A special exhibit of hotel sales literature will be displayed at the meeting.

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.

HOTEL WORLD-REVIEW
3/13/37

Figure 41 (2 of 2 pages)

Award-winning 1937 and 1939 hotel advertising



*The
Prize-Winning
Exhibits*
AT THE CHICAGO
CONVENTION

Top: President Connor, President-elect Flynn and Executive Secretary Van Surdam inspect The Greenbrier's display.

Above: Adrian Phillips of Chalfonte-Haddon Hall shows his prize-winning tourist agency booklet to Messrs. Connor and Flynn.

Above left: Raymond Hall points out the food and beverage promotion display which took the honors in its class for the Hotel New Yorker.

Left: President Connor congratulates Bob Nord upon The William Penn's prize-winning convention presentation and the rest of his hotel's large display.

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.

Figure 42

Travel writer endorsement

"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 northern 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 1872, and members 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-kept, and they possess superior advantages as a summer resort. It is delightfully cool here in mid-summer, and "hay-fever" 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 invalids. Paths have been opened to the principal heights and most attractive points, for the special gratification of lovers of the beautiful. Mountain-peaks, the primeval forest, springs of pure, health-giving water, opportunities for fishing and hunting as well as the advantages of complete rest in the purest and most bracing 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 (ten miles) there is so 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 Stratford. There is a good carriage road, East, to Errol Landing, on the Androscoggin River.

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

A good LIVERY STABLE is maintained in connection with the hotel.

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

GEORGE PARSONS, - - PROPRIETOR.
POSTOFFICE ADDRESS, COLEBROOK, NEW HAMPSHIRE.

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 closely grouped together a gallery of pictures whose grandeur is sublime—a very Vatican of natural gems—made up of artistic bits, 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 desolate inclines, others showing but their scraggy heads above the evergreens which hide all else of their ugly nakedness. The confusion of rocks is more dire 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 "Switzerland of America," but there is no region in all our glorious Appalachian range whose characteristics are so thoroughly Alpine as Dixville Notch, N. H.

Daily Illustrated Graphic. Our illustrations will say more for this delightful region than our impotent pen-picturing. 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 healthful and beautiful.

Lowell Morning Mill. 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 rock, which is very largely visited. 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, now scattered, now joined in massive groups of wondrous composition, like that of the snow-white Duomo at Milan, rising into one grand tower at the end, which has been unhappily christened Table Rock. As I write I see a victorious quartette who have just mastered this miniature Matterhorn. They are astride its narrow summit, for there is barely width to stand, and yodel to and fro, while our waving handkerchiefs can be plainly seen by each other. A few rods from the greatest height is a fissure wherein lies perpetual snow and ice. Beneath Table Rock we see domes, pinnacles 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.

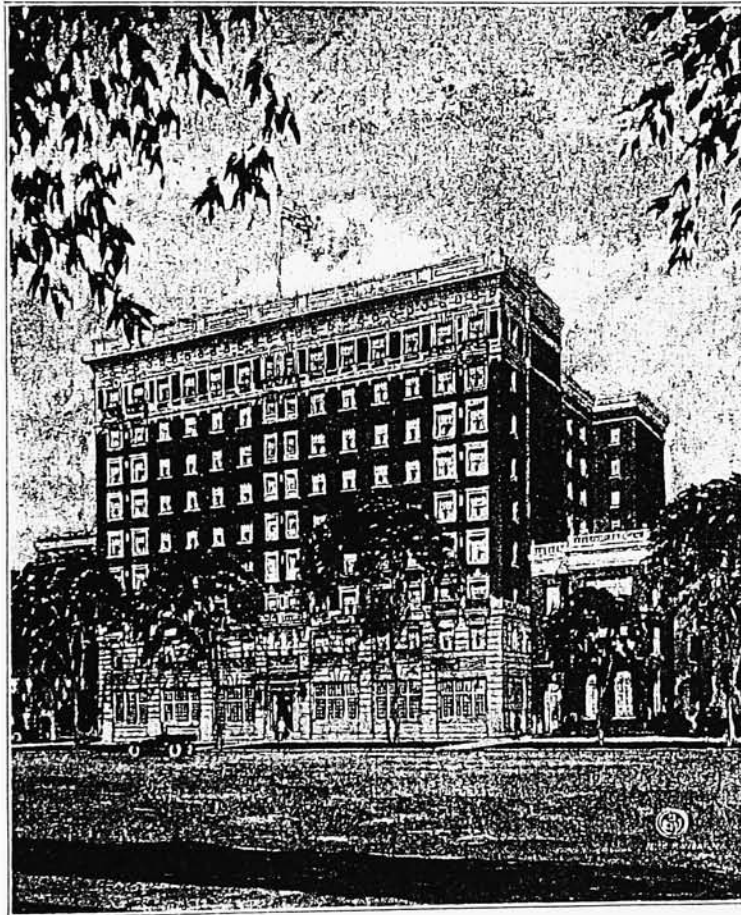
Public Ledger (Philadelphia). My new place is ten miles away from any railroad station, and it is well entitled to the name of *The Alps of Appalachia*. It has an abundance of dashing cascades, a deep-cut flume, splendid climbs for the pedestrian, rocky summits from which most lovely views of lakes, mountains, ravines and pastoral scenes may be had; a good hotel, that is cool and quiet and delightful for the lovers of rest. Go try it.

Note:

This circular from the late 1880s 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

Figure 45

Hotel organization referral booklets


Vol. 1
No. 35



Feb. 2-8,
1930

OFFICIAL PUBLICATION CHARTER 19, GREATER MIAMI

HOTEL
GREETERS of AMERICA



C. H. LYNKEY
GENERAL MANAGER

B. R. WALZER
EDITOR

DONALD LYNKEY
ASST. MGR. & ARTIST

JOHN MAHONY
A. C. SMITH
ASSOCIATE EDITORS

Published each Saturday from
205-8 Republic Building
and distributed FREE through
Hotels and other public places

ADVERTISING RATE ON APPLICATION

Phone Miami 2-1462

Why We Are

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.

Figure 46

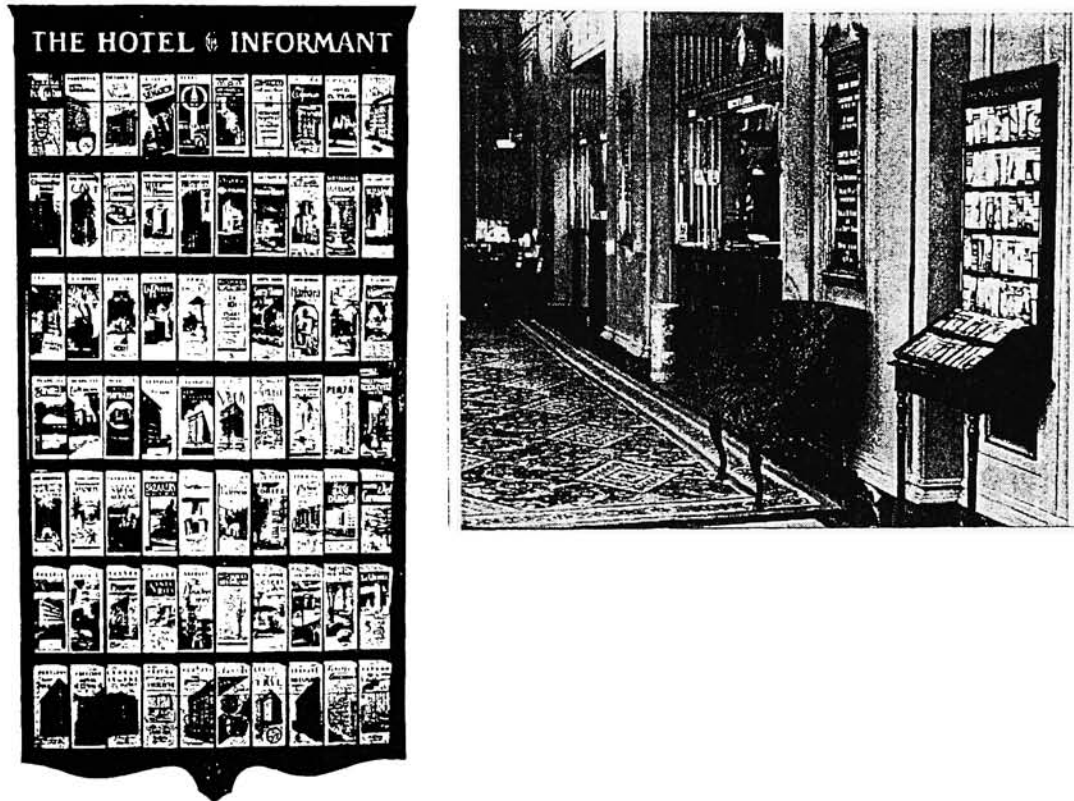
Hotel organization referral advertising

<p><i>Gayety-Happiness-Cheerfulness</i> Are Fully Enjoyed At The</p>  <p>HAVANA, CUBA</p> <p>A FAULTLESS service, comfort in the very meaning of the word, spirit of hospitality that will make you really feel at home, all these qualities of inviting atmosphere are the outstanding characteristics that prevail at the Hotel Plaza</p> <p>A DDED to this the most convenient and central location of the Hotel and its reasonableness in rates for rooms and meals as well, guests after a first call will surely return again and again</p> <p>M AKE it a point, to not leave Havana without seeing us. The Manager will feel honored and happy to meet you.</p> <p><i>FAUSTO SIMON, Managing Director</i> Hotel Plaza Central Park Havana Cuba</p> <p><small>Rotary Member. Member of Hotel Greeters of America Member of Miami Chamber of Commerce</small></p>	<p>SHOW PLACE AT HAVANA See how Corona cigars are made Visit</p> <p>LA CORONA CIGAR FACTORY No. 1 Reina Street Opposite Fraternity Square SALES DEPARTMENTS No. 1 Reina St. or No. 10 Zuleta St. Ol. Fraternity Sq. Op. Pres. Palace HABANA CUBA</p>
<p>La Casa Grande GALIANO & SAN RAFAEL STS. HAVANA, CUBA</p> <p>French Perfumes Spanish Things</p> <p>FREE to every American visitor a nice bottle of French perfume as a souvenir of this store</p>	
<p><i>Fin de siglo</i> "Havana's Smartest Department Store" On San Rafael & Aguila St.</p> <p>is the ideal place to do your shopping in while you are in Havana. Don't fail to visit it. You will be cordially welcomed.</p>	
<p>Dine and Dance ALCAZAR-ROOF Dinner 6 to 9 P. M. Evening Entertainment SEVEN ACTS HIGH-CLASS V A U D E V I L L E Nightly—9:30 Till — STEWART GORMAN'S NINE BROADCASTING SYNCOPATORS Cover \$1 Week Nites, Saturday \$2</p>	 <p>A GOOD GREETER HOTEL IN HAVANA, CUBA "It's Good" YOU WILL MAKE NO MISTAKE By Patronizing THE ROYAL PALM Wilber E. Tndgham, Prop., Mgr. James Baillie, Ass't. Mgr.</p>

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.

Figure 47

Referrals through folder exchange and display



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

Figure 48

Hotel luggage stickers



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.

Figure 49


Multi-purpose folder for steamship agents and boat passengers

DO NOT FAIL TO
READ THIS





SPECIAL ATTENTION
PAID TO TRAVELLERS

SPECIAL REPRESENTATIVES OF THE HOTEL



WILL MEET PASSENGERS AT THE ARRIVAL OF
EVERY STEAMER

HOTEL DEL CAMPIDOGLIO
GRANDE ALBERGO ITALIANO
IN NEW YORK



WITH ALL MODERN IMPROVEMENTS

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 some one 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).

Figure 50

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

CHICAGO HOTELS—DISTINGUISHING FEATURES.

GARDNER HOUSE,

Cor. Michigan Avenue and Jackson Street.



TERMS, \$2.50 AND \$3.00 PER DAY

Special Inducements to Large Parties.

The appointments of the Gardner are strictly first-class. Our rooms are all light and airy, many of them facing Lake Michigan.

TABLE SECOND TO NONE IN THE WEST.

There is no more desirable location in Chicago for Traveling, Public and General Business Men to stop.

I. D. CRAWFORD.

CHICAGO HOTELS—DISTINGUISHING FEATURES.

PALMER HOUSE.



The Only Fire-Proof Hotel in America!

Rooms with Board, \$3.00 to \$3.50 per Day.
Baths and Barber's extra.

Rooms without Board, \$1.00 to \$2.00 per Day.

Finest Restaurant in the City Connected with the House.

Special Notice—No parties remaining longer than one week.

CHICAGO HOTELS—DISTINGUISHING FEATURES.

TREMONT HOUSE.

→ THE "PALACE" HOTEL ←



\$3.00 PER DAY FOR ALL ROOMS ABOVE PARLOR FLOOR,
Excepting front rooms and rooms with bath.

SPECIAL CONTRACTS WILL BE MADE

Rooms without Board, \$1.00 to \$2.00 per Day.

JOHN S. MITCHELL, Proprietor.

CHICAGO HOTELS—DISTINGUISHING FEATURES.

SHERMAN HOUSE.



THE "OLD RELIABLE."

N. W. Corner of Clark and Randolph Streets,
CHICAGO.

ALVIN HURLBUT, Proprietor.

Erected in '86, in a style commensurate with Chicago's future greatness; swallowed up in the great fire of '71, rebuilt in a still grander style in '87, has 150 guests' rooms. Every front room has bath, water and clothes presses.

\$3.00 per Day for all Rooms above the Parlor Floor, without Bath.
Rooms with Baths, \$3.50 to \$4.50.

CHICAGO HOTELS—DISTINGUISHING FEATURES.

MATTESON HOUSE,

Cor. Wabash Avenue and Jackson Street.



WOODCOCK & LOMING, Proprietors.

Rates Reduced to \$2.50 per Day.

This elegant hotel occupies no need. Luxuriously furnished, with elevator and all the modern improvements. Desirably situated, it offers superior advantages to business men and pleasure parties. Special apartments to commercial men to display their wares. The cuisine is of the very best. The great Exposition Building is within one block of the Matteson.

CHICAGO HOTELS—DISTINGUISHING FEATURES.

Grand Pacific Hotel

One of the Largest, sharing over 300 rooms, best arranged, best ventilated, and

Most Elegantly Furnished Hotels in America.

All the different advantages united for making it

PRACTICALLY FIRE-PROOF.



With a Broadway East, North, West and South of us is LEXINGTON.

Rooms with Board, \$3.00 to \$3.50 per Day.
WITH 150 FURNISHED KITCHENS.

JOHN B. DRAKE & CO., Proprietors.

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!).

Figure 52

Atlantic City's "No Snow on The Boardwalk" campaign slogan

No Snow
on the BOARDWALK

The very elements that
conspire against it . . .
the sun, salt air and
a Gulf-Stream-tem-
pered Autumn climate
. . . combine to give
you a happier and
healthier condition of
mind and body.

Always to be enjoyed
. . . Boardwalk prom-
enading, roller chair-
ing, smart shops, piers,
theatres, concerts,
dancing, deck chairs,
sea baths, and count-
less attractions.

*Come Now! No Mud!
No Slush! No Snow!*

**ATLANTIC
CITY**

A high standard of Board-
walk hotel accommodations,
guaranteed by consistent,
uninterrupted ownership-
management, is offered by
these leading houses:

BRIGHTON DENNIS
CHALFONTE-HADDON HALL
MARLBOROUGH · BLENHEIM
TRAYMORE

*Kindly Phone for Rates
and Reservations*

NO SNOW
in
ATLANTIC CITY

• *Phone Your
Favorite Hotel
for Reservations*

NO SNOW on the
BOARDWALK
ATLANTIC CITY ★

Phone Your Favorite Hotel for Reservations

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).

Figure 53

Small space Irish wine & dine advertising



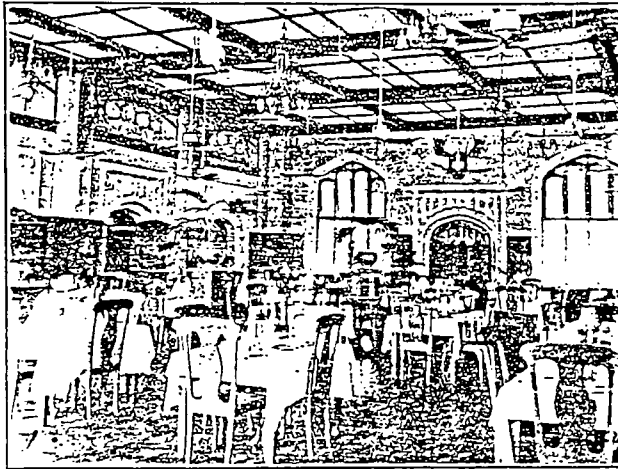
Source: David Adare FitzGerald, Dublin, Ireland, from a 1930s issue of the "Evening Telegraph".

Figure 54 (1 of 2 pages)

Wine/Dine, and Theatre advertising from Calcutta, India

December, 1923

[The Sahib and Memsahib



BUFFET ROYAL

on the site of the Famous
Old Theatre Royal.

NOTED FOR ITS EX-
CELLENT CUISINE.

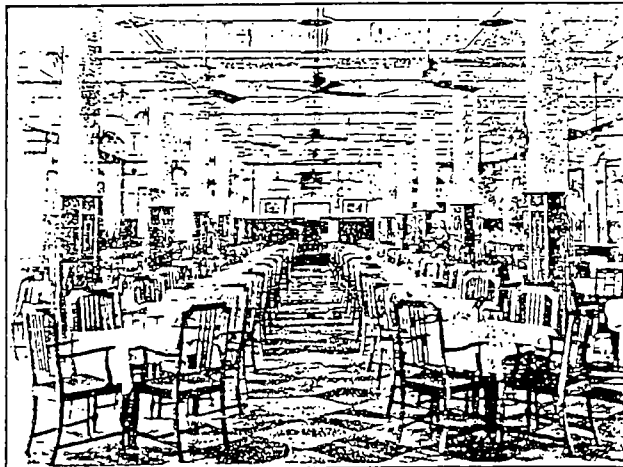
*Tables can be reserved at
the Grand Hotel, Calcutta.*

BANQUETS, WEDDING
RECEPTIONS and DIN-
NER parties can be ar-
ranged for.

GRAND HOTEL CAFE

AND

RESTAURANT,
*The Rendezvous of all
Calcutta.*

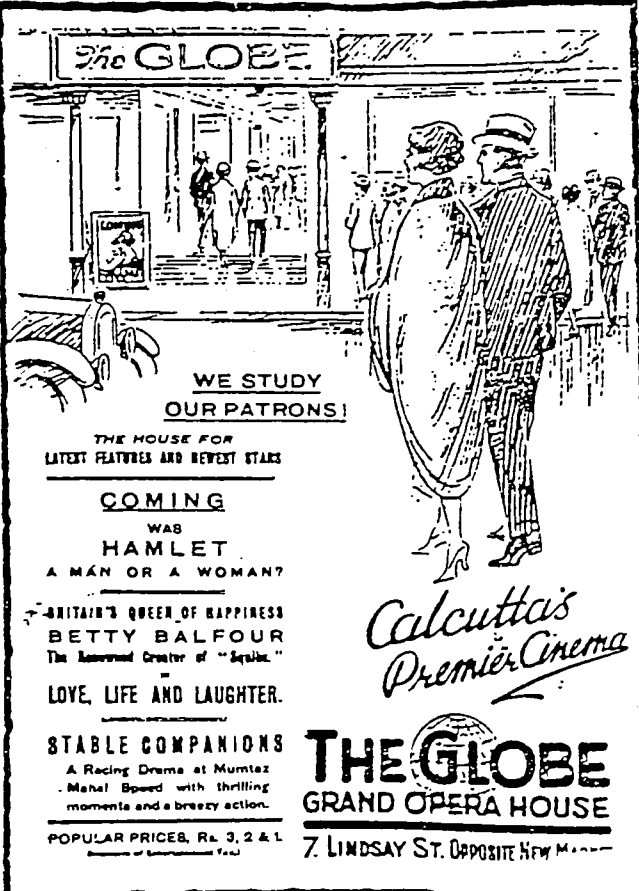


Tell them you saw it in "The Sahib and Memsahib"

Source: This page and the next: Mr. Sunil Juneja, Director,
The Oberoi School of Hotel Management, Delhi, India.

Figure 54 (2 of 2 pages)

Wine/Dine, and Theatre advertising, Calcutta (cont'd)



The GLOBE

**WE STUDY
OUR PATRONS!**

THE HOUSE FOR
LATEST FEATURES AND NEWEST STAKES

COMING

WAS
HAMLET
A MAN OR A WOMAN?

BRITAIN'S QUEEN OF HAPPINESS
BETTY BALFOUR
The Renowned Creator of "Squibs"

LOVE, LIFE AND LAUGHTER.

STABLE COMPANIONS
A Racing Drama at Mumtaz
Mahal Speed with thrilling
moments and a breezy action.

POPULAR PRICES, Rs. 3, 2 & 1


*Calcutta's
Premier Cinema*

THE GLOBE
GRAND OPERA HOUSE
7, LINDSAY ST. OPPOSITE NEW MARKET

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.

Figure 55

Entertainment advertising in "feature column" format



12-18/31
The Eagle on the Wall
says:

"JOIN the crowd at Casanova's tea dances... Every afternoon until January 7... 3:30 p.m. to 5:30... Relieux and his orchestra are going to feature the latest in tango rhythm, and Russell Morrison, direct from the Chicago Theatre, Casanova's new entertainer, will be there to help keep the ball a-rolling. Refreshments will be served. And it's all for only 50c per person."

"While you're at it, better make your reservations for Casanova's first New Year's Eve party... It's going to set a new high for New Year's Eve frolics in Denver. There'll be a floor show by entertainers from the new RKO Orpheum Theater, simply gorgeous favors, (you may see the ladies' favors now in the Brown Palace lobby) and harmony by Relieux and his orchestra... Dinner is from 7:30 p.m. to 10:30, with dancing from 7:30 p.m. to 5 a.m. Breakfast'll be served at 4 a.m. And the taxi is only \$7.50 per person... Then there'll be the New Year's Day dinner at Casanova... It will be served from noon to 8:30 p.m., for \$2 per person."

"And don't forget the regular luncheon and dinner dances... Morrison will amuse and Relieux exudes rhythm. Luncheon is from 12:30 p.m. to 2:30, 75c and \$1 per person. Dinner is served from 7 p.m. to 9 p.m., \$1.50 per person... with dancing from 7 p.m. to close, no extra charge."

...We'll be seeing you...

Casanova
at the
BROWN PALACE
HOTEL

OPENING, September 17th
FOR A BRILLIANT

FALL SEASON

Emerald Room and THE ALIBI

DINNER DANCING
EVERY THURSDAY AND
SATURDAY NIGHTS



With
Lou Morgan
and His Famous
NBC Orchestra

You will thoroughly enjoy a special dinner prepared by Louis, of national fame.

FRIDAY NIGHT IS RESERVED
FOR OFFICERS OF THE
ARMED FORCES

The beautiful Emerald Room is the ideal place to entertain your friends with private parties. Available Sunday, Monday, Tuesday and Wednesday nights.

For Reservations, Call Herman Sutter,
Maitre d' Hotel, T.A. 3111

Brown Palace

DENVER

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



Figure 57 (1 of 2 pages)

Advertising targeted at the New England seashore vacationers

LOOKOUT
Hotel
AND
Cottages
OGUNQUIT
MAINE
A Village by the Sea




150 guest rooms, 41 with private baths, 80 with hot and cold running water. Built on Ogunquit Cliffs, an 80-foot elevation overlooking village, ocean and river.

Where Country and Seashore Meet
Illustrated Booklet
H. L. Merrill



**A
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L
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Surf Bathing—Private Bath Houses—Tennis Court—Pool Table—Golf—Deep Sea Fishing—Pine Grove—Garage—Accommodations for Chauffeurs—Unexcelled Cuisine—Large Garden Providing Fresh Vegetables—Pure Water from Lake Sebago—Pure Milk and Cream—Extensive Verandas—Modern Well-Ventilated Kitchen
8 miles from Portland
MAINE

TERRACE INN
CASCO TERRACE
THE ONLY INN ON
PALMOUTH FORESIDE SHORE
MAINE
Six and one-half miles from Portland
Overlooks Casco Bay
Fishing, Boating, Bathing
Entirely remodeled. Cheerful roaring fire on the hearth cool evenings. Finest Table Delicacies.
Shore, Steak and Chicken Dinners
GIFT SHOP
Special Attention to Week End Parties

THE MINNETONKA



Situated directly upon the ocean, mid-way between York Beach, Ogunquit and Kennebunkport, and commanding an uninterrupted view of each. A firm, smooth, sand beach, free from "under tow," affords the safest bathing. Homelike atmosphere. MRS. GEORGE L. BURNHAM, PROP.
WELLS BEACH, MAINE

WITH the spray of the Atlantic along its rock-bound coast, and the Kennebunk River winding its way through woods and meadows, the quaint old town of Kennebunkport has become an exclusive summering place.

HERE, amid beautiful summer estates, with their trim lawns, well pruned shrubs and trees and riotous blossoms, is The Nonantum.


SLEEPING rooms are all outside rooms, having views of the river, seaside or the surrounding country. Each room is cheerful and homelike and well furnished, particular attention having been given to beds.

HERE gather each year those who love Maine and her out-of-door sports, golf, tennis and bathing. Yachting, boating and deep sea fishing are here for those who love the thrill of the sea.

The Nonantum

Closes Oct. 15th
Rates upon application
FELIX BRIDGER
Hotel Thatcher, Biddeford, Maine
Under same management

THE OCEANIC
AND COTTAGES



THE "OCEANIC" is situated on Cape Arundel, commanding almost an unlimited view of the ocean and taking in an entire sweep of the horizon from east to west. The scenes from its broad piazzas form a series of pictures so grand and beautiful, that once seen, they can never be forgotten.

Guest chambers are large, light and airy and comfortably furnished. The house is lighted by electricity throughout. Many of the rooms are connected with private baths.

The hotel is daily supplied from adjoining farms with eggs, chickens, milk, and vegetables. Fish, clams, lobsters are taken directly from the boats. The proprietor believes his table to be his best medium of advertising.

All kinds of recreational and vacation activities can be enjoyed by the guests of the "Oceanic."

The house is within an easy walking distance of the village, post office, apothecary, churches, library, etc.

Write for Booklet
W. L. MERRILL, PROP.
KENNEBUNKPORT MAINE

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.

Figure 57 (2 of 2 pages)

New England vacationer ads (continued)

Sea View Inn

THE INN is an attractive building located on high ground overlooking the ocean and the Saco Bay. It has accommodations for one hundred and fifty guests. There are ample private and public baths conveniently located.

A SPECIALTY is made of sea food which is caught in nearby waters and brought daily to the Pool. Fresh vegetables only are served.

BOATING, bathing, fishing, tennis and golf are among the relaxations offered the guests. The nine-hole golf course is interesting and well maintained. The first tee and Club House are within one hundred yards of the Inn. The tennis courts, of which there are six, are of tournament size and kept in excellent condition. The bathing beach is within a short distance of the Inn. It is unusually safe and attractive, extending about two miles to the south.

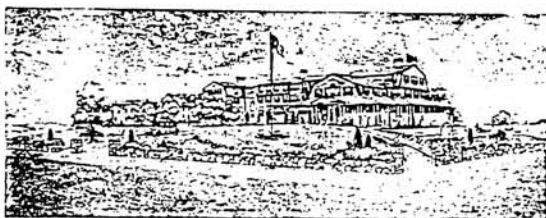
BIDDEFORD POOL is situated on the Maine Coast, nine miles from Biddeford, Maine, one hundred miles from Boston and three hundred miles from New York City. It is a combination of rocky coast and seashore and is one of the most exclusive resorts in New England.

BIDDEFORD POOL MAINE

R. C. BAYANT, LEISER

BLACK POINT INN

PROUT'S NECK, MAINE



BLACK POINT INN—a De Luxe Hotel—built to accommodate the discriminating class of people, yearly attracted to Prout's Neck (originally named Black Point), by its 18-hole golf course, tennis, ocean bathing, sailing and other sport-inviting features.

Practically every one of the sixty or more rooms of the Inn has a water view, an exceptional feature even in Maine. Every room in the Inn is tastefully appointed, has hot and cold running water, bath connection and long distance telephone.

Our flowers, vegetables, poultry, dairy products, and fruit in season, are obtained from the nearby model showplace, Ram Island Farm.

110 miles by motor from Boston, 8 miles from Portland.
Write for details. S. F. BOYD, MGR.

EVERY VACATIONIST'S DESIRE GRANTED

Every table in our dining room commands a view of the ocean. Fresh vegetables at all times, and certified milk for the children. A specialty is made of sea food, which is caught in nearby waters and brought daily to the Pool. Boating, bathing, fishing, tennis and golf are among the relaxations offered to guests. The ninth hole and Club House are within 200 yards of the hotel. The tennis courts, of which there are six, are of tournament size and kept in good condition.

Accommodations for 100 Guests
House open from June 28th to Sept. 1st

The Ocean View Hotel
BIDDEFORD POOL MAINE
HENRY D. EVANS, Prop.

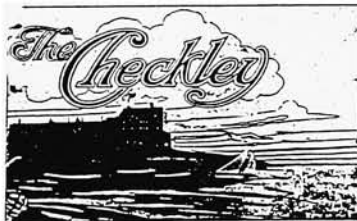


Ownership Management Catering to an Exclusive Clientele. Table Unsurpassed. All Outside Rooms. Running Water or Bath with Each Room. Golf, Tennis, Fishing, Surf, Sailing, Bathing, Boating.

The Willows

PROUT'S NECK, MAINE

Telephone Connections



A THOROUGHLY MODERN AND ATTRACTIVE HOTEL DELIGHTFULLY SITUATED ON A POINT EXTENDING INTO THE OCEAN

DINNER DANCES

Given Regularly Wednesday

Evenings

THE CHECKLEY

MARY H. FOSS, PROPRIETRESS

PROUT'S NECK, MAINE

Ten miles from Portland Rates and Booklet on request

Figure 58

Advertising targeted at the affluent international socialite



**LES GRANDS HOTELS
D'ITALIE**

ROME
HOTEL EXCELSIOR
GRAND HOTEL

VENISE
HOTEL ROYAL DANIELI
GRAND HOTEL
HOTEL REGINA
HOTEL VITTORIA

**LIDO
VENISE**
EXCELSIOR PALACE
GRAND HOTEL DES BAINS
GRAND HOTEL LIDO
HOTEL VILLA REGINA

STRESA
GRAND HOTEL ET DES
ILES BORROMÉES

GÈNES
HOTEL COLOMBIA

NAPLES
HOTEL EXCELSIOR

COMPAGNIA ITALIANA
DEI GRANDI ALBERGHI



Last arrivals include:

Grand Hôtel - Roma

PROF. DANTE POLI *Padova*
S. EXC. CARLOS ARMENTORES, MINISTRE
PLENIPOTENTIAIRE DU CUBA PRES LE
QUIRINAL
S. EXC. C. M. DE FIGUEIREDO, MINISTRE
PLENIPOTENTIAIRE DU BRÉSIL PRES
LE SAINT-SIÈGE
S. EXC. MADAME DE FIGUEIREDO ET FILS
S. EM. LE CARDINAL O'CONNELL *Boston*
S. EXC. L'ÉVÊQUE GRIFFIN *Springfield*
S. EXC. L'ÉVÊQUE HAYES *Syracuse N. Y.*
S. EXC. L'ÉVÊQUE BARRY *Saint-Jagune, Baltimore*
SENATEUR COMTE PIERO ACQUARONE
COMTESSE ACQUARONE *Ferrara*
COMTE ET COMTESSE DAVIOE COSTANTINI
Ferrara Cap Ferrat
GR. UFF. BRUNO DOLCETTA ET FAMILLE
Milano
MR. M. MITCHELL & FAMILLE *Washington*
PRINCE ET PRINCESSA SOSTHENES PI-
CATELLI DE ARAGON *Napoli*
MARQUIS CARLO C. VISCONTI VENDOSTA
S. EXC. LE GÉNÉRAL PIERO PICCIO, AT-
TACHE AERONAUTIQUE A L'AMBASSADE
D'ITALIE *Paris*
MADAME MARA PICCIO *Paris*
PROF. VITALIANO PASSARDI *Rome*
ON. GIORGIO D'ARZANELLI *Torino*
COMTE PAOLO DI VERDUN, PROCUREUR
DU ROI *Torino*
ON. COMTE ET COMTESSE ORSI *Torino*
MARQUIS DE LA ROMANA *Madrid*
SEN. GIOVANNI AGNELLI *Torino*
S. EXC. SEN. EUGENIO BROCCARDI *Genève*
MRS. MARIE CARO *Paris*
GR. UFF. & MME. GIUSEPPE TOSO, *Milano*
DON GUIDO BRANCA *Florence*
MADAME EILEEN BRANCA *Florence*
MR. HENRY KEITH WATSON *Sydney*
MR. JAMES MC. CALLUM-SMITH *Sydney*
MME. & M. L. GIUSEPPINA BENNI, *Milano*
COMM. MIRKO AROEMAGNI *Milano*
MARQUIS FREIRE DE ANORADE *Lisbon*
COMTE FRANCESCO CIGOGNA *Milano*
S. EXC. ALBERTO PIRELLI *Milano*
S. EXC. GEORGE DROSSOPOULOS, EX. MI-
NISTRE DE FINANCES DE GRECE, *Athènes*
S. EXC. MARCEL RAY, MINISTRE PLENIPO-
TENTIAIRE DE FRANCE EN ALBANIE
COMM. PIERO PIRELLI *Milano*
PRINCE ANDREA CASTELBARCO ALBANI *Milano*
COMTE CAMILLO SPINGARDI *Genève*
COMTE GUIDO SACRAMOSI *Milano*
DARON LEO ECONOMI *Torino*
COMM. GIUSEPPE LOYACONO *Genève*
S. EXC. L'ÉVÊQUE EMMET WALSH *Charleston*
REV. WILLIAM BARRY *Miami (Florida)*
S. EXC. EDWARD KEELING, MINISTRE PLE-
NIPOTENTIAIRE D'ANGLETERRE *Valparaiso*
S. EXC. ET MRS. KEELING *Valparaiso*
HON. MRS. HARRIET CRAWSHAY *Paris*
GR. UFF. LUIGI DE SANTIS *Rome*
HERR ERICH BATSHARI, *Berlin Baden-Baden*
DON JAMIE DE JORRO, PREMIER SECRÉ-
TAIRE DE L'AMBASSADE D'ESPAGNE *Rome*

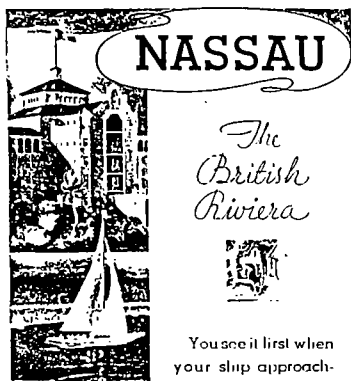
Hotel Royal Danieli - Venezia

CONTESSINA MARGHERITA NUGENT, *Florence*
SIR AND. LAOY PHILIP DAWSON, *London*
MISS PENILOPE DUDLEY WARD, *London*
MR. MME. JACQUES DE CASENBROOT, *Paris*
GR. UFF. MARIO TRIPCOVICH E FAMILLE *Torino*
THE HON. RICHARD HENRY NORTON *London*
CONTESSA ERNECILDA BOZZA TRIPCOVICH *Torino*
SIC. TRIPCOVICH OLIVIERO *Torino*
MR. MRS. JEAN JACOB DE MONCHY *Bruxelles (Holland)*
VISCOMTESSE DE CADIER DE VEAUCHE, *Paris*
MISS ELIZABETH BERGNER *London*
S. A. R. LE MAHARAJAH OF PARLAKIMEDI
& SUITE *Parlakimedi India*
PROF. WALTER MEYERBURG *Zurich*
S. E. S. LOVERGOOS ET FAMILLE *Athènes*
MISS CLARENCE NABEL HALL *Sydney*
MR. MRS. DAVID FORBES *Athènes*
MR. ALEXANDER C. KIRK AND MOTHER *Rome*
L'ROF. CAMMEO FEDERICO *Florence*
DON JUAN DE RANERO ET MADAME *Rome*
SIC. CANDIDO DEL CURTO *Clusone*
AVV. ORESTE CUCCO E SIGNORA *Rome*
MR. MRS. JAN JACOB DE MONCHY *Oslo*
MR. MRS. BIRLEY KENNETH *Eggs*
CONTE ROBERT ZELENKY *Budapest*
S. E. VARELA CASTRO *Madrid*
MR. MRS. WALTER HASSELHORST *Hamburg*
COMM. ALFREDO POTUTSCHING *Torino*

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 this samples from the "Lido", published in Rome - and was often positioned alongside the listing of prominent guests who were staying at the properties.

Figure 59

Advertising targeted at the "fun in the sun" social market



OPEN FROM
JANUARY FIRST

You see it first when your ship approaches the island of New Providence, when the bright Bahaman sun picks out the roofs and spires of old Nassau, the white beaches and the grim forts on the hills beyond. You see it there, just inside the harbour entrance, a great hotel rising from the palms of a garden estate that touches the changing blues and greens of the tropic waters.

*Overnight
from Miami*

no 2 hours by daily auto-
lines; 2 1/2 days by ship
from New York. Write for
booklets describing the
Continental resorts and
complete resort facilities of
this famous hotel. . . the
pleasure of your tropical
holiday in 1936. World
Warren. Address inquiries,
hotel owners, etc., to:
British Colonial Booking
Company, 521 Fifth Avenue
Phone 2121-2121, New York,
N. Y. - one hour S.W. 1 mile
Cable, Miami, Florida.

**BRITISH COLONIAL
HOTEL**
NASSAU . . . BAHAMAS

This is the British
Colonial, center of the
smart resort-like that
has made Nassau a
British Riviera.



*Winter under the golden
Cuban sun in the luxury of the*

Hotel Nacional de Cuba

HAVANA

Cuba, immaculate, brilliant pearl of the Antilles, is looking forward to a glittering season. Gayest capital of the hemisphere, center of the tropics' Latin-continental society, it attracts a charmingly cosmopolitan set. Focus of the activity is the gracious, luxurious Hotel Nacional, set like a jewel in its own estate of thirteen colorful, flowering acres. Exquisitely decorated, fastidiously appointed, it offers the ultimate in luxury and gay diversion, from the Cabana Sun Club and Swimming Pool where people spend the whole day under the sun, to the glittering social functions of the evening.

Make reservations now at any Kirkeby Hotel.

Kirkeby Hotels

New York: THE GOTHAM, HAMPSHIRE HOUSE, SHERRY NETHERLAND, THE WARWICK
Philadelphia: THE WARWICK
Atlantic City: THE AMBASSADOR
Chicago: THE BLACKSTONE
Saratoga Springs: SARANAC INN
California: THE BEVERLY-WILSHIRE, SUNSET TOWER

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"

Figure 60

Advertising targeted at the convention meeting planner

World Convention Dates



SHATTERED

Convention records cannot stand up when challenged by the pulling power of a great resort center and convention plant which offers a complete vacation with an amazing list of "without charge" features. Unique among these is "Aerocar Fleet Transportation" and "Complete Publicity Service".

Shattered attendance records of many of the more than 100 conventions we have entertained during the past 3 seasons are sufficient evidence of the superiority of our entertainment facilities.

For rates, literature and detailed information, address

**MIAMI
BILTMORE**

CORAL GABLES, MIAMI, FLORIDA

For Meetings 10 Miles at Sea!



Far from distracting influences, yet easily accessible by motor causeway from the mainland, Sea Island, off Georgia's southern coast, offers exceptional advantages for conventions. The convention hall, with seating capacity for 400, is located directly on the beach, has excellent acoustics and splendid ventilation assured by three exposures. Smaller meeting rooms are also available. The annual return of many conventions to Sea Island illustrates their success and enjoyment here.

The Cloister Hotel, famed for cuisine and service, offers

finest accommodations for groups up to 250. American Plan rates are considerate and discounts are given convention groups for sports and transportation.

For recreation, when business sessions are over, there is a complete round of sports — golf, surf and pool bathing, skeet, tennis, horseback riding, fishing, boating, cycling, beach sports and lawn games. Every co-operation is given in planning banquets and special features. May we send you literature and additional information?

Come by Seaboard A. C. L. Southern O. S. S. Coastal Highway

the CLOISTER SEA ISLAND
GEORGIA

For October, 1936

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 glamor 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 Pullmans. Conveniently reached from West and South also.

For Convention information, write General Office, Pinehurst, North Carolina.

North Carolina
Pinehurst
OVERNIGHT FROM NEW YORK

Figure 61

Trade advertising of the 1890s



→PUBLISHED WEEKLY←

H. J. BOHN & BRO.
 PROPRIETORS.
 HENRY J. BOHN, Manager. JOHN J. BOHN, Editor.



BROWN PALACE HOTEL ✽
 Denver, Colo.

Opened August, 1892. Absolutely Fireproof.
 One of the finest hotels in the world. En-
 circled by three streets, giving all front
 rooms; 100 rooms, \$3.00; 100 rooms, \$4.00;
 100 rooms, \$4.50; 100 rooms, \$5.00. Dining
 room on eighth floor, affording hundreds of
 miles of Rocky Mountain views.
 THE BROWN HOTEL CO.

The Daily National Hotel Reporter
 [Established 1871.]

—THE—
Brown Palace Hotel.
 DENVER, COLO.

Opened August 1892.

Is an absolutely fireproof building. American
 Plan. ALL ROOMS FACING THE STREETS. 100 rooms
 at \$3; 100 rooms at \$4; 100 rooms at \$4.50; 100 rooms
 at \$5 per day and upward. Dining rooms on the
 eighth floor.
 THE BROWN HOTEL COMPANY.

THE TRAVELER.
 AN ILLUSTRATED MONTHLY JOURNAL
 OF TRAVEL AND RECREATION.

E. MCD. JOHNSTONE and WM. V. BRYAN,
 PUBLISHERS AND SOLE PROPRIETORS.

G. T. BROWN, MANAGER ADVERTISING DEPT.

OFFICE • 602 MARKET STREET

THE
Brown Palace Hotel,
 DENVER, COLO.,

Is an absolutely fireproof building. American Plan. ALL
 ROOMS FACING THE STREETS. One hundred rooms at
 \$3.00; one hundred rooms at \$4.00; one hundred rooms at
 \$4.50; one hundred rooms at \$5.00 per day and upward. Din-
 ing room on eighth floor. THE BROWN HOTEL CO.

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

1902. MURRAY'S HANDBOOK ADVERTISER.

15

CONSTANTINE (ALGERIA).

THE GRAND HOTEL

FIRST CLASS.

Situated in the Centre of the Town. Highly recommended for its Comfort and Good Management by Travellers and Tourists. Interpreter and Omnibus meet all Trains. Telephone. Baths. Hotel Coupons accepted.

MAURICE COULOT, Proprietor.

CONSTANTINOPLE.

GRAND HOTEL DE LONDRES. HOTEL BRISTOL. GRAND HOTEL D'ANGLETERRE & ROYAL

(J. MISSIRIE).

HOTEL BYZANCE.

All these First-class Hotels have glorious views, and are replete with every modern comfort. Drainage and Sanitary Arrangements on English Principles. First-class French and English Cuisine.

L. ADAMOPOULOS, Proprietor.

COPENHAGEN.

HOTEL KÖNIG



VON DÄNEMARK.

FIRST-CLASS HOTEL.

With 100 elegantly furnished Rooms and Saloons from 2 Kr. upwards. Preferred by the travelling public because of its central and open location, overlooking the King's Square. In the Hotel, large, newly furnished, only VIENNA CAFE, with Restaurant and Confectioner's Shop—in Summer with Tables and Chairs in the open air. Large selection of German, French and English Newspapers. German Waiters. Moderate Prices. Electric Light. Lift. Table d'hôte at 4 o'clock. Sample Rooms for travelling Salesmen. Latest Sanitary Appliances. Hotel Omnibus at the Railroad Depot.

R. KLÜM, Proprietor.

COPENHAGEN.

Vestre Boulevard.

TURIST HOTEL.

Vestre Boulevard.

First-class House, newly-built, two minutes from the Terminus and Tivoli. 100 comfortable rooms from 2 Kr. upwards, including electric light and service. Lift. Excellent Dinners at 2 Kr. Baths. Beautiful reading-room. Café and Restaurant. Porter at all trains.

P. NIELSEN, Director.

COPENHAGEN.

CENTRAL HOTEL, Raadhushplassen 18.

First-class House. Newly fitted with every comfort of modern times. Situate one minute from Central Railway Station, opposite Tivoli. First-class Restaurant and highly-elegant Café "Palmien." Genuine Pilsen and Munich Beer from cask. Rooms, including electric light and heating, from Kr. 2 upwards. Porter at Railway Station. Moderate terms.

PAUL MÖLLER, Proprietor.

16 MURRAY'S HANDBOOK ADVERTISER.

May.

COUTANCES.

GRAND HOTEL DE FRANCE.

Centre of the town. First-class House. Recommended to Families. Member of the French, Belgian, and English Touring Clubs. Omnibus meets all Trains.

COUTANCES.

HOTEL D'ANGLETERRE.

Refurnished with every comfort. Recommended to Families. Moderate Prices. Omnibus. Storage for Cycles. Correspondent English Touring Club. BRIENS.

DINARD. 10 Hours from Southampton (via Saint-Malo).

The Most Fashionable Summer and Winter Resort in the WEST OF FRANCE. Noted for its Mild Climate in Winter.

GOLF, TENNIS, CRICKET, CYCLING, ETC.

JOHN LE COCQ, Banker, House and Estate Agent.

St. Enogat.
St. Lunaire.
St. Briac.

DINARD.

DINAN-PARAME.

LIFT. DRESDEN, ALT. ELECTRIC LIGHT.

HOTEL BRISTOL

Real English Home Comforts. Great Luxury. Patronised by English Families. G. WENTZEL, Proprietor.

DRESDEN.

Baths.

WEBER'S HOTEL (First Class).

Lift.

Stendishly situated in the centre of the Town, with a beautiful view on the Zwinger, with Museum and Picture Gallery, opposite the Royal Opera. Royal Castle with Green, South, East Office, Hotel, Terrace, and nearly all the places of interest. The House is heated by Steam throughout. Reading and Smoking Rooms. Electric Light. Pension Arrangements. Moderate Charges.

BERNHARD WEBER, Proprietor.

DRESDEN.

"THE CONTINENTAL."

New First-class Hotel, with every Comfort and Luxury. Opposite Central Station. Finest part of Dresden. Pension.

MAX OTTO, Proprietor.

DUBLIN.

Charming situation, overlooking Stephen's Green Park. Most Central Position.

SHELBOURNE HOTEL.

Electric Light. Hydraulic Passenger Elevator.

EMS.

BATH EMS. "THE ROEMERBAD."

United Hotels and Baths.

PRINCE OF WALES OF PARIS AND ROEMERBAD.

First-class Family Hotel. Beautifully situated on the left river side, just opposite the Kaiser and Kurgarten. Baths. Inhaling Institution. Lift. Electric Light throughout. Large Garden.

CHARLES RÜCKER, Proprietor.

Source: David Adare FitzGerald, Dublin, Ireland

Figure 63

Directory style listings in a special interest travel magazine



NATIONAL GEOGRAPHIC MAGAZINE'S HOTEL SECTION

The New England States

MAINE

Moosehead Lake—Greenville Junction
Squam Mountain Inn. Private sports golf course. Fishing, swimming, boating, tennis, archery, hiking. Select clientele. No Hay Fever. Phil Sheridan, Mgr.
Poland Spring



Poland Spring House

At New England's most famous Spa—a 500-acre playground—its magnificent 1100-acre estate—18-hole private golf course—fishing, riding, bathing. Also MASSACHUSETTS, a delightful Inn, famous since 1791. Season—May to November. Home of renowned Poland Water and Poland Club Soda—both served to guests without charge. Request Booklet "S". Poland Spring, Maine.

Rangeley Lakes



Rangeley Lake Hotel and Cottages

Mountain and lake paradise in Maine! Tour, nautical golf, bathing, water sports, saddle horses at the door. Full entertainment and social program at this complete resort. Invigorative mountain air, no hay fever. July golf "on the house." Booklet and rates from Chas. B. Day, Mgr., Rangeley Lakes, Maine, York Harbor.



Marshall House

The Marshall House, modern brick construction, enclosed by ocean and river, spacious private grounds, located in Maine's oldest town. A community of cultured and distinctive summer residents. Golf, tennis, swimming, boating. Also The Emerson, high class hotel, same management. American plan. Booklet. U. L. Moulton, Manager.

MASSACHUSETTS

Berkshires—Great Barrington

Berkshire Inn. Center Berkshire sports, social life. Golf. Guest privileges 200-acre resort estate. Attractive rooms, with meals, from \$6.00 day.

Gloucester on Cape Ann

Hamthorne Inn & Cottages. All recreational features. Picturesque charm. Health Springs benefit. No Hay Fever. Booklet on request. T. W. White.

Boston



The Copley-Plaza

When in Boston, make the Copley-Plaza your address. Situated in historic Copley Square, with the world-renowned Trinity Church and the equally famous Boston Public Library, the Copley-Plaza provides a hotel setting as distinguished as any in the world. Rooms with bath \$1 single—\$6 double. Illustrated folder on request. Arthur L. Rice, Mgr. Dir.

Hotel Puritan—on Boston's beautiful Commonwealth Avenue. Convenient to theaters, shops, business, and motor routes. 250 Commonwealth Ave.

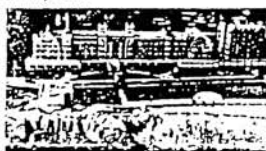
Magnolia

Oceanside and Cottages. Most beautiful spot on Atlantic. Select clientele. Unsurpassed cuisine. All Sports. Theatre. Geo. C. Kewson, Jr., Pres.

Northampton

Wiggins Old Tavern and Hotel Northampton. Inn of Colonial Charm. Authentic Antiques. Rooms \$2 up. Also: Hale House, Glastonbury, Conn.

Swampscott



New Ocean House

On the picturesque and historic North Shore. Ideal seaside and country environment. All recreational features, including golf, tennis, fishing, riding, and yachting. Private bathing beach. Comfortable and spacious accommodations. Best patronage. Select cuisine with many seafood specialties. Booklet. Clement Kennedy, President.

NEW HAMPSHIRE

Portsmouth



The Wentworth by-the-Sea

A delightful summer home late June to early September. Old in its hospitable charm; modern in its appointments. Privately owned facilities for entertaining relaxation. Golf—Tennis—Ocean swimming pool; etc. Write for now illustrated folder and rate quotations.

Lake Sunapee

Granlden Hotel. Private beach and golf course. riding stables, all outdoor sports, orchestra. American plan \$5 up per day, Christian clientele.

Rye Beach

The Farragut. American plan. Thoroughly modernized and refurnished. All popular sports. Sea shore and country. Write for booklet and rates.

White Mountains—Crawford Notch

Crawford House. Famous for its location, its atmosphere and its service. Discriminating people return each summer. All sports. Write for rates.

White Mountains—Dixville Notch



The Balsams—On Lake Gloriette

400-acre private estate dedicated to sport. Golf on 18-hole championship course, tennis, swimming, fishing, riding, canoeing, shooting, polo, dancing, novelties, two orchestras, special facilities for children. No Hay Fever. Birkenhead office. Housekeeping cottages. Select clientele. Frank Howlers, Pres., G. J. Cullum, Mgr. New York office 500 Fifth Avenue. Penn. 6-5215.

White Mountains—Franconia

Forest Hills Hotel. 200-acre estate overlooking Franconia Notch. Golf, tennis, riding, fishing, children's playground. Norman Hancock, Pres. and Mgr.

White Mountains—Jefferson

The Waumbek Hotel. In the White Mountains. American plan. 2,000-acre estate. 18-hole golf course. Booklet. Sorenson Land, Jr., Manager.

White Mountains—Sugar Hill

Sunset Hill House. Location unequalled. All prominent White Mt. peaks visible. Golf free to guests. Tennis, riding, orchestra. Private cottages.

White Mountains—Warren

Moose Lake Inn and Cottages. Golf, tennis, fishing. Stimulating atmosphere, warm days, cool nights. Good food, moderate prices, beautiful scenery.

White Mountains—Whitefield



The Mountain View House

In an unusual location on a private estate, serving for many years a distinguished clientele, where hospitality is a tradition and the cuisine and service are outstanding features. Offers all outdoor sports and an interesting social life. Booklet and rate schedule upon request. W. F. Dodge & Son. Season June 19-October 18.

VERMONT

Averill Lakes

Quimby's Cold Spring Club. Ranch life; forest trails; lakes, trout, salmon. Riding, tennis, bird year. Bay to Not. Booklet. H. A. Quimby.

Lake Morey—Fairlee

Bonnie Oaks Inn and Bungalows. All Sports. 15 rooms with baths and fireplaces. Baby Oaks, with supervised play, May to Dec. Folders. E. H. Page.

Source: June 1937 "National Geographic".

Figure 64


Advertising in special events programs

Ralph E. Herman

Mildred M. Rice

Herman & Rice, Inc.

All Forms
of
INSURANCE



Fidelity and
Surety
BONDS

956 CHAPEL ST.

Telephone
8-4101

NEW HAVEN

MR. BURGESS.....A. P. KAYE
CANDIDAKATHARINE CORNELL
EUGENE MARCHBANKSORSON WELLES

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

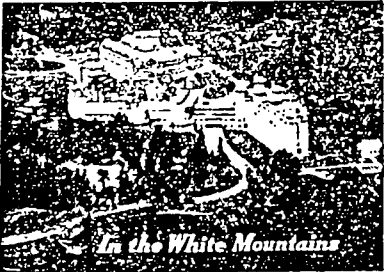
ACT I: A morning in October.

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 DOUDERA, 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.

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.

**THE
BOSTON TRAVELLER.**
Daily, Semi-Weekly and Weekly.
*All the News—Local—Political—Telegraphic—Cable—
Review of the week—Spicy Editorials—Correspondence
from the Summer Resorts—European Letters from "N.
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.*

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.

The only advertiser on the page

Figure 67

An ultimate example of ad misplacement

THE EVENING BULLETIN, PHILADELPHIA, WEDNESDAY, JANUARY 17, 1951

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 13 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.

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

**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

Ace Fkd. R

Adel R



JOSH WHITE

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

RENDEZVOUS

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.

Figure 68 (1 of 2 pages)

The evolution of a property's advertising design and style

DIXVILLE NOTCH, N. H.



DIX HOUSE

This New Notch is pronounced by old residents to be "much more romantic and picturesque than any of the White Mountain Notches, and almost all." Beautiful Walks; Lovely Rides; Tumbling Cascades; Easy, Alpine Climbs, are a few of its attractions. "The true Switzerland of America." Quiet! Cool! Healthful! about 10 miles from the Boston, Concord and Montreal, and Grand Trunk Railroad in North Newbury and Union via St. John, Twenty five miles of scenic riding along the Connecticut and Maine's Grand Bend for Circular. Terms Low.

GEORGE FAIRBANKS, Proprietor,
COLEBROOK P. O.

1882 - "The White Mountain Echo"

1898 - "The Maine Central"

PICTURESQUE DIXVILLE NOTCH

THE BALSAMS

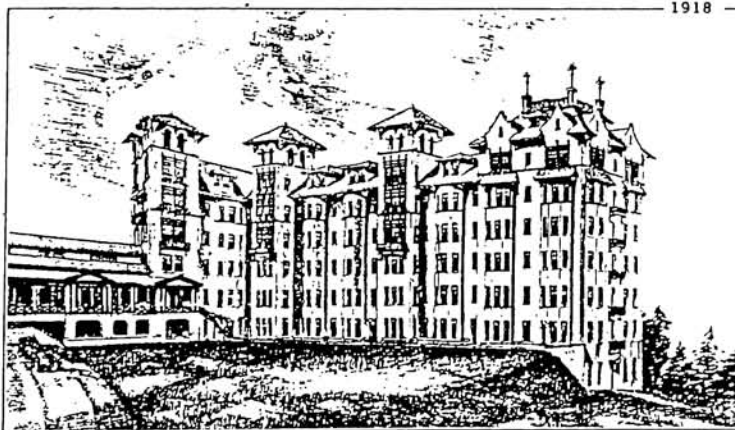
DIXVILLE, N. H.

In the
Middle of a
FINE
FISHING
AND
HUNTING
REGION

NEW
MODERN
HOTEL
Steam Heat
Open Fires
Private Bath

ELEVATION 2000 FEET.
ABSOLUTELY NO MOUNTAIN FEVER
PURE SPRING WATER.

1918



1909

DIXVILLE NOTCH



The BALSAMS

DIXVILLE NOTCH, N. H.
WHITE MOUNTAINS

A modern resort hotel catering to those who desire the best. Private baths, electric lights, purest spring water in all parts of the house.

Between the White Mountains and the Rangley Lakes and on the shore of Lake Gloriette, full of brook trout, 2000 feet above sea level. All amusements except golf. May fever unknown.

BOOKLET ON REQUEST

Chas. H. Gould, Manager
DIXVILLE NOTCH, N. H.

THE BALSAMS
FIRE-PROOF
ADDITION

THE BUILDING is of the best modern construction, four stories high, with steel frame, outside walls and interior partitions of tile and concrete, and fire-proof floors. Being semi-detached, the new wing is thoroughly fire-proof. No hotel in New Hampshire is of similar substantial construction; and there is no resort hotel in New England to compare with it.

THE ROOMS are commodious, conveniently arranged and most comfortably furnished. They are so disposed that they are readily available in suites of any desired size, having private bathrooms with shower, and outside light and ventilation.

PURE WATER from a cool and sparkling spring high up on the mountain side is available in every room.

ALL ROOMS have a pleasant outlook, and nearly all command a view of Lake Gloriette and the Notch.

GARAGE—The new fire-proof garage has ample capacity and all needed appointments.

SCENERY—In front of The Balsams the 'notch' or passage through the mountains is much narrower than the other great passes of the White Mountains. The pass is about 2 miles in length; and from Table Rock and other nearby heights fine views are obtained of New Hampshire, Vermont, Maine and the Canadian Province of Quebec. No part of the White Mountains has scenery surpassing that of the Dixville Notch region in sublimity and wild grandeur.

RECREATION—Provision for indoor recreation is made in music, reading room, bazaar, smoking and lounge rooms, and card rooms, billiards, etc.; and some of the outdoor interests are motoring, driving, riding, woodland walks, mountain trails, tennis, bowling, croquet, boating, canoeing, swimming and trout fishing. Golfing over a picturesque course, and a modern and well-equipped club house with extensive views over a wide panorama of country, give unsurpassed facilities for the enjoyment of this game.

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

Advertising design evolution (cont'd)

The BALSAMS





**Dixville Notch
NEW HAMPSHIRE**

In the Northern White Mountains Excellent Roads, Unsurpassed Scenery

An exclusive estate of 4500 acres. A new fireproof addition of 100 rooms, with 100 baths, the very best. A modern fireproof garage for 200 cars. Perfectly equipped machine shop. Superior accommodations for chauffeurs.

All Out-Door Sports—Lake and Trout Fishing.




DAVID B. PLUMER
Manager

BOWDOIN PLUMER
Assistant Manager

New York Address
8 West 40th Street



Golf Club House

A Hotel of the Highest Type.

\$50,000 Club House of Highest Standard, under Hotel Management.

Looking East thru the Notch.

Perfect 18-Hole Golf Course of 6100 yards, laid out by Donald Ross.



"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.

DIXVILLE NOTCH, N.H.

The Balsams

Frank Doudera, Proprietor
G. J. Cullum, Manager

New York Office
500 Fifth Avenue
PEnn. 6-8218

1937 - "The Sportsman"

1920s

Figure 69

Balanced advertising design

"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!"

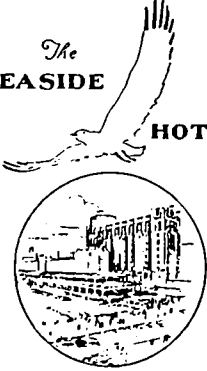
Not at all. Although that is just what
a guest said to us. But we do have a
generous table of good things, and strive
to make it better and better.

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.

The
SEASIDE **HOTEL**



Atlantic City N.J.

*To be free minded
and cheerfully disposed
at hours of meat and of
sleep and of exercise is
one of the best precepts
for long lasting.*

Francis Bacon
1625

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

<p style="text-align: center;">FOR THE FRONT OFFICE</p> <p>Amount \$ Date</p> <p style="text-align: center;">HOTEL LINCOLN New York</p> <p style="text-align: center;">EXCHANGE ADVERTISING CONTRACT</p> <p>This due bill is non-transferable and is issued in exchange for advertising space in</p> <p>It will be honored for ROOM ACCOMODATIONS ONLY to the amount above written if used on or before</p> <p>This due bill is subject to cancellation only for failure by 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.</p> <p style="text-align: right;">..... <i>Managing Director</i></p>	<p style="text-align: center;">DEPOSIT THIS ORDER WITH ROOM CLERK WHEN YOU REGISTER</p> <p style="text-align: right;">Credit Order No.</p> <p style="text-align: center;">THE HOLLENDEN HOTEL at Superior Avenue and East Sixth Street Cleveland, Ohio</p> <p style="text-align: center;">CREDIT ORDER</p> <p style="text-align: right;">Date</p> <p>Issued to</p> <p>In payment for advertising of The Hollenden Hotel in above publication, and is good for accommodations at The Hollenden, Cleveland, to the amount of \$, subject to the following conditions:</p> <ol style="list-style-type: none"> 1. Good only from June 1st to September 30, 1928, inclusive. 2. This order must be deposited with the room clerk by the rightful owner thereof, his employe, advertising representative or any member of his immediate family, when registering, and will be returned by the hotel clerk to guest when leaving. 3. Valid for payment of charges for rooms only, for which the rate is not less than \$3.50 per day for one person, at The Hollenden. 4. Not valid for payment of meals, cigars, telephone, laundry or any other extras, 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 expressly understood and agreed that the issuing of this order by The Hotel Hollenden Company implies no obligation to supply rooms at such times as rooms at The Hollenden are all sold or reserved. 7. The Hotel Hollenden Company is not liable to the person presenting, using or otherwise availing himself of the use of a due bill under this contract for any compensation or damages of any kind whatsoever, for personal injury or property losses sustained while in the hotel. 8. A commission of 15% is to be paid to the party arranging for this order, as indicated above, and from whom you will receive all orders and copy, and to whom all bills and checking copies are to be sent. <p><small>Note: To avoid disappointment, rooms should be reserved in advance.</small></p> <p style="text-align: center;">THE HOTEL HOLLENDEN COMPANY</p> <p style="text-align: right;">..... President Comptroller</p>
---	---

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

ATLANTIC CITY, N.J.

•• THE LEADING HOTELS ••
BRIGHTON DENNIS CHALFONTE
RUDOLF LURAY SHELburne
TRAYMORE ST CHARLES HADDON HALL
GRAND ATLANTIC
SEASIDE HOUSE

THE GREATEST HEALTH RESORT OF TO-DAY

Brilliant Social Events
During winter season make life
one continuous round of
pleasure

WRITE TO ANY
OF THE ABOVE HOTELS
FOR BOOKLETS
AND DESCRIPTIVE MATTER.

THE OCEAN WALK IS OVER FOUR MILES LONG
40 FEET WIDE AND TWENTY FOUR
FEET ABOVE THE BEACH

**AN VIEW
ON
ATLANTIC CITY'S
FAMOUS STEEL
OCEAN WALK
IN MID-WINTER**

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.

Figure 72

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".

Community campaigns of the early 1920s

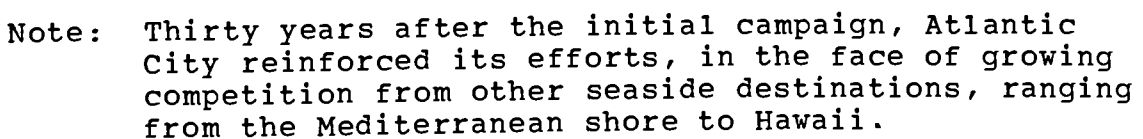



Figure 74

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 news pages) and some upon the resort pages.

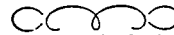
These advertisements were created by Frank Irving Fletcher as the beginning of a series that will appear during 1928, selling Atlantic City in a different and extremely effective way. The contracts for this advertising are placed through Dorland, of Atlantic City.

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 26, 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. Bessor, William A. Faunce, Victor S. Fisher, Frank P. Gravatt, Thomas L. Huselton, George C. McAvoy, John W. Misener, James S. Murphy, Daniel J. O'Connell, Charles F. Osman, Alex Vollmer.

Bracers of Winter
with chasers of
Spring—and
no snow on
The Boardwalk!

ATLANTIC • CITY •

*Is In Business
For Your Health*



*Write to day of the Following
Hotels for Rates and Reservations.*

CHALFONTE-HADDON HALL •
DENNIS • GALEN HALL •
HOLMURST • MORTON •
RITZ CARLTON • SHALBURN •
PINNHURST • STRAND •
KNICKERBOCKER • SEASIDE •
TRAYMORE • WILTHIRE •
AMBASSADOR • BRATERS •
BRIGHTON • CHILSEA •
MARLBOROUGH • BLENHEIM •
14—American Plan 12—Buck Plan
8—European Plan

*Home of a Headed Beach Offering
the Comfort of Home*

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

ATLANTIC • CITY •

*Is In Business
For Your Health*



*Write to day of the Following
Hotels for Rates and Reservations.*

MARLBOROUGH • BLENHEIM •
PINNHURST • SHALBURN •
RITZ CARLTON • STRAND •
TRAYMORE • WILTHIRE •
AMBASSADOR • BRATERS •
BRIGHTON • CHILSEA •
DENNIS • GALEN HALL •
HOLMURST • MORTON •
KNICKERBOCKER • SEASIDE •
CHALFONTE-HADDON HALL •
14—American Plan 12—Buck Plan
8—European Plan

*Home of a Headed Beach Offering
the Comfort of Home*

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 toil for a few days, this much is certain, Atlantic City entertained its largest Lincoln's birthday holiday crowd yesterday. In dealing with resort crowd statistics 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 seashore. All we need do is to tell them about it and to tell them often about it.

GREATER CITY AD FUND
NOW TOTALS \$114,000

HOTELS (prorated \$16 a room).—
 Traymore, Ambassador, Brighton, Breakers, Chalfonte-Haddon Hall, Chelsea, Dennis, Galen Hall, Holmhurst, Kulcherbocker, Martborough-Blenheim, Morton, Pennhurst, Ritz-Carlton, Seaside, Shelburne, Strand and
 Wiltshire \$100,000
 Atlantic City National Bank 5,000
 Guarantee Trust Company 5,000
 Kent's (Walton's) Restaurants 1,000
 Hackney's Restaurant 1,000
 Vienna Restaurants 1,000
 Wilson's Dairy 500
 Waggenheim's Market 500
Total **\$114,000**

Atlantic City, Tuesday, February 14, 1928.

ATLANTIC CITY did an astonishing amount of "visitor business" yesterday for a day in February. The Boardwalk appeared to be almost as busy as on a summer's day. Some Boardwalk business places seemed to be taken unawares by the demands for service, especially the restaurants. Whether the majority of the crowd came by automobile or railroad is not definitely known. Whether reduced 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 attention 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 asleep. Let's check up now, take on account of stock and keep our eyes open. All signs certainly seem to read: boom.



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" to swing 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.


Prices Lower Christmas Special Fares for Atlantic City
 WEEKDAYS: 8:15, 9:00, 11:20 A.M., 11:00, 1:00, 4:00, 4:30, 5:20, 5:10, 6:00, 8:30, 11:40 P.M.
 SUNDAYS: 9:10, 10:00, 9:00, 11:20 A.M., 1:00, 4:00, 8:30, 11:40 P.M.
 —Excursion Fares — —Round Trips only

Take advantage of the New Low Fares

One-day or Overnight	Week-end or Short Vacation	Full five weeks' Vacation
\$225	\$300	\$360
Good two days	Good ten days	Good 17 days

Regular \$1.50 Excursions Every Sunday
 Also Wednesday, February 22nd

Reading Railway System



"THE ROUTE OF THE BOARDWALK FLYER"

Adger, Feb. 14th 1928.

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

Figure 76

Local advertisements announcing community promotion support

We believe in the future of Atlantic City.
The prosperity of the City—and the Atlantic City National Bank depends 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 bark of winter without the bite of cold...saving money while increasing your efficiency in making it...drawing more on Nature and less on 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

Write to any of the Following for Rates or Reservations

BRIGHTON-A	MORTON-A
BREAKERS-A-E	PENNHURST-A
CHALFONTE-HADDON HALL-A	RITZ-CARLTON-E
CHITSEA-A-E	STANFORD-A
DENNIS-A	SHELBURN-E
GLEN HALL-A	STRAND-A-E
HOLMHURST-E	TRAYMORE-A-E
KENICKERBOCKE-A-E	WILTSHIRE-A
MARLBOROUGH-BLENHEIM-A-E	AMBASSADOR-E

Le-American Plan E-European Plan A-E-Bath Plan

Homes of a Hundred Hotels Offering the Comforts of Home
© copyright, N. A. E., 1928

Exact reproduction of one of a series of newspaper advertisements now appearing in New York City, Newark, Philadelphia, Pittsburgh, Baltimore, Washington and throughout New York State, New England and Canada.

Atlantic City, February 10, 1928.

The Community Advertising Committee.
Local.
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 men'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.

Figure 77

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.

Figure 78

1929 ad series for the "Christian Science Monitor"

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-a-a	ST. CHARLES-a	GLASLYN-CHATHAM-a
STRAND-a-e	HOLMHURST-a	
TRAYMORE-a-a	KNICKERBOCKER-a-a	
WILTSHIRE-a	LAFAYETTE-a	
AMBASSADOR-a	MORTON-a	
BREAKERS-a-a	RITZ-CARLTON-a	
BRIGHTON-a	SEASIDE-a-a	
DENNIS-a	SHELBURNE-a	
GALEN-HALL-a	CHALFONTE-HADDON HALL-a	

a-American Plan e-European Plan
a-e-Both Plans

Nothing in the
world can give
you quite the
thrill of a prome-
nade up and
down Atlantic
City's boardwalk
... unless it be a
horseback ride
over the sea-
washed 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:*

MARLBOROUGH-BLENHEIM-a-a	ST. CHARLES-a	GLASLYN-CHATHAM-a
STRAND-a-e	HOLMHURST-a	
TRAYMORE-a-a	KNICKERBOCKER-a-a	
WILTSHIRE-a	LAFAYETTE-a	
AMBASSADOR-a	MORTON-a	
BREAKERS-a-a	RITZ-CARLTON-a	
BRIGHTON-a	SEASIDE-a-a	
DENNIS-a	SHELBURNE-a	
GALEN-HALL-a	CHALFONTE-HADDON HALL-a	

a-American Plan e-European Plan
a-e-Both Plans

*If you've been
hoping to try out
your wings, At-
lantic 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-a	GALEN-HALL-a
SHELBURNE-a	GLASLYN-CHATHAM-a
STRAND-a-a	HOLMHURST-a
TRAYMORE-a-a	KNICKERBOCKER-a-a
WILTSHIRE-a	LAFAYETTE-a
AMBASSADOR-a	MORTON-a
BREAKERS-a-a	RITZ-CARLTON-a
BRIGHTON-a	ST. CHARLES-a
DENNIS-a	SEASIDE-a-a
MARLBOROUGH-BLENHEIM-a-a	

a-American Plan e-European Plan
a-e-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-HAODON HALL-a	GALEN-HALL-a
SHELBURNE-a	GLASLYN-CHATHAM-a
STRANO-a-a	HOLMHURST-a
TRAYMORE-a-a	KNICKERBOCKER-a-a
WILTSHIRE-a	LAFAYETTE-a
AMBASSADOR-a	MORTON-a
BREAKERS-a-a	RITZ-CARLTON-a
BRIGHTON-a	ST. CHARLES-a
OENNIS-a	SEASIOE-a-a
MARLBOROUGH-BLENHEIM-a-a	

a-American Plan a-European Plan
a-a-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-a-a	GLASLYN-CHATHAM-a
ST. CHARLES-a	HOLMHURST-a
STRANO-a-a	KNICKERBOCKER-a-a
TRAYMORE-a-a	LAFAYETTE-a
WILTSHIRE-a	MORTON-a
AMBASSADOR-a	RITZ-CARLTON-a
BREAKERS-a-a	SEASIOE-a-a
BRIGHTON-a	SHELBURNE-a
OENNIS-a	CHALFONTE-HAODON HALL-a
GALEN-HALL-a	

a-American Plan a-European Plan
a-a-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-a-a	GLASLYN-CHATHAM-a
ST. CHARLES-a	HOLMHURST-a
STRANO-a-a	KNICKERBOCKER-a-a
TRAYMORE-a-a	LAFAYETTE-a
WILTSHIRE-a	MORTON-a
AMBASSADOR-a	RITZ-CARLTON-a
BREAKERS-a-a	SEASIOE-a-a
BRIGHTON-a	SHELBURNE-a
OENNIS-a	CHALFONTE-HAODON HALL-a
GALEN-HALL-a	

a-American Plan a-European Plan
a-a-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".

Figure 80

Sample 1930 campaign tearsheet

This advertisement will appear during the first week of January 1930 in the Daily and Sunday Newspapers in New York, Brooklyn, Newark, Philadelphia, Baltimore, Washington, Boston and Pittsburgh.

It is just one of a series of some fifty similar ads appearing in newspapers throughout the Country each year—and paid for by the Hotels listed therein and a group of Civic minded business interests.

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 23rd Street Stations, or via Pennsylvania Railroad (Pullman service) from Pennsylvania Station or Hudson Terminal. Further information from local ticket agents.

TRAYMORE-A-E	KNICKERBOCKER-A-E	ST. CHARLES-A
BRIGHTON-A	LAFAYETTE-A	SEASIDE-A-E
DENNIS-A	MORTON-A	SHELBURNE-E
GLASLYN-CHATHAM-A		STRAND-A-E
CHALFONTE-HADDOON HALL-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, F. C. F., 1930

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

Figure 81

Sample ads from the 1934 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 Offices 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 BAYS • THE BATHING
AND

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 of resort hotel accommodations—sea water baths, sun decks and solaria, surf bathing 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 inroads 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 beautiful climate warmed by the Gull 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 MARLBOROUGH-BLENHEIM
BRIGHTON DENNIS TRAYMORE

TAKE THE OPEN ROAD TO

Spring

A hard winter is over. The main-ways are wide, smooth and inviting—waiting to lead you to Spring's revelation . . . through miles of greenening landscapes, of budding trees and flowers . . . safely and surely to unforgettable delights beside the romantic sea.

There's the Boardwalk—never more alluring. And its piers, shops, theatres, games and exhibits. The beach for a horseback ride or sun bath. Golf on famous courses. Sun deck steamer chairs and Boardwalk roller chairs. Dancing and varied entertainment.

*Come Now! Step on the Gas!
Bring the Family!*

Atlantic City

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

MARLBOROUGH-BLENHEIM
BRIGHTON TRAYMORE DENNIS
CHALFONTE-HADDON HALL

Write for Rates and Reservations

Atlantic City

Horse Show

Presenting in the world's largest auditorium America's finest thoroughbreds, daring riders, hunters and jumpers . . . thrilling exhibitions by Troop F, Third U.S. Cavalry, Fort Myer, Va., and Inter-Armory 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 16-17-18-19*

Atlantic City

Make reservations early at any of these leading Boardwalk houses representative of the finest resort hotel accommodations the world over.

DENNIS BRIGHTON
CHALFONTE-HADDON HALL
MARLBOROUGH-BLENHEIM
TRAYMORE

Write for Rates and Reservations

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.

Figure 82

"Piggyback" co-op advertising

THE MONTEGOMERY ADVERTISER Constructive Fearless Independent SUNDAY, JULY 22, 1934

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 and . . . comfortable living at economical cost.

Bathing

★ Warm surf, tumbling on broad, breeze-swept beaches, lavies and invigorates. You can bathe in absolute safety direct from your home or hotel or beachfront bathing establishment. For diversity — a number of indoor pools, bays, lakes and inland waters.



Boardwalk

★ Eight miles of untold fascination, with its unique roller chais, great ocean piers, shops of every description, theatres, pastel hotels, games, exhibits, clubs, casinos — the world's most famous promenade. (No cross streets or traffic interruptions.)



Beach Cabanas

★ Adding a continental touch to the ever colorful beach, the gayly striped and multi-bued cabanas, cluster and shades provide rest and respite from the sun's direct rays. Safest places in the world for children.



Boating & Fishing

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



Golfing

★ Famous courses in the pink of condition, 18 to 27 holes each, constantly fanned by cool sea breezes. Grass greens. Reasonable fees and club house charges. Also Tennis — 26 municipal courts, indoor squash courts.



Hotels & Cottages

★ Hotels comprising every type from the finest to the world to the modest proportions of the private boarding house — all seasonable. Pretentious homes, apartments and cottages (furnished or unfurnished) — at moderate rentals for any period. Numerous restaurants — moderate prices.



Amusements

★ Everything for everyone — Vaudeville, Best-run pictures . . . celebrated orchestras and dance bands, radio, stage and screen personalities, opera, circus acts, juvenile attractions . . . water sports, greyhound racing (legalized mutuels) in Auditorium, airplanes, riding, motoring, baseball, boxing, wrestling.

Excellent through highways. Reduced round-trip rates by rail, air and bus

HARRY BACHARACH, Mayor
Atlantic City, N. J.

THE PREMIER HOTELS OF THE
World's Premier Resort

Five famous houses — all directly on the oceanfront, in the casual, most colorful section of beach and Boardwalk — provide a perfect standard of accommodations with unequalled service, appointments and conveniences to supplement the greatest summer program of sports and recreation to the history of

ATLANTIC CITY

All offer unique individual features — sea water baths, exclusive sun decks, luxurious lounges and saloons, whole some cuisine with ice food specialties, dances, concerts and special entertainments, suit bathing facilities direct to beach — with very moderate rates consuming in effect. Each of the following will welcome the opportunity to acquaint you with their and special accommodations and well appointed restaurants.

BRIGHTON DENNIS
CHALFONTE HADDON HALL MARLBOROUGH BLENNELIM
TRAYMORE

* Apply to Local Railroad Agents for Special Round Trip Rates

Note: This co-op ad was "piggybacked" alongside an ad from the city in a 1934 "spread" in an Alabama paper.

Figure 83

Advertising to different markets for the same season



ATLANTIC CITY

PARTICULARLY POPULAR WITH CANADIANS
DURING SEPTEMBER AND OCTOBER

Bright, sunny days—finest in the year—favored with a healthful, zesty 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 (streams stocked for trout season Sept. 1-30; tuna and dolphins in abundance), sailing and motor boating; gunning in season, airplanes, horseback riding.

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

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

Low round-trip fares by train, bus and air. Paved through highways from every section.

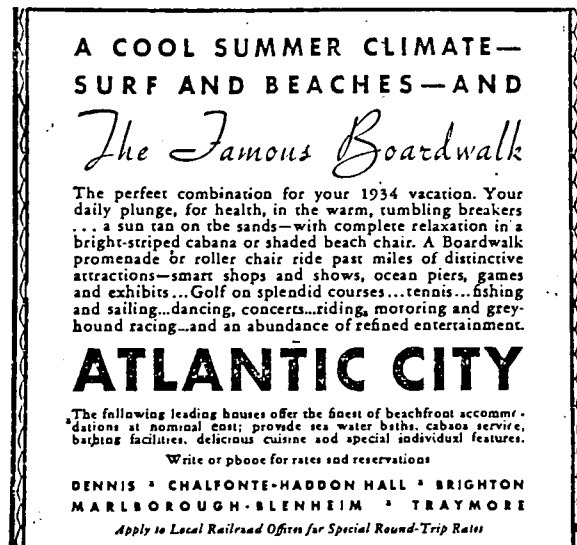
Favorable Currency Exchange.

HARRY BACHARACH, Mayor

THE WORLD'S PREMIER HEALTH AND PLEASURE RESORT

SATURDAY NIGHT
THE CANADIAN ILLUSTRATED WEEKLY
TORONTO - CANADA

THE COMMERCIAL APPEAL, MEMPHIS, SUNDAY MORNING, JULY 22, 1934



**A COOL SUMMER CLIMATE—
SURF AND BEACHES—AND**

The Famous Boardwalk

The perfect combination for your 1934 vacation. Your daily plunge, for health, in the warm, tumbling breakers... a sun tan on the sands—with complete relaxation in a bright-striped cabana or shaded beach chair. A Boardwalk promenade or roller chair ride past miles of distinctive attractions—smart shops and shows, ocean piers, games and exhibits... Golf on splendid courses... tennis... fishing and sailing... dancing, concerts... riding, motorboating and greyhound racing... and an abundance of refined entertainment.

ATLANTIC CITY

The following leading houses offer the finest of beachfront accommodations 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 • CHALFONTE-HADDON HALL • BRIGHTON
MARLBOROUGH • BLENHEIM • TRAYMORE

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".

Figure 84

A proposal to change advertising campaign style

Advertising ATLANTIC CITY.....

The Problem: The objective of the campaign would primarily be to develop businesses for the months of January, February and March - an extremely weak 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."

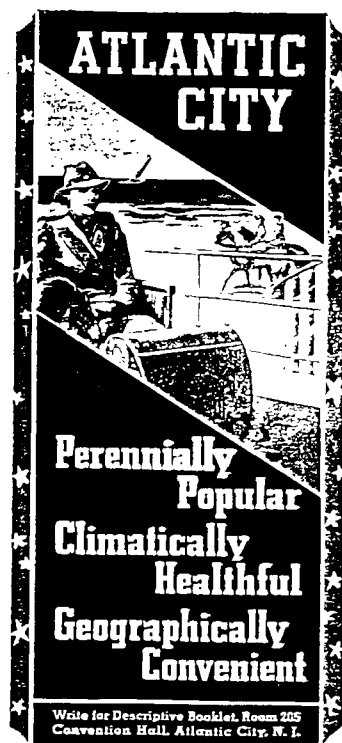
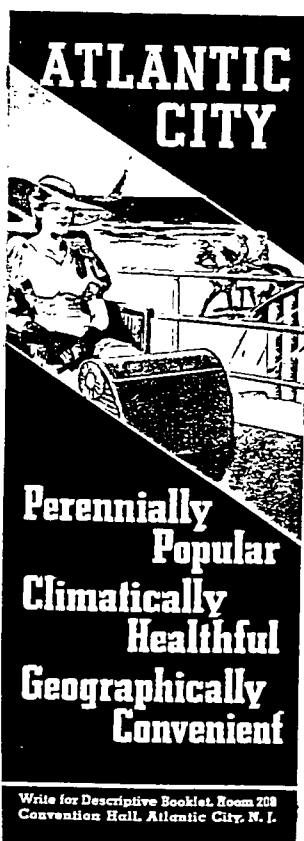
Observations: The general economy in our major market area is reasonably good. Many are working under lots of pressures - and many thousands, who despite desire and financial ability, find it impossible to travel to more distant places, and yet know that they need brief respites from their regular daily 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.

The health appeal

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

OPINIONS QUOTED FROM QUESTIONNAIRES

v, unfavorable
o, favorable
-, general

NEW YORK & BROOKLYN

- v "Once is enough."
- v "Coney Island offers about the same advantages in my opinion--and I don't like Coney Island."
- v "I prefer to get away from crowds; no city resort appeals to me; give me an ocean trip, the woods or a clear stretch of sandy beach."
- ✓ v "Atlantic City would be a more desirable place to spend some time and money if the "gyp" auction joints were swept into the ocean."
- v "A glorified Coney Island."
- v "Generally speaking, Atlantic City is not among the first dozen or so places I like to go."
- v "Good, but too crowded and not as clean or as select as some of the Maine resorts."
- ✓ v "Atlantic City has a few delightful, refined hotels where the food is excellent. Atlantic City is usually too crowded and not exclusive enough for real pleasure."
- v "Too many rackets."
- v "I think eliminating free benches might help."
- v "Think back streets are terrible; should be cleaned up."
- v "I can take my vacation only in summer time and at that time, Atlantic City is somewhat 'rowdy'."
- v "A fine Summer resort, but too much Coney Island."
- o "Fine; attend frequent medical conventions in Atlantic City."
- o "The finest place I know of."
- o "Very refreshing and economical."
- o "Fine weather, sunshine, varied entertainment."
- o "Very good, but not in Summer."
- o "I like Atlantic City because of the many good hotels."
- o "Quiet, restful, entertaining and the best food in the World."

NEW YORK & BROOKLYN (Continued)

- o "Atlantic City is only attractive to me out of season--Thanksgiving, etc."
- o "A grand place for conferences."
- o "Short vacation--seashore; long vacation--mountains."
- ✓ o "A comfortable rolling chair on the Boardwalk, on a bright sunny February day, when the ocean looks dreamy and you know there is a warm, cheerful, luxurious hotel with fine food and lovely music awaiting you, makes Atlantic City the greatest resort in the World."
- o "There is nowhere where the air is so balmy and delightful."
- o "It is a livelier and more up-to-date resort than most."
- o "All right for a week-end, but not appealing for a longer stay."
- o "The pleasant atmosphere, hospitality and the friendly class of people from other states."
- ✓ o "It is extremely beneficial as a health restorer--a couple of hours in the refreshing air makes you feel like a new person--and there is not a dull moment, as you can always find a variety of amusements to suit everyone's taste."
- o "Fate has intervened several times when I had planned to visit Atlantic City. Your City's name has been so impressed upon my imagination that I shall not rest until I visit one of America's most famous resorts."
- o "Atlantic City is probably the first resort one thinks of when contemplating a vacation--it invariably tends to pique your curiosity and results in a passionate desire to see its sights."
- o "A wonderful spot for relaxation, clear air and enjoyment."
- ✓ - "Why not advertise other attractions than beauty parades and reputation as America's playground."
- ✓ - "I believe a sensational hay fever campaign and its relief in Atlantic City would be very productive."
- ✓ "It has everything except good water."

PHILADELPHIA, PA.

- v "Too noisy, crowded and expensive."
- v "Very poor because of the class of people who frequent it."
- v "Atlantic City, today, is no longer a resort--it has grown too large for its own benefit--remove the ocean and it's just like any other city."

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.

Figure 87

Courtesy and caution

YOUR PART
IN
ATLANTIC CITY'S
COURTESY
CAMPAIGN

COURTESY
COSTS NOTHING

YET
Pays Big Dividends

TO YOU PERSONALLY
TO YOUR EMPLOYER
TO YOUR COMMUNITY

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!

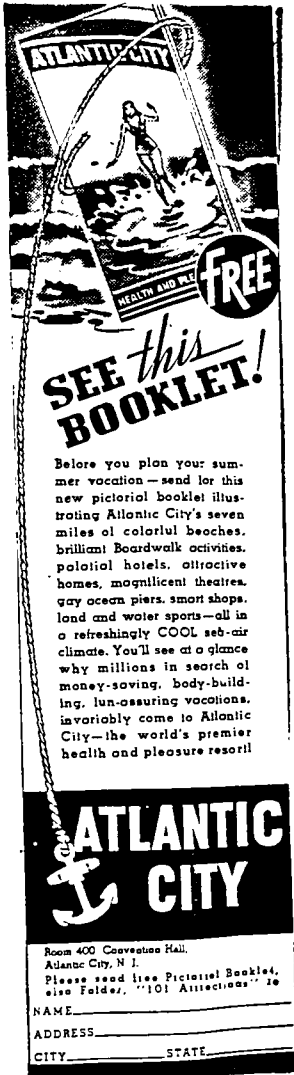
THE MANAGEMENT.

*Copy written by Adrian Phillips
for cards placed in guest rooms*

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



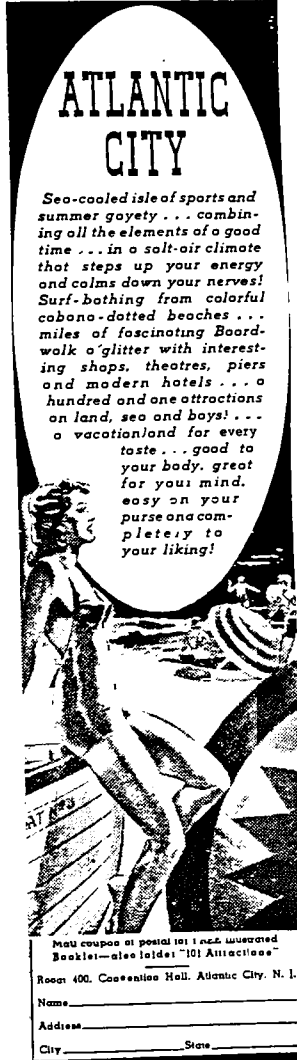
SEE this BOOKLET!

Before you plan your summer vacation—send for this new pictorial booklet illustrating Atlantic City's seven miles of colorful beaches, brilliant Boardwalk activities, palatial hotels, attractive homes, magnificent theatres, gay ocean piers, smart shops, land and water sports—all in a refreshingly COOL sea-air climate. You'll see at a glance why millions in search of money-saving, body-building, lun-assuring vacations, invariably come to Atlantic City—the world's premier health and pleasure resort!

ATLANTIC CITY

Room 400 Convention Hall, Atlantic City, N. J.
Please send free Pictorial Booklet, also Folder, "101 Attractions" to

NAME _____
ADDRESS _____
CITY _____ STATE _____



ATLANTIC CITY

Sea-cooled isle of sports and summer gaiety... combining all the elements of a good time... in a salt-air climate that steps up your energy and calms down your nerves! Surf-bathing from colorful cobano-dotted beaches... miles of fascinating Boardwalk o'glitter with interesting shops, theatres, piers and modern hotels... a hundred and one attractions on land, sea and boys!... a vacationland for every taste... good to your body, great for your mind, easy on your purse and completely to your liking!

Mail coupon or postal card in FREE illustrated Booklet—also folder, "101 Attractions"

Room 400, Convention Hall, Atlantic City, N. J.

Name _____
Address _____
City _____ State _____



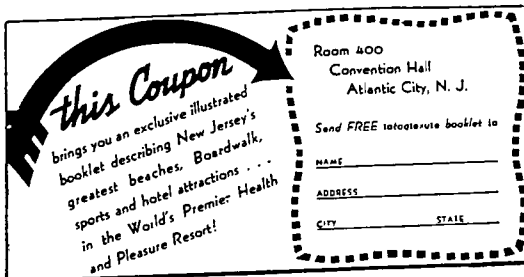
Atlantic City

Skim the whitecaps some pearly morning for a view of Atlantic City's expansive shoreline... seven miles of Boardwalk, with a background of shops, theatres, hotels, exhibits and piers... seven miles of sandy beaches—clean, colorful, safe—sloping gently into the surf... Then there's bathing, tennis, golf, boating, fishing, chair-riding, varied entertainment... everything for a perfect vacation!

Mail coupon or postal card in FREE illustrated Booklet—also folder, "101 Attractions"

Room 400, Convention Hall, Atlantic City, N. J.

Name _____
Address _____
City _____ State _____



this Coupon

brings you an exclusive illustrated booklet describing New Jersey's greatest beaches, Boardwalk, sports and hotel attractions... in the World's Premier Health and Pleasure Resort!

Room 400 Convention Hall Atlantic City, N. J.


Send FREE illustrated booklet to

NAME _____
ADDRESS _____
CITY _____ STATE _____

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).

Figure 89

Sample "attractions folder" follow-up



**WORLD'S PREMIER
HEALTH AND
PLEASURE RESORT**

Features...

101 ATTRACTIONS

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! . . . Recuperation for the Frazzled! . . . Rest for All Concerned!

**You'll Have the Time of Your
Life at Atlantic City!**

Atlantic City combines more than any other resort all the elements of a good time . . . it is a threefold paradise of recreation, entertainment and climate . . . a marine picture painted against a background of Metropolitan diversions . . . when you're through with the sea you're not through, at Atlantic City! . . . there are still a hundred other attractions to keep you amused!

- | | |
|---|--|
| Aeroplaning | Lectures |
| Airport Facilities | Libraries (Public and Circulating) |
| Angling | Life Guard Drills |
| Animal Displays | Lighthouses |
| Apartments | Minstrelsy |
| Aquaplaning | Modri Home Displays |
| Aquarium | Moonlight Sailing |
| Archery | Motor Boating |
| Artisan Well Drinking | Motoring |
| Waters | Movie Theatres |
| Astronomy Parties | Musical—Orchestras and Bands |
| Atlantic Ocean | Musical Revues |
| Auction Parties | Night Clubs |
| Badminton | Novelty Games and Amusements |
| Ballets | Ocean Bathing |
| Band Concerts | Opera |
| Baseball | Orchestra Concerts |
| Basketball | Parades |
| Bathing Beaches (7 Miles) | Pavilions |
| Beaune | Piers |
| Beach Activities | Ping Pong |
| Beach Chairs | Playgrounds |
| Beauty Pageant | Panels and Pany Cuts |
| Bicycling (On Boardwalk) | Pool |
| Billiards | Practice Tees (Golf) |
| Boarding Houses | Public Parks |
| Boardwalk (7 Miles) | Quota |
| Boating | Radio Broadcasting |
| Bowling | Regattas |
| Boxing | Resident of Sections |
| Business Sections | Restaurants |
| Cabanas | Rifle Ranges |
| Cabarets | Rodens |
| Calisthenics | Roller Charing |
| Card Parties | Rowing |
| Children's Amusements | Sailing |
| Churches (All Denominations) | Sand Artists |
| Circus Acts | Schools (Private—Public—Parochial) |
| Clubs (Social, Civic and Sporting) | Sea Food Specialties |
| Concerts | Sea Water Baths |
| Convention Hall | Shooting |
| Cool Sea Air Climate | Shopping Sections |
| Cottages | Shuffle Board |
| Country Clubs | Sightseeing Trips |
| Cribbing | Skee Ball |
| Dancing (Orchestras and Bands—in Hotels, Night Clubs, Piers, Convention Hall) | Solaria |
| Exhibits (Industrial and Educational) | Squash |
| Fashion Shows | Stretches—Paved, Wdr, Cien |
| First Aid Beach Stations | Style Shops |
| Fish Net Hauls | Sun Bathing |
| Fishing Clubs | Sun Chair Decks |
| Fishing in Fresh and Sea Water | Supper Clubs |
| Food Demonstrations | Surf Board Coasting |
| Golf (5 courses) | Surf Coasting |
| Gunning | Swimming Pools (Sea Water) |
| Gymnasiums | Tennis |
| Hind Ball | Transportation (Trolley, jitney, Taxi) |
| Health Baths | Trap Shooting |
| Hiking | Trailing |
| Horseback Riding | Vaudeville |
| Horsehoe Pitching | Water Tournaments |
| Hospitality | Wrestling |
| Hotels (Boardwalk and Avenue) | Yacht Basin |
| Ice Carnivals | Yacht Clubs |
| Ice Skating Rink | |
| Inland Waterways | |

101 ATTRACTIONS

Note: The "101 Attractions" folder was sent in response to inquiries generated by the ad coupons shown on the previous page.

Figure 90

Health and Fitness advertising

**PRESERVE
HEALTH WITH
*Vitozone***

Health is a priceless gift, not to be neglected or impaired. Guard it, or restore it, with VITOZONE... the Boardwalk's great double tonic of VITamin rays of the beaming sun and OZONE of the sea. Come down for a build-up! Cedarized well-water... choice diets... seawater baths... all sports... outdoor recreation... complete relaxation in refined entertainment. Large and small hotels at inviting rates. Revitalize this fall with VITOZONE!

**ATLANTIC
CITY**




Mail Coupon, or Postal, for Pictorial Booklet, also Vitozone folder "Quotes on Health". Room 400, Convention Hall, Atlantic City, N.J.

Name _____
Address _____
City _____ State _____

***Vitozone*
STIMULANT
FOR PEP**

Nature's own combination in restraint of fatigue... warm sun's VITamin rays and sea-air OZONE! VITOZONE accelerates your system as you play, or relax, along the fascinating Boardwalk and Beaches. Nature intended it as a stimulant for pep, a sedative for nerves, a restorer of radiant health! Large and small hotels at inviting rates. Varied sports and entertainment.

Revitalize with VITOZONE on the Boardwalk.



**ATLANTIC
CITY**

Mail Coupon, or Postal, for Pictorial Booklet, also Vitozone folder "Quotes on Health". Room 400, Convention Hall, Atlantic City, N.J.

Name _____
Address _____
City _____ State _____



*Try a
VITOZONE Climate
this March!*

Weary of winter? Come aboard the fashionable Boardwalk for a springtime Lenten outing of rest, recreation and VITOZONE—that soothing combination of sunshine VITamins and sea-air OZONE—natural aid to ruddy complexion, hearty appetite and robust health. Get your Vitozone benefits strolling, rollerchairing, cycling, riding, golfing or relaxing on beach or sun decks. Modern hotels at moderate rates.

**ATLANTIC
CITY**

Mail this Coupon, or Postal, for Pictorial Booklet, also Vitozone folder "Quotes on Health". Room 400, Convention Hall, Atlantic City, N.J.

Name _____
Address _____
City _____ State _____

***Vitozone*
FOR BODY
AND MIND**

Eat better, sleep better, look and feel better... with the benefits of VITOZONE. Nature's own combination of the bright sun's VITamin rays and sea-air OZONE! VITOZONE boosts your stamina... primes you for hours of healthful recreation outdoors. "Recreation" is easy, enjoyable... along golden beaches and brilliant Boardwalk, hastened by seawater baths, wholesome food, exhilarating sports and refined entertainment. Revitalize with VITOZONE this Fall!

**ATLANTIC
CITY**



Mail Coupon, or Postal, for Pictorial Booklet, also Vitozone folder "Quotes on Health". Room 400, Convention Hall, Atlantic City, N.J.

Name _____
Address _____
City _____ State _____

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.)

Figure 91

"Ads within ads"

UNDAY, FEBRUARY 4, 1951, ATLANTIC CITY, N. J.

ATLANTIC CITY PRESS

PAGE TWENTY-THREE

THESE
ADVERTISEMENTS

ARE
BEING
PLACED
FOR

YOU

In New York, Philadelphia, Baltimore and Two National Magazines

There's a reason for every season and thousands say this is the best of all at

Atlantic City

Come down and try a day or two—bet you'll come back for more!

For more information write Room 333, Chamber of Commerce, Atlantic City, N. J.

Inexpensive! Convenient! Near! Wonderfully Refreshing!

Atlantic City

For rest, health and enjoyment... where even a few days make such a big difference!

Plan to come today. Bring the Whole Family!

For more information write Room 333, Chamber of Commerce, Atlantic City, N. J.

For a Change for the Better Better Change to

Atlantic City

Even a few days in the sun by the sea will make a big difference.

Come Now!

For more information write Room 333, Chamber of Commerce, Atlantic City, N. J.

Time Now for "TIME OUT" **Atlantic City** Leave the 'Rest' up to us. Come soon!

For more information write Room 333, Chamber of Commerce, Atlantic City, N. J.

A NEW View for A New YOU **Atlantic City** Where a few days by the sea will give you a fresh outlook on life.

For more information write Room 333, Chamber of Commerce, Atlantic City, N. J.

It Might Take a Little Effort to Come to **Atlantic City** But it will take a bigger effort to leave it.

For more information write Room 333, Chamber of Commerce, Atlantic City, N. J.

It's Habit Forming! **Atlantic City** Its benefits are so obvious at this season - you'll want more and more!

For more information write Room 333, Chamber of Commerce, Atlantic City, N. J.

HAVE A REAL STAKE IN THE

Atlantic City COOPERATIVE
ADVERTISING CAMPAIGN

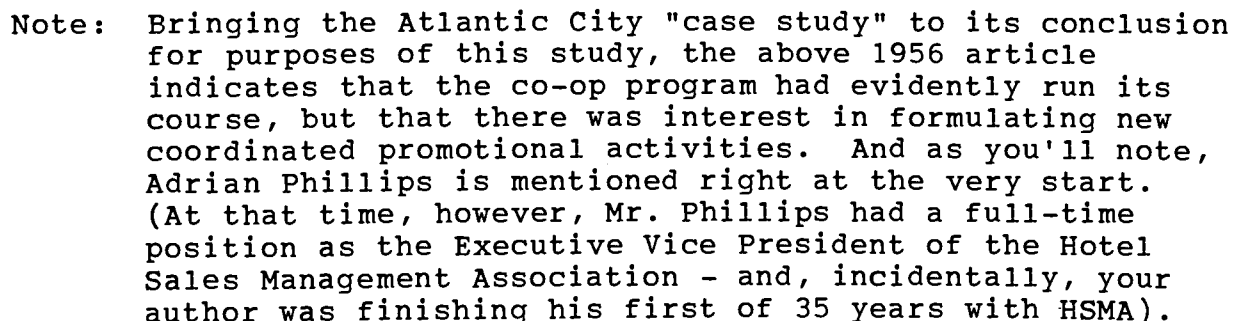
ITS OBJECT IS
TWOFOLD

1. To attract more visitors to Atlantic City from now into March.
2. To meet the increasingly heavy competition of other resorts, cruises and foreign travel.

All types of businesses have joined in creating the fund for this campaign because all have a keen appreciation for the need and importance for such action now. Avenue and Boardwalk merchants, Professional men, Purveyors, Hotels, Banks, Utilities and many others have contributed, realizing that more visitors eventually mean more business for everyone. Your cooperation is important! For the good of All. Do your part . . . make your contribution now!

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



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

Figure 93

Excerpts from a 1937 discussion in England on establishing
a cooperative advertising program

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'll be close to theatres, movies, shops, night clubs, parks, churches, museums . . . and within easy reach of baseball games, race tracks, golf courses, amusement parks and beaches.

It doesn't cost a fortune to visit New York. There's 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 most 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.

**MAKE YOUR HEADQUARTERS AT
ONE OF THESE BETTER HOTELS**

Central Park Zone
BIRMINGHAM PLAZA • EMERSON HOUSE • PINE C. SHERATON
PIERCE • PLAZA • ST. MORITZ • WINDSOR

Grand Central Zone
AMSTERDAM • BARCLAY • BELMONT PLAZA
BALTIMORE • COLUMBIA • LEICESTER
NEW WESTON • ROXBOROUGH • SHELTON
WILSON • ASTORIA

Penn Zone
GOVERNOR CLINTON • MCALPIN • NEW YORKER
PRINCE GEORGE • STETSON • VANDERBILT

Times Square Zone
ALTON • DEWEY • EDISON • PARADISE
PICKANILLY • TAFT • TIMES SQUARE • VICTORIA
WILLINGTON

New York has everything!

Send today!

You are free to receive
Calendar of Events in
New York and New York
and information on the
hotel of your choice.
We will send you a
New York City Map.
New York 46, N. Y.

Simply send me name and information on card.

NAME _____
ADDRESS _____
CITY _____



**NEW YORK
IN WINTER**

OPERA
THEATRE
MOVIES
SPORTS

BOXING

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.**
222 BROADWAY • NEW YORK CITY • DICKY 4-0323

Ad design to avoid "clutter"

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).

Figure 96

A poster reprint from the December 1909 "Country Life In America"



Gee! but I'm glad to get back to Pinehurst

PINEHURST
NORTH CAROLINA

Free from climatic extremes, and wholesome in every respect

No consumptives received at Pinehurst

The Centre of Winter Out-of-Door Life in the Middle South

The only resort having Three Golf Courses, all in peak of condition. Well-equipped Country Club
40,000 Acre Private Shooting Preserve, Good Guides and Trained Dogs
Livery of Saddle Horses. Six Tennis Courts. Model Dairy. Trap Shooting and Pistol Range
Send for illustrated literature and list of Golf, Tennis and Shooting Tournaments

Through Pullman service from New York to Pinehurst via Seaboard Air Line. Only one night out from New York, Boston, Cleveland, Pittsburgh and Cincinnati. Don't fail to send to nearest railroad office for literature, illustrating the out-of-door features of PINEHURST and giving the full details of its attractions, or address Pinehurst General Office: PINEHURST, NORTH CAROLINA, or Leonard Tufts, Owner, Boston, Mass.

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

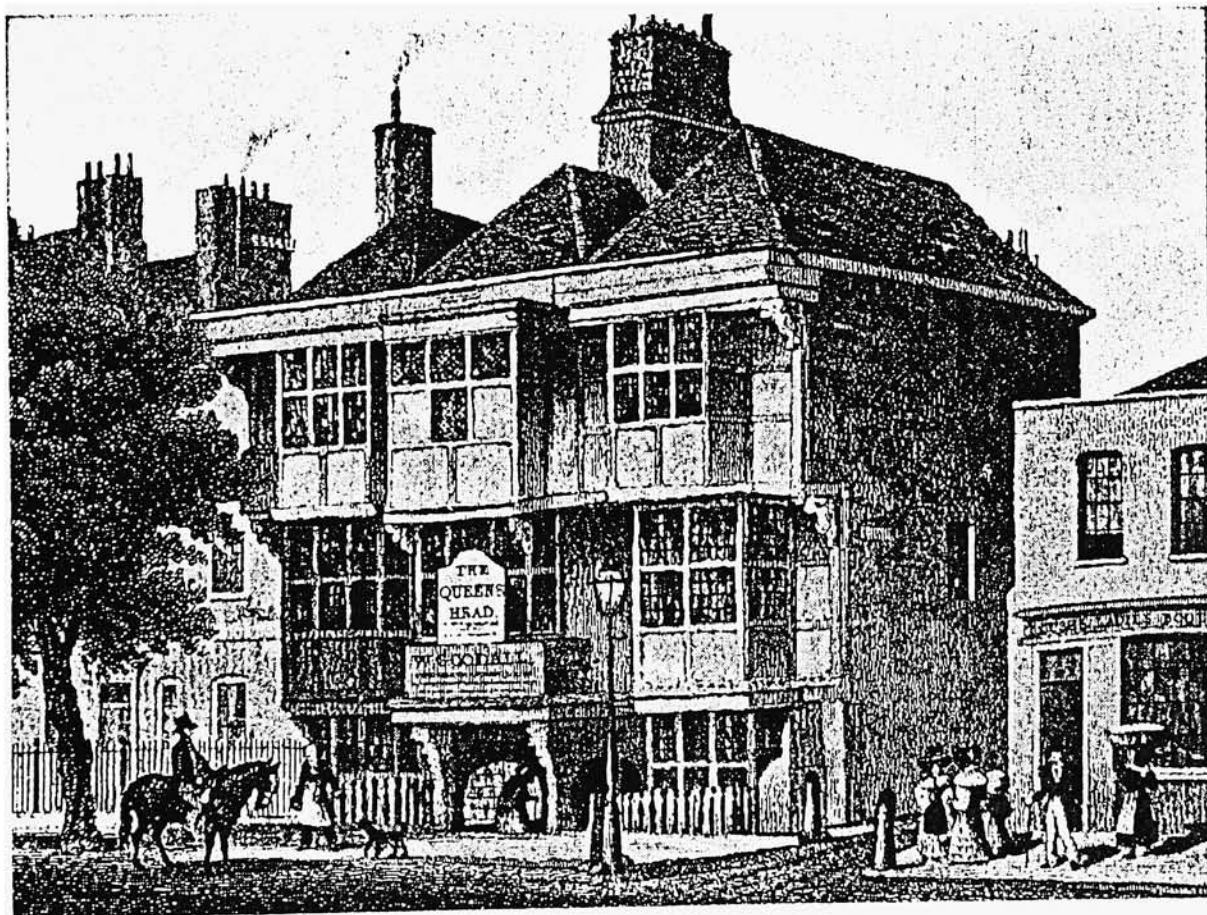


Figure 100

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 wide-spread 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!)

Figure 101

1930s Miami program listing

GREATER MIAMI GREETER

W I O D

"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 Jettick 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. Ellsha 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.

Figure 102

1941 article on value of motion pictures

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 16 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 15.

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

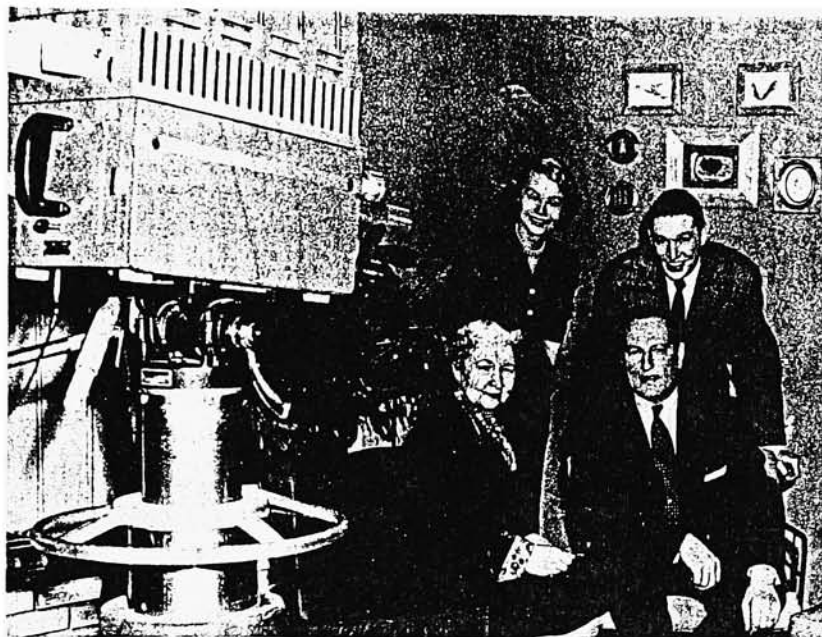
One of the oldest and commonest forms of communications is through the written word (or symbols representing them). Clay tablets, beaded ropes, papyrus, and other means of conveying messages were used thousands of years ago.

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

Figure 103

Early 1950s examples of hotel radio and TV promotion



HOTEL NEW YORKER EXECUTIVES GUESTS ON MIKE AND BUFF'S TV SHOW

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 Voit 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.

Source: January 1953 HSMAI Idea Exchange, Hotel Sales Management Association.

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).

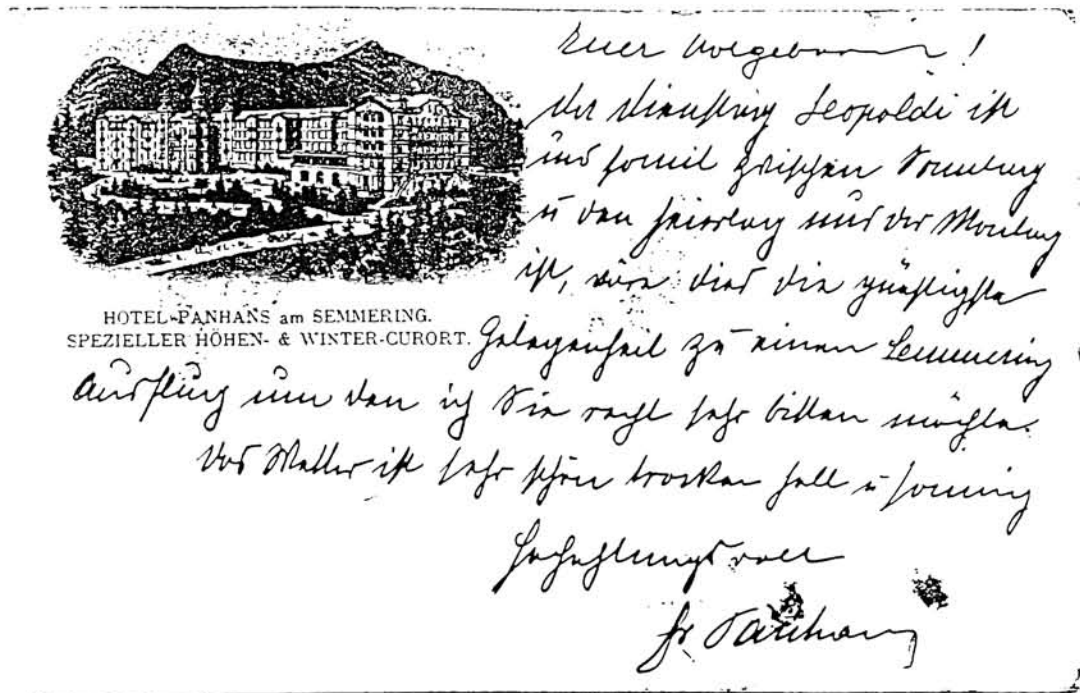
Postcard "art" became rather fanciful (Figure 107) - and also helped popularize innovations in art design and style (Figure 108).

One specific promotional advantage of postcards over regular letters is that they were often saved, passed around to other people, and repeatedly 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.

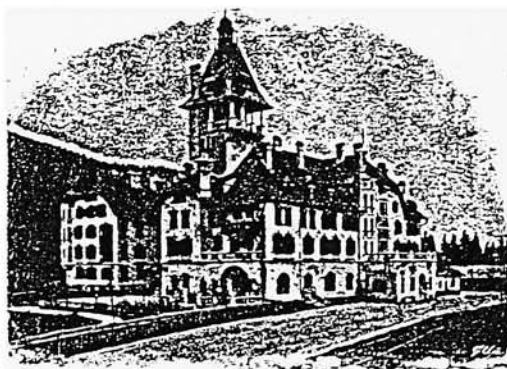
Figure 104

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.

Easter promotion, 1892 postcard mailing



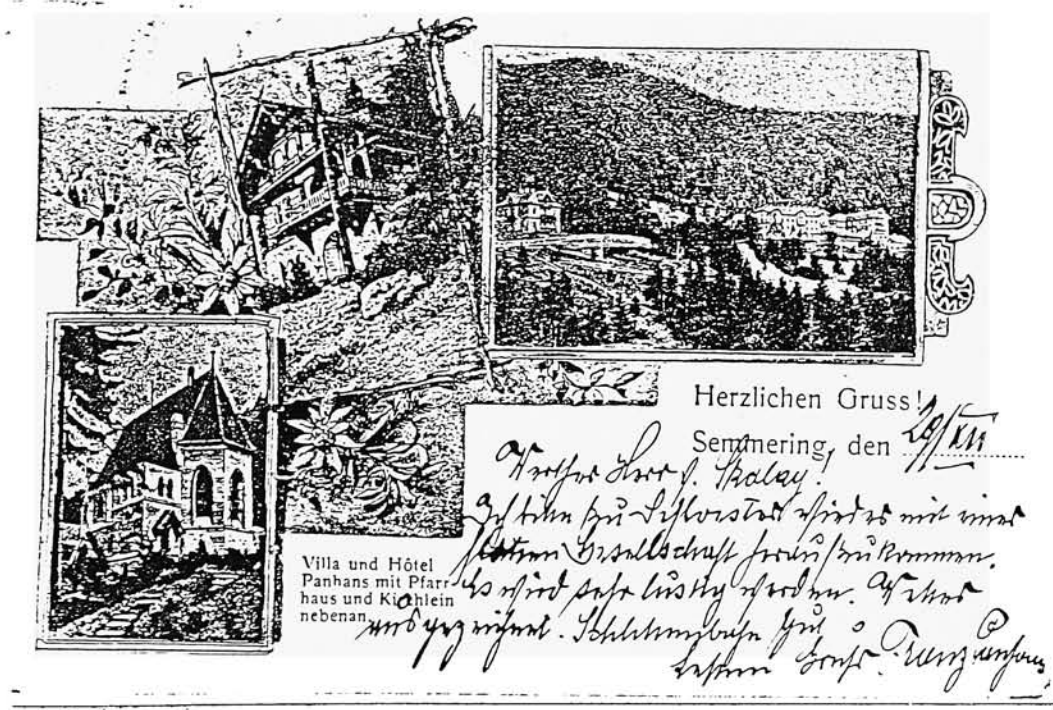
Lieber Maxine!

Danken Ihnen für den von Ihnen erhaltenen
 Holographen Otho Briefe. Wie geht Ihnen immer?
 Hoffen Sie wieder einmal etwas von Ihnen.
 Herzliche Grüße. Ihr ergebener J. Panhard.

186

Figure 106

New Year's promotion mailing, 1902



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

Figure 107

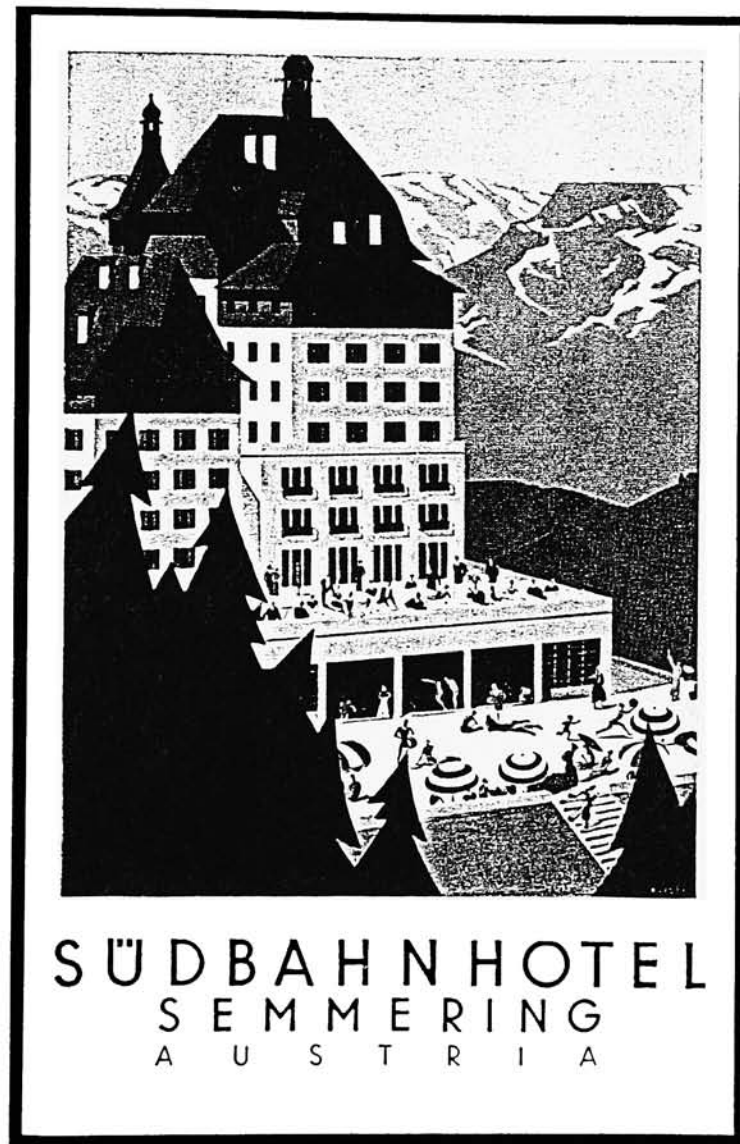
Artistic liberty in postcard design



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

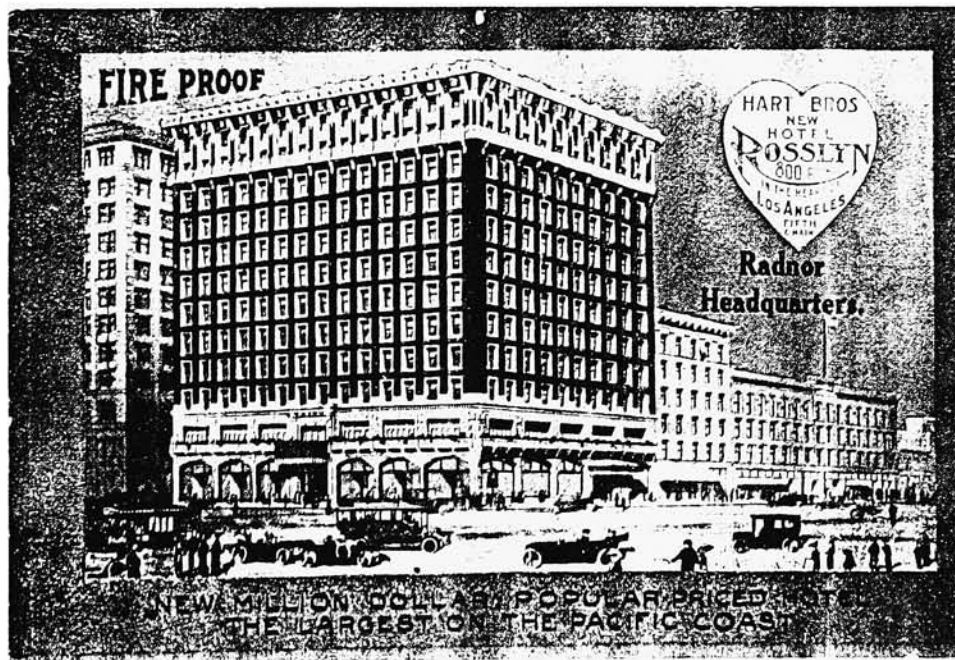
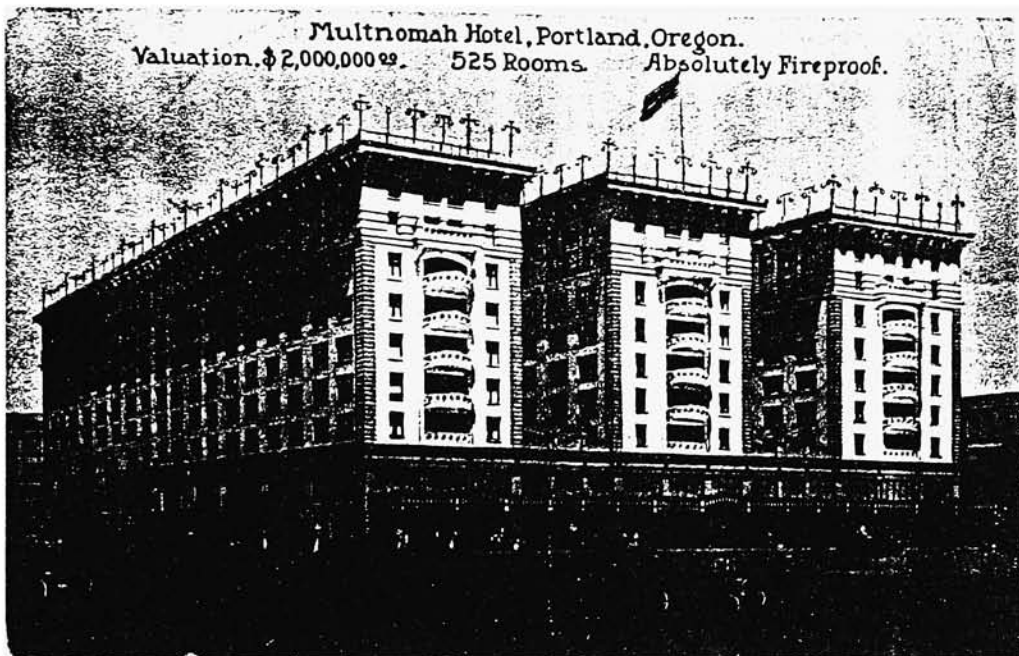
Collateral materials form a key component of direct mail advertising. They include folders, brochures, booklets, newspaper and magazine reprints, notices, pamphlets, and other smaller printed items often termed "envelope stuffers".

Today's larger properties may use 36 or 48 page 8½ 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.

Figure 109 (1 of 5 pages)

City Hotel postcards from the early 1900s



Source: Elizabeth Moyer Clist, Clist Consulting, Washington, DC

Figure 109 (2 of 5 pages)

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**

DAN C. WEBB, PROPRIETOR
EDW. H. WEBB, MANAGER

**Broadway
Central
Hotel**

NEW YORK

Broadway at Third Street



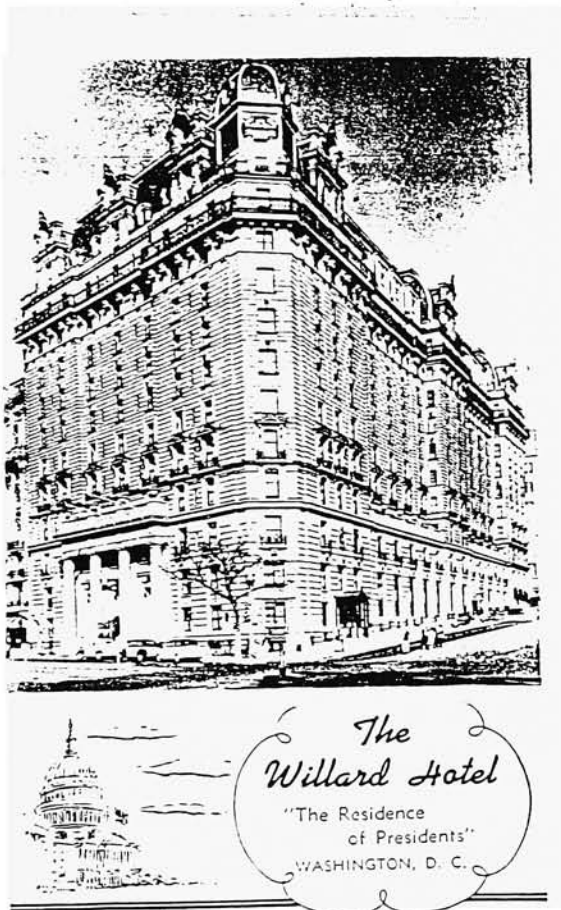
AMERICAN PLAN, \$2.50

EUROPEAN PLAN, \$1.00

Source: Elizabeth Moyer Clist, Clist Consulting, Washington, DC

Figure 109 (3 of 5 pages)

City Hotel postcards from the early 1900s



Source: Elizabeth Moyer Clist, Clist Consulting, Washington, DC

Figure 109 (4 of 5 pages)

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

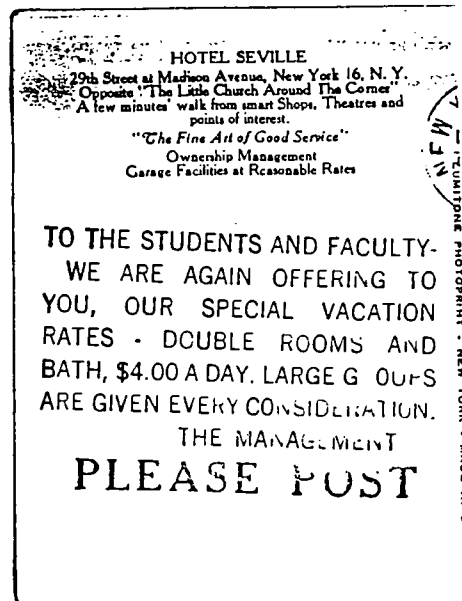
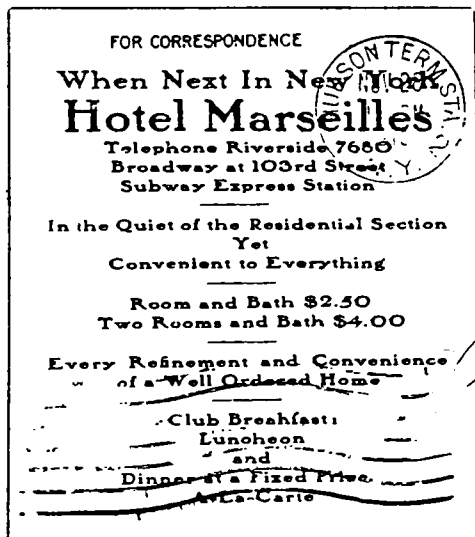
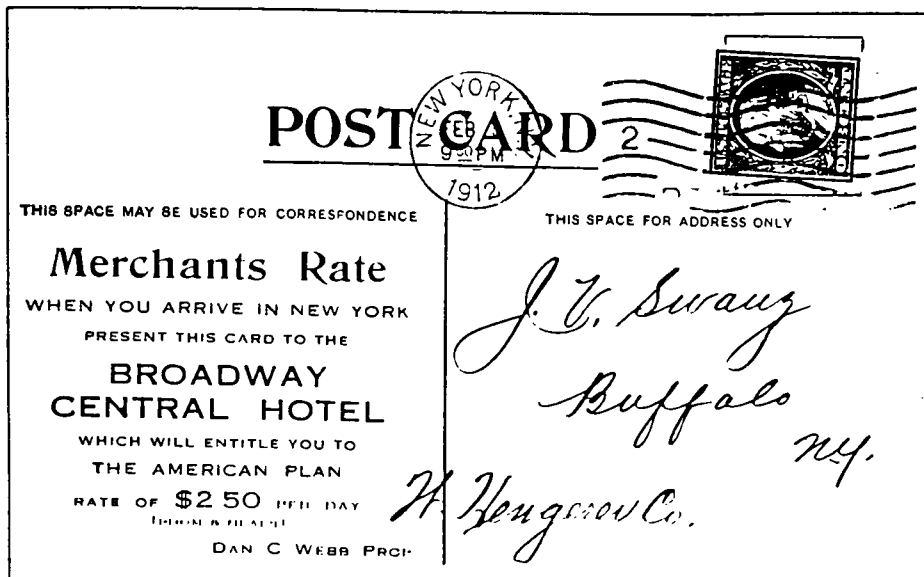
NO HIGHER RATES
SPECIAL WEEKLY RATES



Source: Elizabeth Moyer Clist, Clist Consulting, Washington, DC

Figure 109 (5 of 5 pages)

City Hotel postcards from the early 1900s



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

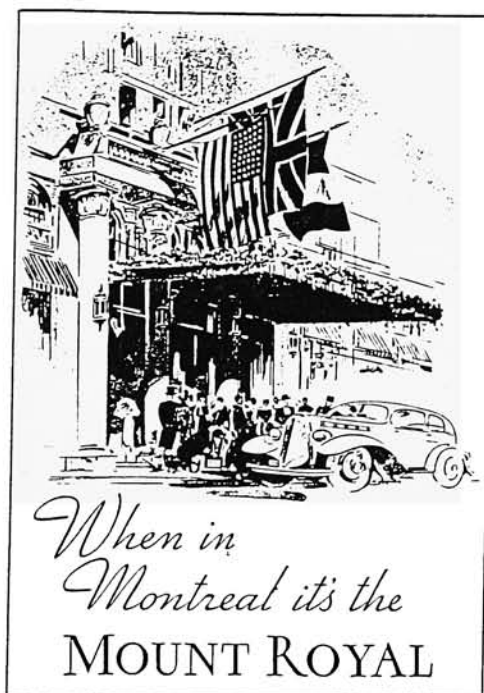
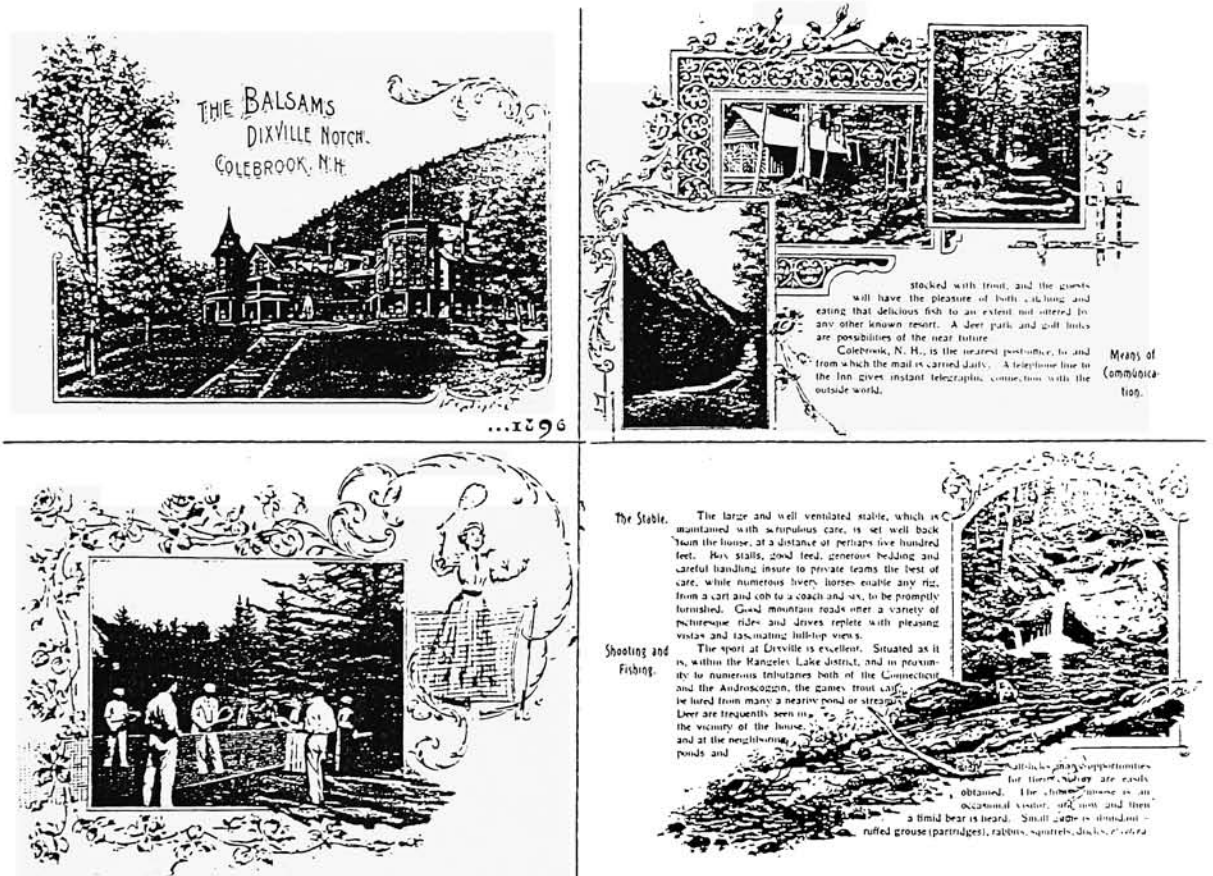


Figure 112

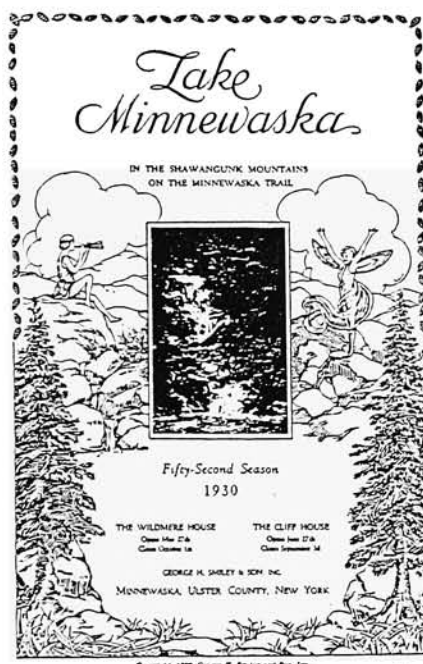
Resort folder design style, 1896



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

Figure 113

Folders with flowery "memory-evoking" copy



PETER PAN... who of us but remembers his enticing fairy-land of perpetual youth, reached on wings of beautiful thoughts? How refreshing is Barrie's strictly 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 metropolis... 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.

SO NEAR to New York City that the tides of the Atlantic swell the bosom of the lordly Hudson in the nearby valley... yet as far from city atmosphere as is pole from pole... lies this mountain-lake realm that could well have delighted Peter Pan himself.

Fortunately, we of today, unlike the friends of Peter Pan, are not dependent on the wings of beautiful thoughts to reach our fairy-land of perpetual youth. Broad and smooth are the roads and pleasing the conveyances that span the four score and ten miles from the great metropolis to... LAKE MINNEWASKA.

On the practical wings, then, of rare convenience, shall we explore our skyland realm?

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

To city folk everywhere... comes now an invitation

Easy is the way to Minnewaska

Figure 114 (1 of 2 pages)

A benefit-oriented pictorial folder



Source: Philip Webb, Innkeeper, Harbourview Inn,
Smith's Cove, Digby County, Nova Scotia, Canada

A benefit-oriented pictorial folder



MAIN BUILDING

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 changing with every tide.

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

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

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



The Harbor View House and its Bungalow Colony is distinctly different from any other resort in Canada. From



THE CHAPEL (CHURCH OF ENGLAND)

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 30 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 'Granville shore; with the sweeping Fundy tides, the wonderful kaleidoscopic changes of atmosphere, and the incomparable sunsets; with the delightful summer climate, invigorating 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 ANNEX

course, or remote enough for privacy—even seclusion—as desired. There is no crowding at Harbor View. You may build your own cabin, or the management will build one for you at surprisingly low cost.

Cabins, Fully Furnished, with bath and electric lights, may be rented for the season but should be engaged a year in advance.

The Central Dining Room accommodates 200 guests. The proprietor takes pride in supplying the freshest vegetables, cream, fruit, fish and farm products obtainable in a country rich in fertile farms, and noted for the delicacy and fine flavor of its sea foods. Sparkling artesian water is used. Visitors note that the service is characterized by a genuine good will and hospitality, without ostentation, and by a consistent endeavor to provide every home-like comfort and attention desired.

Out-Door Amusements in great variety are enjoyed at Harbor View—bathing, fishing, canoeing or sailing on the Basin, clam-bakes, bikes over miles of delightful and picturesque country. Our own salt-water swimming pool, tennis courts, automobiles, boats, saddle horses, and dancing pavilion, with good orchestra, are available.



SIXTH LAKE CAMP

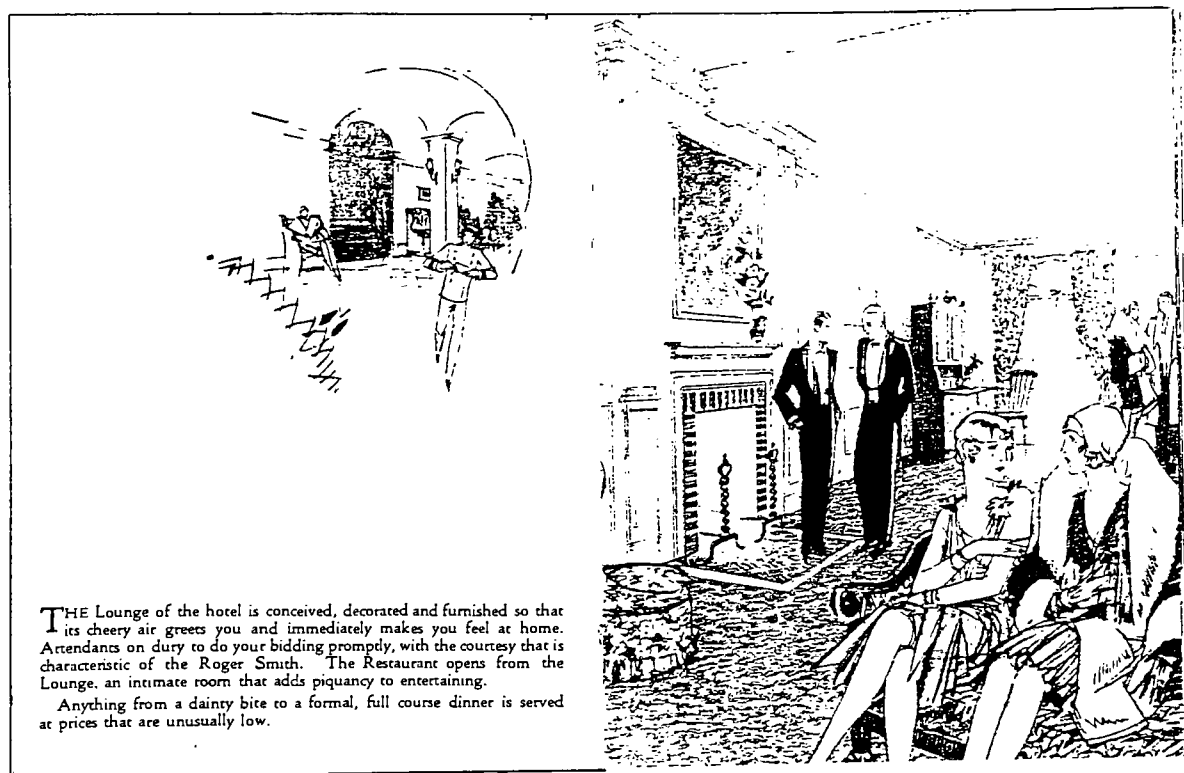
while the splendid links of the Digby Golf Club are open to guests of Harbor View at moderate fees, and Harbor View autos make frequent trips at special low fares.

A Wilderness Camp at Sixth Lake has been cleared, and a large, substantial 2-room cabin erected, with separate cabin for guides—the property of Harbor View. It is easy of access, though remote from signs of civilization, and the surroundings are beautiful. Sixth Lake is part of a 40-mile chain of lovely lakes and streams, in the midst of a great moose country, with lively fishing all around. Ladies will find life at this camp, with its home-like comforts, a novel and delightful experience. A five-day trip from Harbor View for two people need not cost more than \$75, covering auto hire, guide, canoe, fishing license, all food supplies, and use of both cabins—everything except personal equipment.

You may leave Boston after lunch, and have your own trout for supper next evening at this camp.

Figure 115 (1 of 2 pages)

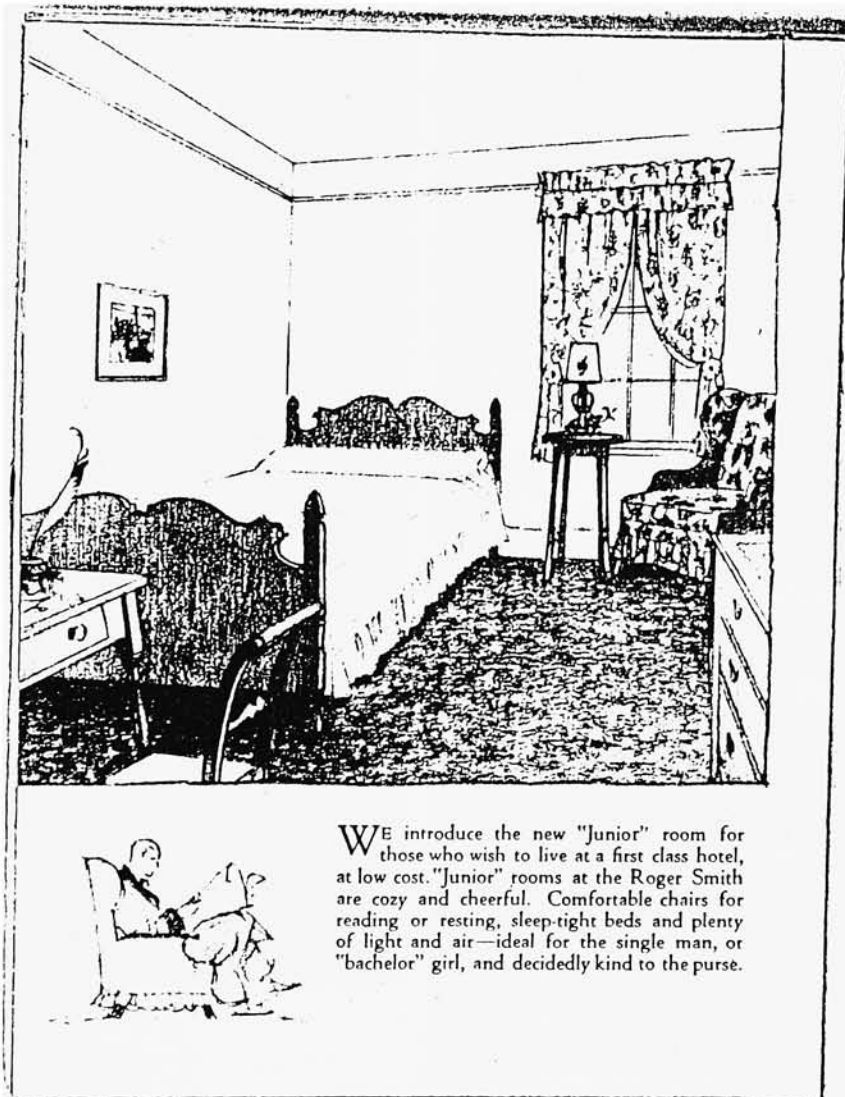
Pen and ink folder illustration



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.

Figure 115 (2 of 2 pages)

Pen and ink folder illustration

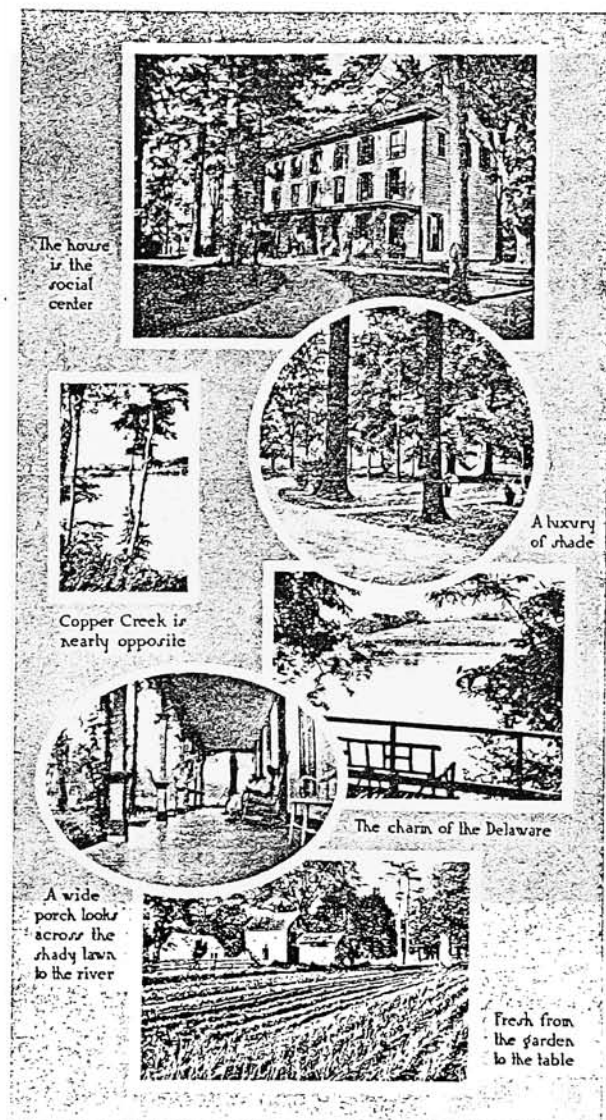
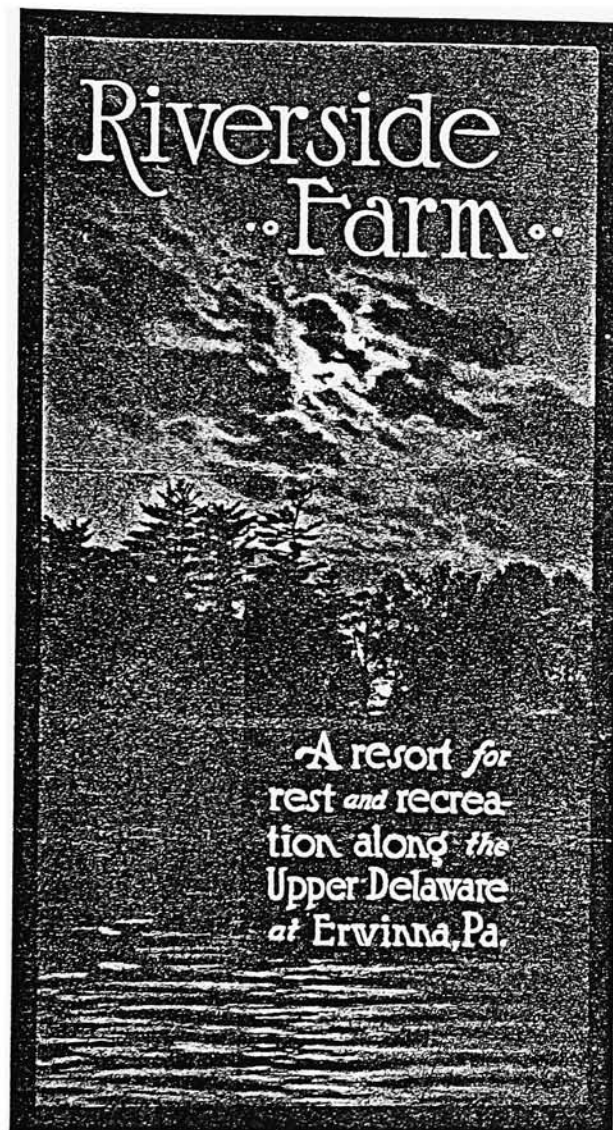


WE introduce the new "Junior" room for those who wish to live at a first class hotel, at low cost. "Junior" rooms at the Roger Smith are cozy and cheerful. Comfortable chairs for reading or resting, sleep-tight beds and plenty of light and air—ideal for the single man, or "bachelor" girl, and decidedly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

Figure 116 (1 of 2 pages)

"Rest and Recreation" folder



Source: Ronald Strouse and Frederick L. Cresson, Innkeepers, EverMay on The Delaware, Erwinna, PA.

Figure 116 (2 of 2 pages)

"Rest and Recreation" folder

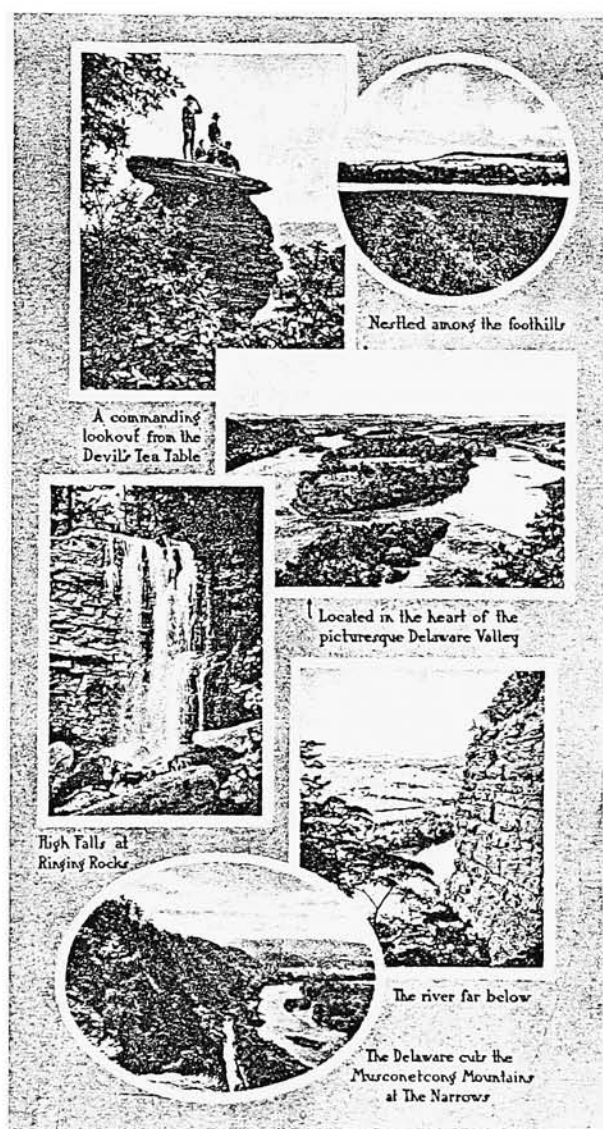
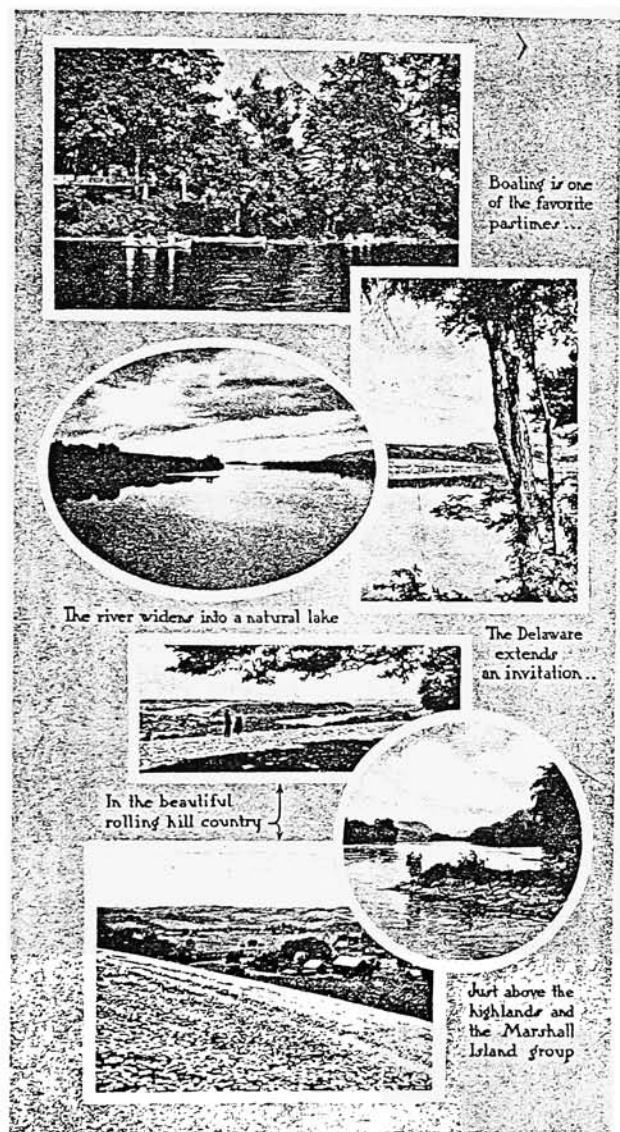




Figure 117

Unusual "simplified spelling" brochure



• W I N T E R • 1932 • 1933 •

• L A K E • P L A C I D • C L U B •



THE CHARM OF WINTER
at Lake Placid Club in-the-Adirondaks

Club Notes Nr. 227

November, 1932

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

On the cleft side of Mt Colden ice gleams 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 scalloping 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 with their footprints in the snow tell 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.

2519

Note: Properties occasionally tried to be "trendy" in style and layout...this copy approach using "phonetic" or "simplified" spelling may have, in fact, detracted from the otherwise well-presented "word pictures".

Figure 118


Seasonal opening announcements

Announcing
THE FORMAL OPENING



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

MOHONK
1938



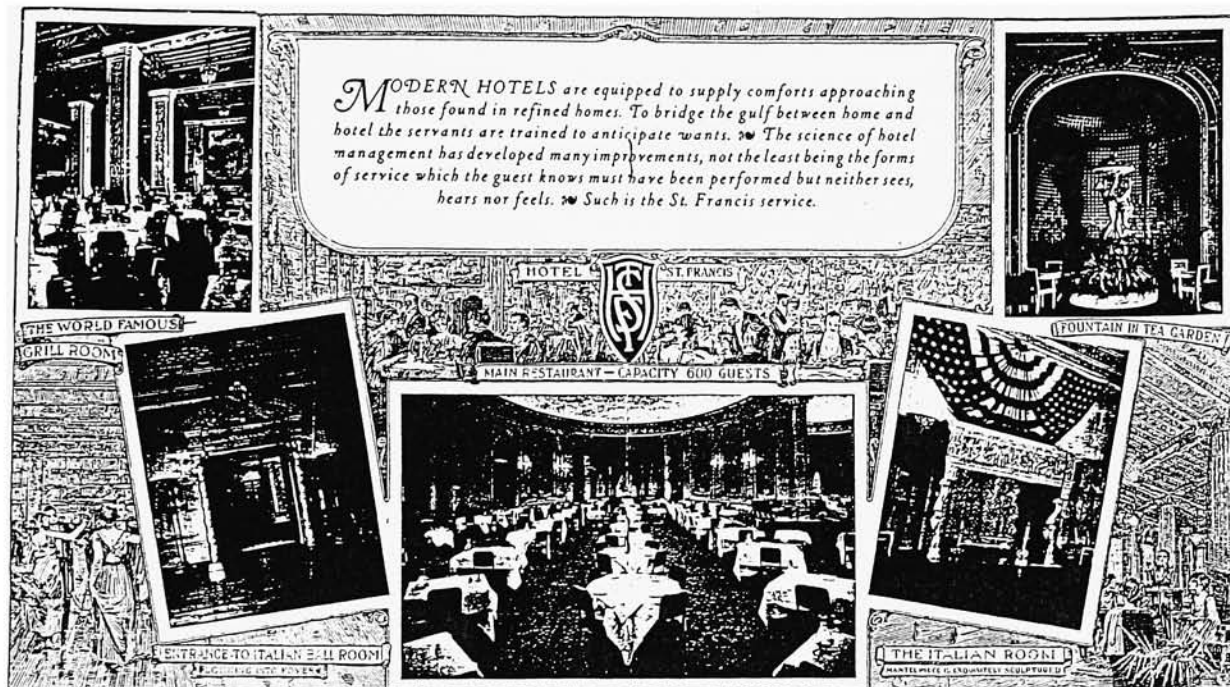
SIXTY-NINTH SEASON
LAKE MOHONK MOUNTAIN HOUSE
SMILEY BROTHERS, Proprietors
Albert K. Smiley Francis G. Smiley
Mohonk Lake Ulster County New York



Sonoran
HOTEL AND BUNGALOWS—ON THE
DESERT AT CHANDLER, ARIZONA
29th SEASON OPENS DECEMBER 1st, 1941

Figure 119

Formal style city hotel brochure




Source: Cheryl Cink, Public Relations Department,
St. Francis Hotel, San Francisco, CA

Figure 120

Conversational style city hotel folder

— THAT YOU MAY KNOW —

STATLER GUEST ROOMS—GUEST DESIGNED

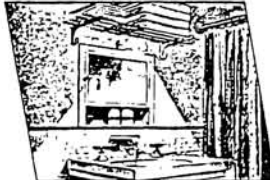


1. Men—as well as women—enjoy the convenience of a full-length mirror for dressing. There is one in every Statler guest room.
2. An ample supply of towels, sterilized and wrapped drinking glasses, circulating ice water, sterilized toilet seat, outlet for electric razor—a few features of Statler bathrooms.
3. A bed-head reading lamp is appreciated by those who enjoy their book, magazine, or newspaper before sleeping. There is one on every Statler bed.

You see, we believe that in this, as in everything else in Hotel Statler, "the guest is always right."




Hotels Statler have pioneered a long list of innovations in hotel service — a few of them are shown here. But as you look about your room, you will see more of them: circulating ice water, comfortable chairs, controlled shower baths, a large supply of stationery in various sizes, and a host of other things that you and your fellow-travelers have suggested.

We are still thinking ahead, planning for your visits to Hotels Statler through the years to come. So, if you have any suggestions to offer for the improvement of Statler service, we are anxious to receive them.




When you awaken after a good night's rest in your Statler-designed bed, when you find the morning paper under your door, when you unwrap the sealed, sterilized drinking glasses, when you discover the *extra* supply of snowy white towels, or when you notice the score of other comforts and conveniences of your Hotel Statler room, do you ask yourself.... "I wonder who thought of all these things?"

The answer is — *you* did! That is, you and your fellow-travelers of the past 25 years. Because for all those years we have been asking travelers what they want in hotel service.



4. A morning newspaper—under your door with the compliments of Hotel Statler. You'll enjoy it with your breakfast, especially if you are having it in your room.
5. Every Statler guest room has been carefully checked, tested and certified by lighting experts. Every Statler guest room has *plenty* of light.
6. A radio in every room, with a choice of programs. There is no charge for this friendly Statler service.



Note: This is an excerpt from a 16-page booklet.

Figure 121

Photos with captions resort brochure



A place to rest and a place to play, expressing the beauty and charm that spells Carmel the world over.

On the Mission Trail
Overlooking Beautiful Carmel Bay
 Bus or taxi service from Southern Pacific depot at Monterey direct to our door. Motorists follow the main street to La Playa sign.





RATES: \$5.50 to \$8 a day for one person; \$10 to \$14 a day for two, including bath and all meals. Weekly rates and attractive permanent rates upon application.
 FREDERICK M. GODWIN, Managing Owner



Carmel's hotel in the residence section, two blocks from the beach yet close to theaters and shops. All outside rooms. Complete hotel service and garage. Beautiful views of mountains, pine woods, and ocean. Golf privileges on three championship courses. Facilities for all the sports, tennis, swimming, fishing, hunting, boating, horseback riding through forests or along the seashore, miles of scenic motor roads.



1934



Source: Elizabeth Salstich, La Playa Hotel, Carmel-by-the Sea, CA.

Figure 122

"Light and breezy" informal resort booklet

NO! LET'S EXPLORE! A FEW LITTLE PRACTICAL YOU'LL WANT TO KNOW!

Ho! Let's explore! Let's adventure
with old-time thrills and modern
comforts. Three days, two days,



one day for the famous Indian Detours. Or a Couriercar Motor Cruise to last just as
long as you say. Stately La Posada . . . the magnificent new hotel in Winslow is
headquarters for the Petrified Forest Detour . . . Meteor Mountain . . . Rainbow
Bridge . . . White Mountain . . . Apache Region . . . and the adjacent Navajo country
and Hopi villages. And then there's Grand Canyon . . . Carlsbad Caverns . . . and
thousands of interesting high-lights between. Off-the-beaten-paths in swift, smooth
limousines or open cruisers, driven by gentlemen specially selected and trained 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 amaze you with sparkling facts

about everything you see! They
speak Spanish or even Indian when
the occasion arises. It's very helpful!
They know their mountain heights
and mesa widths and things too fierce
to mention!



The Indian Detours . . . per person—

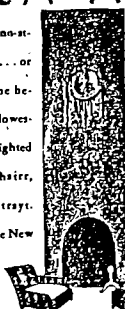
Three-day Frijoles-Puye-Tsao Detour	\$35.00
Two-day Tsao-Puye Detour	35.00
One-day Tsao-Puye Detour	15.00

The whole works—including your car, your Courier, your recommendations and the
best meals you've ever eaten! * * *

Write or call at the nearest Santa Fe Agent for complete details about the new Couriercar
Indian Detours, or write Hunter Clark-
son, Incorporated, at Santa Fe, New
Mexico, who provides this distinctive
motor and Courier service. You may
meet one of the Couriers yourself in
New York, Chicago, and Los Angeles,
and she will help you make your plans
. . . your reservations and all those
little things that sometimes can be so
irritatingly bothersome.

LA FONDA—AT THE END OF THE TRAIL!

La Fonda . . . the Inn-at-
the-end-of-the-trail . . . or
in most cases, at the be-
ginning . . . with a welcome! A flower-
braked fountain . . . lighted
Deep carved chairs,
wrought-iron ash tray.
Courier Lounge. The New
modern murals.
at dinner . . . and
the best choreo
a pleasure of La Fonda's food!



glowing . . . moods always waiting
splashed patio. A gurgling, tile-
with sun-light, star-light, moon-light.
huge comforting fire-places, convenient
The Indian Lecture Lounge, the
Mexican Room with its sprightly,
Music at tea-time. Dancing
speaking of dinner, not even
adjectives could paint you
Smiling, courteous
attention.



Smooth, deft service. Old-
world charm with a quiet but
active efficiency and city
sophistication . . . even to the
New York Stock Exchange
reports listed daily at the desk!



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

Miscellaneous Collateral:

Many other forms of collateral materials were used in addition to folders and brochures, particularly by 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).
- * A 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.

Figure 123

Rate schedule with area musical listings

Marlborough-Blenheim Atlantic City, N. J. 1932 Spring Rate Schedule AMERICAN PLAN (Room and Meals)				
	Double Rooms and Bath 2 Persons		Single Rooms and Bath 1 Person	
	Daily	Weekly	Daily	Weekly
North Side Facing City Limited Number	\$10	\$68	\$6	\$40
West Side Marlborough Ocean View West Side Blenheim	\$12	\$80	\$8	\$52
East Sides Marlborough And Blenheim Ocean View	\$14	\$92	\$10	\$64
Extra Size Ocean View Rooms	\$16	\$104		
South End, Extra Large Ocean Front	\$18	\$116		
South Corners Ocean Front	\$20	\$128		
EUROPEAN PLAN (Rooms Only)				
	Double Rooms and Bath 2 Persons		Single Rooms and Bath 1 Person	
	Daily	Weekly	Daily	Weekly
North Side Facing City Limited Number	\$4	\$28	\$3	\$20
West Side Marlborough Ocean View West Side Blenheim	\$6	\$40	\$5	\$32
East Sides Marlborough And Blenheim Ocean View	\$8	\$52	\$7	\$44
Extra Size Ocean View Rooms	\$10	\$64		
South End Extra Large Ocean Front	\$12	\$76		
South Corners Ocean Front	\$14	\$88		

(SEE OTHER SIDE)

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 . . . "Götterdämmerung"

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.

Winter Sports Program, February, March and April.

Ice Hockey. Weekly games with championship teams from Canada, New England and New York.

Ice skating for hotel guests daily. Indoor tennis on magnificent courts. Badminton, Deck Shuffle Board and many other indoor games.

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

(SEE OTHER SIDE)

Source: William Rotellini, Chairman, The Laureate Press,
Egg Harbor, NJ

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 oratorial 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

Figure 125

Ad reprints accompanying reservation mailings

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.



WRITE YOUR OWN PRESCRIPTION
— ONE THAT'S EASY TO TAKE . . .

RESERVATION CARD

Rate Schedule : European Plan, each bath and shower having fresh and invigorating sea water:
Rooms for double occupancy \$10.50 to \$25 daily:
Rooms for single occupancy \$7 to \$10 daily.
Penthouse bedrooms de luxe \$25 and \$30 daily.

The SHELBURNE
Atlantic City, N. J.

Please reserve _____ rooms for _____

persons, beginning _____

for a visit of _____ days _____ weeks

until _____

Remarks:

Name _____

Address _____

City _____ Zone _____ State _____

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

**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 SHELBURNE • 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!

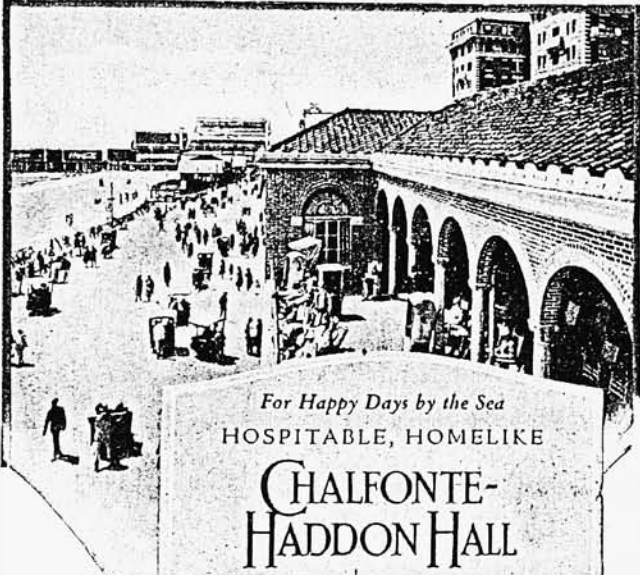
*A Week-End at Atlantic City
will do wonders for you both!*

ATLANTIC CITY

Convenient of access by train, plane and car
THE SHELBURNE • BY THE SEA

Figure 126

A dual use ad/mailing insert



For Happy Days by the Sea
HOSPITABLE, HOMELIKE

CHALFONTE- HADDON HALL

ATLANTIC CITY

American Plan Only
Always Open
Write for illustrated
folder and rates

For more than fifty years these two hotels,
now combined in ownership and manage-
ment, have been the choice of cultivated,
interesting people — bent on happy, health-
giving days by the sea.

LEEDS and LIPPINCOTT
COMPANY




Figure 127

Multiple use business card



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

William Penn Hotel and the Firm That Built and Equipped It

CITY BOASTS FINEST HOTEL IN COUNTRY

The William Penn Represents All That's Latest in Design and Finishing.

13 HOME ENTERPRISE

Pittsburgh Capital of \$4,000,000, and Local Products Are Dominant Factors.

A PALATIAL GUEST HOUSE

THE GAZETTE TIMES.

SATURDAY, MARCH 31, 1914—PAGES 13 TO 24

The William Penn Hotel



WILLIAM PENN



CHARLES BLANCHARD
MANAGING DIRECTOR



FIRST PUBLIC BANQUET AT NEW HOTEL

Elaborate Plans Complete for Chamber of Commerce Feast Tonight.

NOTED GUESTS COMING

Former Secretary of State Philander C. Knox Will Be Hostmaster.

LOT OF DINERS IS LARGE

SHOREHAM HOTEL

The Washington Herald

THURSDAY, OCTOBER 30, 1923

NEW SHOREHAM HOTEL OPENS TOMORROW

AN ARTIST'S CONCEPTION OF THE NEW SHOREHAM HOTEL




EXCLUSIVE SECTION

VALLEE TO FLY HERE FOR GALA OPENING NIGHT

Band Leader and Lina Skaggs Leading Attractions; Many Others Are Included

Figure 129

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
Kentucky Ave., near the Beach
**RATES AND FULL DETAILS
UPON REQUEST**
Regular 10% Commission
will be paid

Ownership-Management,
Fetter & Hollinger, Inc.
JOHN R. HOLLINGER, General Manager

EASY-TO-SELL
"CLUB PLAN"
at **HAVANA'S LEADING HOTEL**
HOTEL NACIONAL DE CUBA

8 DAYS \$55 PER PERSON
(Commencing April 1)

This is the sure-fire bargain package—backed by the finest resort hotel in the Tropics—that offers your clients full guest privileges, plus superb Nacional "extras," at an attractive all-inclusive rate.

Guests occupy delightful outside rooms with bath, and enjoy Table d'hôte meals for which the hotel is noted. Included without charge are complete sports and recreational facilities . . . tennis, golf, salt-water pool . . . all within the hotel's 13-acre estate—plus private beach privileges.

Cable or address reservations to
T. JAMES ENNIS, President, Nacional Club Man
Hotel Nacional de Cuba, Havana, Cuba

**FULL
10%
COMMISSION**
This means
\$11
for every couple you book!

★
Until April 1
"IN-SEASON
CLUB PLAN"
21 days—\$170
with all the luxuries of the
Ocean Plan

for
Larger Commissions

**CLYDE
COURT**
APARTMENT HOTEL
MIAMI

LONG-TERM TENANTS
provide you with a larger
income than ordinarily pos-
sible from transient hotel
guests. Daily, monthly or
seasonal rates (on request)
suggest a diversity of
offerings that enhance
sales. Clyde Court is in
an exclusive apartment house and residential section
of downtown Miami . . . 48 complete, modern and
luxuriously 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 helps.

C. G. HOFFER, Owner, Managing Director
(South-East First Ave. at Second St.)

FOR YOUR CLIENTS WE RECOMMEND THESE
Leading Resort Hotels
OPEN THE YEAR 'ROUND

For rates, literature and booking assistance telephone
Miss Allen or Miss Ryso at the numbers listed below:

THE CLOISTER
Oo Sea Island, The Treasure of the Golden Isles.
Georgia's Famed Seaside Resort. Utmort in Sports
or live a life of luxuriant leisure. Circle 5-8055.

THE INN AT BUCK HILL FALLS
100 miles—three hours from New York and Philadel-
phia, in the Pocono Mts. of Pennsylvania. A happy
vacation center for the entire family. Circle 5-5620.

THE TRAYMORE
Atlantic City, New Jersey, on the Boardwalk. 700
rooms with baths. Both American and European
Plan. Complete convention facilities. Circle 5-5158.

WILLIAMSBURG INN AND LODGE
Williamsburg, Virginia, the authentic restoration of
this historic city. The Inn and the Lodge offer fine ac-
commodations at a wide range of rates. Circle 6-8896.

NEW YORK OFFICE
INTERNATIONAL BLDG., 430 5th AVENUE, ROCKEFELLER CENTER
Ten percent commission on all confirmed book-
ings whether placed direct or through this office.

Showing the way

Your clients will thank you wholeheartedly
for recommending The Waldorf. Today, the
room rates and incidental prices represent
greater value than ever before. And more
important than ever are the Waldorf "extra"
advantages that never appear on the bill.

10% COMMISSION TO ALL AGENTS

Single Rooms	from \$ 7
Rooms for Two	from \$10
Suites	from \$15

**THE
WALDORF-ASTORIA**
Park Avenue - 42nd to 50th - New York

**THE
NATIONAL HOTEL**
MIAMI BEACH

Just North of swank Lincoln Road, at the ocean's
edge—offers the kind of gaud living Americans de-
mand—it affords the recreation, comfort and con-
venience your clients are seeking. THE NATIONAL
has its own private beach, cabana club—outdoor
pool—with dining room, cocktail lounge and patio
overlooking the sea—renowned for its distinguished
standards in a
resort hotel for
the excellence
of its hotels.
Moderate
Rates. Full co-
operation to
Travel Agents.
Commission
guaranteed.

**10%
COMMISSION**

For further particu-
lars contact
Eugene K. Thompson
Manager

OPEN ALL YEAR
The enjoyment of
an ideal tropical vaca-
tion.

Figure 130

Cooperative advertising to travel agents

YOUR clients will find the luxury and surroundings they desire at The Claridge. 400 large outside rooms, each with tub and shower, fresh and sea water—three ocean decks—Skystop Solarium—Health Baths—music daily in the gay Mayfair Lounge.

The CLARIDGE Hotel
ATLANTIC CITY
GERALD R. TRIMBLE
General Manager



The Traymore

People with a talent for fine living enjoy the Traymore because it gives them so much more for the money. On the Boardwalk. Spacious outside sleeping rooms, sunny 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

Your Clients Will Enjoy a Vacation Here

Tell them to come here for a Winter "breathing spell." They will like the mild sea air, the Seaside's superb food and the friendliness of the staff. The room will improve their health and disposition. Modest Winter rates. Make reservations now.

THE Seaside HOTEL
Atlantic City
Marion Cook
Manager



Select Clientele Hotels of

ATLANTIC CITY

THAT COOPERATE 100% WITH TRAVEL AGENTS AND PAY 10%

Hotel DENNIS

A "RESORT WITHIN A RESORT" ON THE BEACH AT ATLANTIC CITY
Walter J. Dennis, Inc.

Come like The Dennis. Excellent food. Comfortable beds. Friendly service. Varied activities under one roof make it "a resort within a resort."—Luxurious health-baths. Central location fronting directly on the beach, 2 blocks from the train station and Convention Hall. Attractive rates. Bath plans. Pleasant dealings with agents.



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 ultimate in seashore comfort. Broad decks overlooking the Boardwalk and beach... tempting menus, sea water in all baths. Interesting rates, American and European plans.

Marlborough-Blenheim
ATLANTIC CITY
JOSIAH WHITE & SONS CO.



CHALFONTE-HADDON HALL

These beachfront hotels maintain a high reputation for good service, good food and good times. Our guests—your clients—linger. Your commissions grow.





These hotels maintain the same rates to agent and guest alike

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;

3. To cooperative 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).

Figure 131

Excerpt from a 1929 presentation on the need for sales

"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.

Figure 132

Advice to hotels on small meetings

THE REGISTER

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—
any business
place

Saturday, June 28, 1930

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 (HSMIAI), parallel the constantly widening scope of the business promotion function within the lodging industry.

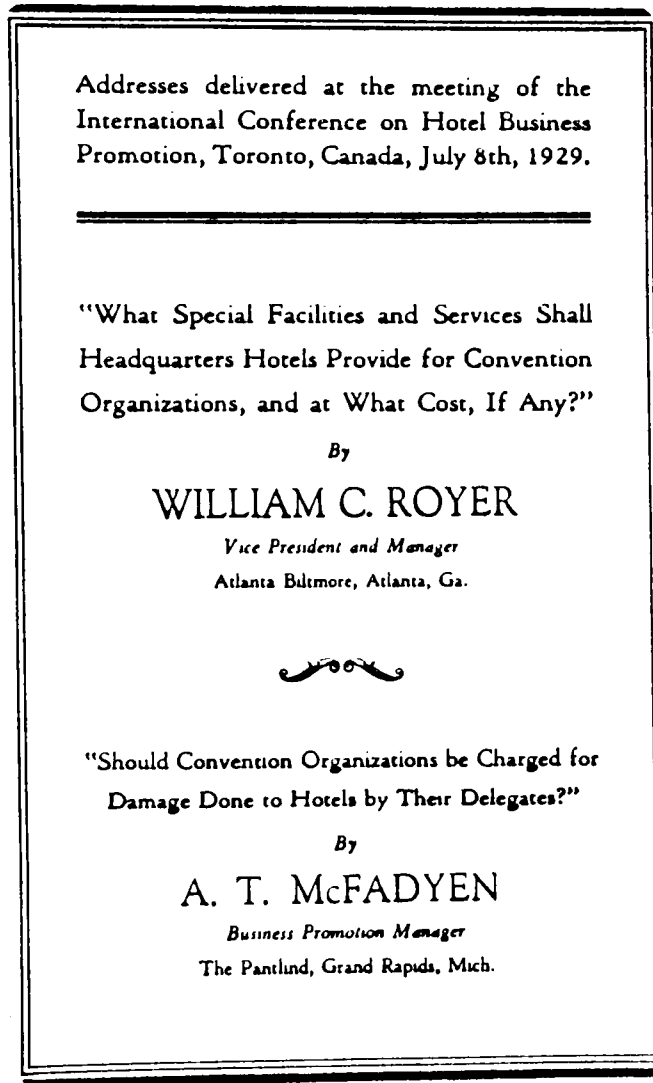
Formal Educational Opportunities

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



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

<p style="text-align: center;">CORNELL UNIVERSITY</p> <hr/> <p style="text-align: center;">HOTEL SALES PROMOTION COURSE</p> <hr/> <p style="text-align: center;">Conducted by Adrian W. Phillips, Hotel Morton, Atlantic City, New Jersey</p>	
<p><u>THROUGH PUBLIC RELATIONS A HOTEL MUST SELL ITSELF TO--</u></p>	
A -	<p><u>Its Community</u> As a civic and social center As a prestige locals 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.</p>
B -	<p><u>Its Personnel</u> 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.)</p>
C -	<p><u>Its Investors</u> Through creating confidence in aims and objectives of Management. Through keeping them informed. Through mailings asking their cooperation in directing business.</p>
D -	<p><u>The Trade</u> 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.</p>
E -	<p><u>Present Guests</u> 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.</p>
F -	<p><u>Its Former Guests.</u> 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.</p>
G -	<p><u>Its prospective and future Guests.</u> 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.</p>

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).

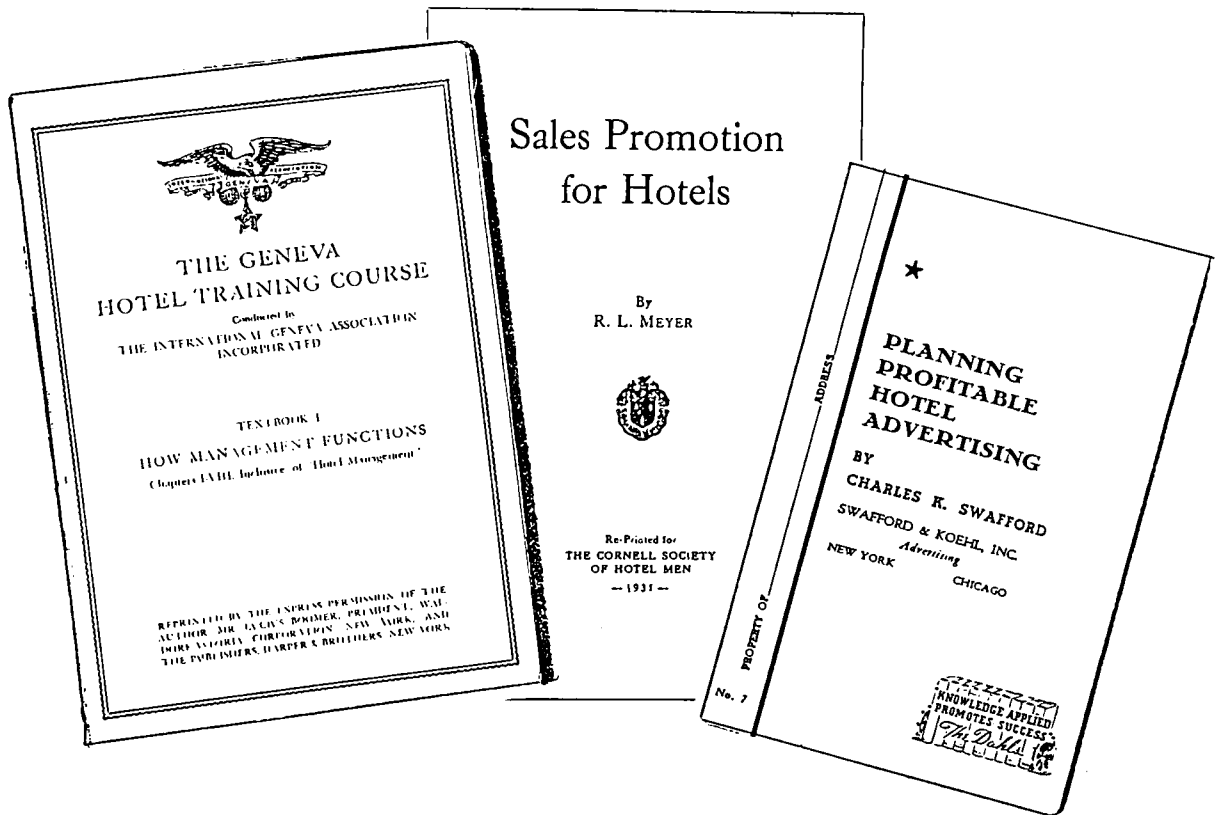
With the exception of Ted Nathan's "First Hotel Promotion Workbook", published in 1940, and mimeographed articles on sales and promotion distributed to members of the Hotel Sales Managers Association, it wasn't until the early 1950s that hotel publications were produced which were specifically devoted 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

Figure 135

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.

Figure 136

"Statler Salesmanship" employee newsletter

Statler Salesmanship

Rights of the Guest

THERE 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 most naturally so. 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. SURE he is.

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.

[6]

Statler Salesmanship

Some of our 1929 Advertisements

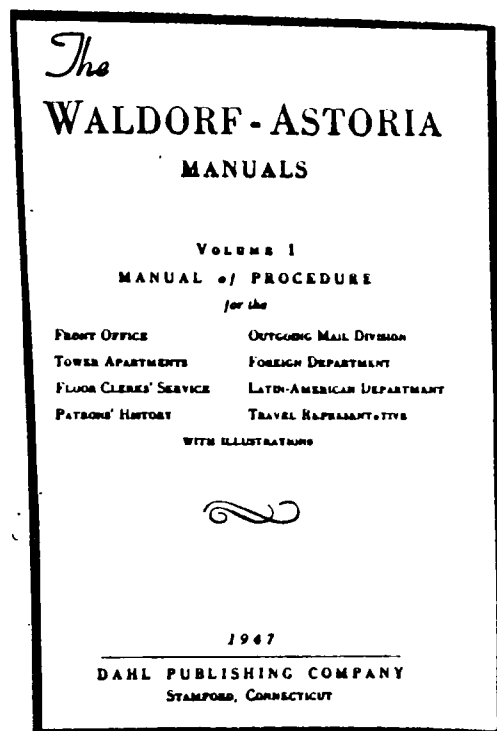
The collage displays several overlapping advertisements for Statler Hotels. Key elements include:

- A large ad on the left with the headline "MODERNITY" and a graphic of a person climbing a ladder.
- An ad on the top right titled "Judge hotels by what you get" with a list of hotel features.
- A central ad featuring a portrait of a man and the text "HOTELS STATLER" and "The largest of these ads is two full newspaper columns. Note their bold type and display."
- A bottom ad with the headline "RADIO IN EVERY ROOM!" and the Statler logo.
- Various smaller text blocks and graphics throughout the collage, including a list of cities: Boston, Buffalo, Cleveland, Detroit, St. Louis, New York.

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.

Figure 137

The Waldorf-Astoria Manuals

The image shows a form titled "The Waldorf-Astoria PATRON'S PREFERENCES SPECIAL SERVICE". At the top left, it says "FORM 10-1". Below the title, there is a line for "DATE" followed by "19__". Then, there is a line for "FROM" followed by a blank line. Below that, it says "TO PATRONS HISTORY ROOM" and "M" followed by a blank line for "ROOM No.". At the bottom, there is a note: "FOR THE USE OF ASSISTANT MANAGERS, FLOOR CLERKS, ASSISTANT HOUSEKEEPERS AND BELLMEN IN REPORTING SPECIAL SERVICES REQUESTED OR PREFERENCES EXPRESSED".

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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