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A Series of Monthly Articles Written from a First Hand Survey of Big Business Enterprises That Have Given the United States the Name of the Foremost Industrial Nation of the World

The Largest Hotel in the World

WHAT is your idea of a good hotel? How do you select the one you are going to patronize? When you visit New York or any other large city, you have a choice of several hundred hostelrys with open doors; by what standards of excellence do you prefer one to all the rest, and make your advance reservations accordingly?

A woman's idea of a superior hotel may be condensed in a few words: *The comforts of home without the cares.* A man's idea would be expressed somewhat differently: *The freedom of a club, with a businesslike organization and operation.*

The woman is right in expecting the arrangement, the equipment, the refinement, ease, atmosphere and service of a modern hotel to rival the appointments of her own home. And the man is right in expecting the organization, policy, administration of the house to equal the system he applies to his own business. The majority of hotels are a double disappointment—they are neither homelike nor businesslike. A gilt palace run by guesswork is no place even for a millionaire.

The twin test for a superior hotel is that the heart of a home animates it, but the head of a business operates it. The man who owns or directs it must have the right sort and extent of human feeling; then he must adapt the new science of industrial management to every department and phase of the enterprise.

A brief introduction to the man who founded the "homelike and businesslike hotel" may show how he raised the profession of hotel keeper to the accuracy of a science and the dignity of an art, and how he came to manage the world's largest inn.

A good reputation is the best introduction to a great opportunity. The Pennsylvania Railroad Company, building the world's largest single terminal station, wanted the best available man to serve as proprietor and manager of the hotel to bear the Pennsylvania name. The man who had won the finest reputation in the hotel world as a pioneer of new ideas and methods in other cities was E. M. Statler; he had for years been looking to New York with an ambition to erect there the largest and finest hotel in the Statler chain; upon learning that he would consider the project favorably, the Pennsylvania Company broached the matter to him.



Besides the Hotel Pennsylvania in New York City, which has accommodated 3282 guests in a single night, Mr. Statler operates Statler hotels in Buffalo, Cleveland, Detroit and St. Louis

And some reasons for E. M. Statler's spectacular success

By Edward Earle Purinton

A first class man wants outlook more than income. So the mere financial offer did not appeal to Mr. Statler. He imposed a condition: "Make Hotel Pennsylvania the largest in the world, and I will consider the project." A bold stipulation—it would mean doubling the original scope and outlay for the building and operating plans.

However, it is easier to find money than the man to spend it right; and the Statler type of man is so rare that a shrewd corporation would meet almost any condition to obtain the exclusive right to his services in New York. So the world's most spacious and convenient guest house was built just opposite the Pennsylvania station in New York City.

It took Ellsworth Milton Statler about forty-five years to get ready for his life work. At twelve, he was a bellboy in a West Virginia hotel, earning six dollars a month and board. But he was hardly settled in the job when he formed two resolutions—(1) he would give each guest a little more and better service than usually given, or expected by the guests; and (2) he would graduate from a bellboy into a hotel clerk at the earliest possible moment.

His first ambition brought many tips from delighted guests, and the boy saved \$150 the first year, handing the money over to his mother. The second ambition put him in a night clerk's position by the time he was seventeen. That didn't satisfy him—he resolved to be a day clerk, and was, two years later. Then he began to dream of building and owning a great, new kind of hotel, where everything that a guest needed or wanted should be instantly ready, at a fair price, with unflinching courtesy, and everybody pleased. Twenty-five years later his dream came to pass.

Now he operates, in addition to Hotel Pennsylvania, a Statler Hotel in Buffalo, in Cleveland, in Detroit, in St. Louis; and he looks forward, with a man's experience but a boy's enthusiasm, to the time when a Statler Hotel shall offer its exceptional service to the travelers in every large city of America.

The ups and downs of the hotel business are proverbial. Mr. Statler's first big venture, the founding of a restaurant in a building containing a thousand offices, left him \$17,000 in debt before he opened up,

the rent alone being \$8,500 a year, and the furnishings and equipment costing \$26,000. He had saved a little money from a pie-stand he had kept in a 16 by 18 foot space, where he gained his first experience in serving coffee, sandwiches, and home-made pies that his sister baked; all the capital from this tiny lunchroom enterprise he sunk in the big restaurant plan, with a friend guaranteeing him so he could hold the lease in the Buffalo office building.

Then arrived the first crash. The big restaurant, just opened, was doing finely when a grouchy creditor sued for a small bill, other creditors got in a panic and wanted their cash instantly, the financial bottom fell out, and ruin loomed ahead. Young Statler never lost his nerve. He let the high-priced chef and steward go, took charge himself, acting as bookkeeper, manager, office boy, and a variety of other staff helpers.

The chance of success looked too slim—the creditors would have taken a few thousand dollars for their claims and withdrawn the suits. But no—Statler isn't that kind. He said he would pay every dollar he owed. In two years he did.

The second project was the Pan-American house at Buffalo. This met with actual financial loss, but Mr. Statler, when questioned about the loss, declared there was no loss, it was "a big net profit—in experience." You can't down a man who smiles when his money goes.

Shortly after, he took even a bigger chance. With \$200,000 he had made from the restaurant that looked like failure at the start, and \$300,000 more of borrowed money, he built the famous "Inside Inn" at the St. Louis World's Fair, a colossal hotel with over 2000 rooms. On the very day he opened the Inside Inn a large tank of boiling water near him sprung a leak and drenched him, parboiled him, and sent him to the hospital, where he lay four months in acute pain.

Lying there helpless, he went on with his work. Every day Mrs. Statler brought him detailed reports, and took his orders and ideas back to the Inn. By the time the Fair closed, he was able to move around in a wheel chair—and to carry home, in that same wheel chair, a profit of \$200,000 from a single summer's business! Talk about making fortune out of misfortune!

The first real Hotel Statler was at last built, after twenty-five years of hard work and harder waiting, and



Ellsworth Milton Statler, founder and head of the world's greatest system of colossal hotels

in Buffalo, where Statler in his youth had "failed." A cardinal principal with a real man is to go back always to the point where he failed, and in the end make good right there. Whoever thinks or acts ahead of the crowd may expect failure while the crowd is catching up; then a big success if he holds his base long enough. Buffalo prophesied horrible doom for Hotel Statler—the location was poor, the management impractical. Why, there was a bath for every room—whoever heard of such wild extravagance!

The Statler ideal inn paid over \$30,000 clear profit the first year. This was doubled the second year; and increased another 50 per cent the third year. Whereupon the doubters and scoffers fell victims to a strange impediment of speech, that grew into paralysis when this genius of hospitality built an addition of 150 rooms to his 300 room hotel within four months after breaking ground.

Houses in Cleveland, Detroit and St. Louis followed quickly and more than repeated the Buffalo success. Why? Because E. M. Statler knows, probably better than any other man living, just what the traveling public wants, and then supplies the demand in ways that no innkeeper ever thought of before. He doesn't wait for criticisms, complaints or requests in the form of words—he is so adept in the study of facial expression that when a guest even looks displeased or unsatisfied, the fact is noted, and the reason found and removed.

Hotel Pennsylvania should be judged not by the magnitude, the splendor, that greets the eye, but by the inconspicuous detail of service, the small but essential device, that meets the guest at every turn. The abundance of little things for comfort and pleasure that guests find here, but nowhere else, accounts for the popularity of the Statler house. Most of these developments grew out of Mr. Statler's personal study of patrons.

A thing so small as a keyhole may become a symbol of great importance. The keyhole in every Statler guest room door is placed above the knob, so the guest won't have to fumble and grumble, trying to fit the key under the shadow of the knob. In the Pennsylvania, the locks turn the opposite way from that of the ordinary Yale lock, in the direction that a person would naturally expect, and all these locks had to be made to order.

A rate card in every room [Continued on page 237



Hotel Pennsylvania has a guest library containing 3000 volumes, with "a book for every mood." The complete catalog awaits you in your room, and a book is sent up, on request, by phone, without charge. Or, if you wish, you can read in the library

The Largest Hotel in the World

(Continued from page 203)

contains the price, and assures the guest that the price quoted by the clerk is neither more nor less than anyone else pays for that room. A private bath, tub or shower, is furnished with every room.

Ice water, circulating in every room, is always on tap; extra-filtered, and kept at an even temperature of about 45 degrees, which is cool enough for thirst but not too cold for health. The filtering capacity, about 3000 gallons a minute, runs far in excess of the possible demand. Purity of the ice is guaranteed by its manufacture on the premises, from distilled water. Two considerations prompted the resolve to pipe drinking water to each room—the average guest hates to feel obliged to tip a bellboy for bringing a commodity as free as water; and also, when thirsty he wants a drink right away.

A full-length mirror makes it possible for one to see just how he looks, before emerging on a day of business or pleasure. Appearance counts for so much that a well-groomed person is not willing to dress in front of a hand-glass. Women guests in particular want to see in a large mirror that the bottom of their skirt hangs properly.

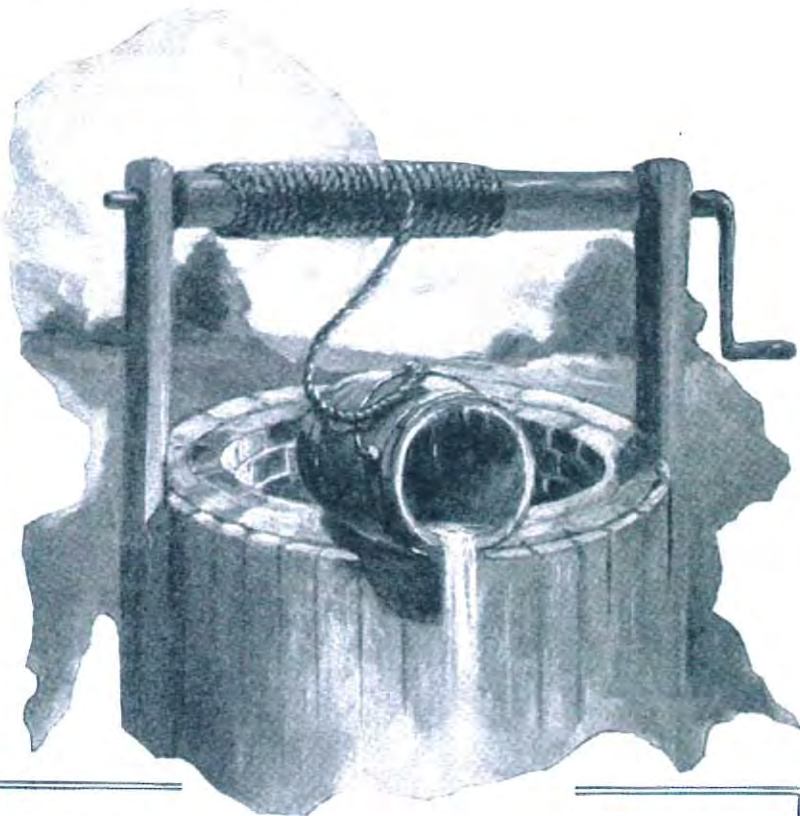
A dainty writing desk is always stocked with pens, ink, blotters, calendar and attractive hotel stationery—and a plentiful supply thereof. There is no bellboy to tip for stationery sent from the office after the guest arrives.

A shaded, scientific headlight beams on every pillow, so that one may relax or luxuriate by reading in bed.

The pincushion found on the dresser is also a first aid to a bachelor's wardrobe, including trousers' buttons and needles of proper size threaded with black and white thread. A man caught in the predicament of needing such things promptly and surely blesses Mr. Statler.

The closet space is ample, providing for the needs of women guests. Here, as elsewhere, the planning, building, furnishing and equipping of a Statler house must have been approved by the matron or head housekeeper, who of course has in view the requirements and preferences of women patrons.

The chamber walls rest the eye, being of a soft, neutral tint; framed pictures are few and in the best taste. A tired woman traveler or sightseer longs for three things in particular—cleanliness, silence and warmth. By reason of its great height, Hotel Pennsylvania lifts the guests from the range of street dirt and noises; and by a service method as nearly soundless as possible relieves the ears of the din than pervades most large resorts. A hot water capacity of 90,000 gallons an hour equals a per capita ration of about thirty gallons an hour for each guest—enough for a hot bath several times a day. The bathroom is kept warm, even when heat is turned off in the unoccupied bedroom.



The high cost of water

This is one reason why Quaker Oats will often cut breakfast cost ninety per cent.

Quaker Oats is only 7 per cent water. It yields 1810 calories of food per pound. Many costly foods are largely water. Note this table.

Percentage of water			
In Quaker Oats	7%	In hen's eggs	65%
In round steak	60%	In oysters	85%
In veal cutlets	68%	In tomatoes	94%
In fish	60%	In potatoes	62%

The cost of your breakfasts

Here is what a breakfast serving costs in some necessary foods at this writing:

In cost per serving these other good foods run from 8 to 12 times Quaker Oats.

In cost per 1,000 calories—the energy measure of food value—they will average ten times Quaker Oats.

Cost per serving	
Dish of Quaker Oats	1c
Serving of meat	8c
Serving of fish	8c
Lamb chop	12c
Two eggs	10c

Quaker Oats is the greatest food that you can serve at breakfast. It is nearly the ideal food—almost a complete food.

Young folks need it as food for growth—older folks for vim-food. Yet it costs only one cent per dish.

Serve the costlier foods at other meals. Start the day on this one-cent dish of the greatest food that grows.

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You are invited to come and see for yourself. Catalogue and application forms.

ALVAN E. DUERR, Headmaster



Each guest, on rising, finds a morning newspaper under his door, with the compliments of the house, and a cheery "Good morning" greeting on a printed slip attached. When the first Sunday paper was delivered thus, it appeared too thick to go under the door without making a slight noise, which might have disturbed the occupant sleeping late. Thereupon Mr. Statler gave orders that the doors be lifted from their hinges and the bottoms neatly planed off, to prevent the intrusion of this momentary and perhaps inaudible rustle on the Sabbath morning sleep of a tired guest.

The most original convenience is the automatic messenger called a "servidor." The sides of each guest room door, made slightly convex, bulge out like a small upright section of a huge barrel. Under these polished surfaces, with nothing but extra keyholes to look different from an ordinary door, a mechanical bellboy in the shape of a concealed cabinet receives clothing for the laundry, suits to be pressed or repaired, and other items of travel necessity. These articles, returned by the same device, await the guest before night. No bellboy intrudes on privacy, or expects a tip. You phone the office—and the servidor does the rest. Laundry thus collected before 11 a. m. is back the same evening. Men's suits are taken, pressed and returned in a few minutes.

The patent ventilator, also built in the door, and operated by pressure of a button, allows a gentle current of air to flow in, and out again. Thus a window draft is avoided, yet pure air supplied in all kinds of weather and temperature.

Before a vacant room is announced ready for a new occupant, the housekeeper must put her O. K. on the standard room equipment of unusual articles, in proper order and amount as follows: Telephone memorandum pad, room and meal rate card, doctor card, servidor book, city maps, post cards, pen points, both stub and fine, calendar, library catalog, service codes, bachelor buttons, pin cushion with safety pins and threaded needles, candlestick, shoe cloth, valet list, medicine cabinet outfit; and other items, the total number for each guest room being sixty or more.

Hotel Pennsylvania has 2200 rooms and 2200 baths, occupying an area of about two acres, with a cubical contents of 18,000,000 feet, and a height of twenty-seven stories, three of them below the street. Among its record-breaking figures are these: A dining room 142 by 58, and five other great dining rooms for guests besides; a plumbing pipe system of 111 miles; twenty-six elevators; ice and refrigeration plant of 125 tons daily capacity; daily use in cooking of more than 50,000 cubic feet of gas; laundry washing and ironing daily more than twenty tons of table and bed linen alone; the world's largest private telephone exchange, with about 3000 stations in the house and seventy operators to handle the twenty-four hour volume of calls, which totals in a month, besides

