

The Nation's Business

(A Series of Articles by National Leaders Published Exclusively in This Territory in The Herald.)

"Modern Hotel a Matter of High Specialization," by L. M. Boomer, Chairman Board Waldorf-Astoria Corporation.

"Deflation of Wages," by John J. Lewis, President, The United Mine Workers of America.

I.
"Modern Hotel a Matter of High Specialization," by L. M. Boomer, Chairman Board Waldorf-Astoria Corporation.

Editor's Note—The following was written by L. M. Boomer, chairman of the board, of executive committee, of the Waldorf-Astoria corporation, an organization directing some of the most famous hotels in the world. His name is known to hotel heads throughout the civilized universe.

The judgment of a nation on a city rests surprisingly often on its hotels. This town is declared a "good town" and that town is declared a "punk place" by thousands of travelers who if called upon to give the basic reason for this conclusion could be pinned down to the fact that the hotel where in they were quartered gave them service or lack of service, made their stay pleasant or unpleasant, pleased the senses or affronted them and tinged their entire stay.

If they got up in the morning after a sleepless night because of unnecessary hall noises, poor mattress, faulty bath tub or what not and went down to a poorly cooked or served breakfast their entire day began wrong and their nights or experiences that they would have had with pleasure were rendered indifferent or even dislike because their nerves were ruffled, their digestion uneven, their rest broken, and before them was a night of similar experience.

Those who use hotels are not to be numbered in thousands but in millions per annum. The majority of citizens of the United States use a hotel at least once a year for sleeping or eating purposes and they have been taught to expect not only the comforts of home but super comforts, super service and super luxuries. With every man a different temperament and a creature of different habits the hotel of today must be prepared to please a thousand whims, notions and desires and at the same time not allow that indulgence to interfere with the whim, notion or desire of another guest. In other words the hotel business must be and is one of the most highly specialized professions in the world.

Hotels Like Homes

The basic principle of hotel keeping is still the cordial welcome and entertainment of the traveler, and the maintenance of the friendly personal relationship of host and guest. But hotel keeping is no longer looked upon as a "gift," which covered a multitude of discomforts for the traveler. It is a Science of Business, and a Business of Science, carefully and thoughtfully studied in every particular, and with definitely formulated principles.

To study the traveling public, who want the best hotel service,—who wish to be well served, but not over served, and who appreciate intelligent and courteous recognition of their needs and wishes.

To give every patron the feeling of experiencing genuine hospitality,—the kind it is a pleasure to receive, because it is given with sincere pleasure in the giving.

To afford all protection and convenience of up-to-date hotel practice, and the best operating methods, and to improve them constantly.

To be fair to all,—patrons, employees, and stockholders.

To recognize in the conduct of the business, that honesty is the best pol-

icy in all transactions that the high grade of quality is essential in all purchases and preparations, and that its operation must be always unqualifiedly first class.

To cater to patrons and meet their wishes, the only limits to this being those of law and society and the comfort of others.

The Late Mr. Boldt.

The one outstanding figure connecting the best in old and new methods of hotel operation was the late George C. Boldt, known and loved by the most universal and distinguished patronage ever established. Mr. Boldt was a man who represented the personification of hospitality. The world famous Waldorf-Astoria was conceived by him in vision, and took shape and materialized under his personal guidance. He was the pioneer of modern hotel keeping, and he taught the world new standards in his well beloved profession.

As Mr. Boldt may be said to connect the old and the new hotel operation, so the Waldorf-Astoria links the old time small hotels with the monumental enterprises which today number thousands of rooms and count their guests in millions.

To quote statistics; in the one group of five New York hotels which we operate,—but one unit of the hotel industry of the city,—one million five hundred guests were registered in the year of 1920. A somewhat parallel organization, known as the "Pershing Square Hotels" comprises five large establishments also, and contains, like our own organization, one of the three largest hotels in the world. The Pennsylvania Hotel, at present the largest one of all, numbers more than two thousand rooms.

The New York hotel system is the official host of the world for America. It condenses the comfort and advantages of long experience in catering to countless millions over the centuries. Our hotels must and do fulfill the exacting function of welcoming and caring for the people of every land, under conditions adapted to their individual requirements. A series of highly organized departments of hotel service must be maintained, and it is no infrequent occurrence, for instance, to find an entire floor reserved exclusively for non-English speaking guests of a particular nationality,—where all attendants, from the clerk at the registration, to the maid, telephone operator, and waiter who serves his special "nationalized" dishes,—are either of the same nationality or speak the language fluently.

Foreign Service

Many of the New York hotels maintain in foreign countries special representatives and facilities to take care of the guest before he leaves his own country,—book his hotel accommodations, arrange his itineraries, supply information, and help in planning arrangements in the greatest detail. This foreign service is vice versa, at the disposal of the hotel guest leaving New York for foreign countries. For in the hotels themselves are established foreign clubs, reading rooms, special banking service, and many other highly specialized facilities.

New York City hotels have long been models for construction and management of hotel operations everywhere and no projector of the modern hotel in the United States or Europe would think of beginning his work without first making a careful study of our monumental hostleries.

In most of our hotels the visitor will find that his every wish may be

fulfilled without leaving the building. A lady with children may be assigned to a "Women's Floor," on which men are never roomed. There she will find a playground and nursery for the children, where they may romp and play or enjoy a quiet story hour with the attendant. On the "Women's Floor," the guest will find a hairdressing salon, library, reception rooms, and many other special services.

There are house physicians always subject to call,—even a dental office in some hotels. Broker's offices, travel and information bureaus, drug stores, barber shops, Turkish baths, swimming pools, etc., are quite ordinary adjuncts to the hotel operation, as well as specialty shops for ladies, haberdasheries, and innumerable other conveniences.

Places of Beauty

Aesthetically, our hotels rank highly for their beautiful architecture, their wonderful tapestries, paintings and furnishings, and it is no uncommon occurrence, for instance, to have classes of art students request the privilege of being guided through the hotels and learning of the various treasures on display there. Our music is also an interesting feature, and orchestras of the highest type, often directed by world famous artists, are included in the hotel organizations.

Likewise in the kitchens,—our chefs and stewards are frequently called upon to lecture to agricultural and home economics classes, who visit these departments because of their interesting and remarkable facilities for the study of the culinary art.

In the business operation of the hotel every economic condition is a source of constant study; as an example of the careful analysis made in every branch of the operation might be mentioned the system of "food control." In our own restaurants alone, five and a half million meals are served in the course of a year's business. Obviously these enormous volumes of restaurant business must involve most careful controlling. Although the theory of bill of fare prices and the apparently arbitrary method by which they are arrived at are to the mind of the average diner as obscure as "the theory of relativity," the subject is nevertheless a source of continual study and adjustment on the part of the hotel management.

"Food control" answers the questions: "What happens to the thousands of dollars that in the form of raw material enters the establishment? Will all this merchandise reappear at the checkers' desks, properly accounted for as guests' sales? Are the number of steaks sold consistent with the number of steaks that are properly cut from the number of loins which the hotel accounting department is charged by dealers? If not, where is the loss? And what is the method of correction? Are the menu prices adjusted with the rise and fall of the food values? These latter adjustments, while not always noticed by the average diner, are constantly being made, and the careful observer, who he lunches in the hotel dining room, will note from day to day, and according to marked conditions, the fluctuations in the menu prices. Our only safeguard that the proper results are being accomplished in all these particulars is a thorough analysis of costs and sales, and daily computation of costs and revenues on all commodities. Comparisons day by day, month by month, and one establishment against another, are continuous.

Matter of Prices

To the uninitiated, the ratio between cost and selling price on various items, according to these statistics might seem large; on just this sophistry has rested the comments of hotel critics. When the figure is carried further, however, to another capitulation wherein it is charged with such items as linen, silver, china, music, heat, light, and innumerable other expenses attached to this service,—to say nothing of rent and overhead charges on the place occupied by the restaurant, a surprising diminution has occurred. And few hotel men will pretend that the restaurant end of their business is a profitable one.

II.

"Deflation of Wages," by John J. Lewis, President, The United Mine Workers of America.

Editor's Note—John J. Lewis needs no introduction to readers of American newspapers. For years he has stood out a brilliant figure in the battles that have been fought between labor and capital, a target for abuse as well as unlimited praise. As president of the United Mine Workers he has been constantly in the public eye and whether one agrees with his beliefs or not no one will deny that what he may say on any problem now confronting American labor will be said honestly and with as much force as the man can bring to bear on a subject that is his whole life's work.

The cruel theory held by a minority of employers of the United States that the worker should be forced to labor for the smallest possible wage that can be forced upon him is the theory that has caused the greatest and bitterest struggles between capital and labor.

While the number of such employers is small they are largely men who are in control of the gigantic manufacturing and producing corporations of America that give employment to scores of thousands. They stand together under that dire banner, "Lower Wages and Higher Profits," a slogan that openly asserts their right, or might, to seize from the producer and consumer.

Force Wages Down

These are the men that seek without rest, excuse or opportunity to drive the scale of wages downward regardless of how low that scale may have fallen through general economic conditions and these are the men that fight most bitterly the upward trend of wages and are the last to yield to a pressure that they know will crush them if they do not yield. The conditions of the wage earner, his life, happiness and welfare of his family are not considered. While America may

be proud of the fact that these men are in the minority as employers yet it must face the fact that they are in a dominant, commanding position and by the very largeness of their operations can and do cause a general depression when ever they can force a low scale and set an example whose psychology is bad for their fellow employers as well as the nation of workers. They make their proposals of lower wages not because their business is endangered but because they believe that they are in a strategic position that will allow them to "put it over."

The cry "Deflation of Wages," does not come from the great mass of the American public, because the public is aware that deflation of wages would leave industry strangled and impotent. Deflated wages means smaller earning power and smaller incomes for the workers. Smaller incomes means curtailed buying power. Curtailed buying power means less demand for the products of farm, factory, mill and shop. Less demand means restricted production. Restricted production means less employment for the workers and a further shrinkage of their incomes and their buying power. The public understands all of this, and the public has no desire to bring about the operation of such a vicious and destructive circle.

(Continued on page 9)

Herald Want Ads are read.

BAPTIST CHURCH.

An increase of forty-six in Sunday school the last two Sundays, and the men promising to bring other new scholars, threatens to worry us for room, but we accept the challenge and dare them to bring them on. The parsonage can be used. Fathers coming with the children to Sunday school is a sight to encourage anyone. One father wanted to know if he could bring his children to school next Sunday, and also join the men's class. More are contemplating the same thing. Surely we are in for a real winter's work.

Last Sunday evening all the available space was taken up and some looked in at the vestibule and passed on. Can you beat it? The lecture seemed to make a hit with the folks. The need of more room is pressing, but we will worry along for a year or two, we hope, before we consider building, unless they force our hands to put on an addition. The young folks are preparing a fine Christmas program, and it does one good to see the enthusiasm shown.

Major Hendershott and son, the na-

tional entertainers, will be at the church tonight. Come and have a good time. Admission 50 and 25 cents, to pay expenses. A treat awaits all. Don't forget prayer meeting tomorrow night, pastor leading.
B. J. MINORT, Pastor.

We will buy your furs and hides. O'Bannon & Neuswanger. 4-7

A married man is one who knows that when he wakes up in the morning he'll find his wife's hair net all tangled up in his watch chain.

Some men choose to let their wives have a little hysterics rather than run into debt for a silk gown or a new piano.

Some people have made themselves rich by borrowed money; but many more have found that method the road to the poorhouse.

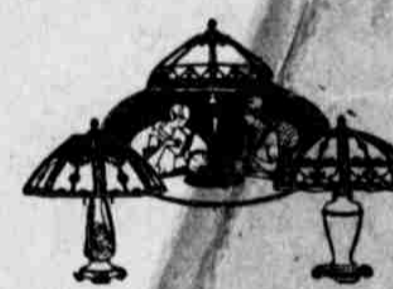
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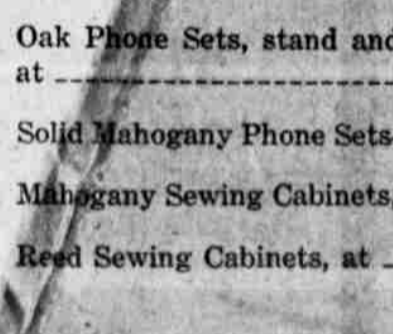
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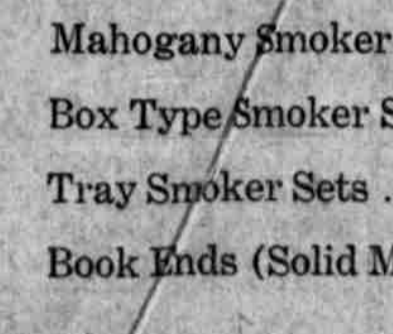
Boudior Electric Lamps—Metal stands with glass domes, in Ivory, Pink, Blue and Bronze finishes, at\$5.75
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Mahogany End Tables, at\$14.00
Solid Mahogany Davenport Tables, at\$30.00 to \$45.00
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Mahogany Smoker Stand, at\$2.00
Box Type Smoker Stands, as low as\$5.75
Tray Smoker Sets . \$1.25, \$1.40, \$1.75 and \$2.25
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